

**Written submissions received for the Transport Committee's review the operation of London's transport system during the 2012 Games and the transport legacy.**

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## **Section I: Operation of the transport system during the 2012 Games**

### **A brief summary of performance against the main objectives in the Olympic Transport Plan:**

#### **1. Provide safe, secure, inclusive, fast and reliable transport for Games family;**

- Games Family transport was primarily a LOCOG responsibility. LOCOG provided buses and other private vehicles to ensure Games Family could travel between competition and non-competition venues safely and securely.
- Transport for London (TfL) was in charge of the planning and operational delivery of the Olympic and Paralympic Route (ORN/PRN) networks within London.
- The ORN/PRN operated well during the Games, exceeding the journey time reliability target of 95 per cent, and achieving journey times 30 per cent quicker than normal in London. This meant that London fulfilled its promise as host city to get athletes where they needed to be, on time and safely.
- In addition, many athletes and Games Family members preferred to travel using the public transport network as the quickest way to travel in London. The extent to which this occurred was unprecedented in Games history and was highly commended by IOC and IPC officials.

#### **2. Achieve 100 per cent of ticketed spectators travelling to competition venue by public transport, walking and cycling;**

- London 2012 met its ambition to be the public transport Games.
- Public transport usage was at record levels, and London also saw greater levels of walking and cycling, with more pedestrians and cyclists than normal counted at sites across London, and Barclays Cycle Hire journeys up 44 per cent.
- There was no venue parking provided by London 2012 (other than Blue Badge parking), parking controls were implemented around venues to protect parking for local residents and businesses, and London spectators were provided with free zone 1-9 Travelcard for the day of their event.

#### **3. Keep London and the rest of UK moving during the Games;**

- London and the UK's transport systems kept moving despite the extra pressures of the Games.
- The reliability of the Tube was excellent, at 98 per cent during the Olympics (the normal reliability rate is 97.1 per cent) and 99 per cent during the Paralympics, continuing the progress of recent years, while similar strong performance was achieved on the DLR and London Overground.
- 3,200 TfL office staff were deployed as Travel Ambassadors, with a further 700 working as Incident Customer Service Assistants in Tube stations.
- These successes, helped by the effective national Travel Demand Management programme, meant that the transport system could carry record numbers of people while still operating smoothly.
- In addition, transport operators ran later services to enable spectators to travel after the event.
- Freight continued to function during the Games, following TfL's comprehensive road freight management programme. This included engagement with freight operators and businesses to help them prepare for changes such as road closures, restricted loading, and the ORN/PRN.

- TfL also worked with the Government, Traffic Commissioners and the London boroughs to ensure appropriate interpretation and enforcement regulations, and to enable better use of innovative practices such as quieter out-of-hours deliveries. As a result of these measures, London was kept stocked and serviced throughout the Games.

#### **4. Ensure that the Games were accessible from all parts of the UK;**

- Everyone involved in providing transport for London 2012 was committed to providing inclusive travel options to the Games.
- Accessibility was integrated through all levels of transport planning, demand forecasting, infrastructure improvements and venue transport operations.
- The 2012 Spectator Journey Planner was a national tool to allow all spectators to plan journeys from across the UK to any London 2012 venue.
- In addition to regular and enhanced public transport services, the ODA supplied dedicated Games coaches and park & ride services direct to venues from a range of locations, to make transport as accessible and straightforward as possible.
- A combination of public transport and Games-specific direct services facilitated over 40,000 wheelchair users to attend London 2012 sport events. Additional operational staff and Travel Ambassadors were on hand across the network to provide assistance to passengers with reduced mobility.

#### **5. Leave a lasting, positive legacy; and**

- The physical transport legacy of the 2012 Games is enormous – with the upgraded Jubilee, Central and Victoria lines, the greatly enhanced London Overground network, the extended DLR, new rolling stock and refurbished stations across much of the network.
- In particular, Stratford is now one of the best-connected transport hubs in the country – facilitating significant local population and employment growth. But the transport legacy goes beyond infrastructure, with lessons learned through the Travel Demand Management programme about how to make better use of available transport capacity, the potential for more coordinated working between operators following the success of the TCC, and the potential for more efficient freight practices, such as out of hours deliveries.
- TfL will also continue to use the highly-praised Travel Ambassadors for suitable occasions in the future and will build on greater interest in cycling following the Games, through initiatives such as the Ride London event.

#### **6. Achieve maximum value for money for every pound spent on transport**

- Transport infrastructure for the Games was delivered on time and under budget.
- TfL and ODA are in the process of settling the various funding agreements established before the Games.
- TfL is on-track to recover pre-agreed incremental costs associated with enhanced operations for the Games, whilst also enabling the ODA to return to Government around £100m of the allocated transport budget.

**The number of passenger per day during a) the Olympic Games and b) the Paralympic Games, broken down into peak and off-peak periods and by mode (Tube, bus, rail, DLR, taxi, car, cycling and walking) and how it compares to the numbers of passengers for the same period last year and the average numbers for the current year.**

Notes:

*Detailed information is provided in MS Excel ('Passengers Oly' and 'Passengers Para' tabs) as requested in the attached file.*

*Unfortunately, not all the data is available in the format requested, especially information on non-rail modes. The information provided represents the most comprehensive analysis currently available.*

**Performance Highlights**

Over the course of the Games, TfL carried record numbers of passengers on the public transport system:

- (a) During the Olympic Games, over 62 million journeys were made on the London Underground – up 35 per cent on normal levels. Tuesday, 7 August was the busiest day in the Underground's history, with 4.57 million passengers, while Sunday 5 August saw 78 per cent more passengers than a normal Sunday last year. The Paralympic Games saw a total of 39 million Tube journeys, up 18 per cent on the same period last year;
- (b) The DLR saw almost 6.9 million journeys over the Olympic Games – up by over 100 per cent on normal levels – and 4 million journeys during the Paralympic Games. Over 500,000 journeys on a single day were made for the first time on Friday 3 August;
- (c) London Overground saw around 6.4 million journeys during the Olympic Games – up 26 per cent on normal 2012 levels and up 54 per cent on 2011 levels. The Paralympic Games also saw an increase in passenger numbers on London Overground, with 4.1 million journeys in total, up 17 per cent on normal 2012 levels and up 41 per cent on 2011 levels;
- (d) London Buses carried 94 million passengers during the Olympic Games and 70 million during the Paralympic Games. Travel patterns showed significant increases around the venues and in the evenings and early mornings, offset by reductions in general traffic levels across the city and where road closures and traffic management measures meant bus services were curtailed or diverted;
- (e) Emirates Air Line saw a succession of record-breaking days, with 32,000 journeys on Saturday 11 August marking the busiest day on record; and
- (f) London's river services were busy over the Games, with the main river bus operator seeing a 44 per cent increase in passengers during the Olympic Games compared with last year.

- (g) In terms of road traffic flows in central London, traffic was down compared to normal levels this time of year.
- (h) Pre-Games pedestrians were 10.9 per cent less than the 2011 equivalent count, and this pattern persisted for much of the first week of the Olympics, reflecting other evidence of relatively low levels of activity in the West End at this time. Over the whole Olympic period however, an average of 7.1 per cent more pedestrians were counted. There were 11.9 per cent more pedestrians during the Transition period, and 16.8 per cent more during the Paralympics, again reflecting other evidence of greater levels of walking at this time. Post-Games levels were 7.7 per cent above the 2011 equivalent period.
- (i) Barclays Cycle Hire had 642,000 hires over the Olympic Games, 44 per cent more than the first two weeks of July, and a further 442,000 hires over the Paralympic Games.
- (l) Taxi ranks and drop-off and pick-up points were provided at most Games venues, with significant capacity for the Olympic Park. TfL and the ODA also arranged marshalling at venues and key national rail stations throughout the Games, which received positive feedback from the taxi and private hire trades, as well as passengers. At the Stratford Regional station rank alone, marshals recorded over 42,000 passengers over the Olympic Games.

Olympic Services									
LU									
Olympics Period 27/07/12 to 12/08/12			Comparable 2012 Baseline Demand	Comparable Days Last Year 29/07/11 to 14/08/11			Differences		
Day	Ridership		(average)	Date	Day	Ridership	Average day	2011	Average day (%) 2011 (%)
28/07/2012	Saturday	3,173,705	2,517,748	30/07/2011	Saturday	2,473,092	655,957	700,613	26.1%
29/07/2012	Sunday	2,688,508	1,839,411	31/07/2011	Sunday	1,806,786	849,097	881,722	46.2%
30/07/2012	Monday	4,021,259	3,392,442	01/08/2011	Monday	3,332,272	628,816	688,967	18.5%
31/07/2012	Tuesday	4,200,622	3,548,701	02/08/2011	Tuesday	3,485,759	651,921	714,863	18.4%
01/08/2012	Wednesday	4,351,159	3,612,949	03/08/2011	Wednesday	3,548,868	738,210	802,292	20.4%
02/08/2012	Thursday	4,340,818	3,658,751	04/08/2011	Thursday	3,593,857	682,068	746,962	20.8%
03/08/2012	Friday	4,489,969	3,735,491	05/08/2011	Friday	3,669,237	754,478	820,733	20.2%
04/08/2012	Saturday	3,745,335	2,412,254	06/08/2011	Saturday	2,369,469	1,333,081	1,375,866	55.3%
05/08/2012	Sunday	3,200,373	1,951,221	07/08/2011	Sunday	1,801,493	1,249,152	1,398,881	64.0%
06/08/2012	Monday	4,306,375	3,592,760	08/08/2011	Monday	3,317,067	713,615	989,308	19.9%
07/08/2012	Tuesday	4,569,950	3,427,840	09/08/2011	Tuesday	3,164,803	1,142,109	1,405,147	33.3%
08/08/2012	Wednesday	4,394,707	3,608,342	10/08/2011	Wednesday	3,331,453	786,365	1,063,254	21.8%
09/08/2012	Thursday	4,532,905	3,559,111	11/08/2011	Thursday	3,286,000	973,794	1,246,905	27.4%
10/08/2012	Friday	4,318,386	3,561,277	12/08/2011	Friday	3,288,000	757,109	1,030,386	21.3%
11/08/2012	Saturday	3,384,018	2,299,450	13/08/2011	Saturday	2,123,000	1,084,568	1,261,018	47.2%
12/08/2012	Sunday	2,586,152	1,734,065	14/08/2011	Sunday	1,601,000	852,088	965,152	49.1%
Total 16 days		62,364,242	48,451,813	-	-	46,192,155	13,852,436	16,112,088	28.6%
DLR									
Olympics Period 27/07/12 to 12/08/12			Comparable 2012 Baseline Demand	Comparable Days Last Year 29/07/11 to 14/08/11			Differences		
Day	Ridership		(average)	Date	Day	Ridership	Average day	2011	Average day (%) 2011 (%)
28/07/2012	Saturday	381,496	209,580	30/07/2011	Saturday	185,305	171,916	196,191	82.0%
29/07/2012	Sunday	354,853	179,765	31/07/2011	Sunday	158,943	175,088	195,910	97.4%
30/07/2012	Monday	486,111	283,357	01/08/2011	Monday	250,537	202,753	235,574	71.6%
31/07/2012	Tuesday	472,590	289,046	02/08/2011	Tuesday	255,566	183,545	217,024	63.5%
01/08/2012	Wednesday	459,422	297,659	03/08/2011	Wednesday	263,182	161,763	196,240	54.3%
02/08/2012	Thursday	454,685	277,898	04/08/2011	Thursday	245,710	176,787	208,975	63.6%
03/08/2012	Friday	500,896	297,536	05/08/2011	Friday	263,074	203,360	237,822	68.3%
04/08/2012	Saturday	397,760	184,846	06/08/2011	Saturday	163,436	212,914	234,324	115.2%
05/08/2012	Sunday	369,772	144,338	07/08/2011	Sunday	127,620	225,435	242,153	156.2%
06/08/2012	Monday	466,082	278,746	08/08/2011	Monday	246,460	187,336	219,622	67.2%
07/08/2012	Tuesday	456,380	275,721	09/08/2011	Tuesday	243,785	180,659	212,594	65.5%
08/08/2012	Wednesday	487,732	270,424	10/08/2011	Wednesday	239,102	217,308	248,630	80.4%
09/08/2012	Thursday	459,995	276,079	11/08/2011	Thursday	244,101	183,916	215,893	66.6%
10/08/2012	Friday	446,532	277,755	12/08/2011	Friday	245,584	168,777	200,949	60.8%
11/08/2012	Saturday	382,386	169,270	13/08/2011	Saturday	149,664	213,116	232,722	125.9%
12/08/2012	Sunday	305,652	137,065	14/08/2011	Sunday	121,189	168,786	184,662	123.1%
Total 16 days		6,882,543	3,849,084	-	-	3,463,258	3,033,459	3,479,286	78.8%
LO									
Olympics Period 27/07/12 to 12/08/12			Comparable 2012 Baseline Demand	Comparable Days Last Year 29/07/11 to 14/08/11			Differences		
Day	Ridership		(average)	Date	Day	Ridership	Average day	2011	Average day (%) 2011 (%)
28/07/2012	Saturday	341,834	265,732	30/07/2011	Saturday	258,676	76,102	83,159	28.6%
29/07/2012	Sunday	319,675	172,512	31/07/2011	Sunday	174,527	147,163	145,148	85.3%
30/07/2012	Monday	412,027	362,614	01/08/2011	Monday	296,962	49,413	115,065	13.6%
31/07/2012	Tuesday	463,676	377,030	02/08/2011	Tuesday	313,503	86,646	150,172	23.0%
01/08/2012	Wednesday	449,469	371,377	03/08/2011	Wednesday	313,699	78,092	135,771	21.0%
02/08/2012	Thursday	431,236	377,975	04/08/2011	Thursday	337,948	53,261	93,288	14.1%
03/08/2012	Friday	463,628	386,519	05/08/2011	Friday	303,037	77,109	160,591	19.9%
04/08/2012	Saturday	368,990	265,732	06/08/2011	Saturday	238,126	103,258	130,864	38.9%
05/08/2012	Sunday	295,672	172,512	07/08/2011	Sunday	157,094	123,160	138,578	71.4%
06/08/2012	Monday	450,155	362,614	08/08/2011	Monday	278,448	87,541	171,708	24.1%
07/08/2012	Tuesday	456,953	377,030	09/08/2011	Tuesday	272,764	79,923	184,189	21.2%
08/08/2012	Wednesday	413,796	371,377	10/08/2011	Wednesday	280,788	42,418	133,008	11.4%
09/08/2012	Thursday	467,565	377,975	11/08/2011	Thursday	275,224	89,590	192,341	23.7%
10/08/2012	Friday	425,796	386,519	12/08/2011	Friday	291,774	39,276	134,022	10.2%
11/08/2012	Saturday	369,057	265,732	13/08/2011	Saturday	217,629	103,324	151,428	38.9%
12/08/2012	Sunday	249,987	172,512	14/08/2011	Sunday	136,477	77,475	113,511	44.9%
Total 16 days		6,379,516	5,065,764	-	-	4,146,675	1,313,752	2,282,841	25.9%
Emirates Airline									
Olympics Period 27/07/12 to 12/08/12									
Day	Ridership								
28/07/2012	Saturday	26,338							
29/07/2012	Sunday	21,969							
30/07/2012	Monday	19,009							
31/07/2012	Tuesday	19,658							
01/08/2012	Wednesday	22,195							
02/08/2012	Thursday	22,389							
03/08/2012	Friday	25,660							
04/08/2012	Saturday	23,888							
05/08/2012	Sunday	26,074							
06/08/2012	Monday	23,050							
07/08/2012	Tuesday	20,928							
08/08/2012	Wednesday	28,062							
09/08/2012	Thursday	25,368							
10/08/2012	Friday	25,358							
11/08/2012	Saturday	31,964							
12/08/2012	Sunday	23,051							
Total 16 days		384,561							
London Buses									
Olympics Period 27/07/12 to 12/08/12			Comparable 2012 Baseline Demand	Comparable Days Last Year 29/07/11 to 14/08/11			Differences		
Day	Ridership		(average)	Date	Day	Ridership	Average day	2011	Average day (%) 2011 (%)
28/07/2012	Saturday	5,267,046	5,801,816	30/07/2011	Saturday	5,650,225	-	534,770	-9.2%
29/07/2012	Sunday	3,952,879	4,207,120	31/07/2011	Sunday	4,097,195	-	254,240	-6.0%
30/07/2012	Monday	6,378,232	6,437,903	01/08/2011	Monday	6,269,691	-	59,671	-0.9%
31/07/2012	Tuesday	6,467,997	6,503,506	02/08/2011	Tuesday	6,333,580	-	35,509	-0.5%
01/08/2012	Wednesday	6,521,998	6,520,770	03/08/2011	Wednesday	6,350,393	-	1,228	0.0%
02/08/2012	Thursday	6,533,099	6,151,272	04/08/2011	Thursday	5,990,550	-	381,827	-6.2%
03/08/2012	Friday	6,665,962	6,788,395	05/08/2011	Friday	6,611,026	-	122,433	-1.8%
04/08/2012	Saturday	5,479,832	5,491,035	06/08/2011	Saturday	5,347,564	-	11,203	-0.2%
05/08/2012	Sunday	4,138,216	4,108,222	07/08/2011	Sunday	3,999,329	-	29,994	0.7%
06/08/2012	Monday	6,392,849	6,420,979	08/08/2011	Monday	6,250,784	-	28,130	-0.4%
07/08/2012	Tuesday	6,475,189	5,704,792	09/08/2011	Tuesday	5,553,581	-	770,397	13.5%
08/08/2012	Wednesday	6,518,651	6,307,216	10/08/2011	Wednesday	6,140,037	-	211,435	3.4%
09/08/2012	Thursday	6,536,020	6,424,540	11/08/2011	Thursday	6,254,251	-	111,480	1.7%
10/08/2012	Friday	6,561,580	6,886,688	12/08/2011	Friday	6,704,149	-	325,106	-4.7%
11/08/2012	Saturday	5,577,495	5,647,563	13/08/2011	Saturday	5,497,868	-	70,068	-1.2%
12/08/2012	Sunday	4,193,052	4,098,282	14/08/2011	Sunday	3,989,653	-	94,770	2.3%
Total 16 days		93,660,098	93,500,098	-	-	91,035,878	159,999	2,620,220	0.2%

Paralympic Services										
LU										
Paralympics Period 30/08/12 to 09/09/12			Comparable 2012	Comparable Days Last Year 01/09/11 to 12/09/11			Differences			
Day	Ridership	Baseline Demand		Date	Day	Ridership	Average day	2011	Average day (%)	2011 (%)
30/08/2012	Thursday	3,948,967	3,574,285	01/09/2011	Thursday	3,533,404	374,682	415,564	10.5%	11.8%
31/08/2012	Friday	4,096,036	3,546,998	02/09/2011	Friday	3,506,428	549,039	589,608	15.5%	16.8%
01/09/2012	Saturday	3,009,416	2,237,120	03/09/2011	Saturday	2,211,532	772,296	797,883	34.5%	36.1%
02/09/2012	Sunday	2,241,376	1,518,491	04/09/2011	Sunday	1,501,123	722,885	740,253	47.6%	49.3%
03/09/2012	Monday	3,825,747	3,530,631	05/09/2011	Monday	3,490,249	295,116	335,498	8.4%	9.6%
04/09/2012	Tuesday	4,007,297	3,607,191	06/09/2011	Tuesday	3,565,933	400,106	441,364	11.1%	12.4%
05/09/2012	Wednesday	4,105,835	3,748,353	07/09/2011	Wednesday	3,705,481	357,482	400,354	9.5%	10.8%
06/09/2012	Thursday	4,149,934	3,720,294	08/09/2011	Thursday	3,677,743	429,640	472,191	11.5%	12.8%
07/09/2012	Friday	4,180,880	3,668,356	09/09/2011	Friday	3,626,399	512,523	554,481	14.0%	15.3%
08/09/2012	Saturday	3,091,778	2,406,683	10/09/2011	Saturday	2,379,156	685,095	712,622	28.5%	30.0%
09/09/2012	Sunday	2,308,688	1,734,353	11/09/2011	Sunday	1,714,516	574,335	594,172	33.1%	34.7%
Total 11 Days		38,965,954	33,292,755			32,911,964	5,673,199	6,053,990	17.0%	18.4%
DLR										
Paralympics Period 30/08/12 to 09/09/12			Comparable 2012	Comparable Days Last Year 01/09/11 to 12/09/11			Differences			
Day	Ridership	Baseline Demand		Date	Day	Ridership	Average day	2011	Average day (%)	2011 (%)
30/08/2012	Thursday	392,178	306,210	01/09/2011	Thursday	270,743	85,968	121,435	28.1%	44.9%
31/08/2012	Friday	415,189	339,153	02/09/2011	Friday	299,870	76,036	115,319	22.4%	38.5%
01/09/2012	Saturday	326,293	179,311	03/09/2011	Saturday	158,542	146,982	167,751	82.0%	105.8%
02/09/2012	Sunday	278,059	120,892	04/09/2011	Sunday	106,890	157,167	171,169	130.0%	160.1%
03/09/2012	Monday	419,831	299,230	05/09/2011	Monday	264,571	120,601	155,260	40.3%	58.7%
04/09/2012	Tuesday	417,749	295,607	06/09/2011	Tuesday	261,367	122,143	156,382	41.3%	59.8%
05/09/2012	Wednesday	413,971	308,818	07/09/2011	Wednesday	273,049	105,153	140,923	34.1%	51.6%
06/09/2012	Thursday	403,111	356,056	08/09/2011	Thursday	314,815	47,055	88,296	13.2%	28.0%
07/09/2012	Friday	410,922	384,650	09/09/2011	Friday	340,098	26,272	70,825	6.8%	20.8%
08/09/2012	Saturday	320,306	247,880	10/09/2011	Saturday	219,169	72,426	101,137	29.2%	46.1%
09/09/2012	Sunday	220,233	148,189	11/09/2011	Sunday	131,025	72,043	89,208	48.6%	68.1%
Total 11 Days		4,017,841	2,985,996			2,640,138	1,031,846	1,377,704	34.6%	52.2%
LO										
Paralympics Period 30/08/12 to 09/09/12			Comparable 2012	Comparable Days Last Year 01/09/11 to 12/09/11			Differences			
Day	Ridership	Baseline Demand		Date	Day	Ridership	Average day	2011	Average day (%)	2011 (%)
30/08/2012	Thursday	391,786	377,975	01/09/2011	Thursday	310,025	13,811	81,761	3.7%	26.4%
31/08/2012	Friday	420,019	386,519	02/09/2011	Friday	284,847	33,500	135,172	8.7%	47.5%
01/09/2012	Saturday	335,885	265,732	03/09/2011	Saturday	263,302	70,153	72,583	26.4%	27.6%
02/09/2012	Sunday	261,811	172,512	04/09/2011	Sunday	107,861	89,299	153,950	51.8%	142.7%
03/09/2012	Monday	413,489	362,614	05/09/2011	Monday	305,371	50,874	108,118	14.0%	35.4%
04/09/2012	Tuesday	422,721	377,030	06/09/2011	Tuesday	328,178	45,692	94,543	12.1%	28.8%
05/09/2012	Wednesday	428,532	371,377	07/09/2011	Wednesday	330,670	57,155	97,862	15.4%	29.6%
06/09/2012	Thursday	414,772	377,975	08/09/2011	Thursday	314,419	36,797	100,353	9.7%	31.9%
07/09/2012	Friday	418,244	386,519	09/09/2011	Friday	316,443	31,724	101,801	8.2%	32.2%
08/09/2012	Saturday	341,737	265,732	10/09/2011	Saturday	213,491	76,005	128,246	28.6%	60.1%
09/09/2012	Sunday	252,001	172,512	11/09/2011	Sunday	139,544	79,489	112,457	46.1%	80.6%
Total 11 Days		4,100,997	3,516,499			2,914,151	584,499	1,186,846	16.6%	40.7%
Emirates Airline										
Paralympics Period 30/08/12 to 09/09/12										
Day	Ridership									
30/08/2012	Thursday	8,735								
31/08/2012	Friday	20,375								
01/09/2012	Saturday	18,839								
02/09/2012	Sunday	22,363								
03/09/2012	Monday	21,000								
04/09/2012	Tuesday	17,743								
05/09/2012	Wednesday	16,087								
06/09/2012	Thursday	15,757								
07/09/2012	Friday	15,416								
08/09/2012	Saturday	23,618								
09/09/2012	Sunday	15,288								
Total 11 Days		195,221								
Buses										
Paralympics Period 30/08/12 to 09/09/12			Comparable 2012	Comparable Days Last Year 01/09/11 to 12/09/11			Differences			
Day	Ridership	Baseline Demand		Date	Day	Ridership	Average day	2011	Average day (%)	2011 (%)
30/08/2012	Thursday	6,651,590	7,010,932	01/09/2011	Thursday	6,689,597	- 359,342	- 38,007	-5.1%	-0.6%
31/08/2012	Friday	6,983,023	7,261,070	02/09/2011	Friday	6,928,271	- 278,047	- 54,752	-3.8%	0.8%
01/09/2012	Saturday	5,686,392	5,976,288	03/09/2011	Saturday	5,702,375	- 289,896	- 15,982	-4.9%	-0.3%
02/09/2012	Sunday	4,250,606	4,153,963	04/09/2011	Sunday	3,963,573	96,643	287,033	2.3%	7.2%
03/09/2012	Monday	6,914,824	7,265,302	05/09/2011	Monday	6,932,309	- 350,478	- 17,485	-4.8%	-0.3%
04/09/2012	Tuesday	7,121,075	7,102,330	06/09/2011	Tuesday	6,776,806	18,746	344,269	0.3%	5.1%
05/09/2012	Wednesday	7,370,239	7,707,923	07/09/2011	Wednesday	7,354,643	- 337,684	- 15,596	-4.4%	0.2%
06/09/2012	Thursday	7,456,869	7,715,742	08/09/2011	Thursday	7,362,104	- 258,873	- 94,765	-3.4%	1.3%
07/09/2012	Friday	7,671,184	7,988,203	09/09/2011	Friday	7,622,077	- 317,019	- 49,107	-4.0%	0.6%
08/09/2012	Saturday	5,915,203	6,066,538	10/09/2011	Saturday	5,788,489	- 151,335	- 126,715	-2.5%	2.2%
09/09/2012	Sunday	4,464,850	4,377,052	11/09/2011	Sunday	4,176,438	87,797	288,412	2.0%	6.9%
Total 11 Days		70,485,855	72,625,342			69,296,680	- 2,139,487	- 1,189,175	-2.9%	1.7%

**A comparison of performance for each mode and the road network during a) the Olympic Games and b) the Paralympic Games with the same period last year and average for the current year using the relevant key performance indicators including: percentage of scheduled services operated; on-time performance; Lost of Customer Hours; and customer service satisfaction.**

Notes:

*Detailed information is provided in MS Excel as requested in the attached file ('Performances' tab). However, not all data requested is available in the format requested.*

Performance Highlights

For the duration of the Games, the TfL multi-year investment programme on the public transport and road network was adjusted to ensure disruptive works were suspended whilst other works were modified to ensure they did not adversely affect the performance of the network (e.g.: Crossrail, Victoria Station Upgrade).

The "Clearway 2012" project saw the suspension of road and utility works on the ORN/PRN and most A and B roads in the lead up to and during the Games.

Despite running more services for longer each day and with record numbers of passengers, public transport operated reliably during the Olympic and Paralympic Games, continuing the trend of improving performance in recent months and years:

- (a) London Underground ran 98 per cent of scheduled kilometres during the Olympic Games and 99 per cent through the Paralympic Games. This compares to a performance of 97 per cent during the same periods in 2011, demonstrating that Londoners are benefitting from a very reliable Tube services ordinarily as well. There was also a 27 per cent reduction in the impact of service disruption during the Olympic Games, as measured by Lost Customer Hours;
- (b) During both the Olympic and Paralympic Games, reliability on the DLR was 99 per cent, and on London Overground it was 98 per cent; and
- (c) Buses ran 23.2 million km during the Olympic Games, around 600,000 km more than last year (reflecting the increased frequencies on certain routes), and 98 per cent of scheduled km operated. During the Paralympic Games, 16.4 million km were operated, around 300,000 km more than last year, and 97.8 per cent of scheduled km operated.

Games Performances											
Olympic Performance	Scheduled services operated (Olympic Period) - %	Scheduled services operated (same period 2011) - %	Scheduled services operated (average) - %	Services on-time (OP) - %	Services on-time (same period 2011) - %	Services on-time (average) - %	Lost of Customer Hours (OP) - hr	Lost of Customer Hours (2011) - hr	Lost of Customer Hours (average) - hr	Customer service satisfaction (Q2 12/13) - (score out of 100)	Customer service satisfaction (Q2 11/12) - (score out of 100)
LU	98.0%	97.1%	97.1%	na	na	na	54,795	73,489	76,505	83	79
DLR	99.0%	98.0%	98.0%	99.1%	97.8%	98.4%	na	na	na	non interviews conducted during the Games	83
LO	99.3%	98.3%	98.0%	98.1%	95.5%	95.3%	na	na	na	83	81
Olympic Performance	Network Kilometres operated OP - %	Network Kilometres operated (2011) - %	Network Kilometres operated average - %	Network Excess Waiting Time OP - (minutes)	Network Excess Waiting Time (same period 2011) - (minutes)	Network Excess Waiting Time average - (minutes)					
Buses	98.0%	97.8%	na*	0.81	0.82	na*					
* this is highly dependent on seasonal variations											
Olympic Performance	Traffic Flow in Central and Inner London compared to normal summer volumes		Games Family journey time reliability (24)	Games Lanes in use for Games Family Traffic only							
	to be published as part of "Travel in London 5" report		All day	AM peak	PM peak						
Road Traffic			95.6%	45.0%	46.0%						
Paralympic Performance	Scheduled services operated (Paralympic Period) - %	Scheduled services operated (same period 2011) - %	Scheduled services operated (average) - %	Services on-time (Paralympic Period) - %	Services on-time (same period 2011) - %	Services on-time (average) - %	Lost of Customer Hours (PP) - hr	Lost of Customer Hours (2011) - hr	Lost of Customer Hours (average) - hr	Customer service satisfaction (Q2 12/13) - (score out of 100)	Customer service satisfaction (Q2 11/12) - (score out of 100)
LU	99.0%	96.8%	97.1%	na	na	na	37,546	87,056	76,505	83	79
DLR	98.5%	98.0%	95.0%	98.8%	98.4%	95.7%	na	na	na	non interviews conducted during the Games	83
LO	99.5%	98.2%	98.0%	98.4%	95.3%	95.3%	na	na	na	83	81
Paralympic Performance	Network Kilometres operated PP - %	Network Kilometres operated (2011) - %	Network Kilometres operated average - %	Network Excess Waiting Time PP - (minutes)	Network Excess Waiting Time (same period 2011) - (minutes)	Network Excess Waiting Time average - (minutes)					
Buses	98.1%	97.7%	na*	0.95	1.14	na*					
* this is highly dependent on seasonal variations											
Olympic Performance	Traffic Flow in Central and Inner London compared to normal summer volumes		Games Family journey time reliability (24)	Games Lanes in use for Games Family Traffic only							
	to be published as part of "Travel in London 5" report		All day	AM peak	PM peak						
Road Traffic			97.8%	27.0%	23.0%						

**A breakdown of the number of passenger per hour at the travel hotspots during the Olympic Games and Paralympic Games and the measures taken to manage passenger numbers at these hotspots.**

Data is not available in the format requested. This is because it is not possible to accurately measure interchange traffic, which is a critical contributor to crowding at stations.

Public transport and road network hotspots were identified in the lead up to the Games and communicated via the Get Ahead of the Games website. For affected areas of the network several operational measures were implemented, which included:

- in the lead up to the Games, a series of reviews and working groups were set up to assess the level of readiness and robustness of station management plans for hotspots stations. This allowed potential risks to be mitigated.
- detailed station and crowd management plans were developed in collaboration with other transport providers and tested before the Games. For example, lessons learnt during the London Bridge station management tests during Spring 2012 were implemented during the Games, when the one-way flow scheme worked successfully.
- deployment of additional operational staff and Travel Ambassadors to provide real time travel information and suggestions on alternative travel arrangements. Additional information was also provided to users via PA announcements at stations and on trains.

The number of incidents of service disruption during a) the Olympic Games and b) the Paralympic Games on each public transport mode and the road network; response times; and, the average time taken to restore normal services compared to the average for the current year.

Notes:

Detailed information is provided for London Underground and Rail in MS Excel ('Incidents' tabs) as requested in the attached file.

No detailed information is available for surface modes.

Games Incidents				
Olympic Incidents	Number of incidents of service disruption during the Olympics	Average time taken to restore normal services during the Olympics (mins)	Number of incidents of service disruption (average 2012)	Average time taken to restore normal services (average 2012) - (mins)
LU	Average of 65 per day	na	Average of 80 per day	na
DLR	Average of 11.3 per	na	Average of 15.4 per	na
LO	Average of 35 per day	9	Average of 32 per day	16
Paralympic Incidents	Number of incidents of service disruption during the Paralympics	Average time taken to restore normal services during the Paralympics (mins)	Number of incidents of service disruption (average 2012)	Average time taken to restore normal services (average 2012) - (mins)
LU	Average of 71 per day	na	Average of 80 per day	na
DLR	Average of 10.8 per	na	Average of 15.4 per	na
LO	Average of 30 per day	10	Average of 32 per day	16

**Incident definitions**

LU: An incident causing a delay to train service in excess of 2 minutes or any staff error delaying a service (including those lasting less than two minutes)

DLR: Any loss to reliability, departures or journey times

LO: An incident causing 3 or more minutes delay and recorded in the TRUST system.

**Note:** Many incidents do not noticeably affect services from a customer's perspective.

**The estimated numbers of regular travellers and businesses who managed their travel behaviour per day during a) the Olympic and b) the Paralympics and the basis for these estimates.**

“Journey Maker” survey data was collected on a daily basis but due to sample size constraints, cannot be used to accurately infer daily results.

In general, on weekdays, during the Olympic Games, 36 per cent of people changed their travel behaviour. Of this, 20 per cent of people “reduced” and 16 per cent changed the way they made their journey. “Change” was made up by combinations of those who retimed (13 per cent), rerouted (6 per cent) and revised their mode of travel (4 per cent) (some people made more than one type of change).

On weekdays, during the Paralympics Games, 32 per cent of people changed their travel behaviour. 19 per cent of people reduced and 13 per cent changed the way they made their journey. Change was made up by combinations of those who retimed (11 per cent), rerouted (5 per cent) and revised their mode of travel (3 per cent).

Weekday results are a better representation of real behaviour change. Results at weekends were considerably higher, reflecting the fact that more discretionary trips are made at the weekends, so easier to change.

A survey was also carried out for businesses based in central London, on or around the ORN and Olympic venues and freight operators working in London. The survey provides evidence of behavioural change in freight deliveries and servicing as a result of the Games and the effectiveness of the Olympics Road Freight Management Programme. The survey was carried out in the transition period between the Olympic and Paralympic Games in August 2012 and a further, post-Games wave, is planned for autumn 2012.

The initial high level analysis of results from the survey shows that around half of the businesses and freight operators interviewed felt they were not impacted by the Games operation. Of those impacted, 15 per cent of businesses and 33 per cent of freight operators said that they made or received night time deliveries.

- **The factor or factors which TfL considers played the greatest role in achieving good transport performance during the 2012 Games.**

*A combination of several factors made the Games a transport success. Amongst the most relevant are:*

**1. An integrated transport system**

TfL's unique breadth of responsibilities, plus measures such as the London spectator Travelcard and joint customer communications helped to greatly improve traveller experience

**2. Strong collaboration across transport operators**

TfL, London 2012, Government and other transport operators worked together to produce a jointly owned plan, addressed issues through a representative Games Transport Board, and utilised a multi-agency Transport Coordination Centre to ensure collaborative operations during the Games

**3. Strong operational performance**

Following a programme of preventative maintenance, provision of extra spare parts, rapid incident response teams on standby, and the suspension of upgrade works, transport reliability during the Games was strong, at 98 per cent or over on the Tube, DLR and London Overground, continuing the improving performance of recent periods

**4. Exceptional customer experience**

With extra staff and volunteers, eye-catching magenta signage, and integrated real time customer information, transport operators provided an exceptional customer experience for spectators, Games Family and regular travellers over the summer

**5. Effective management of the road network**

TfL balanced the needs of Games Family and regular road users effectively, through active traffic management, the design of robust Olympic and Paralympic Route Networks, and by opening Games Lanes (for Games Family vehicles only) to normal traffic when they were not needed

**6. Successful communication strategy and TDM**

With an integrated communications and travel demand management strategy, travellers were informed in real time about the best ways to use the transport system, and by following advice to avoid the busiest times and places, kept the transport system moving despite record passenger numbers

**7. Effective freight planning and operations**

Following a comprehensive engagement programme, advice and support from the Traffic Commissioners and the development of tools such as the Freight Journey Planner, freight operators and businesses adapted during the Games, keeping London stocked and serviced and demonstrating innovative practices such as quieter out-of-hours deliveries

**8. More walking and cycling across London**

Efforts to encourage people to walk and cycle during the Games were successful. Pedestrian counts across London showed walking was up by seven per cent during the Olympic Games and by 18 per cent during the Paralympic Games, while counts of cyclists crossing the Thames were up by 20 per cent during the Olympic Games and Barclays Cycle Hire saw record usage

**9. A more accessible transport system**

Efforts were made to make the transport network as accessible as possible. New lifts were installed, accessible shuttle services were provided, manual boarding ramps were used and new audio/visual displays were provided. This was in addition to an already fully accessible DLR, bus network and taxis

## **Section II: Cost of transport during the 2012 Games**

**An estimate of the total incremental cost incurred by TfL in providing transport in support of the 2012 Games including the means by which it will be funded (including amounts). Please could this be broken down to show expenditure on the key measures including:**

- A. New infrastructure (both Games-specific improvements and TfL's 'background schemes');
- B. Planning and testing of transport for the Games;
- C. Extra transport services during the Games and the additional payments for front-line staff;
- D. Deploying 3,500 back office TfL staff to customer facing roles as Travel Ambassadors;
- E. Improvements to reliability including the rapid response teams on the Tube;
- F. Installing the ORN and other active travel management measures on the road network;
- G. Temporary accessibility measures including the provision of manual boarding ramps;
- H. The Travel Demand Management programme (broken down into the main work-streams i.e. marketing and communications; travelling information systems; and travel advice to business)
- I. The Road Freight Management Programme; and
- J. The Transport Coordination Centre.

A breakdown of the information requested is provided in the table below and in MS Excel (tab 'Finance'). TfL established several funding agreements with the ODA to recover the incremental cost of providing transport for the Games. Data represents the latest forecasts.

TfL Incremental activities to support the Games		Funders		
		£m	TfL	ODA
<b>a</b>	New Infrastructure:			
	<i>Background schemes</i>	6,421.1	6,421.1	0.0
	<i>Games specific schemes</i>	551.4	323.2	228.2
<b>b</b>	Planning and testing of transport for the Games	1.1	0.0	1.1
<b>c</b>	Extra transport services including additional payments to front line staff	81.3	2.8	78.5
<b>d</b>	Travel Ambassadors	5.3	3.7	1.6
<b>e</b>	Improvements to reliability including rapid response teams	18.7	0.0	18.7
<b>f</b>	ORN and other active travel management measures on the road network			
	<i>Build and decommissioning</i>	22.8	0.0	22.8
	<i>Supporting activities (e.g. Compliance, ATM, RE-ORN)</i>	31.7	0.0	31.7
<b>g</b>	Temporary accessibility measures including manual boarding ramps	3.5	0.0	3.5
<b>h</b>	TDM:			
	<i>Marketing and Communications</i>	16.8	0.0	16.8
	<i>Travel Information Systems</i>	1.0	0.0	1.0
	<i>Travel advice to business</i>	3.9	0.0	3.9
<b>i</b>	Road freight management programme	4.1	0.0	4.1
<b>j</b>	Transport Coordination Centre	8.1	0.0	8.1
<b>Total</b>		<b>7,170.8</b>	<b>6,750.8</b>	<b>420.0</b>

**The value of the travel tickets TfL supplied to LOCOG Games family, contractors and volunteers during the Games.**

Travel for the Games family ‘during the Games’ was provided free of charge as part of the funding agreement established with the ODA to cover the incremental cost of providing enhanced services during the Games.

LOCOG also financed travel for Games family members (including athletes, officials, volunteers and selected workforce) outside of the Games period at a cost of £10.25m.

**The estimated impact on TfL’s fares revenue of the Games.**

Compared to an adjusted average of the previous three years, TfL fares revenue fell by £3.4m during the Games. Despite carrying record numbers of passengers over the Games period, many of these passengers were spectators who had been provided with free zone 1-9 Travelcards for the day of their event. As a result, fare revenue was slightly lower than for the same period over previous years. However, this was more than offset by the £228m invested by the ODA long term improvements to London’s transport network and by a further £10.9m paid by LOCOG for Games Family travel outside of the Games Period (£10.25m) and during test events (£0.65m).

### **Section III: Transport legacy of the 2012 Games**

**The specific actions TfL has taken following the 2012 Games, and plans to take, to realise a transport legacy including in the specific areas it has identified for legacy i.e:**

#### **A. Improved transport capacity and reliability**

Ahead of the Games, around £6.5bn was invested in upgrading and extending transport links to increase capacity and improve services. This is now providing a legacy of better transport, particularly for people living in east London, and will benefit millions of people and support economic development for years to come. This includes:

- A 50 per cent increase in DLR capacity with line extended to Woolwich and Stratford International;
- Extra capacity and improved reliability on Jubilee, Central and Victoria lines arising from signalling upgrades;
- Refurbished and extended London Overground services on the former East London and North London lines, including new rolling stock; and
- King's Cross-St Pancras and Stratford Regional stations essentially rebuilt and expanded, with step-free access and extra capacity.
- Step-free access installed at Green Park and Southfields stations

#### **B. & C. Better public transport and of the road network operations including continuing the rapid response teams on the Tube**

Throughout the summer of 2012, TfL management was encouraged to identify successful operational initiatives put in place to meet the specific challenges of the 2012 Games, including initiatives like the use of rapid response teams on the Tube.

The merit, cost and scale of each of these initiatives is now being assessed by the relevant areas of TfL as part of a comprehensive lessons review. This will determine whether each initiative is continued after the Games.

#### **D. A more accessible transport system**

In addition to the £6.5bn spent on upgrading vital infrastructure (which included investment in improved accessibility), the ODA contributed over £4m to TfL for specific accessibility enhancements, such as DLR lift refurbishments and platform-to-train level access work on London Underground. This is providing a valuable legacy of more accessible infrastructure in London.

On the Tube, Green Park is now a vital step-free, accessibility hub, and other stations such as Southfields have also become step-free, bringing the total to 66, around a quarter of all Tube stations. Step-free access has also been delivered at key London Overground stations such as Camden Road and Wembley Central, bringing the total to 38 stations (nearly half of the total). The DLR, which is already fully step-free, saw upgrades delivered to lifts at Greenwich, Prince Regent and Tower Gateway to improve reliability. Permanent platform humps were installed at key stations like King's Cross (Piccadilly line), Green Park (Piccadilly and Jubilee lines) and Earl's Court (Piccadilly line) in time for the Games, enabling step-free access from train to platform. Elsewhere, manual boarding ramps were introduced at

16 Tube stations for the Games, and as announced in September, will remain in use for the next few months while a review is conducted that will examine all aspects of their use.

Accessibility training for staff was also refreshed ahead of the Games, and forms another valuable part of the longer-term legacy for London. In addition, a range of customer information improvements were delivered for the Games and will be kept in the longer term. These include the TfL Journey Planner, which has been updated with improved options for people with reduced mobility, allowing them to plan step-free journeys right on to the train, not just the platform. Updated Accessibility pages on TfL's website, including improved information on step-free facilities and a range of short films familiarising people with accessible travel in London will also be retained.

Additional signage was also introduced on the transport network ahead of the Games, to assist passengers with accessibility requirements, and to help with the wayfinding of step-free routes. Accessible signage has been kept in place where appropriate, and a review is being undertaken across TfL to identify and retain the most useful aspects of this signage in the longer term.

#### **E. Better partnership working including continuing the Transport Coordination Centre**

Ahead of the 2012 Games, a Games Transport Board, chaired by the Commissioner of TfL, brought together all transport partners for strategic decision making and collaborative problem solving. This provided the foundation for excellent operational performance and developed strong relationships across the transport industry. All transport partners continue to work together to capture and ensure we can build on the transport success seen for the Games.

TfL, DfT, Network Rail and all transport operators are committed to building on the success of the TCC so that it remains available and can be brought into use for major sporting and cultural events, and potentially key weather events, in future. An assessment is currently underway to determine how this can be provided most cost-effectively.

#### **F. More volunteering including TfL back-office staff acting as Travel Ambassadors in future**

Throughout the 2012 Games, TfL deployed an unprecedented number of office staff in customer facing roles as part of its commitment to delivering an exceptional customer experience. Around 3,200 office staff were deployed as Travel Ambassadors (TA), with a further 700 working as Incident Customer Service Assistants (ICSA) in Tube stations.

TfL is now gathering lessons learnt from the TA and ICSA schemes and exploring the medium to long term use of volunteers.

As before the Games, TfL will continue to use ICSAs for major sporting and cultural events such as New Years Eve. Travel Ambassadors have already been deployed in support of the Notting Hill Carnival.

## **G. Improved freight and logistics including continuing the Freight Journey Planner**

TfL and transport partners, such as London Councils and the Traffic Commissioners, worked closely with the freight and logistics industry ahead of the Games through a 'Freight Forum'. The Forum will continue in the future and is committed to building on the relationships developed across the industry. The Forum will investigate opportunities such as out-of-hours deliveries, which were proven to be successful in many parts of London during the Games.

The highly-praised Freight Journey Planner, allowing operators to plan the most efficient routes complying with road and loading restrictions, will continue to be available on the TfL website. This will provide a legacy benefit to the Freight industry, whilst maintaining closer links between the industry and TfL.

## **H. More cycling**

Ahead of the Games, cycling routes serving the Olympic Park were improved, and the Active Travel Programme encouraged their use in the lead up to and during the Games. The success of Team GB and Paralympic GB cyclists on the road and the track is sure to inspire more people on to two wheels, and we have already seen record numbers taking to Barclays Cycle Hire bikes. Existing initiatives will continue to encourage more people to cycle.

Following the Games, the Mayor and Transport for London (TfL) set out plans for the extension of the Barclays Cycle Hire scheme to south west London and the introduction of additional docking stations in busy areas. This follows a request from the Mayor in 2011 for TfL to prepare plans for a westward expansion of the scheme in the boroughs of Wandsworth, Hammersmith & Fulham, Lambeth and Kensington & Chelsea. Expansion will build on the popularity of cycling and Barclays Cycle Hire, and improve the availability of bicycles and docking points.

TfL will also work closely with the London & Surrey Cycling Partnership to develop Ride London, a major new elite and cycling participation event which will seek to promote London and encourage cycling from the summer of 2013.

## **I. Better travel demand management and improved communications to businesses and passengers including though improved travel information and different signage at stations.**

One of the key reasons the transport network operated so smoothly during the London 2012 Games was that businesses and many Londoners followed the advice of TfL, London 2012 and transport partners to change the way they travelled during the Games, thereby avoiding the busiest times and places.

The majority of regular travellers did not stay out of London; but many changed the time or way they travelled – such as walking or cycling all or part of their journeys – or took a different route. The Travel Demand Management (TDM) programme had the effect of 'broadening' the morning and evening peak hours, and 'smoothing' travel patterns throughout the day. This meant that the transport network was less busy at peak times, but was able to carry record numbers of passengers across the day.

TfL using lessons from the Get Ahead of the Games campaign, to see how communication and relatively modest changes in behaviour can help make the most of the available capacity on the transport network. TDM will be used to minimise disruption associated with planned closures of the Tube or rail network for major upgrade, infrastructure works or to reduce traffic congestion on the busiest routes.

**TfL's estimated expenditure on the 2012 transport legacy in 2012/2013 and future years.**

As described above, a thorough review of what TfL has learnt from the 2012 Games, and the new opportunities it has presented, is being undertaken across the organisation. These opportunities will be assessed on merit, alongside other planned activities in the TfL budget. As such, there is no specific Games legacy budget.

**Any likely changes to the Transport Legacy Action Plan (March 2012) in light of the performance of the transport system during the 2012 Games.**

We continue to use the transport Legacy Action Plan as a basis for Games legacy. Progress on the plan will be monitored and first findings are due to be produced as part of the next Travel in London report.

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8 November 2012

Dear Caroline

**Re: London Assembly Transport Committee's review of transport for the 2012 Games and the transport legacy**

Thank you for the opportunity to speak to the transport committee on 13 November as part of your review of transport during the London 2012 Olympic and Paralympic Games.

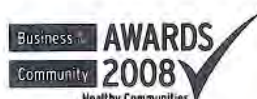
I have provided some thoughts on the questions you posed ahead of the meeting below. I have also enclosed a short DVD with footage of how Network Rail worked during Games.

***What are the main lessons to be learned from the operation of transport during the 2012 Games?***

The scale of the challenge the Games presented to Network Rail cannot be underestimated. Working closely with Transport for London, the ODA and the train operating companies, we were responsible for the delivery of a national rail network to support up to 500,000 spectators attending the Games each day. Transport had the potential to make or break London's reputation during Games time. Our Olympic timetable provided the capacity for 100,000s of additional passengers on journeys to and from the capital each day along with additional rail services from Liverpool Street and St Pancras to the Olympic Park (in total the operators were able to lay on 17.7million extra seats for the Games). Perhaps even more significantly, we had to keep London moving and I am delighted to say that we did that.

The single most important lesson from the Games is the importance of long term planning. Ahead of the Games Network Rail put in place a seven point plan for our operations:

1. Building infrastructure to support the Games
2. Working in partnership to coordinate the transport network
3. Keeping key routes clear of engineering works
4. Making it easier to get through stations
5. Making transport more accessible



6. Providing the right information at the right time
7. Preparing our rapid response units

More details of this plan are set out in the publication 'Our plans for London 2012' which can be found on our website: [www.networkrail.co.uk/london2012](http://www.networkrail.co.uk/london2012)

Central to our planning was a test event at London Bridge station over the Jubilee weekend. During the test, we rehearsed the challenges of managing very large number of passengers through the station. This in many ways was a worst case scenario with wet weather creating a 'hard finish', whereby thousands of people headed for the transport network all at the same time. This taught us a number of valuable lessons. In particular, our signage was not good enough, we had to get information to people before they got to a busy station and that we needed to revisit how we managed queues. This is just one example of how diligent pre-planning paved the way for success at Games time.

The shared goal and 'One Team Transport' approach taken with Transport for London, the train operating companies and other transport partners enabled us to develop detailed plans of how each station would operate during Games time with 'hot spot maps' for all our stations.

Timetables were agreed and published by the industry more than 12 months ahead of the Games (usually published 12 weeks in advance) and detailed station plans were put together in conjunction with the train operating companies, TfL and many others. Maintenance was intensified in the build up to Games creating a window for engineering work free Games time operation.

Network Rail had its own internal command structures but we recognised that these alone were insufficient. What was needed was a One Team Transport approach and that is something that was embodied by the Transport Coordination Centre (TCC). The way in which we fed this into the 'One Team', worked with TfL and other partners and participated in the TCC was invaluable in providing a coordinated approach during Games time.

During both the Olympic and Paralympic Games there was a team from across the whole of the transport network coordinating routes, timing and messaging, with senior leaders from different organisations acting as one team.

Every one of our stations is very different, requiring specific plans to manage the volumes of people. These were signed off well in advance, both by Network Rail and other relevant transport partners, allowing rehearsals and fine tuning. Heavy staff involvement on the ground meant that national planning combined with local knowledge. That is why our stations coped with demand.

The recruitment and training of 600 volunteer Travel Champions, drawn from across our business, allowed us to substantially enhance the level of customer service provided at our managed stations in central London.

***What should be the 2012 transport legacy including the physical and behavioural legacies?***

**'One Team Transport'**

Working together as 'one transport industry' is the single most important aspect of our Games time planning and operations that we should retain. All industry organisations came together to deliver the first 'public transport games' and at the same time kept London and the UK moving. We now all have a better understanding of each other's organisations.

**Travel demand management**

Along with TfL, we learnt that enormous amounts of capacity can be released on the transport network by working with passengers and their employers to help them change their travel patterns. This is interesting from a capacity point of view as it challenges the assumption that building new rail is the only way to increase the capability of our transport. We will always need to increase capacity but there are other ways to help, but to do this we require the support of businesses and the travelling public. Much of what we achieved was due to good information and passengers showing flexibility in exceptional circumstances; this recipe gives us a template of good practice for managing disruption and communication caused by future redevelopment works such as will take place at London Bridge.

**Customer focused 24/7 operation**

One of the big wins during Games time was how we used and coordinated social media channels. This came into its own when we had problems at Cannon Street on day four. We were able to get the message out quickly and the key role that some of London's media outlets played in helping to promote these messages for the good of the travelling public is also noteworthy. We had more than 300 extra customer information screens hard wired to the TCC, these provided information not just about trains but where to go to avoid congestion were also key and provide interesting lessons for us all.

***What needs to happen to ensure this 2012 transport legacy is achieved?***

**1. Maintain contacts and collaborations across transport partners**

Many people from within the business have developed new contacts across the Games transport partners. Maintaining these contacts and ways of working must be kept to ensure that we can develop a more customer focused operation in the future.

**2. Joint responses to incidents**

In addition we will continue to have joint response teams between industry partners ready to react to incidents not only on the railway but the wider transport network. And we will continue to work with Train Operating Companies to manage engineering access in a way that maximises train performance for passengers and provides early information to passengers. At London Bridge for example, we have launched a campaign with the train operators aimed at providing one voice on the station redevelopment and its impact. How we

work with TfL here, and think about how its impact will affect other parts of the transport network is also key. This progress is a direct result of the lessons learnt at Games time.

### **3. Joint planning for major events**

During the Olympic and Paralympic Games we gained a new understanding about how London's transport network can operate as one entity to manage huge passenger numbers. In future we will plan major events in a more collaborative way with our transport partners – this is supported not just by Network Rail, but all others in the industry.

### **4. Deployments of additional station staff**

We must continue to improve team work at stations. Our day to day station staff were supported during the Games by about 600 Travel Champions. This will not always be appropriate or affordable, but we will continue to ask them for their support at major events (e.g. holiday getaways, during bad weather, major sporting events) to help guide passengers through London.

### **5. Use of technology and social media**

It's not just staff on our stations that help passengers. To assist them even further we will build on the use of information screens, use some of the messaging techniques we learnt from the Travel Demand Management work stream, including social media, and continue to use of the Transport Coordination Centre during key events.

I hope that the information here is useful and provides some insight not only into what we have learnt during the Games but also what is already being put in place to build upon our experience of London 2012.

If you would like any further information on these points ahead of the evidence session, please contact Rob Smith in our public affairs team on 020 3356 9396 / [rob.smith@networkrail.co.uk](mailto:rob.smith@networkrail.co.uk)

Yours sincerely



Dave Ward

**Olympic Delivery Director  
Network Rail**

**Enc. DVD "Delivering during the Olympic and Paralympic Games"**



**London Assembly Transport Committee inquiry:**  
***'Review of transport for the 2012 Games and the transport legacy'***

**Submission from the Association of Train Operating Companies (ATOC)**

1. ATOC represents train operators in Great Britain and provides services for the passenger rail sector, such as National Rail Enquiries and the Rail Settlement Plan. We welcome the chance to submit evidence to the London Assembly Transport Committee (the Committee) review of transport for the 2012 Games and the transport legacy.

**Challenges for train companies**

2. The 2012 Games represented a very significant challenge for train companies with the eyes of the world on Britain and its transport system.
3. The challenge of the Games was unique in that the scale, duration and complexity of the event were unprecedented. Moreover, to meet the challenge, collaborative planning and preparation with a range of stakeholders, was required. Some of these stakeholders, such as the DfT and TfL, were familiar to TOCs but others such as the ODA and LOCOG, were entirely new bodies.
4. The risk of reputational damage, should performance not have been good, was extremely high, not just with the general public, but more widely internationally. Reputational risk was exacerbated by the presence of over 20,000 accredited media representatives at the Games, many clearly seeing transport as an opportunity for 'bad news' stories.

**Preparatory work**

5. Preparation for the Games, from a TOC perspective, began, in earnest, 2-3 years before the Games themselves. The ODA agreed Olympic Service Delivery Plans (OSDPs) with each affected TOC, specifying additional train services based on detailed modelling of forecast demand.
6. Multiple other workstreams evolved around this, focusing on areas such as: station management; fleet and route maintenance; and the provision of real time information.

7. The ODA, albeit strongly influenced by TOCs, also developed a core customer experience strategy around which TOCs developed their own staff preparation and customer experience initiatives.
8. At the ODA's initiative, the Transport Co-ordination Centre (TCC) was extended beyond TfL to include Network Rail, TOCs and other transport operators. Network Rail represented the TOC community at the TCC, which was managed on a delegated basis by TfL.
9. ATOC undertook a series of initiatives on behalf of TOCs and at the request of other stakeholders, including the negotiation of travel within London for spectators, Games family members and volunteers, and the development and implementation of special Games rail fares for spectators (and ultimately volunteers).
10. The TOC community participated, to good effect, in a number of key Games governance bodies, most importantly the Games Transport Board (along with its predecessor body, the Olympics and Paralympics Transport Board), which co-ordinated and guided transport preparations during the ten months prior to the start of the games.
11. Within the TOC community, this was mirrored by the formation of an Olympics Co-ordination Group (OCG), which was facilitated by ATOC and met with increasing frequency for about eighteen months prior to the Games and on a daily basis during the Games themselves.

### **Overall performance during the Games**

#### ***Overall performance***

12. From an operational, customer service and reputational perspective, performance was very strong:
  - i. an estimated 6.5 million spectators were carried on National Rail services (including LOROL) based on LOCOG research, with around 60% of spectators using TOC services at some point during their journey to/from the Games;
  - ii. around 18 million additional seats were provided, many at short notice and on a voluntary basis by TOCs;
  - iii. there were no significant capacity issues (with lessons being quickly learned from minor issues and services re-planned);
  - iv. punctuality was around 94% for the Games period despite the need for significant changes to timetables;
  - v. LOCOG research found that 80%-90% of spectators were strongly satisfied with public transport services;
  - vi. feedback on staff performance was uniformly good and the availability of staff was excellent, the latter reflecting the redeployment of many TOC HQ and

other staff on to customer-facing duties, along with the use of temporary staff and volunteers;

- vii. the 'One Team' approach encouraged by the ODA was successful in delivering a consistent, comprehensive and joined-up approach to customer service by front line staff and volunteers;
  - viii. over 13,000 pre-booked instances of assistance for disabled passengers were completed (along with many thousands of cases of unbooked assistance being provided) with no significant issues reported;
  - ix. the TCC and real time information provision for spectators and passengers worked well, and media coverage was strongly positive throughout;
  - x. free travel within London and to/from London was provided to members of the armed forces engaged on Games security duties. Free travel was also provided to Home Office police officers seconded to the British Transport Police and Games Rail fares were extended to volunteers.
13. One specific strength worth highlighting is the speed and effectiveness with which TOCs adapted their train plans in response to unanticipated patterns of demand. This was supported by an unprecedented level of co-ordination through the daily ATOC OCG calls, good inter-TOC co-operation and effective support from Network Rail and the ODA.
14. Commercially, our experience was much more mixed. On a net basis, there was an overall increase in revenue as a result of Games-generated traffic. However, within this there were downturns in London & South East season ticket revenue and longer distance business travel (the latter particularly severe), offset, to a greater or lesser extent, by increased off-peak revenue.
15. There was also considerable variation by TOC reflecting the extent to which: TOCs had Games venue-related revenue opportunities; were affected by the Travel Demand Management (TDM) campaign; and enjoyed compensatory off-peak revenue growth.
16. However, TOCs incurred significant additional costs during the Games and, even taking into account the financial contributions from the ODA, overall commercial performance was probably around break-even at best, with some TOCs losing money.

### **Lessons from the Games**

17. The Committee is considering what lessons can be learned from the operation of transport during the Games and what should be the 2012 transport legacy.
18. Many of the lessons from the Games are very specific to the Games themselves. However, we have identified four key lessons, which we believe have more general future application:

- i. Co-ordinated planning within the TOC community (involving other stakeholders as necessary) worked well and should be replicated for major multi-TOC events in the future, with ATOC taking a leadership/facilitatory role;
  - ii. The TCC should be re-established for particularly major events but with a greater degree of TOC involvement in management and oversight;
  - iii. The closer working relationship with TfL was generally productive, and the opportunity should be taken to build on this. Key will be regular meetings with the TfL senior team. Improved operational relationships with TfL should be continued at a TOC-level, supported at a more strategic level by senior TOC/ATOC-TfL engagement;
  - iv. We understand that there is quite a lot of interest on the part of TfL and government in running TDM-type campaigns in the future. From a TOC perspective, our experience of TDM overall was very mixed, and earlier and closer TOC involvement in the design and management of any future campaigns needs to be ensured. This will ensure that commercial as well as other drivers are taken into account by any future campaigns.
19. ATOC and TOCs, working with Network Rail and TfL, will be developing action plans to ensure that the lessons learned are used to deliver improved services to passengers in the future.



Our ref: Legacy01

Caroline Pidgeon  
Chair of Transport Committee  
London Assembly  
City Hall  
The Queen's Walk  
London  
SE1 2AA  
1<sup>st</sup> November 2012

Dear Caroline



**Re: London Assembly Transport Committee's review of transport for the 2012 Games and the transport legacy.**

On the 26<sup>th</sup> October, the Olympic Delivery Authority, working with the Institution of Civil Engineers, Institution of Engineering and Technology, Association for Project Management and Transport Knowledge Transfer Network held a post-Games seminar.

Industry leading speakers and insightful workshops showcased the delivery of UK-wide transport for the Games and discussed how the lessons learned will be deployed into the future.

Over 250 delegates from across the transport industry attended 20 sessions throughout the day.

Please see below the link to the full report that was produced for this seminar which addresses the Committee's key questions for review:

- What are the main lessons to be learned from the operation of transport during the 2012 Games?
- What should be the 2012 transport legacy including the physical and behavioural legacies?
- What needs to happen to ensure this 2012 transport legacy is achieved?

<http://www.ice.org.uk/Information-resources/Document-Library/Delivering-Transport-for-the-London-2012-Games>

Please also see attached for the executive summary of this report.

We trust this submission will prove useful for the Committee's review and if you have any queries please feel free to contact me.

MAYOR OF LONDON

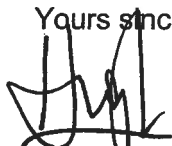


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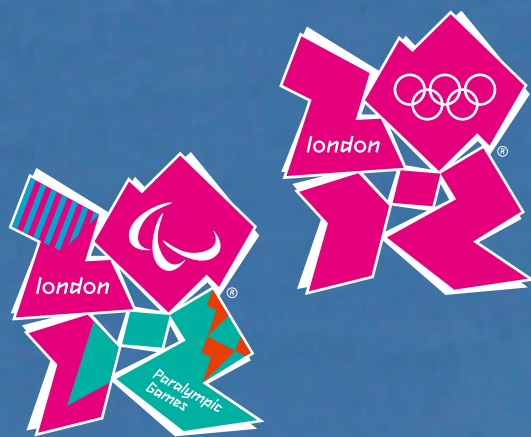
The Olympic Delivery Authority is a statutory authority established under the London Olympic Games and Paralympic Games Act 2006.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Hugh Sumner', written over a horizontal line.

**Hugh Sumner**  
Director of Transport  
Olympic Delivery Authority

Olympic Delivery Authority  
Delivering transport for  
the London 2012 Games:  
Executive summary  
October 2012



# Transport legacy

# Foreword

The scope of transport operations for the London 2012 Games was the most demanding the nation's transport network has ever had to meet and the response of the UK transport industry was outstanding. Together it successfully delivered the best public transport Games ever.

As an industry we have learned a great deal about how to plan, build and operate a transport network able to support the most challenging logistical exercise. With the Games behind us, there are many tangible legacy benefits – for instance in infrastructure and operations, partnership working, volunteering, freight and logistics, and communication to customers.

Our challenge now is to continue to work together to capture and build on what we have learned and achieved.

We have set the ball rolling with a legacy report 'Delivering transport for the London 2012 Games', which describes how it was done, what was learned on the way, and the transport legacy, and gives further reading providing greater detail on particular aspects of our work.

Transport for the London 2012 Games was a never-to-be-repeated one-off, but it can change the UK transport map forever. We now need to ensure that lessons are learned and, more importantly, shared across industry and Government to build on what was a fantastic summer for transport across Great Britain.

**Hugh Sumner**



**Director of Transport**  
Olympic Delivery Authority

**Peter Hendy CBE**



**Commissioner**  
Transport for London

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The legacy report 'Delivering transport for the London 2012 Games' can be downloaded from the Institution of Civil Engineers website ([www.ice.org.uk](http://www.ice.org.uk)). This printed document is an executive summary of the legacy report.

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# The London 2012 transport challenge

1 million +

additional journeys for the busiest days of the Games

2.7 million

tickets

The scope of transport operations for the London 2012 Olympic and Paralympic Games – the world’s largest sporting events – was the most demanding the nation’s transport network has ever had to meet, with over one million additional journeys on the busiest day.

Across the country millions of people took to the streets, lining the routes of the Olympic and Paralympic Torch Relays and Road Race events.

During the Olympic Games a third of the ticketed spectators and 10 of the venues were outside London: five Football stadia across the UK, plus five venues in the south-east including Sailing at Weymouth and Portland, Rowing at Eton Dorney and Mountain Biking at Hadleigh Farm.

The majority of sporting activity during the Paralympics took place within the Olympic Park and ‘River Zone’, along with the Cycling Road Race at Brands Hatch, Rowing at Eton Dorney and Sailing at Weymouth and Portland.

## The scale of the challenge

The sheer numbers were only part of the challenge. In addition:

- the commitment was made early on to deliver the first ever wholly public transport Games, a significant challenge in its own right;

- the Games were held in one of the largest and busiest cities in the world, which had to be kept moving throughout;
- while providing the best possible facilities for the athletes was, rightly, the central imperative it meant that the venues chosen were not all, at that time, the most accessible by public transport;
- the approach was constrained by what could be delivered within a major city, in a very tight timescale and to the immovable deadline of 2012;
- more than 40 organisations were responsible for different aspects of Games transport, so working together as an integrated transport industry was essential. This level of cooperation – joining up train operating companies, the London Underground and London Rail network, London buses, and numerous other specialist transport groups – had never been attempted before; and
- everyone involved was also determined to leave a lasting, positive legacy; achieve maximum value for money; put sustainability, accessibility, safety and security at the heart of the strategy and ensure that ‘sport – not transport’ dominated the headlines.

## Years of planning, challenging programme management and joint working ensured that transport services operated well

### The result

The response of the UK transport industry to this unprecedented transport challenge was one of the great achievements of the phenomenally successful London 2012 Games.

Years of planning, challenging programme management and joint working ensured that transport services operated well, keeping London and the UK moving and open for business while carrying a record-breaking number of passengers.

Not only has London proved that it can plan, build and operate a transport network able to support the most challenging logistical exercise, but there are also many legacy benefits from the Games – for instance in infrastructure and operations, partnership working, volunteering, freight and logistics, and communication to customers, and businesses. In the long term, improvements to the service will give people who live close to it better transport links across the capital and access to the new jobs and facilities that will be created in east London.

In addition, substantial savings on the London 2012 transport budget have been returned to the programme.



Across the country, millions of people took to the streets to watch the Torch Relays and Road Races

### Olympic Games:

- 34 competition venues
- 26 sports
- 10,500 athletes
- 8.8 million tickets

### Paralympic Games:

- 20 competition venues
- 20 sports
- 4,000+ athletes
- 160 countries
- 2.7 million tickets



The Games were held in one of the world’s busiest cities which had to be kept moving throughout

## The transport strategy and plan

All transport partners were committed to working together for the London 2012 Games in a way that was unprecedented



Providing the right walking and cycling infrastructure helped London 2012 meet its aim of almost 100 per cent of spectators getting to the Games by public transport, walking or cycling

The importance of transport to the success of the London 2012 Games was recognised at an early stage during London's bid, and the resulting transport strategy and plan evolved over the following years in response to the requirements of the International Olympic Committee (IOC), International Paralympic Committee (IPC), International Sports Federations, London Organising Committee of the Olympic and Paralympic Games (LOCOG), the key objectives developed by the Olympic Delivery Authority (ODA) together with Transport for London (TfL) and other operators, and with the imperative to keep London and the UK moving.

The ODA was required by the 2006 Olympic and Paralympic Games Act to deliver an 'Olympic Transport Plan'. The 'Transport Plan for the London 2012 Olympic and Paralympic Games' presented an overview of the proposed transport arrangements during the Games for spectators and public transport users. The plan was developed in collaboration with key transport partners and set up strategic guidelines and operational principles for transport systems and operations, covering every mode of transport.

Importantly, the Transport Plan was the overarching plan that set out public commitments for transporting spectators and athletes to the Games, while keeping London and the rest of the UK moving.

### Objectives

The chosen approach was designed to balance the realities of the constraints imposed by the timescale and venue locations with the determination to deliver on a number of key objectives:

- Ensuring that athletes were the top priority
- Aiming to achieve almost 100 per cent of ticketed spectators travelling to competition venues by public transport, walking or cycling
- Keeping London and the UK moving during the Games
- Ensuring that the Games were accessible from all parts of the UK
- Leaving a lasting, positive legacy
- Achieving maximum value for money

### One transport team

All transport partners were committed to operating as one transport team, working together and across all domains in a way that was unprecedented.

Cross-industry groups such as the Games Transport Board, Borough Transport Forum, and Venue Transport Working Groups also played a key role throughout. The effectiveness and integrity of relationships between transport partners was tried and tested through an extensive testing and readiness regime including desktop exercises and live tests.

While operational decision-making remained the responsibility of each operator, during the Games a round-the-clock problem solving regime was put in place, with collective leadership of transport the shared responsibility of the managing directors and chief operating officers of the various transport bodies who made up the Senior Transport Officers Group (STOG).

The Department for Transport (DfT) took the Government lead within the London 2012 transport domain, representing the public interest in transport.

In addition, the Traffic Commissioners worked closely with road transport associations and TfL to offer practical advice to help road haulage operators plan for the London 2012 Games.

Key organisations and their roles and responsibilities were as follows:

### ODA

In addition to the Transport Plan, the ODA's Transport team was responsible for coordinating spectator transport, planning the Olympic and Paralympic Route Network, and its delivery outside of London, and delivering transport infrastructure for the Games. The ODA also initiated the travel demand management and freight programmes, which were transferred to TfL for implementation and operation during the Games.

## The best possible use was made of existing transport infrastructure and services

### LOCOG

LOCOG was responsible for planning and delivering transport services to the Games Family, which included athletes, technical officials, press and broadcast, marketing partners, members of the IOC and various International Sports Federations.

### Delivery Partners

The main transport Delivery Partners included: TfL, Network Rail (NR), the train operating companies (TOCs), Association of Train Operating Companies (ATOC), Highways Agency (HA), and the Greater London Authority (GLA).

The partners were ultimately responsible for the transport of spectators and workforce. The success of transport during the Games was underpinned by the delivery of the infrastructure schemes within budget and well before the start of the Games, and a collaborative planning and operational regime.

TfL was also responsible for the delivery and operations of the ORN and PRN in London, and for managing demand on the transport network via an integrated communications strategy agreed with all transport operators.

### Key elements of the strategy

#### Keeping the UK moving

The Games transport operating strategy was predicated on providing enough operational, people and financial resilience to keep moving forward, whatever happened – business as planned but not necessarily business as usual. Potential problems were extensively and thoroughly planned for.

To respond to the complication of the continually changing pattern of events and therefore congestion on different days, transport systems were designed to provide redundancy and resilience by providing multiple modes, many routes and spare resources.

The best possible use was made of existing transport infrastructure and services. New infrastructure was

built only where it was essential and would leave an appropriate legacy.

Bespoke road transport services were provided for the Games Family to ensure they had safe, reliable and secure transport services between their accommodation and their destinations.

### A public transport Games

The strategy for spectators was based around transporting all ticketed spectators to all competition venues by public transport, walking or cycling. Private car parking facilities at venues were not part of the plan, except for some pre-booked accessible parking. Strict parking controls were implemented on a temporary basis around each venue.

Regular users of the transport network were encouraged to plan their travel choices in advance, and consider changing their routes, time of travel or mode by which they travel, to avoid the busiest parts of the transport network, and where possible, reduce their need to travel altogether. There was also an extensive programme of engagement with businesses and the freight industry.

To achieve best value for money and ensure that transport plans worked equally well for the Olympic Games and Paralympic Games, an integrated approach to transport planning for both Games was adopted.

The strategy aimed to minimise the need for transition works between the end of the Olympic Games and the start of the Paralympic Games, while at the same time acknowledging the differences in the profiles and needs of spectators attending each Games. For example, children returning to school after the summer holidays increased the pressure on the public transport network for the Paralympic Games, which had to be carefully managed via a communications campaign and provision of additional coach services.



Accessible shuttles were one of the transport options available during the Games

## The main programmes and themes

### Structures changed to ensure a seamless integration between partners – essential to help manage risk



The Get Ahead of the Games (GAOTG) campaign ran throughout the Games, using a variety of channels, including posters (above) to provide information on how to get to the Games and keep people up to date with the latest travel information

A portfolio of transport projects designed to provide enough transport to cover the expected peaks of demand, to manage background demand, influence travel behaviour, and leave as much transport legacy as possible, were overlaid with cross-cutting themes including health and safety, sustainability, accessibility, security, legacy, value for money, and interface management.

#### Key projects

##### Olympic and Paralympic Route Network

Road routes to enable the Games Family to move safely, quickly, and reliably between competition venues and non-competition venues within guaranteed journey times. These journey times were incorporated in the Host City contract.

##### Travel Demand Management

The London 2012 Travel Demand Management (TDM) Programme was designed to influence the travel behaviour of spectators, commuters and businesses during the Games to keep the UK's transport network moving.

##### Transport Coordination Centre

A centralised facility created to coordinate all Games-time transport for the nation across the Olympic and Paralympic Games.

##### Bus lines

Enhancement of existing local bus networks to provide additional services for spectators.

##### Cycling and walking

Creation and enhancement of walking and cycling routes leading to competition venues, to create/meet demand for these modes of transport during and after the Games.

#### River and ferry

Contribution to enhance piers and moorings infrastructure, provision of enhanced operations and management on key piers during the Games (eg staff, signage and barriers).

#### Park-and-ride and direct coach

Provision of park-and-ride sites and bus services to support spectator transport services to the Olympic Park, ExCeL, and other venue-specific park-and-ride services. A network of long and medium distance direct coach services timetabled and scheduled by the ODA to provide a service for individual travellers.

#### Stratford station

Modernisation of the station, including new lifts, stairwells and escalators; and new subways and stations entrances (see box opposite).

#### Platform 10a extension and freight loop – Angel Lane

Platform 10a at Stratford station extended and 300m of freight loop, turnout and associated infrastructure built.

#### Lea Valley Line

Platforms 11 and 12 at Stratford station extended and crossovers and bi-directional signalling added to support enhanced services during the Games. A siding connection for the Olympic and Paralympic Village batching plant and to Orient Way sidings was also built.

#### Javelin®

A high-speed, dedicated shuttle service operating between London St Pancras International and Stratford International and Ebbsfleet during the Games.

#### Orient Way sidings

Relocation of railway sidings from the centre of the Olympic Park to a replacement facility constructed outside the Park located at Orient Way.

## Close to 5,000 transport Delivery Partner office staff were redeployed in customer-facing roles during the Games

#### TfL upgrades and enhancements

TfL changes included: Jubilee and Victoria line upgrades; extension of the East London line; extension of the Docklands Light Railway (DLR) to Stratford International; increased capacity on the DLR via railcars and infrastructure modification to enable three-car operations; enhanced capacity to operate longer trains; and more frequent services on the North London line between Willesden Junction, Highbury and Islington and Stratford, both during Games time and in legacy. Other upgrades included: increased capacity at West Ham Station and direct access to the Greenway; King's Cross congestion relief works; and Green Park and Southfields step-free access works.

#### Rail operations

An enormous variety of operational measures were implemented by the transport Delivery Partners to add capacity and ensure reliability, including: maintenance and engineering works; additional station staff; increased resilience regime; operating a third peak service; early start/late finish services; and ad hoc station operation.

#### Venue transport operations

The most appropriate transport solutions or enhancements at venues were identified, developed, and implemented, such as

permanent/temporary infrastructure, operational measures.

#### Staff and travel ambassadors

Close to 5,000 transport Delivery Partner office staff were redeployed in customer-facing roles during the Games to support operational staff, and received considerable praise from customers and media for their friendly, knowledgeable and efficient service.

#### Transport test events

Spectator transport arrangements tested for each venue and mode prior to the Games.

#### Preparing for delivery

Until spring 2011, emphasis was on the improvement of infrastructure to meet the demand of the Games – the transport 'big build'. Focus then switched to the operational roles and responsibilities required in the run-up to and during Games time.

Structures changed to ensure a seamless integration between partners – essential to help manage risk. Operational responsibilities were transferred to the organisations with ultimate delivery accountability. This included moving venue transport operations to LOCOG. The ORN and PRN within London, and the TDM programme were moved to TfL while the ODA continued to manage the contract and assurance process.



#### Stratford station

Enhancements to Stratford station were made with legacy in mind, to ensure that any improvements to make it ready for the Games would also support the continued regeneration and development of this part of east London.

Work undertaken included creating new lifts and stairwells, extending and widening platforms, and creating a new southern entrance to the station via a mezzanine extension.

In all, the scheme delivered four new platforms for Docklands Light Railway, London Overground and London Underground trains; 13 new lifts, new stairs and escalators to increase passenger capacity; two new station entrances; new subways beneath the station; new taxi rank and bus stops, and upgrade to the power supply and station systems.

In the long term the work will support the regeneration of the Lower Lea Valley by giving people better access to employment opportunities and amenities and also significantly improve orbital journey options between the north, east and south-east of London.

# The London 2012 transport legacy

There are two types of transport legacy left by the Games – physical legacy and ‘soft’ legacy.

## Physical legacy

The infrastructure and facilities improvements undertaken as part of the main programme of works have left a lasting physical legacy. This is in addition to the billions of pounds of investment delivered by TfL, NR, HA and others since the bid in ‘business as usual’ schemes that contributed to the Games’ success. Changes needed for the 2012 Games, such as the improvements to Stratford station, London Underground and London Rail extensions and upgrades, accessibility improvements, as well as to highways schemes and cycling and walking routes, will also make a significant long-term difference to people living and working in London, particularly to the traditionally disadvantaged communities in the east, near the Olympic Park.

## ‘Soft’ legacy

The 2012 transport legacy includes changes over and above the delivery of physical projects. This is known as the ‘soft’ legacy and includes behavioural change and long-term health benefits, growth, regeneration and general socio-economic benefits.

The transport industry is now integrated in a way it never has been before and there has been an improvement in working together for the benefit of customers and businesses. The very effective TDM programme has illustrated a new way of communicating with the travelling public, while the freight industry has shown that more flexible delivery of goods and services (for instance out of hours) can minimise congestion and disturbance.

# There are two types of transport legacy left by the Games – physical legacy and ‘soft’ legacy

## Accessibility

Accessibility was integrated throughout all levels of transport planning, demand forecasting, infrastructure improvements and venue transport operations for the Games. Many of the access improvements and service enhancements made will continue to benefit Londoners and visitors in the years to come.

The ODA’s Accessible Transport Panel and Access and Inclusion Forum brought together organisations of disabled people and transport partners, to agree what needed to be done to ensure a wide variety of accessible journey options to and from the Games and to develop and promote a philosophy of inclusion. An Access and Inclusion Programme Board was also set up to track the delivery of the accessibility programme across all Delivery Partners.

Many of the accessibility improvements were made by the Delivery Partners as part of their own programmes, while others were made with the support of the ODA. Improvements included: new accessible rail vehicles; an increase in step-free stations on the London Underground, Overground; improved signage, information and maps of accessible stations; and the new ‘Passenger Assist’ system on National Rail. The Spectator Journey Planner and Transport Direct also provided accessible travel information.

These improvements all aimed to enable disabled people to travel more easily to the Games, and give them more confidence using public transport for their journeys long after 2012.

# The transport industry is now integrated in a way it has never been before

## Transport Coordination Centre

The Transport Coordination Centre (TCC) brought together all the Delivery Partners into a single coordination centre. A bespoke facility, the TCC enabled the transport providers to share information and provide coordinated responses to incidents. This supported Games spectator movements and helped to keep London and the UK moving.

The TCC’s responsibilities included: providing a central point for monitoring and coordinating all domestic transport operations; reporting on the Olympic Route Network and Paralympic Route Network (ORN and PRN); and coordinating with transport organisations’ control rooms through representatives based in the TCC.

The TCC worked largely to plan – a result of intensive tests and exercises to eliminate risks and to pre-prepare for likely eventualities. The scope of the TCC did however change, as additional command, control and communication (C3) hubs were created shortly before the Games, and it became a far more wide-reaching organisation reporting on transport issues within a wider remit to a wider audience.



## Freight transport

TfL and the ODA worked closely with the freight and logistics industry through a ‘Freight Forum’ to ensure that the delivery of goods and services was carefully planned, and encouraging people to refrain from making non-essential road journeys in central London and around venues during the Games.

Many logistics firms, breweries and supermarkets, for example, planned and made deliveries overnight – quietly and without disturbing residents. This reduced the impact on the road network during the day and had a significant impact on reducing congestion and freeing up road space in London, which TfL is determined to build on and capture post-Games. TfL and the Traffic Commissioners are already investigating and trialling more flexible long-term delivery patterns, including trials of night-time deliveries in London.

Another legacy for the industry after the Games is the highly-praised Freight Journey Planner – allowing operators to plan the most efficient routes to comply with road and loading restrictions.

# What happens next?

## The Games played a key part in ensuring investment in London's transport network

Undoubtedly, transport worked well in London and the UK throughout the Games. Many Games-specific operations, functions and relationships will have long-term benefits for the transport industry.

The Government has set up a new Olympics Legacy unit in the Cabinet Office to deliver a joint Government and GLA programme of work to capture the benefits of the Games for London and the UK. A portfolio of bids for future major sporting events in London, some based in Olympic Park venues – building on the 2012 Games and 2017 Athletics Championships – is being developed.

The Games played a key part in ensuring investment in London's transport network and will help secure the London 2012 legacy and the growth of east London. TfL is helping to take this work forward.

A London 2012 transport legacy event on 26 October 2012 started the debate on how the experiences and lessons learned from transport at the Games could be deployed across the UK. The event involved key transport specialists from across the industry who discussed a wide range of issues including:

- Will the TCC be taken forward and in what form?
- How will TDM be driven forward post-Games in London and the UK?
- How should the relationships developed be carried forward across the C3 structures including local and/or national Government?
- How can the industry continue to relate to its customers so well, every day?
- How can the freight and logistics industries utilise the lessons of the Games going forward?



The investment in London's transport network will help secure the London 2012 legacy and the growth of east London

- How can we ensure the lessons learned are shared across the industry, including between local authorities and non-Games organisations?
  - How can the transport industry continue to push positive communications?
  - Should the transport industry use back of office staff for intermittent customer facing roles?
  - How can the transport industry, along with Government, continue the excellent accessible transport standard experienced throughout the Games?
  - Is there a natural consequence to the success of the Olympic arrangements and who should carry this forward?
- All transport partners are working together to capture the outcomes of the event and build on them for the future.

### What worked well Working together

- Collaborative working across all modes, organisations and aligned domains – for example security, city operations, Games operations, aviation and government across the UK – to make transport for the Games a success.
- Creation of one transport team four years before the Games, which led to introduction of the Games Transport Board and focused cross-domain working.
- Strong programme, risk, budget and change management across the Olympic transport portfolio.
- Integrated approach to accessibility with a clear, pragmatic strategy and execution plan.
- Integrated management of parallel events during Games time across London and the UK.
- Working back across into mainland Northern Europe: ferries, Authorised Ticket Resellers, tunnel operators, to manage spectators.
- Working with, and de-conflicting, other major infrastructure projects, such as Crossrail, Thames Water and Victoria station upgrades.
- Informal engagement of the trades unions.
- Provision of Torch Liaison Officers for the Olympic and Paralympic Torch Relays and decentralisation of torch operations to the local authorities.

### Planning ahead

- Completion of infrastructure investment a year in advance of the Games. This, alongside robust operating plans, means that an exceptionally reliable transport network was operated during the Games.
- Establishment of 'Clearway 2012' to manage utilities' work on London's roads ahead of the Games.
- Early and thorough testing of the TCC and C3 architecture/coordination centres in general.

## All transport partners will be working together to capture the outcomes of the event and build on them for the future

### Technical excellence

- ‘One source of truth’ in terms of demand forecasting and modelling, providing all parties with a clear understanding of the dimensions and scale of the transport challenge facing the UK.
- Excellent TDM programme, but a greater and earlier emphasis on freight would have simplified the planning process.
- Integrated communications programme, with a consistent message to passengers via all operators.
- Highly visible and effective wayfinding and signage programme.
- Provision of a Spectator Journey Planner and associated static transport information on the internet, which ran concurrently with sport ticket sales.
- Provision of ticket sales geo-code data allowed almost real-time transport planning refinement.
- Heavy investment in coordinated mapping, GIS, a transport extranet and a central source for planning, data and maps.
- Accurate, real-time provision of crowd data via Bluetooth.

### Innovative thinking

- Introduction of Travel Ambassadors, which allowed operational staff to focus on the task at hand and provided a warm welcome to visitors and Londoners alike.
- Building in the flexibility to turn sections of the Games Lanes on or off in response to varying levels of demand.
- Outstanding customer service.
- Heavy maintenance programmes on national rail, London Overground and London Rail brought forward ahead of the Games.
- Games Family use of public transport.
- Availability of six spare mainline trains was valuable, particularly with late-running football matches and increase in ticket sales.
- Session booking of Blue Badge parking.
- Implementation of ‘virtual parking permits’ across large area of east London for residents and local business parking.
- High use of accessible shuttles, with 100,000 people transported.
- High use of cycle parking at out of London venues.
- Temporary park-and-rides sites, particularly Eton Dorney, Hadleigh Farm and Weymouth and Portland – the sites worked well but were expensive to set up. Recommend using existing black-top wherever possible.
- Shuttle bus services from rail stations to venues.
- Marshalling of taxis at load zones.
- Excellent sustainability record: 60 per cent less carbon, with the remaining 40 per cent offset by BP.

### What we would do differently given our time again

- Launch transport ticketing websites later (three to six months rather than a year before the event would suffice), and with a better understanding of the constraints on promotion as a result of brand and sponsorship arrangements.
- Give greater attention to planning transport around road events and ceremonies to try and avoid any conflicting issues.
- Develop better forecasts for unticketed spectators and visitors earlier.
- Seek clarity earlier on last mile roles and funding.
- Start city transport operations earlier, providing adequate resourcing and recognising it will cost significant monies.
- Co-locate transport teams to ensure agreement between in-venue and out-of-venue arrangements.
- Allocate more time to defining scope, boundaries, costs and funding between the Organising Committee of the Olympic Games and the other transport providers.
- Recognise earlier that Olympic football is very different to normal football in terms of crowds, origins and overlays.
- Provide direct coaches in the knowledge that they are a contingency and important for social inclusion.
- Give more emphasis to weekend mainline and early morning train services.
- Reassess the potential impact of caravans and camping logistics on the transport network.
- Travel Demand Management was targeted at hot spots on the London transport system as established by detailed transport modelling ahead of the Games. Similar rigour and flexible messaging should form part of any future programmes.



A new Olympics legacy unit has been set up by the Government to capture the benefits of the Games for London and the UK

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**MAYOR OF LONDON**



The construction of the venues and infrastructure for the London 2012 Games is funded by the National Lottery through the Olympic Lottery Distributor, the Department for Culture, Media and Sport, the Mayor of London and the London Development Agency.

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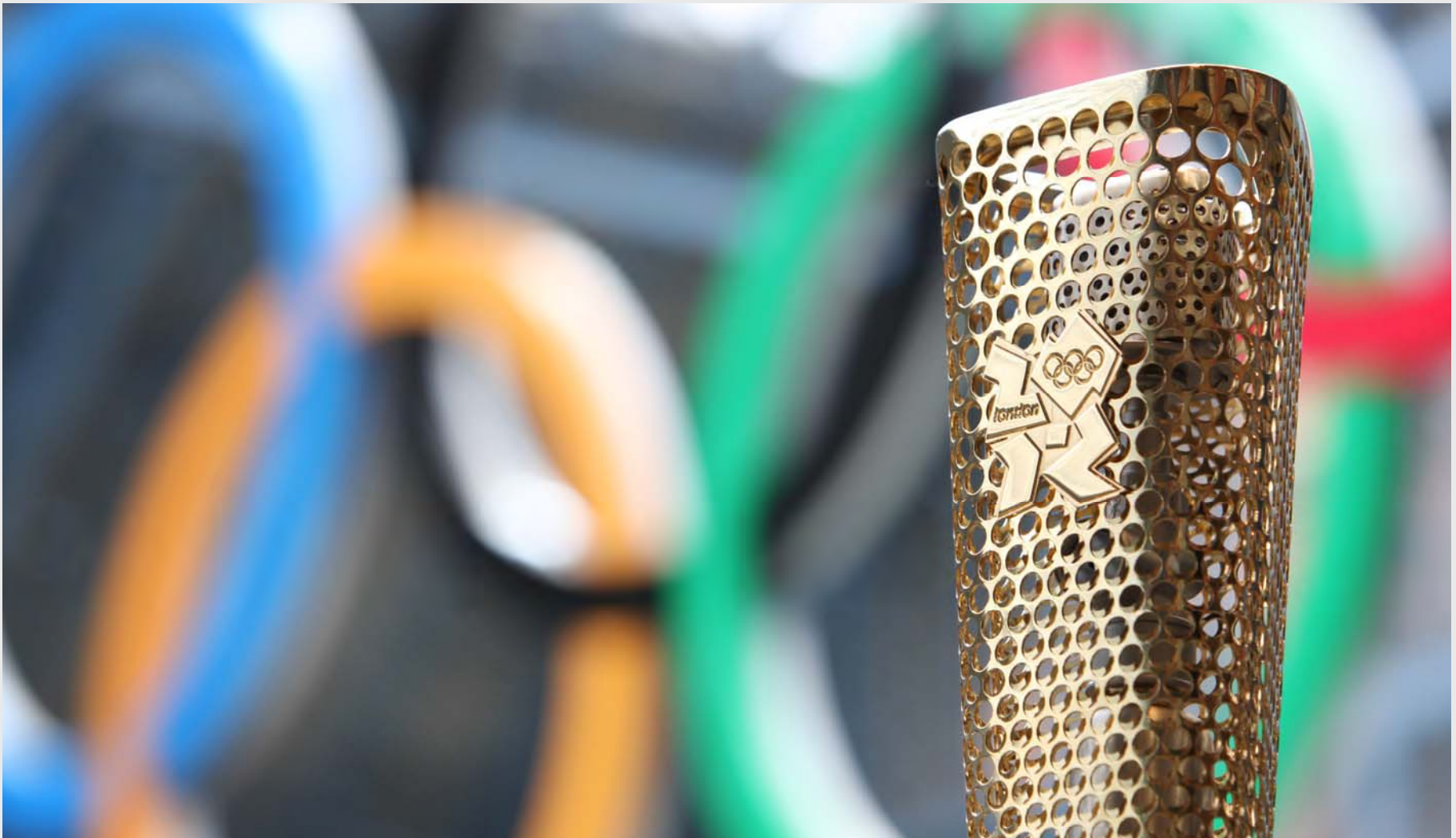
In terms of the Olympic legacy for Southeastern it might be summarized as:

- Existing ties strengthened with all transport and infrastructure providers including network Rail, Transport for London and other train operators. His collaborative spirit continues. New industry partnerships forged.
- Motivated staff who felt proud to be part of a major event. Our own internal surveys confirm that this positive attitude has carried over from the games with low staff turnover and increased job satisfaction.
- Revised rolling stock maintenance procedures contributed to improved fleet reliability
- Better timetable planning and confidence that we can operate additional services while improving on train performance.

The attached presentation may be helpful in advance of the meeting, but if you require any additional information, do not hesitate to let me know.

Best wishes

Mike Gibson



# London Assembly Transport Committee – 2012 Games Transport legacy



# London 2012 Games - Lessons Learned

London Assembly 13<sup>th</sup> November 2012  
Transport Committee Review

# Operational performance

- Average 95.5 PPM during Games Time
- 12.6 million passengers
- 4.9m passenger journeys
- 3000 additional services (6.2 million extra seats)
- Staff helped 2700 disabled passengers

# Lessons learned

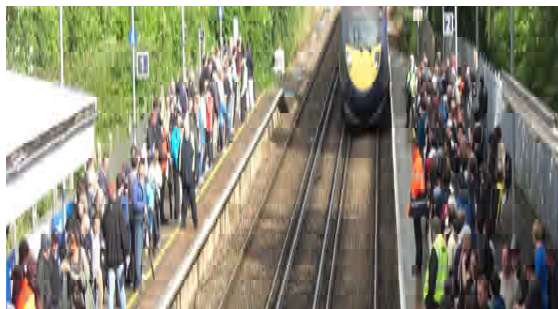
- Ruthless planning breeds success
- Common, aligned goals and targets
- Dedicated cross functional resources
- Big ticket contingency plans
- Tested the plans, then test again
- Service sized around basic demand data
- People knew the role & part they play

# Transport legacy – ‘*hard*’ features

- New fleet maintenance regime adopted
- Improved business systems planning
- Contingency plans includes lessons learned e.g. SOCC/KICC

# Transport legacy – ‘soft’ features

- Industry relationships
  - Stronger existing ties
  - New industry partnerships forged
- Collaborative spirit continues
- Renewed confidence *Team GB* can deliver big ticket events
- Motivated staff
- Shared sense of success



## Transport Legacy



Laura Warren  
Scrutiny Team  
London Assembly  
City Hall  
The Queen's Walk  
London SE1 2AA

Contact: Rob Kidd  
Direct line:  
Fax:  
Email:

Date: 22 October 2012

Dear Laura,

**London Assembly Transport Committee review on transport during the 2012 Games and the transport legacy**

Thank you for your email of 5 October 2012. I am very happy to remain involved in the Committee's work on transport during the 2012 Games. In reviewing the performance of London's transport network during this series of exceptional events, we can maximise the benefits of the many infrastructure improvements, behavioural changes and enhanced collaboration in years to come.

Transport was undoubtedly one of the greatest success stories of London 2012 (second only, perhaps, to the performance of our athletes). We all had considerable doubts that the network would cope with the influx of visitors. We were generally proved wrong, with each mode of public transport seemingly achieving record passenger numbers with minimal disruption.

The road network also saw a number of successes throughout the Olympics and Paralympics. In this area, though, we feel the success was not so universal; the balance of priority was tipped in favour of the needs of the Games, at the expense of the needs of everyday Londoners. While the ORN undoubtedly met its aims, and even fulfilled the very ambitious journey time commitments, the enabling measures felt somewhat heavy-handed. Chief among these measures was the programme of active traffic management (that is, changing traffic signal timings remotely, in real time, based on live traffic conditions elsewhere on the network). While this was good for regulating the flow of traffic into central London (and so maintaining speeds on the ORN), it caused significant delays and congestion in parts of outer London. Residents and businesses in and around Hounslow experienced particularly acute and problematic delays as a result of this intervention.

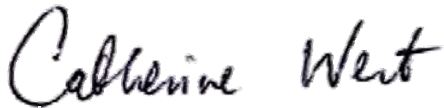
A series of urgent talks with senior officers from the affected boroughs went some way to resolving the matter, but several boroughs continued to experience significant tailbacks for the duration of the Games. As well as the immediate concerns about congestion, this highlighted failings on the part of TfL to consult with boroughs before changing signal timings (a legal requirement under the GLA Act). Where boroughs were not informed as to the scale and duration of traffic management measures, they were left fielding calls from angry road users without the knowledge to resolve the queries. Officers from TfL and

London Councils are now working on a mechanism to improve the consultation process to avoid similar episodes occurring in future.

Aside from these localised traffic management issues, we feel TfL, the boroughs and other agencies worked together with unprecedented levels of cooperation and efficiency. Concerns about parking problems, overcrowding, gridlock and station closures were largely avoided through robust planning, good inter-agency collaboration and strong and consistent communications messages. I am very hopeful that we will continue this collegiate and productive relationship with TfL in the future.

Once again, we would like to thank you for the opportunity to contribute to this debate. We would be happy to attend future meetings if that would be useful.

Yours sincerely,

A handwritten signature in black ink that reads "Catherine West". The script is cursive and fluid, with the first name and last name clearly distinguishable.

Catherine West  
**Chair, London Councils' Transport and Environment Committee**

## London Boroughs of Hammersmith & Fulham and Kensington & Chelsea

Dear Laura

Please find below a brief written submission from both the London Borough of Hammersmith & Fulham and the Royal Borough of Kensington and Chelsea. As both authorities share a chief executive and many service areas including transport and highways it seemed appropriate to submit a response in this manner. In addition the 2012 units of both authorities were coordinated in order to facilitate an appropriate and consistent response from the many shared service areas. This response has had input from transport and 2012 officers at both boroughs; however due to the timescales it has not been ratified by any formal committee or cabinet.

To summarise, the hard and soft transport arrangements put in place for the Games did not cause any undue difficulties for those background and spectator trips made in inner west London. Both boroughs hosted a number of Olympic competitions, non-competition Olympic activity, parallel events and despite this very little representation was received from the travelling public reporting any difficulties that were faced. What is unclear is the extent to which trips in inner west London were not taken or re-moded in order to avoid expected delay and disruption. Both boroughs implemented bespoke service plans in order to ensure that the key services that both councils delivered were maintained to a high level; these service plans included working away from the offices in the boroughs where possible.

Both authorities struggled at times during the planning phases of the Games in dealing with a number of strategic stakeholders each with a different role and responsibilities with regards to Games time transport. The resources required to attend the increasing number of meetings and to review and respond to detailed interventions were significant. However, where possible resources were shared over both boroughs and despite the increase in workload Games transport was prioritised given the risk associated with the Olympic activity in the bi-borough region. The two Olympic events hosted in the boroughs; cycle road race and indoor volleyball at Earls Court, were both held successfully at venues not purpose built for the hosting of Olympic competition and as such two of the most logistically challenging to deliver. This together with the close association of both venues and the necessity of running competition over the same weekend could have created a perfect storm without the excellent work of the numerous working groups set up, chaired and attended by the relevant stakeholders.

The only negative feedback generated by the Games time transport offer was the alteration to some of the traffic light timings on borough roads that on the face of it had very little link to the ORN. The scale of concern was not as great as that felt further west in Hounslow; however having observed the impact of the changes on traffic patterns one could argue that the resulting congestion and delay could have actually achieved the detrimental effect of forcing traffic back onto the ORN. Officers have reflected on the detailed ORN measures meetings that were attended throughout 2011 and 2012 and cannot recall discussing the extent of the timing changes away from the ORN. In hindsight the need for these measures could probably be justified and the impact assessed; however if this had been made clearer during the planning stage, councillors and the travelling public could have been better informed and prepared. Even after the changes had been made, officers struggled to obtain clear information about the nature of the changes that had been made at each set of signals.

With regards to the travel demand management programme the Londonwide message was reiterated and refined at the local level through the bi-borough communications group that coordinated and enhanced local games time messages. Again the multi-faceted multi-agency multi-media format of the overall campaign took considerable resources to appreciate and assist with; this was again prioritised due to the complex nature of the messages and potential impact in the boroughs.

Below are a few key bullet points in response to the three questions set out in the terms of reference. They are in no particular order of importance;

### **1. What are the main lessons to be learnt from the operation of transport during the 2012 games?**

- Under certain conditions It is possible to alter travel behaviour of a significant amount of Londoners
- Under certain conditions it is possible to maximise strategic road capacity
- Under certain conditions London's transport infrastructure can cope with significant increased demand
- London is capable of hosting top flight sporting and cultural festivals
- Lanes reserved for a particular type of vehicle can be flexibly implemented and reactive to traffic conditions
- That large-scale changes to traffic signal timings can have a huge impact on the network as well as on specific local roads
- That boroughs should be consulted on changes to traffic signal timings, or at the very least, they should be notified.

## **2. what should be the 2012 transport legacy including the physical and behavioural legacies?**

- to seek to repeat the benefits identified in 1) with fewer strategic and local resources
- to seek to understand the respective contributions of TDM, signal timing changes, changes to delivery hours, and the roadworks moratorium on the reduced road traffic demand that was observed during the Games
- to seek to understand what future conditions would warrant such a response
- to seek to maintain better working relationships with stakeholders
- to review infrastructure investment based on post Games priorities (and if these don't exist develop them)
- consider the practical and permanent uses of the temporary traffic infrastructure and techniques (e.g. flexible operation bus lanes)
- To understand the best use for social media in transport planning

## **3. what needs to happen to ensure this 2012 transport legacy is achieved?**

- The disaggregation of the reasons behind the mass travel behaviour alteration could assist prioritisation of future initiatives
- To ensure sufficient stakeholder resources are in place to provide appropriate and timely support
- To secure public support and understanding for transport legacy projects

Nick Boyle

Transportation and Development Manager (and 2012 coordinator)

London Borough of Hammersmith & Fulham

# Review of transport for the 2012 Games and the transport legacy

October 2012

The London Assembly is carrying out a review of transport for the 2012 Games and the transport legacy. This note summarises the Council's experience of the Games and the following legacy.

## Main lessons learned from transport arrangements for the Games

The borough established multi-disciplinary teams of officers before and during the Games.

Specific operational arrangements included:-

- Cross border working between enforcement services in Lambeth and Southwark, including delegated authority for officers to carry out enforcement in each borough.
- Established link with control rooms at London Underground and Network Rail London Bridge to ensure real time information was received

There were several significant issues in the first week, including the Olympic Torch Relay, Olympic River Pageant and taxi protests. However, once the Olympics commenced there was a marked and positive change in public attitude which made a significant difference through the whole of Olympics and Paralympics.

As a result many of the planning assumptions did not materialise. The transport and passenger delays did not occur and although there were days when the services were particularly stretched due to high volumes of visitors, such as the marathon days, there were significant numbers of council officers, travel champions and Olympic ambassadors to manage the demands.

From a Network Management perspective, the Olympics ran without incident. However the blanket restrictions placed on the road network by Transport for London (TfL) could have been relaxed during certain times of the Games. There was no flexibility on the restrictions. Due to the embargo placed on the networks by Southwark and TfL, the reduction in disruptive road works and street works allowed for a more free-flowing road network.

Queue management and managed access took place to high and low level platforms at London Bridge station. Queues were kept low although there were reports of customers being forced to take convoluted routes to their desired platforms even when no queues had formed, so perhaps some staff were too rigid in their approach.

## The hard and soft features of the 2012 transport legacy

### **Legible London in The Borough and Bankside areas**

- The project was substantially completed in June 2012, greatly enhancing way-finding for the influx of pedestrian visitors experienced this summer.
- Total spend was £300,000, 49 new signs of various types were installed. Funded by TfL

### **Public realm**

- £3.2 million river walkway improvements to increase physical accessibility.

### **Active travel**

- 50,000 Legible London maps distributed for the Elephant and Castle area, also advertising health improvement activities (continues to be available online).
- Online cycle route audit made available identifies many traffic free (level 1 bikeability) roads in cycling, also cycle parking and walking maps online
- Extra cycle parking installed in Bankside to support expected increase in cyclists.
- Funding of more permanent cycle parking in the Bankside area in partnership with Better Bankside
- Active travel (walking and cycling) encouraged by rolling out Dr Bike sessions and training in bike maintenance skills to residents living in housing estates. These sessions taught people how to look after their bikes and key maintenance skills to encourage them to keep cycling
- Improved awareness of cycling opportunities and support in Southwark to disadvantaged communities, general public and staff. This has happened via:
  - The launch of the Bengali Cycle Club on Rockingham Estate and the rollout of estate based Cycle Maintenance and Dr Bike road shows following Ledbury estate pilot
  - Dr Bike and cycle marking at Peckham Square, Lower Road, Brandon Street

### **Transport for London and Network Rail**

- Partnership working with TfL for over a year to promote travel planning and Get ahead of the Games to residents and businesses.
- Positive feedback received from our transport partners about our willingness and responsiveness to work with them.
- Four events for council staff held at Tooley Street offices to promote travel planning alongside active travel.
- A drop-in session was held for members at Tooley Street and at council assembly.
- An information stall was located at Canada Water plaza opening

### **What should happen to maximise this legacy**

It is suggested that during the construction phases of the redevelopment of London Bridge Station a similar approach is taken with extra staff being made available to assist passengers in directing them to the correct platforms and to minimise queue formation.

---

Dear Ross Jardine,

**London Assembly Transport Committee's review of transport for the 2012 Games and the transport legacy**

I am writing in response to your letter sent on the 8 October concerning a review of transport for the 2012 Games and the transport legacy.

As you will be aware, planning for the 2012 Olympic Games commenced several years ago. For the games to be successful significant changes had to be introduced across London to assist in getting the Olympic family and spectators to and from the venues. The work undertaken by Transport for London (TfL), Olympic Delivery Authority (ODA) and Brent Council proved to be extremely valuable in delivering the games in Brent.

London 2012 had a significant impact on Brent as Wembley Stadium hosted eight days of women's and men's football semi-finals, followed by the women's and men's final, whilst Wembley Arena hosted badminton and rhythmic gymnastics.

All Olympic events were publicised as car free events with greater emphasis being put on the use of public transport. Key decisions were made by TfL to:-

- Extend Underground Rail Services to run later than normal from Wembley Park Station.
- Provide a free Oyster card with the purchase of event tickets.

Extending train services to run later than normal assisted with the transportation of spectators back to their hotels in Central London and to other transport destinations.

The issuing of a free Oyster Card for use on the day that their ticket was valid does not occur on normal Wembley events, and was certainly a "carrot" that resulted in increased take up of public transport. As a result, it was noted that more people arrived via train into Wembley Park, Wembley Central and Wembley Stadium Stations. Post event queues extended from Wembley Park Station along Olympic Way and up onto the concourse of the stadium. This queue took longer to clear than on regular event days. The transport system handled the increased capacity well due

to trains services running later than normal. Greater use of public transport resulted in reduced traffic flows and a noticeable reduction in private parking requirements.

TfL afforded support regarding changes to bus services. Services were improved to cope with the greater demand with Routes 92 and 206 running on diversion along Fulton Road to avoid LOCOG's closure of Engineers Way. The crossing point at Fulton Road/ Olympic Way was controlled by stewards rather than closing Fulton Road altogether as it is on regular stadium events days.

London Borough of Brent worked with the ODA/TfL to ensure that a structured approach was undertaken with regards to the communication plan for Wembley. The plan identified objectives and consulted with key stakeholders. Engagement took place with local businesses enabling them to programme deliveries outside normal operational hours.

Travel information uploaded and displayed on the ODA's and TfL's website ([www.getaheadofthegames.com](http://www.getaheadofthegames.com)) assisted with journey planning for those who were unfamiliar with travelling around London. Links to the above website could also be found on the council's own web pages.

During the games period the ODA operated a 2-way traffic flow on the One Way system of South Way between First Way and Fourth Way. The scheme was used to assist with egress of the Olympic Family from both venues. The arrangement worked well due to the noticeable reduction in local traffic. Although on normal event days the scheme is less successful as a result of increased traffic flows.

In 2011 Wembley hosted the UEFA Champions League Final between Manchester United and Barcelona. Approximately 200 coaches were required to transport supporters to the venue. With the take up of UEFA family on the Green Car Park on-street parking facilities were provided on local roads on the Industrial Area and on Fryent Way to the north of the stadium.

UEFA regarded the event to be extremely successful and were so impressed that Wembley has been chosen to host the 2013 UEFA Champions League Final. Lessons learnt from the 2011 final and London 2012 could be implemented to make the 2013 final more successful than before. The introduction of a free Oyster card as provided for 2012 events together with later train operational times would encourage greater use of public transport and reduce the demand for coach travel to the venue.


Clearway 2012 assisted with the coordination of roadworks. The embargo prevented works being undertaken on the Olympic Route Network and the Principle Road Network during the games period. The result being that smoother traffic flows were

experienced on the road network. There was a noticeable reduction in traffic flows which was partly due to companies being encouraged to change working patterns with staff working from home or other locations.

On the lead up to London 2012, London Borough of Brent undertook a number of urban realm improvements along the Olympic corridor. These were provided via the Local Implementation Plan (LIP) capital programme full details of which can be found in the attached documentation.

I hope that you find the information contained in this letter useful in reviewing transport during the games period and creating a transport legacy for the future.

Yours sincerely,



Paul Chandler  
Head of Transportation

**Excellence in Walking & Public Realm**

***"The Wembley Olympic Corridor - a package of high quality urban realm improvements helping put the heart back into Wembley"***

***Introduction***

Wembley and Brent Council played a pivotal role in the hugely successful 2012 Olympic Games.

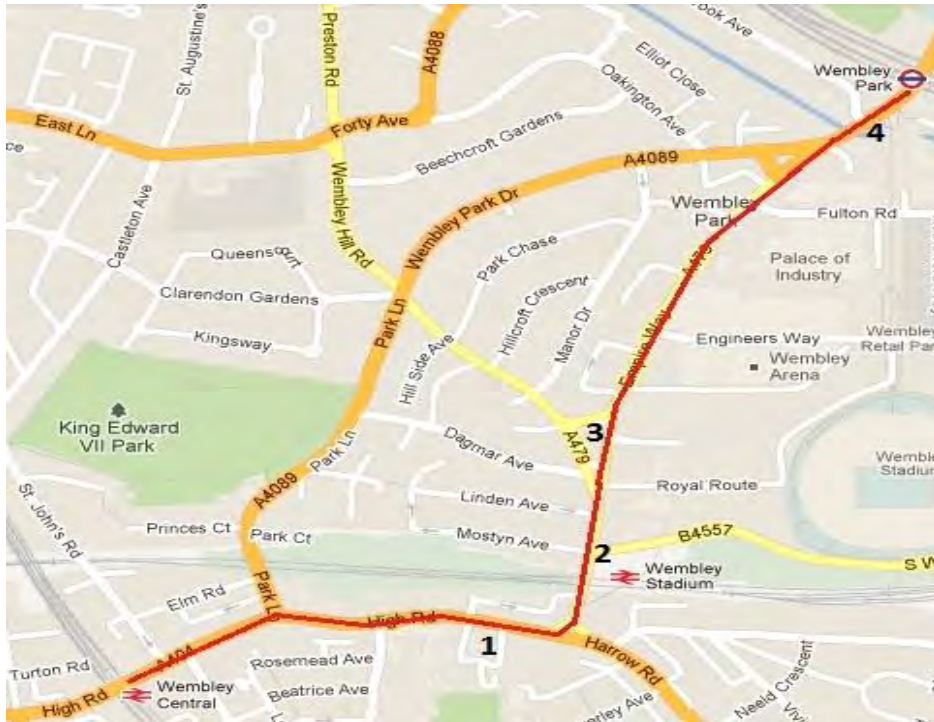
The borough hosted crowds as large as those in the Olympic Stadium for the football events, as well as badminton and rhythmic gymnastics at Wembley Arena. The highway network also formed a prominent part of the Olympic Torch route.

Following an unsuccessful bid for additional funding to TfL some years earlier, we had to act promptly to make the necessary improvements with the limited financial resources available to us.

Unfortunately, unlike many other boroughs, we had no 'additional' resources to invest in the area to enhance the experience for visitors to the Wembley venues; improve the exits and entries to the Underground and Rail stations and the approaches to the National Stadium and Arena.

The concern was that many of the highways and footways in the vicinity of the Olympic Venues were showing their age with wider regeneration improvements being many years away from completion. Crossing facilities were poor and the quality of the public realm was fairly poor and generally in need of investment.

It was a huge challenge to absorb this large corridor into the annual Local Implementation Plan (LIP) capital programme, but one we successfully achieved.



Wembley Olympic Corridor (marked in red) spans Wembley Central to Wembley Park. Numbers correspond to the project elements described below.

The A404 (dominated by the Harrow Road) provides a key radial route into London from North-West London and has a high volume of traffic; including a busy bus route and many heavy goods vehicles.

Being so close to Wembley Stadium, it also has very heavy footfall on Wembley Event days.



Wembley presented a large and complex area, with three Underground and Overground rail stations; multiple bus routes, 10,000 new homes and a cinema and retail complex under construction.

With several existing hotels, along with new hotels, offices – and the Brent Civic Centre also under construction – it is a busy place.

Officers using local stations to commute were often asked for directions by tourists wholly unfamiliar with the area.

With the Olympics being the driving factor - in 2010 we initiated a "Legible London" project.

The result was that Wembley became the town furthest from central London to enjoy high quality pedestrian, way-finding signs. Which have significantly enhanced the local public realm and were extremely well received by everyone.

A variety of fifteen new signs were introduced, spanning the length of the corridor, whilst an assortment of 35 fading, decrepit and at times misleading, old signs have been removed. True de-cluttering!



"Legible London" - rationalisation of existing signage and enhancement of the public realm, in Wembley.

## 1. High Road Wembley:

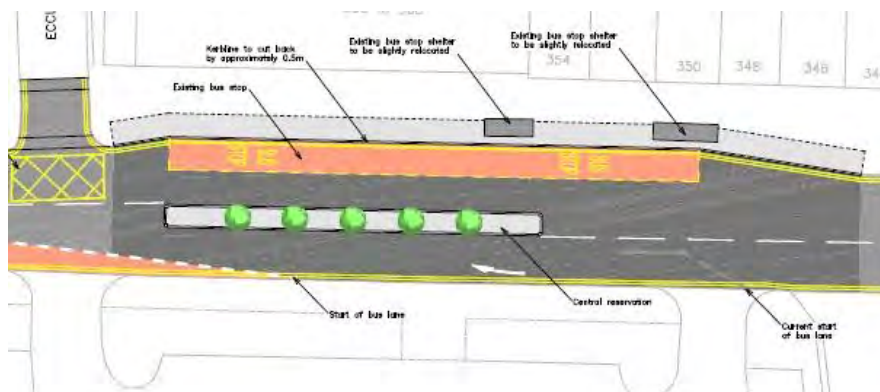
High Road Wembley, a corridor which required creative thinking. Simply crossing the road at many desire line locations proved difficult, but the position of existing junctions, footway crossovers and bus stops meant that the introduction of new formal crossing facilities was simply not possible.



*A high quality urban realm has transformed High Road Wembley from a sterile, anonymous outer-London town centre to an attractive area with wide footways, a 'cafe quarter' and wholly improved/upgraded urban fabric which has resulted in people dwelling and enjoying their visit.*

We introduced a central reservation (or "median strip") on the High Road outside Brent House, a large office block which is adjacent to a large new residential development.

The raised strip affords protection for pedestrians when crossing the road and separates the opposing traffic lanes. There had been a number of pedestrian accidents at this location as people crossed between bus stops, shops and offices. We relocated street furniture to accommodate a new kerb-line position and resurfaced the carriageway.



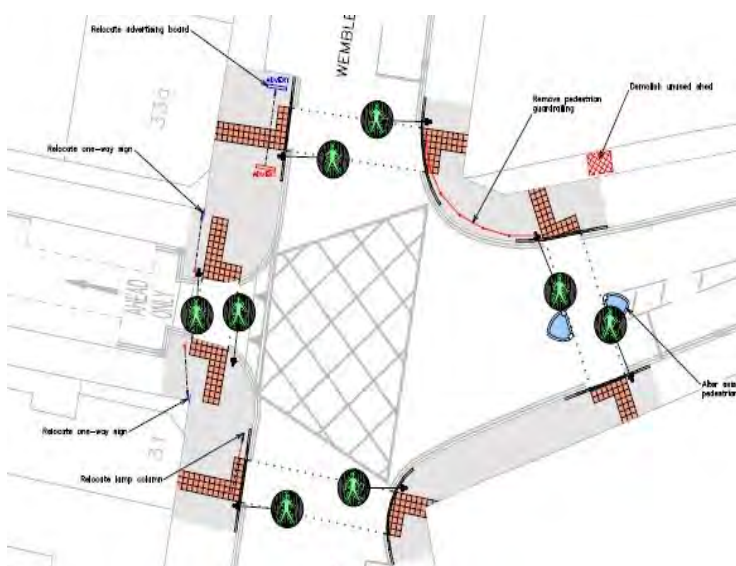
*Introducing a wide median strip on High Road Wembley not only served to naturally reduce vehicular speeds - by way of narrowing the carriageway - but now affords pedestrians a 'safe haven' crossing opportunity. Additionally, five new street trees improve the aesthetics of the street at the same time. A low cost, 'win-win-win', outcome!*

Details like high quality tree pits make a huge difference to a highways scheme. The shallow rooting species of street-tree we have introduced have watering spouts. This allows for a resin-bound composite surfacing replaces traditional 'tree grids', which can become full of litter, cigarette butts and other such undesirable paraphernalia/detritus.



## 2) South Way/Wembley Hill Road:

The junction of South Way, Wembley Hill Road and Mostyn Avenue had no pedestrian phase to allow safe crossing at this busy location. Footfall was heavy and there was evidence of people using the carriageway side of pedestrian guard-railing on what was a more natural pedestrian 'desire line', to cross. Pedestrian signals and phases were introduced on all four arms of the junction.



The South Way/Wembley Hill Road Junction. Historically - without pedestrian phases due to it's close proximity to the complex "Wembley Triangle" junction and other issues.

Pedestrian phases have been introduced on all arms of the junction, ensuring people can cross this busy road with confidence. Wembley Stadium Station is also tucked away, adjacent to/below the station, creating pedestrian desire lines.

We installed new dropped kerbs and tactile paving, de-cluttered superfluous or ancient street furniture/signage - laid new footway slabs and introduced anti-skid surfacing.

### **3) *Empire Way and Wembley Hill Road - a 1970s traffic gyratory banished!***

This section of the project corridor very much formed the "heart" of our improvements. The objective was to provide an attractive and easily accessible public space by reintegrating a small park that had been isolated by two to three lanes of traffic since the 1970s. This was achieved by demolishing a dated traffic gyratory, restoring two-way working and improving crossing facilities and introducing new footpaths, larger grass areas, new trees and seating.



*New crossing facilities have created formal access points to a green space which was virtually impossible to access previously.*

We reduced the carriageway width of Wembley Hill Road and raised the road up to the same level as the pavement, creating a shared surface. The same was done on Dagmar Avenue from its junction with Wembley Hill Road and we installed a raised entry treatment on Park Place, at the junction with Wembley Hill Road. New Zebra Crossings have been introduced.



*Abolishing a dated traffic gyratory system and creating new footpaths and crossing facilities has seen a green space brought back into use in the heart of Wembley.*



*Lead Member for Transportation - Councillor Jim Moher - proudly shows off 'Gift from the Gods', a fantastic piece of public art. A true focal/talking point for what was previously nothing more than a rather mundane and anonymous 'traffic island' – now a publically accessible and already well used - open space.*



*Wembley Hill Road/Empire Way – Urban Realm improvements can be seen from these aerial photographs (before: left, after: right)  
Source: Google Maps.*

#### **4) Bridge Road**

The primary objective at this section of the corridor was to improve pedestrian accessibility from Wembley Park Station and around the junction of Brook Avenue, Bridge Road and Wembley Hill Road and to dramatically improve the street-scene of the area. This is the key station for Wembley event days and the local area becomes very busy.



*Wembley Park - visitors exit the rebuilt station and enter the Wembley area.*

Two new median strips were introduced in this area, one on Wembley Hill Road to the south-west of Brook Avenue and one on Bridge Road to the north-east of Brook Avenue. Raised entry treatments on Brook Avenue and at the entrance and exit to Wembley Retail Park, helping slow vehicles and provide level crossing surfaces for pedestrians. Pavements around the junction of Brook Avenue, Bridge Road and Wembley Hill Road were increased in width and re-laid.

We hope the London Transport Awards panel agree with us that this is one of the best, progressive and most recent urban realm improvements in the Capital!



*We widened/built out the pavements and tightened the radii of corners next to Wembley Park Station. The result? More "human" space, lower vehicle speeds sweeping into the junction mouth - and lots of new trees too! Not forgetting a nice raised entry treatment with anti-skid surfacing.*



*Ten new shallow rooting street trees on two median strips enhance what was a featureless streetscape and present new, informal crossing locations at the same time as significantly reduced carriageway width and associated vehicle speeds. Simple - yet effective improvements - that have helped to substantially improve Wembley's public realm.*

London Borough of Havering, 30 November 2012 via email

**What are the main lessons to be learned from the operation of transport during the 2012 Games?**

High quality transport and land use planning led by the Mayor and Transport for London that was linked to effective media engagement and involvement, ahead of the Games 'paid off' and, in general, the transport impact of the Games was much less challenging than had been envisaged by many individuals and businesses. This undoubtedly contributed strongly to the 'feel-good' factor associated with the Games. Havering is keen to work with stakeholders such as Transport for London to capitalise on this.

The only real issue that affected Havering during the Games period was the re-phasing of traffic lights along key arterial routes in the borough, with adjustments to junctions on the A13 causing considerable concerns for local businesses.

Some businesses contacted the Council complaining that they were unaware of the changes that were being made and that the rephasing was having a negative effect on their businesses as it was impacting on the journey times to and from their business. This is a concern because the Council is very committed to promoting a strong economy in the borough and ensuring that Havering is 'open for business'.

TfL had indicated in the run up to the Games that signal timing changes would be made to a significant number of traffic signals across London but there appeared, on occasion, to be an issue with how these temporary changes were communicated out to London Boroughs and the wider public.

Whilst it is appreciated that providing organisations with detailed information on so many signal timing changes would be very complex, earlier communication of these changes to the boroughs in the run up to the Games period would have enabled boroughs to inform local business of the changes. This may have given businesses time to adjust aspects of their work such as when making deliveries.

It was encouraging that once the issue had been raised however, TfL coordinated a series of weekly meetings to deal with the issue, and certainly from Havering's perspective the issue was very quickly resolved.

A number of points have also been raised from the Borough Olympic Coordination Centre (BOCC) point in Havering:

BOCC staff were surprised about how many incidents involving utilities were reported through to the centre as affecting parts of the ORN and PRN when in fact they caused little or no disruption to the network.

The introduction of a contacts register that enabled officers to go directly through to an organisation or an individual is something that should be maintained, especially with regards to knowing who does what and in a particular field.

It would have been useful to have found out where problems such as severe traffic congestion had occurred, how it was addressed, and what means were used to alleviate the problem. Fortunately there were no specific incidents in Havering during the Games period, but having

the knowledge of how certain situations in other parts of London were dealt with would have been very useful in case such an incident within Havering had occurred.

### **What should be the transport legacy including the physical and behavioural changes?**

Havering considers that the transport legacy should build on the success stories of the games, delivering:

- Increased capacity for people to travel by the more sustainable modes of transport
- Increased use of active travel, couples with reduced car use
- Better management of all of London's transport modes
- Better collaboration across all organisations with a vested interest in the transport system
- The improved transport infrastructure required to unlock the economic development potential of outer east London

The Games period saw a number of people taking alternative forms of travel for their daily commute, and many businesses embraced other forms of working such as Working from Home. Havering Council took extensive measures to ensure 'business continuity' and this worked well.

London commuters were, where practical, encouraged to walk and cycle their few bus or tube stops to work instead of taking these forms of transport. The Olympics has significantly raised the profile of cycling and it is encouraging that many people are taking it up as a hobby perhaps for the first time.

Young people have seen the benefits of playing sport during the Games period, and a key legacy benefit would be to focus on improving walking and cycling access to Schools across London and try and reduce the use of the car. Promoting the health and wellbeing benefits of active travel should also be given a high priority.

A really positive feature of the Games period was the level of positive and collaborative working between many different organisations to help ensure that London's transport worked well including businesses, TfL, utility companies and London Boroughs. It is very desirable that this is maintained and it would be very worthwhile Olympic transport legacy for London.

### **What needs to happen to ensure this 2012 transport legacy is achieved?**

To ensure that a 2012 Games transport legacy is achieved, there will need to be a commitment by all major public organisations to invest in both key infrastructure projects and continued behavioural change programmes to help to achieve the desired increase in use of active travel modes. Suitable funding for this must be secured. This will require long term commitment from both central and local government.

It is suggested that the Biking Boroughs fund should continue beyond the current 2013/14 Financial Year to build on this important change in behaviour. Dedicated funding helps Biking Boroughs to ensure that cycling remains a high priority for their local area and this can be used to improve cycling infrastructure at key locations which are currently seen as barriers to cycling.

Havering is exploring its own potential for legacy benefits of cycling following on from the success of British cyclists during the Olympics and the growth in cycling that this may have stimulated. Significant work has already been carried out to encourage more cycling in Havering with the implementation of the Rainham to Purfleet Path project, and the development of the

Ingrebourne Valley Sustrans Connect 2 scheme and the Council will be investigating further opportunities in the coming months.

The Council has been working with key contacts at TfL, LOCOG, ODA, LDA, ESELTP and others to push forward enhanced transport links, network improvements and other initiatives to support the regeneration of the borough as part of a renewed focus on East London brought about following the Games.

Significant investment in rail infrastructure and services is needed to deliver this aspect of the legacy, with the required improvements including:

- a new railway station at Beam Park,
- greater frequency of train services on the Essex Thames-side line
- platform extensions to accommodate "faster trains" at Romford Station
- 12 car trains stopping at Rainham Station in the future
- Step free access to all station platforms in the Borough

Emma Cockburn | Transportation Planning Team Leader  
London Borough of Havering | Regeneration, Policy & Planning

**London Assembly Transport Committee's**  
**Review of transport for the 2012 Games and the Transport Legacy**

**Memorandum from the City of London Corporation**  
*Submitted by the Office of the City Remembrancer*

***Introduction***

Despite fears to the contrary in the period running up to the Games, transport during the Olympic period largely fared well, both in the physical infrastructure and in the planning of routes. The investment in London's transport system prior to the Games was seen to work well with record ridership figures over the Games period and few instances of failures on the network.

The Games posed a significant challenge to London's transport infrastructure, with extra operational hours and increased length of peak service running on the Underground, DLR, Overground, National Rail and London bus services. Capturing the lessons learned from station management plans and timetabling will be important for the future planning of London's population growth and the usage of existing infrastructure.

It is also important to note the success of the Travel Demand Management Teams that encouraged people to change their travel behaviour in the run up to the Olympics. Without the change in the background travel demand, there may have been congestion, particularly during the peak travel periods. Changing travel behaviour is notoriously difficult, but by providing information to individuals so that they can make their own travel decisions and by working with businesses to facilitate different working patterns, a change in behaviour was clearly seen. There are some positive lessons to be learned from this experience which could be used to help alleviate peak travel conditions.

***The City's Experience***

The City was a host local authority for the Olympic and Paralympic Games marathons, three National Houses and Olympic/Paralympic family hotels. Intensive planning was undertaken to ensure that these activities were not managed in silos and movements around, to and from these venues and events were overseen strategically, whilst taking into account the Olympic Route Network restrictions and plans for crowd management at public transport hubs. This involved working closely with numerous agencies and keeping up to date with their changing plans.

A good working relationship was developed with the operational staff at several key City stations, in particular at Bank underground station who the City worked with closely on the lead up to the Games and maintained regular daily contact with them over the duration. This proved invaluable in terms of contingency planning for both the station and the City and their cooperation was much appreciated. For example, developing such good working relationships during the planning of stations contingency plans, in the event of overcrowding, meant that the City was able to accommodate the desire to have queuing systems on the public highway agreed in advance rather than the stations over-spilling and potentially causing public disorder.

During the period in which the Games took place, the City noted a reduction in vehicular traffic. Understanding how this was achieved in both the behavioural changes that people and businesses made and also the physical restraints to keep traffic out of the central London area would be useful to record. This information would then inform whether a longer term reduction in congestion could be feasible by reusing some of these measures. One of the key aspects of a reduction in congestion could be attributed to the statutory utility companies' road work moratorium period. The City would lend its support to investigate the use of such a moratorium in the lead up to future large scale events.

***What are the main lessons to be learned from the operation of transport during the 2012 Games?***

An important lesson to be learnt regarding the operation of public transport concerns the impact that the travel demand management programme had on changing peoples' behaviour. Part of this lesson relates to the level of communication that was undertaken both prior to the Games and the information that was issued regularly during the Games.

Communication between the multiple agencies was well coordinated during the period in which the Games took place and clearer reporting structures were put in place. Retaining these communication channels would be beneficial in the future, not only for large scale events but also for the general day-to-day running of services for inter-authority relationships and for the public as the end consumer.

Whilst it is understood that the transport network requires a certain number of hours of non-operational time for maintenance and the upgrade programmes, the fact that public transport operated for longer hours gave the public greater choice and flexibility in their movements. Whether longer operational hours for the network are possible in the future is something that might usefully be revisited once the upgrade plan is complete and the demands on the network for night-time maintenance work have fallen.

It is important for staff at an operational level, particularly within stations, to understand the impact of their contingency plans on the surrounding areas and how these interact with other stations' plans. Prior to the Games there was a sense that evacuation plans should only consider taking passengers out of stations and past the area of responsibility of the operator without proper consideration for passenger safety past that boundary. Holding regular liaison and contingency scenario planning on a strategic operational level for areas, including the local highway authorities would be beneficial for all agencies.

Whilst there was a clear effort in developing contingency plans for crowded stations based on the worst case scenarios, these scenarios, fortunately, did not materialise. Whilst the City supports the attention placed on contingency plans for the possible consequences of overcrowding at stations during the Games, it has reservations over Network Rail's flexibility in implementing these plans. When the crowding scenarios were not actualised, and it was clear that the measures installed were not needed for crowd control purposes, at some stations, there seemed to be no flexibility to scale down such measures.

***What should be the 2012 transport legacy including the physical and behavioural legacies?***

The transport infrastructure that was successfully completed in time for the Games, will hold a physical legacy for London and is a benefit now to current passengers and for the future

growth of London, in particular East London. A behavioural legacy associated with the implementation of the physical infrastructure should be the ‘can do’ attitude to complete projects on time. London has previously suffered with transport schemes that have not met agreed deadlines, the Jubilee upgrade project being one of them. It is important that the mentality applied to ensure the timely completion of infrastructure projects ahead of the Olympics should be taken forward and applied to the construction of London’s key infrastructure projects in the future.

Over the Olympic period, the City undertook a study to measure changes in freight movement<sup>1</sup>. The Games appeared to focus the decisions made by businesses and freight operators about the deliveries they undertook and the timing of them. It was accepted that there would be a need to adapt normal practices in light of the Games. The City would support further consideration being given to reviewing alternative delivery movements and buying patterns by businesses, as it could contribute to improved traffic flow and improvements to cycling safety in peak times with less servicing vehicles being active.

Cycling continues to grow in popularity and the Games appears to have encouraged more people to cycle, both as a sport and as a mode of transport. The City has seen a huge increase in cycling over the last few years and has also experienced increased casualty rates for vulnerable road users as a consequence. The cycling legacy that should be taken forward is one of safety. When local authority highway engineers are limited in their design choices because of the TfL requirements not reduce vehicular capacity in improvement schemes, it is difficult to address this concern.

The City would give its support for TfL to investigate the possibility of extending the operational hours of the Waterloo and City line. During the Games, the line remained open until the end of service on the network rather than closing earlier than other lines, as it usually does. During a public consultation in the area last autumn, there were numerous requests for extended operational hours for this line. The Bank area is a prime evening economy location in the City and so customer demand for public transport late in the evening has also changed. This change of demand is not just City specific and, perhaps, TfL could consider investigating a general later running of services after the completion of the upgrade programme.

The ‘Get Ahead of the Games’ website appeared to work well and allowed businesses and individuals alike to plan their travel during the period of the Games. Looking to the future based on what has been seen over the Games, a change in travel behaviour can make a huge difference to the network, but behaviour by individuals can only be part of the solution as they need the flexibility of their employers to make a real difference. A travel toolkit for everyday commuting, which businesses can base their travel plans on and which would assist individuals to make more informed decisions about when it would be better for them to travel is likely to be of benefit. Possibly, improving the existing TfL journey planner, so that it shows the likely crowding levels at the same time as the suggested routes would be a step in the right direction in helping people to change their travel behaviour. During times of disruption TfL were able to offer alternative travel advice through the use of different types of social media. The City believes that communicating through the use of such forms of social media is particularly useful and it would be helpful if in the future TfL were able to adapt this service for normal operations.

<sup>1</sup> The City will share the freight Olympic study with TfL once the report is completed.

***What needs to happen to ensure this 2012 transport legacy is achieved?***

It will be important for TfL to harness the knowledge which key members of staff have acquired over this period and that their experiences are shared with other staff.

It is also important to ensure that silo modal planning is not reinstated. Striving to further improve the relationships between modes, operators and other authorities is important to ensure that communication improvements can also be achieved. The Games set a good example of how authorities can all work together towards a common goal and these networks should not be lost. One element of this would be the improved two-way communications between local authorities and TfL, which was more evident during the Games planning.

One of the benefits of the ‘Get Ahead of the Games’ website was that by providing information in advance and issuing reminders, it significantly reduced the number of travel related questions and complaints that the City received around the Games. This shows that people were able to digest the information and were informed in making a travel decision. Providing quality and timely information is key to getting people to adapt their behaviour and its continuation will be important to ensure that a behavioural change can happen. Investment in communications will be needed to make a difference to people’s travel behaviours and it should not be seen as a soft option. Learning the lessons from the travel demand management programme and applying these lessons in the future will be essential to make a noticeable change.

***City Remembrancer’s Office  
December 2012***

## Thames Clippers' written information on river services legacy, 13 November 2012

- 1) **Web visibility / marketing:** Greater visibility and promotion of river services on the Games Journey Planner lead to significant bookings for River bus services. The current TFL has no direct link to book river bus services
- 2) **1/3 off:** Games ticket holders received 1/3 off making a typical adult fare £4.00 making river bus prices very competitive. Currently Oyster is only 10% discount so we seek a shift to the same to meet the Mayors target of 12 million by 2020.
- 3) **Pier management:** Better pier management plans required in terms of berth management and crowd management
- 4) **Signage:** Games signage at venues / hubs and last mile was very effective and the visibility of the river within a 10 minute walk of piers was increased. More works needs to be done post Games at key transport hubs to increase the visibility of piers (e.g. New Blackfriars Station / London Bridge Station)
- 5) **Piers:** Too many piers with different identities. The Games helped to some extent to unify them with their signage and demonstrated what could be achieved with a joined up approach
- 6) **Ticket offices:** Continuity of services / same as above
- 7) **Contingency planning:** AEG led the plan on securing the use of Reuters Pier for East India DLR should the Jubilee Line fail. This can now be used post Games but the mobilisation is still an AEG cost and they seek support from LUL. There is still a need for cross river services to link the Greenwich Peninsula with The Isle of Dogs to facilitate local trips as both sides of the river develop. This should be part of the package of river crossings including Silvertown Tunnel.

Additional information:

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### **London TravelWatch's submission on 2012 transport**

Attached is a copy of the report to London TravelWatch's Board Meeting on 25 September 2012 on the 2012 Games legacy which it has provided as its submission.

In addition, Tim Bellenger, Director, Policy and Investigation, London TravelWatch has provided the following comments:

1. It is good that TfL have continued to use the 'One Team Transport' concept after the Games to help with managing demand during disruptive infrastructure projects such as London Bridge and Victoria station reconstructions.
2. It is good that rail operators and Network Rail are considering changes to operating regimes and procedures as a result of the experience of the Games.

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**Secretariat memorandum**

Author : Tim Bellenger

Agenda item: 8

LTW415

Drafted 19.09.12

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**2012 Games legacy for London's transport users**

**1 Purpose of report**

- 1.1 To inform members of feedback on the transport provision during the Olympic and Paralympic Games.
- 1.2 To begin the process of compiling an evidence base for incorporating lessons learned from the user experience, to secure a legacy for transport users.

**2 Introduction**

- 2.1 London TravelWatch has been closely involved in the preparations and planning for the Games with operators and authorities from 2004 onwards. In particular our emphasis on passenger information, travel demand management and co-ordination between providers, as well as commentary on individual sites has been acknowledged as instrumental in helping set the tone and direction of the planning of the transport provision for the Games. The success of the arrangements particularly in these areas reflects the contribution made by London TravelWatch in the early stages of the planning process.
- 2.2 The 2012 Games will leave a big legacy in terms of the enhancements to the transport infrastructure that have been made but this report deals predominantly with the softer legacies in terms of the way that staff worked and were deployed and also advocates retaining and building on a number of temporary operational changes that were put in place during the Games.
- 2.3 There is still much work to be done to build up a comprehensive picture of how the transport system operated during the Games and transport operators and providers are conducting their own reviews of the lessons to be learnt. The London Assembly's Transport Committee will be doing a scrutiny on this subject in November and this report will form the basis of our submission to this.
- 2.4 Prior to the games London TravelWatch conducted mystery shopping exercises with volunteers from Transport for All. This found that whilst all the venue stations were accessible there were details that could have been improved upon, for example the lack of tactile paving at the top and bottom of staircases.

This is an important detail for blind and partially sighted travellers. We were also disappointed that around some of the venue stations, most notably the DLR entrance at Greenwich station, the relevant local authority highways department had not maintained dropped kerbs, again an important issue for mobility impaired travellers. However, in most instances, appropriate remedial action to address the issues we reported was taken in advance of the Games

- 2.5 The particular role London TravelWatch played during this period was to maintain pressure on Transport for London (TfL) and other operators to keep standards high and to react swiftly and effectively to events as they unfolded. Staff kept a watching brief on activities, meeting and communicating regularly with TfL, the Transport Co-ordination Centre (TCC), and operators. During the Games, staff and members made a point of travelling to various venues and interchanges and fed back their experiences. Public comments received through various means were also recorded.
- 2.6 Our website was used to signpost transport users to the most appropriate sources of information and social media was also used throughout the Games period to provide more 'real time' information. Our website and social media presence were constantly monitored during this period and altered to reflect trends in interest in the advice on the website and questions asked by passengers.
- 2.7 A number of press releases were issued during the period, most of which were taken up in some form, and the Chair did several interviews from studios at the Olympic Park.

### **3 General feedback**

- 3.1 The undoubted consensus is that London's transport network functioned extremely well during the period of the Games despite the fact that record breaking numbers of passengers used the public transport network and more services were provided. There was a significant reduction in usage of the road network in central London. Disruptions to both the road and rail networks were significantly fewer than would have been expected under normal circumstances, although the Transport Commissioner has suggested that levels of unplanned disruption on the Underground were not much less than usual, what was different was that the media did not report on this so widely.
- 3.2 TfL report that so far complaints levels have been only slightly above average. Appeals relating to the Games period have yet to appear in the London TravelWatch system, but based on the numbers of initial contacts we received during the same period we are not anticipating a significant increase in volume.

### **4 What worked well**

- 4.1 A key element was the provision of comprehensive, accurate and timely information for passengers in a range of different formats. Information was given on the web and through social media, in signage, maps and through the physical presence of staff and travel ambassadors on the transport network and 'games makers' in the venues.

- 4.2 The TCC was central to the effective control and flow of information and also to the interaction between and within organisations associated with transport.
- 4.3 The transport network performed well both in terms of reliability of the infrastructure and the responsiveness of the various agencies when problems did occur. This can be attributed to the enhanced programmes of maintenance and fault solving in the period prior to the Games. Detailed scenario planning beforehand, with mitigating measures put in place, also helped to reduce the impact of infrastructure or service failure during the Games, for example by relocating supplies, equipment and maintenance personnel into London in easy reach of potentially vulnerable locations. Investment in new infrastructure completed well in advance of the Games also meant that teething problems had been ironed out. Network Rail in particular adopted different operating practices which resulted in significantly improved performance such that on the North London Line of London Overground, Public Performance Measures of 99%, and 98% were achieved during the Olympic Games and for the six weeks of the whole Games period respectively. This was even more remarkable given the additional trains that were run on this route throughout the period. The experience of this period suggests that a greater management and organisational focus on London would bring considerable benefits in terms of reduced disruption if adopted by Network Rail.
- 4.4 The accessibility of the transport network was enhanced for and during the Games by improvements to the physical infrastructure, but also by the temporary provision of items such as boarding ramps at selected London Underground stations and the general increase in staff availability. There was also considerable publicity for accessible routes to Games venues.
- 4.5. On the road network TfL operated a flexible, pragmatic approach, enabling a demand responsive use of the Olympic and Paralympic Route Networks. This allowed them to be used by ordinary traffic when not strictly required for Games use. The issuing of Penalty Charge Notices along the routes was in the event restricted to those contraventions which would have been classed as a traffic offence in any circumstances e.g. banned right turns.
- 4.6 Persuading freight operators to make road deliveries at night and other times outside of normal busy periods contributed to reducing congestion and traffic volumes overall. Freight operators on the railways also did what they could to reduce day time operations to free up capacity for passenger services during the Games. There was also less disruption to passenger services as a result of changed maintenance regimes for freight locomotives as fewer trains failed whilst in service. In addition the presence of standby locomotives and crews at locations such as Stratford and Willesden Junction would have reduced the impact of any disruption if it had occurred.
- 4.7 Train operators provided many additional services, particularly late in the evening to enable spectators to return home after events. These were often held back when events overran their allotted timescales, to enable passengers to reach them from the Games venues. This showed that operators and Network Rail were capable of being able to react in 'real time' with a degree of flexibility. We were pleased to hear of incidents where operators reacted swiftly by providing unplanned extra services to deal with higher than anticipated demand.

- 4.8 In the run up to the Games it was apparent that Network Rail had made a substantial effort to clear their land of litter and refuse, and graffiti from buildings and structures, on routes used to access Games venues, to help ensure London looked at its best and to reduce the risk of problems arising. We very much want to see this standard of cleanliness maintained in legacy.
- 4.9 Employers and employees adopted flexible working practices that resulted in a flattening of peak hour demand. This had the benefit of reducing overcrowding / congestion on the network, helping to provide additional capacity for spectators travelling to the Games as well as providing an unexpectedly easy commute for some passengers.
- 4.10 Perhaps the most important element was the joined-up approach taken by all operators, providers, local authorities and other stakeholders in order to deliver an excellent public transport service throughout the Games. The One Team London approach was evident not just in the magenta tabards worn by all transport staff but in the co-ordinated focus on joint planning and collective attitude to working together to avoid and alleviate problems. Staff at all levels knew exactly who to contact in other organisations and how to get things done for the benefit of passengers. Regardless of who employed them, staff were focussed on finding solutions that worked and went beyond the boundaries of their organisation's contractual territory in order to give a good service. Very senior staff from all organisations could be regularly spotted at key points around the transport network seeing for themselves how things were working in practice. Not only did this help improve their own understanding of the needs of passengers it also made a very public statement to their front line staff about how important it was to get the service right.

## **5 Areas that did not perform so well**

- 5.1 TfL acknowledged that in the first few days of the Olympics some of the messaging to users warning of disruption and overcrowding was not sufficiently targeted. There was a subsequent redressing of the balance of the message when it became apparent that it was not needed.
- 5.2 Some of the temporary road closures and alterations / changes to station layouts and queuing arrangements caused confusion to regular users, and in some cases it transpired that they were not necessary but once again, in the light of their experience things were changed.
- 5.3 London TravelWatch was disappointed that at Clapham Junction there was no Games signage, nor did there appear to be sufficient staff present to direct passengers to the correct platforms for Olympic venues. At this key interchange there appeared to be less of the 'OneTeam Transport' approach that elsewhere built relationships between different operators – despite the fact that many spectators interchanged to different operators at this location.
- 5.4 We were also disappointed that there was not always sufficient signage at key interchanges giving passengers clear information not just about the location of

bus stops but also how the key destinations that could be reached by bus. The Paralympics in particular could have provided the opportunity to showcase the availability of London's bus fleet as a fully accessible mode of transport. We suspect that, in the absence of clear information, many mobility impaired visitors to London would have not appreciated this and thought travel by taxi was their only option.

## **6 Risks and challenges subsequent to the Games**

- 6.1 Passenger expectations of what providers are able to achieve have been raised by their Games experience. This presents a challenge in terms of legacy, as not all of the changed arrangements used during the Games may be practical or affordable in the long term. However, a lot of these made good business sense and we hope that the results will help build an economic case for operators and providers to adopt them in the long term, once they have undertaken their own reviews.
- 6.2 The use and availability of staff at the central London main line termini and London Underground stations to pro-actively help passengers was very well received, as this made them seem accessible and approachable. However, there is a danger that subsequently staff may 'retreat' to positions behind counters, and that the knowledge / experience gained during the Games may be lost without effective signage or information.
- 6.3 The 'Walking Maps' distributed in large numbers during the Games helped people to 'help themselves', and also alleviated overcrowding and congestion on the tube network in central London by encouraging people to walk or use buses rather than use the tube for short distance journeys . However, this approach needs to continue with improved signage to bus services at major interchanges, better identification of passenger lifts at stations such as Paddington, and more general promotion of facilities available and where information can be obtained.

## **7 Equalities and inclusion implications**

- 7.1 The experience of the Games as recorded above was extremely positive in including individuals and groups who previously have experienced difficulties in using the transport network. The challenge is now to continue that positive experience in the normal day to day operation of the network.

## **8 Legal**

- 8.1 Section 248 of the Greater London Authority Act 1999 places upon London TravelWatch (as the London Transport Users Committee) a duty to consider - and where it appears to the Committee to be desirable, to make recommendations with respect to - any matter affecting the functions of the Greater London Authority or Transport for London which relate to transport (other than of freight). Section 252A of the same Act (as amended by Schedule 6 of the Railways Act 2005) places a similar duty upon the Committee to keep under review matters affecting the interests of the public in relation to railway passenger and station services provided wholly or partly

within the London railway area, and to make representations about them to such persons as it thinks appropriate.

## **9 Financial implications**

- 9.1 There are no financial implications arising for London TravelWatch from this report.

## **10 Conclusions and further action**

- 10.1 Clearly the Games were a hugely successful operation for the most part in relation to transport provision. However, these experiences need to be built upon so as to ensure that the positive user experience is continued.
- 10.2 Overwhelmingly what made the real difference and underpins virtually every success was the complete focus on the needs of the customer and how these could best be met during the Games. Signage anticipated the choices transport users would need to make at every stage along a walking route or at transport interchanges, transport staff were well informed and able to deal with all enquiries relating to their location regardless of their employer, and they were highly visible and encouraged to actively engage with passengers in a helpful and good humoured fashion.
- 10.3 The Department for Transport is now proposing to adopt a more flexible arrangement to agreeing to timetable changes related to 'one-off' events such as sporting fixtures. In discussion with London TravelWatch officers it has been suggested that this greater freedom to alter services outside the franchise arrangement should be accompanied by developing a good practice guide for dealing with such events. It has been suggested that this guide for national use is developed by London TravelWatch and Passenger Focus incorporating the experience gained during the Games. Adherence to the principles outlined in such a guide would be the basis on which franchise dispensations are granted.

## **11 Recommendations**

- 11.1 That members note this report and adopt the changes in policy and service provision as outlined in Annex 1 as London TravelWatch policy.
- 11.2 That members agree that London TravelWatch should be involved with the production of a 'good practice guide for short term timetable alterations for special events' subject to agreement with the DfT and Passenger Focus.

**Annex 1 – Initial suggestions about the legacy for passengers and transport users from the Olympic and Paralympic Games.**

<b>Co-ordination between transport providers: Examples</b>	<b>Commentary/suggestions</b>
1. Stratford station integrated management	<ul style="list-style-type: none"> <li>• Retain integrated management at Stratford</li> <li>• Consider whether any other multi-modal interchanges would benefit from a similar integrated management structure</li> <li>• Provide visible 'One Team Stratford/Paddington' etc multi agency staff teams at all major stations</li> </ul>
2. St.Pancras International – Stratford High Speed Route	<ul style="list-style-type: none"> <li>• Consider integration of HS1 into mainstream London transport provision i.e. acceptance of Travelcards and Oyster Pay As You Go between St. Pancras and Stratford</li> </ul>
3. Transport staff freedom to be helpful to passengers	<ul style="list-style-type: none"> <li>• The collective focus on helping transport users get around easily and unconstrained by the boundaries of provider was seen to be a major force for enabling staff to 'do the right thing' by passengers – need to recommend to organisations that this gives a very positive image in the eyes of users which reflects well</li> <li>• on the organisation providing the information</li> </ul>
4. Communications updates with stakeholders by Network Rail, TfL and operators	<ul style="list-style-type: none"> <li>• These were very effective in informing stakeholders of problems on the Network and the background to them so it would be good to retain this facility</li> </ul>
5. Central London 'One Team Transport' ambassadors	<ul style="list-style-type: none"> <li>• Consider deployment of similar teams during large events and/or during the main tourist season.</li> <li>• Consider regular deployment of 'office based' transport staff in public facing outreach events</li> </ul>
<b>Improving the accessibility of the public transport network: Examples</b>	<b>Commentary/suggestions</b>
1. Deployment of boarding ramps at London Underground stations	<ul style="list-style-type: none"> <li>• Make this arrangement permanent</li> <li>• Consider expansion to cover more stations and</li> <li>• Consider integration / closer coordination of this activity with National Rail Assisted Passenger Reservation Service</li> </ul>
2. Euston – St.Pancras walking route	<ul style="list-style-type: none"> <li>• Make a permanent arrangement to allow opening of the side entrance at Euston.</li> </ul>
3. Revised station and traffic layouts	<ul style="list-style-type: none"> <li>• Consider whether any apparently popular but temporary layout changes should be made permanent e.g. use of current emergency entrance / exit at Shadwell DLR station</li> </ul>
4. Walking maps of key locations	<ul style="list-style-type: none"> <li>• These were extremely well received and</li> <li>• helped reduce crowding at pinch points so good to retain and enhance coverage</li> </ul>

<b>Improving the reliability and resilience of the transport network: Examples</b>	<b>Commentary/suggestions</b>
1. 'Blue Light' emergency response vehicles for London Underground engineering staff	<ul style="list-style-type: none"> <li>• Retain these as they enable a faster response in safety critical situations.</li> <li>• Presence of police in the vehicle is useful in case of public disorder or to preserve evidence</li> </ul>
2. Retain London-based Network Rail rapid response teams and area stores	<ul style="list-style-type: none"> <li>• Retain these as they enable a faster response in safety critical situations and to minimise disruption to passengers in the event of equipment failure</li> </ul>
3. Network Rail fixed over 3,000 overhead line faults on the 20 mile route between Liverpool Street and Shenfield – some of these faults had been outstanding for over 2 years in the months prior to the start of the Games. This was done instead of the proposed complete renewal of the equipment which could not have been achieved in the timescale required	<ul style="list-style-type: none"> <li>• Network Rail, London Underground, and other infrastructure providers (including Highway Authorities) to review whether immediate fault fixing would lead to better infrastructure reliability rather than waiting for a complete renewal project to come to fruition.</li> <li>• Consider the establishment of a 'London' focused directorship within Network Rail.</li> </ul>
4. Rail freight operators rerouted or rescheduled around 50% of their operations within London freeing up capacity for passenger services	<ul style="list-style-type: none"> <li>• Consider permanent rerouting / rescheduling of freight trains through and to London.</li> <li>• Consider the establishment of an actual informal London focused team to co-ordinate Network Rail activity and interface with TOCs in the London area.</li> </ul>
<b>Benefits to commuters and business</b>	<b>Commentary/suggestions</b>
1. Spreading of peak hour flows by the use of flexible working practices, resulting in reduced congestion / overcrowding	<ul style="list-style-type: none"> <li>• Employers should be encouraged to retain working practices established during the Games where this can result in greater business efficiency.</li> </ul>
2. The use of night time collections and deliveries resulting in greater certainty of delivery time and a reduction in congestion	<ul style="list-style-type: none"> <li>• Businesses should be allowed with appropriate safeguards to be able to make use of night time deliveries and collections on a regular basis.</li> </ul>

# London Assembly Transport Committee's review of transport for the 2012 Games and the transport legacy – FTA response



## About FTA

The Freight Transport Association (FTA) is one of Britain's largest trade associations, and uniquely provides a voice for the whole of the UK's logistics sector. Its role, on behalf of over 14,000 members, is to enhance the safety, efficiency and sustainability of freight movement across the supply chain, regardless of transport mode. FTA members operate over 200,000 goods vehicles - almost half the UK fleet - and some one million liveried vans. In addition, they consign over 90 per cent of the freight moved by rail and over 70 per cent of sea and air freight. FTA works with its members to influence transport policy and decisions taken at local, national and European level to ensure recognition of the needs of the industry's supply chains.

## Planning for the Games

Ahead of the Games, transport and security were identified as the two biggest risks to the success of London 2012. The key challenges and concerns for the freight and logistics industry were centred around the impact of additional restrictions on London's road network. These included the operation of the Olympic and Paralympic Route Networks (ORN/PRN), Games Lanes and road closures for road events; coupled with more people using the network, increased security and the predicted increase in volumes by some sectors.

FTA worked closely with Transport for London (TfL) since it took over responsibility for road freight management in London from the Olympic Delivery Authority at the beginning of 2011. Eighteen months ago, the industry had very grave concerns about how it would be able to operate during Games time. FTA held the first of three Olympic Conferences in May 2011. Members were given the opportunity to tell TfL directly what was needed in order to plan for summer 2012. FTA identified three objectives which would need to be met to support logistics in managing operations during the Games period.

1. Visibility of proposed delivery and access restrictions by postcode, date and time of day
2. The relaxation of existing restrictions, where these conflicted with the new temporary restrictions, such as the relaxation of night time curfews and the London Lorry Control Scheme. (Without these changes, delivering during the Games in many locations would have been impossible).
3. The provision of a real-time information service during the Games

## Information and Communication

Information and communication with the industry in the lead up to and during the Games was a key success factor. These included:

- An FTA Olympic microsite
- An FTA Olympic Support Guide, template letters and driver card
- An FTA Olympic App for iPhone and Android
- A dedicated Olympic Advisor in the FTA Member Advice Centre
- An enhanced FTA Traffic Information Service (free to FTA members)
- FTA Olympic alerts via email and SMS.
- Widespread use of social media, including Twitter (@newsfromfta and @Natalie\_FTA) LinkedIn ([www.linkedin.com/groups/FTA-4393193?gid=4393193&trk=hb\\_side\\_g](http://www.linkedin.com/groups/FTA-4393193?gid=4393193&trk=hb_side_g)), Facebook ([www.facebook.com/ftafb](http://www.facebook.com/ftafb)) and YouTube ([www.youtube.com/theftachannel](http://www.youtube.com/theftachannel))

The Association also wrote a number of articles for its own magazine, Freight, as well as for other trade publications; spoke at a number of events held by members for their customers and staff; and spoke at other industry and trade association events.

To keep abreast of the current security situation, FTA participated in daily conference calls with CSSC (Cross-sector Safety and Security Communications) a partnership including the Met Police, TfL, London Resilience Forum and representatives from all sectors of London business. CSSC was set up 18 months ago to provide a two-way communication stream between the public and private sector on security matters. The focus was on summer 2012 but the aim is to create a legacy of improved communication and awareness after the Games with the ultimate aim of making CSSC a national initiative. More information is available at [www.cssc.gb.com](http://www.cssc.gb.com).

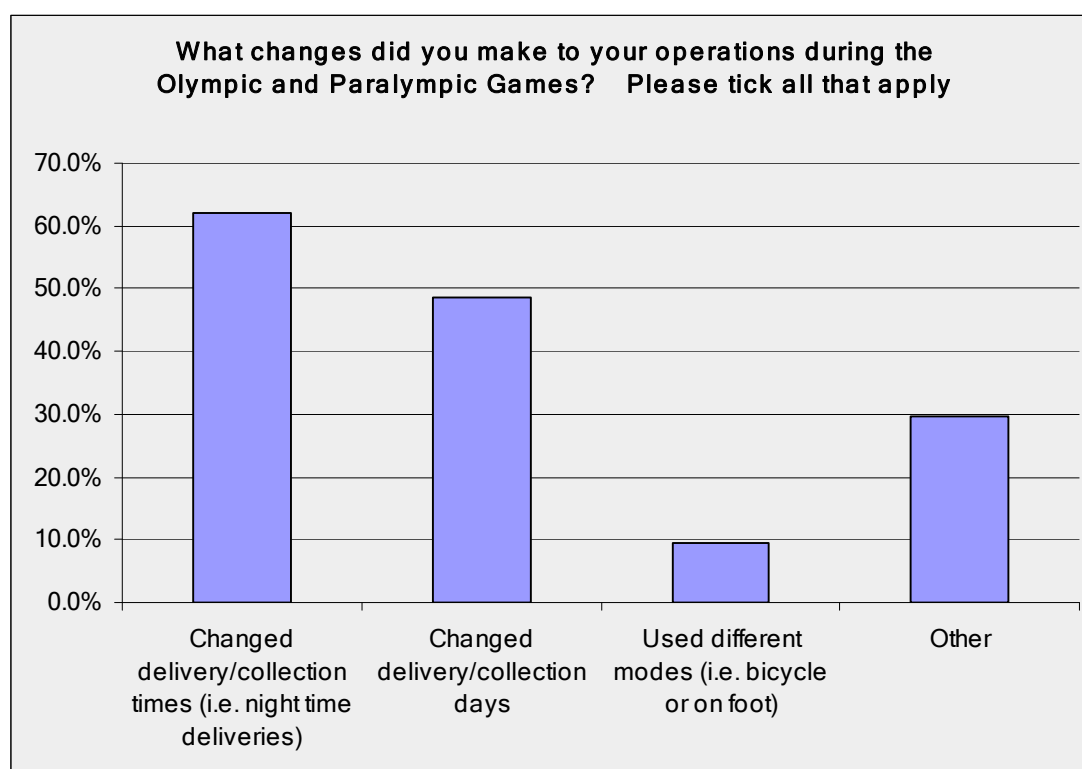
TfL provided the industry with some excellent information and tools in the lead up to and during the Games. Most of this was available via their online Olympic freight portal. The Freight Journey Planner was a particularly useful tool and contained dynamic Games-related information updated on a daily basis. TfL's twice daily bulletins were very helpful as was the list of impacted postcodes.

### Logistics during Games time

During the Games, the industry overcame the challenges of operating in London and near venues by applying a range of solutions including:

- reducing vehicle movements during Games time by encouraging customers to pre-order non-perishables
- retiming deliveries/collections to the night time, shoulders of the day or delivering on different days
- re-routeing journeys to avoid crossing the ORN/PRN, changing the drop order or depot
- revising the mode used, by making the final part of the delivery on foot or using cycle couriers

In a recent survey of FTA members, 62.2 per cent of respondents said that they changed delivery/collection times (i.e. out of hours deliveries); 48.6 per cent changed their usual delivery/collection days to avoid the restrictions and 9.5 per cent used a different mode such as delivering by bicycle or on foot. See Figure 1.



Those operating out of hours were encouraged to adopt TfL's Out of Hours Code of Practice which was written using principles developed by FTA and the Noise Abatement Society during the Quiet Deliveries Demonstration Scheme in 2011. TfL also published a list with a single point of contact in each borough for companies to liaise with regarding night time deliveries. FTA would like to see this list updated and maintained in the future.

Games-time operations in general went very smoothly. This was not by chance but entirely down to the years of planning that preceded it, the strong and effective messaging by TfL to users of its network and the flexibility of the industry in adapting to new temporary restrictions.

A few issues were identified by members. These largely centred around teething problems with drivers getting used to the Games Lanes; a couple of unexpected road closures and clearways introduced by a couple of the boroughs; and a few failed deliveries due to security issues at venues, such as drivers not having the correct permit.

Prior to the Games, FTA expressed concerns that the complex new temporary restrictions could confuse drivers and lead to an increase in the volume of Penalty Charge Notices (PCNs) issued by boroughs and TfL. The Association is not aware that PCN numbers increased significantly during the Games. It is likely that this is because companies were making greater use of night time deliveries when there are fewer kerbside restrictions, coupled with a lighter enforcement from many of the London boroughs.

It is so far unclear what impact the Olympics had on volumes, with reports that the predicted increase in volumes in some sectors did not materialise. The industry also invested a huge amount of time and money preparing for the Games. Companies had to anticipate reduced and uncertain journey times by hiring in more vehicles and deploying more staff. The Olympics and Paralympics also took up valuable planning resources with many transport managers and their teams focusing solely on Games logistics in lieu of other work and projects. Those directly servicing official Games venues also had to put additional security measures in place. It may take time to fully understand whether there was a net cost or gain for the industry and any gains may only be realised in the longer term.

## **Legacy**

The Olympics and Paralympics have the opportunity to deliver important legacy benefits for the industry. These include initiatives such as: out of hours deliveries; tools such as the Freight Journey Planner; better working relationships between suppliers and customers; new partnerships such as the CSSC and an improved profile and working relationship between the freight and logistics industry and TfL.

In FTA's recent Olympic legacy survey, almost half of those who changed delivery/collection times during the Games said that they may consider doing so permanently. Just over a third said they would consider permanent changes to delivery/collection days following the Olympics. However, 86 per cent of those who used a different mode during the Games said that they were unlikely to continue doing so in the longer term. See Figure 2.

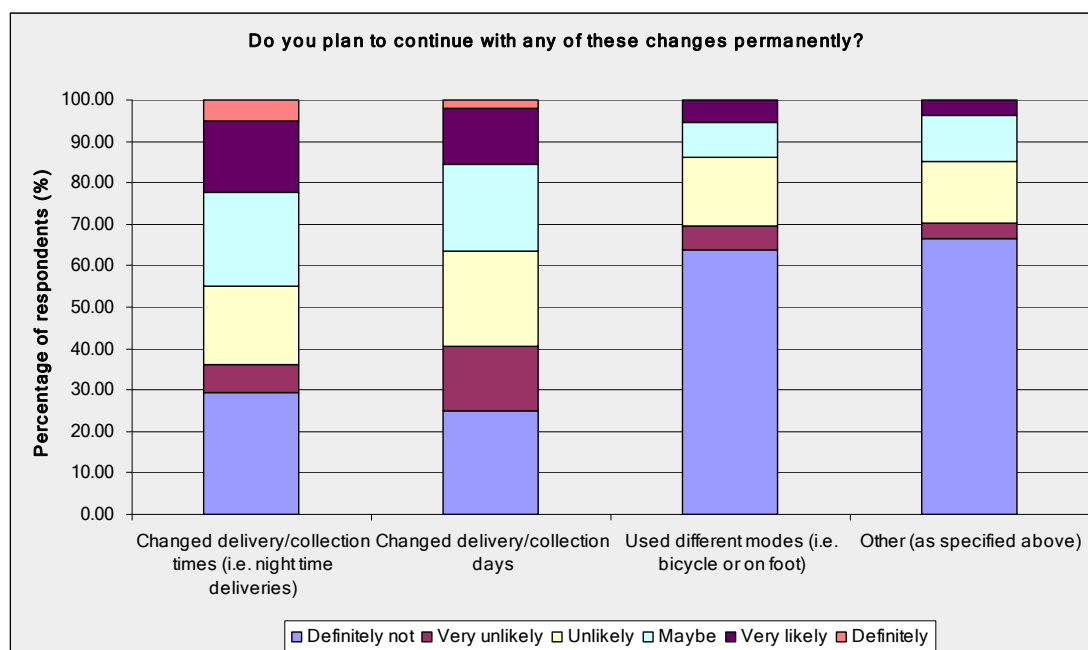


Figure 2. – Source: FTA QTAS Survey November 2011

The main barrier to changing delivery days and times in the longer term is customers' reluctance. However other factors such as changes to the London Lorry Control Scheme and the relaxation of night time delivery curfews and planning restrictions by local authorities were also identified. See Figure3.

The Mayor's Air Quality Strategy recognises that the London Lorry Control Scheme requires goods vehicles over 18 tonnes to make detours through London at night which can result in longer journeys, greater fuel use and higher levels of emissions. It also points out that since the LLCS was introduced 25 years ago, there have been improvements in technology to reduce noise from heavy vehicles and changes in working practices which are not reflected by the current LLCS arrangements.

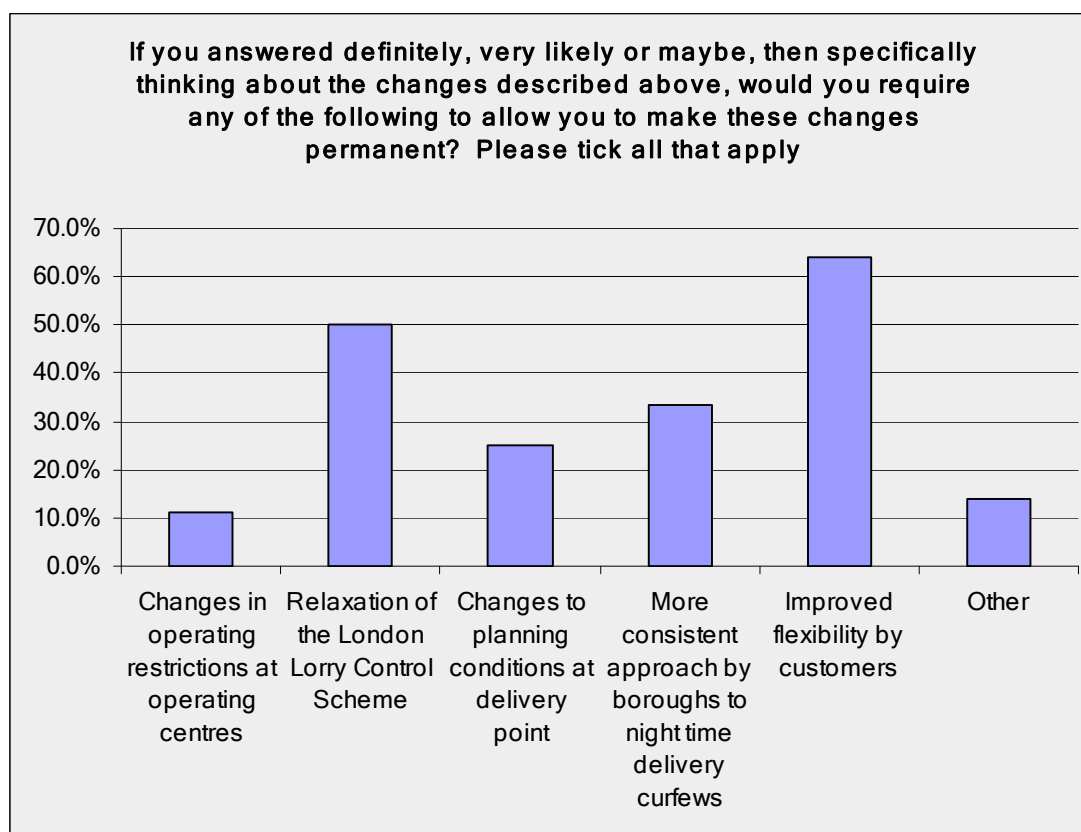


Figure 3. – Source: FTA QTAS Survey November 2011

Since the Games, TfL has already held a Freight Forum with the industry attended by Peter Hendy, Transport Commissioner, Leon Daniels, Managing Director of Surface Transport and lead Traffic Commissioner for the Olympics, Sarah Bell. Attendees discussed Games-time experiences legacy priorities. It is proposed that the forum will continue to meet twice a year, but will hold more regular working groups on key freight and legacy issues.

FTA is also working on an Olympic legacy document containing case studies of members' experiences during the Games. This should be available in mid to late November.

## Conclusions

From a logistics perspective, the Olympic and Paralympic Games were a huge success. The potential transport chaos predicted by many did not materialise. However, anecdotal reports from members show that outside of the Stratford area, volumes were either stagnant or were down. Therefore it is imperative that the industry can recoup the costs of planning for the Games in the longer term through the removal of barriers to an efficient freight and logistics industry.

*Prepared by*

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2 November 2012

# **Review of transport for the 2012 Games and the transport legacy**

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Response from Sustrans

November 2012

## About Sustrans

Sustrans makes smarter travel choices possible, desirable and inevitable. We're a leading UK charity enabling people to travel by foot, bike or public transport for more of the journeys we make every day. We work with families, communities, policy-makers and partner organisations so that people are able to choose healthier, cleaner and cheaper journeys, with better places and spaces to move through and live in.

It's time we all began making smarter travel choices. Make your move and support Sustrans today.  
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## Introduction

1.1 Sustrans is a leading UK charity enabling people to travel by foot, bike or public transport for more of the journeys we make every day. We work with families, communities, policy-makers and partner organisations so that people are able to choose healthier, cleaner and cheaper journeys, with better places and spaces to move through and live in.

1.2 This submission provides a summary of Sustrans' views, based in part on our practical work over three decades to improve people's access to opportunities in education, training and employment through independent and active means of travel:

- We create networks of walking and cycling routes to create safe routes that enable people to get about more easily and safely on foot and by bike. For instance we work with local authorities to link homes, schools, local services and employers to the National Cycle Network, which is used for over a million active journeys every day. The design standards for the Network call for the routes to be suitable for use by a novice adult cyclist, a family with young children or an unaccompanied twelve-year-old.<sup>i</sup>
- We work with people in communities, schools, colleges, further and higher education institutions, and with jobseekers and those in work, to change travel behaviour and create a pro-cycling and walking culture. For instance Sustrans' Bike It officers have worked successfully with thousands of schools across the UK, typically doubling levels of cycling and reducing car trips while improving young people's confidence to travel safely and independently for other trips.<sup>ii</sup>
- We work to influence policy and practice. For instance Sustrans' policy call *More Haste Less Speed* called for action and investment by government to realise the potential that exists for over 80% of local journeys to be made by walking, cycling or public transport.<sup>iii</sup> Our current work on transport poverty, in partnership with Save the Children and Age UK, aims to achieve wider recognition of the issue and the urgent need for both policy and practical measures to tackle it.<sup>iv</sup>

1.3 Sustrans welcomes the London Assembly Transport Committee's review of the transport arrangements for the 2012 Games and the transport legacy, and the focus on both the 'hard' legacy of new transport infrastructure and the 'soft' legacy such as continued changes in travel behaviour. This submission highlights Sustrans' work in relation to the 2012 Games, together with a focus on wider sustainable transport issues in London, while addressing the specific questions that the committee has raised. We also welcome the Transport Committee's intention to make recommendations to decision makers to address these issues.

## Response to specific questions

### **Question 1. What are the main lessons to be learned from the operation of transport during the 2012 Games?**

3.1 Sustrans believes that the Travel Demand Management (TDM) Programme run by TfL for the 2012 Games was a success and that this approach has huge potential to address transport issues in the city. We recommend that the Mayor's Roads Task Force focuses on applying TDM as the first option to deal with London road transport challenges before considering other alternatives. Travel Demand Management worked well during both the Olympic and the Paralympic Games by targeting specific groups with tailored advice and travel solutions; and it was demonstrated that people altered their travel behaviour.

3.2 New transport infrastructure such as the DLR extension worked well and the additional tube, DLR and rail capacity ensured the successful movement of people to and from the Games. However, although the public transport system ran smoothly, Sustrans believes that messages for cycling and walking were not prioritised, and therefore this was a lost opportunity to convert more journeys into active travel.

3.3 The Greenways to the Olympic Games (Olympic Walking and Cycling Network) were delivered successfully and enabled people to travel by bike or on foot to attend the Games (see Appendix A). The eight Olympic Greenway routes delivered are:

- Epping Forest
- Lea Valley North
- Lower Lea Valley
- The Elevated Greenway
- Hackney Parks
- Limehouse Cut
- Victoria Park & Stepney
- Greenwich

3.4 Sustrans' Active Travel Champions programme also contributed significantly to encouraging sustainable travel behaviour amongst spectators (see Appendix B).

3.5 Although Sustrans broadly supports the approach to the operation of transport during the 2012 Games, one key aspect that could have been improved is the response from corporate sponsors who were sustainability partners. Before the Olympics and Paralympics started, Sustrans approached these organisations to promote the Active Travel Champions project, with a view to working with them so that people change their travel habits. Unfortunately, Sustrans did not receive a single positive response from any of these corporate sponsors, which is disappointing as it meant that there were no active travel benefits on the ground for these particular organisations.

### **Question 2. What should be the 2012 transport legacy including the physical and behavioural legacies?**

4.1 Sustrans would like to see continued development of the Greenways. Across London, investment in these quiet, high quality local cycling and walking routes will provide more opportunities for walking and cycling in safe and pleasant conditions (see Appendix A).

4.2 The 2012 transport legacy should prioritise increasing connectivity and permeability to Queen Elizabeth Olympic Park. This will not only encourage modal shift to walking and cycling, but will also open up the Park, its amenities and transport links to the wider area. Apart from improving links to the Park, it is crucial that within the Park, the physical environment creates the best conditions for walking

and cycling. For example, wide pedestrian and cycle lanes should be provided and segregated lanes should be considered for major routes across the Park (e.g. between the Athletes' Village and 'East Wick' across the River Lea, or between Stratford City and the commerce areas of 'Marshgate Wharf'. We recommend that a default 20 mph speed limit is implemented within the Park, which will make it safer for pedestrians and cyclists, whilst incentivising walking and cycling. Reviews show that reducing speeds to 20 mph (30 km/h) encourages more people to walk and cycle.<sup>v</sup> A 20 mph speed limit allows for the safe mixing of motorised and non-motorised modes of transport, and makes it easier for pedestrians and cyclists to enjoy the same direct and safe routes for their journeys as motorists.

4.3 As the bid for the 2012 Olympic and Paralympic Games highlighted the potential for regeneration across the Lower Lea Valley, development of this area should be integral to the physical legacy of the Games.

### **Question 3. What needs to happen to ensure this 2012 transport legacy is achieved?**

5.1 Sustrans believes that the dual emphasis on behavioural and physical change is right, but there needs to be focused investment in infrastructure to improve the environment for walking and cycling in the capital, with projects including the development of local, quiet routes (the Greenways) and local urban regeneration projects such as Sustrans' DIY Streets.

5.2 Inspiring behaviour change and mobilising more people to walk and cycle in London will require a focused approach to encourage new segments of the population to travel actively for more of their everyday journeys. This should involve interventions such as active travel promotion, education for children and young adults, and marketing campaigns.

5.3 As mentioned above, improving permeability and connectivity to Queen Elizabeth Olympic Park will promote behavioural change. The regeneration of the Lower Lea Valley should maximise opportunities for active travel and encourage modal shift to walking and cycling, while opening up the park, its amenities and transport links to the wider area. Wide pedestrian and cycle lanes should be provided within the park and segregated lanes should be considered for major routes across the park, e.g. between the Athletes' Village and East Wick across the River Lea, or between Stratford City and the commerce areas of Marshgate Wharf.

## Appendix A

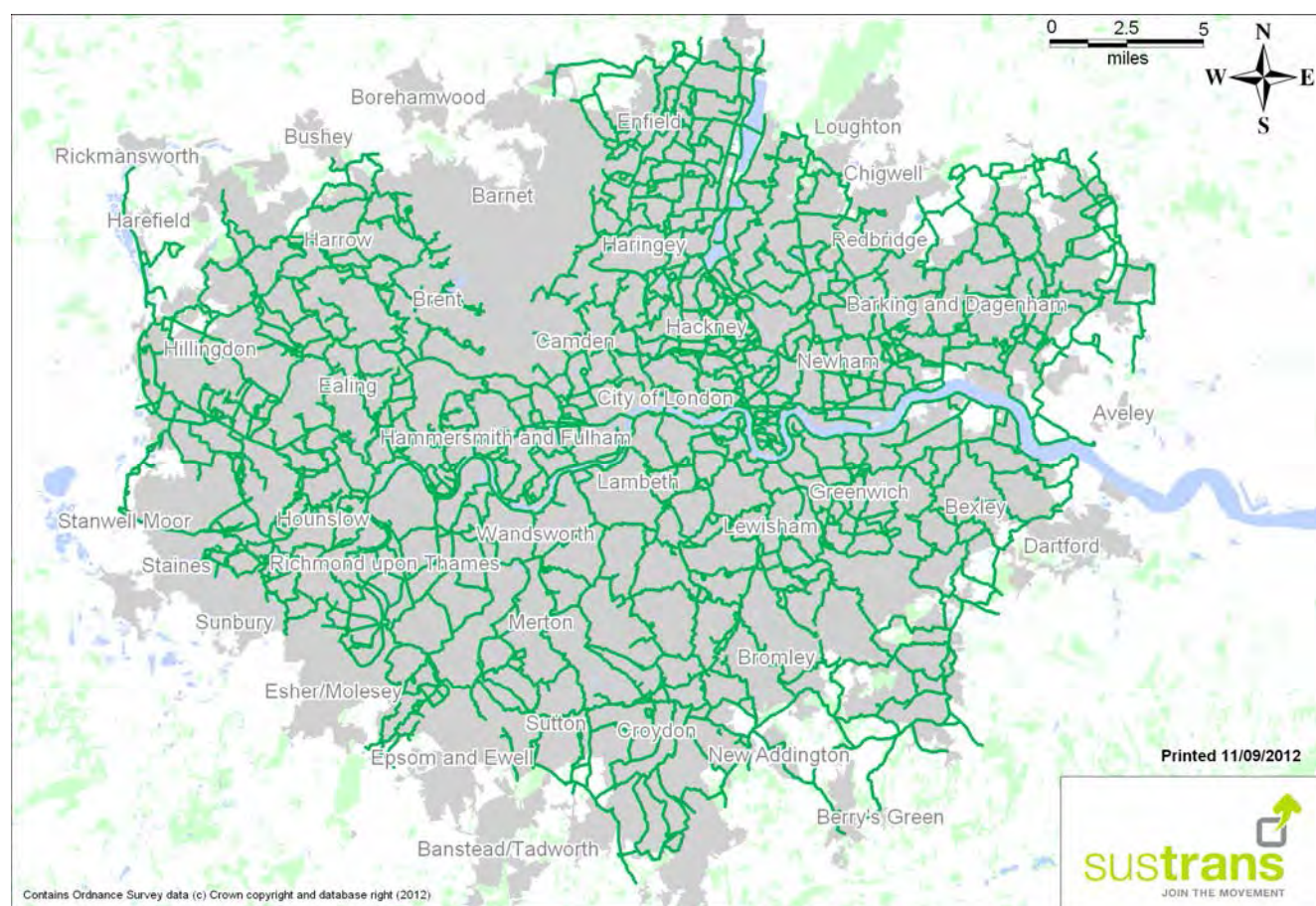
### The London Greenways network

London Greenways is a collection of projects that seek to create a network of attractive and functional routes for walkers and cyclists, and aims to improve access to and through green space across the capital.

Greenways are safe, quiet routes through parks, green spaces and lightly trafficked streets. They are designed to connect people on foot or bike, whatever their ability or purpose, to facilities, parks and open spaces. We originally began scoping the network under the name GOAL in 2005, following the announcement that London had been selected to host the 2012 Olympic and Paralympic Games, with the intention of tapping into the energy that the Games would bring.

Since its development began in 2005, as well as offering pleasant routes for experienced commuters, children and parents on the school journey, local shoppers and so on, the London Greenways network has offered a solution for inexperienced groups, showing significant behaviour change among people who have been less likely to take up walking and cycling.

London Greenways has been developed and funded by Transport for London (TfL), Sustrans, the Olympic Delivery Authority, the London Boroughs and others over a number of years and incorporates schemes delivered through the TfL Greenways Programme, the Mayor's Great Outdoors programme, the Olympic Walking and Cycling Route Enhancements Programme and Sustrans' Connect2, National Cycle Network, and Greenways for the Olympics and London (GOAL) projects.



### Scope of the London Greenways Network

## **Appendix B**

### **Active Travel Champions programme**

'Active Travel Champions' (ATCs) is a new evidence-based programme that empowers local people to champion active travel (walking and cycling) in targeted settings (workplaces, educational settings and communities) to bring about travel behaviour change. The project draws on the London 2012 Olympics and Paralympics to motivate and inspire people to travel actively. Crucially, it builds on and consolidates activities proven to be successful through Sustrans' existing work programmes, including Volunteers, Schools and Active Travel. Active Travel Champions has inspired people to participate in all nations across the country.

By the end of the seed funding period, the engagement model will be integrated into the work of Sustrans' Volunteer team across the UK, meaning that the benefits will be long-lasting and contribute to a positive legacy of active travel from the London 2012 Games. The ATCs programme is funded by DEFRA until March 2013.

We have recruited, trained and supported a diverse range of champions from communities, workplaces, universities and schools. Our grassroots approach with champions (aged 18 to 70) was designed both to fit the needs and motivations of volunteers and to create change from the bottom up. We have also trained up school champions who work closely with our school support officers (known as 'Bike It Officers') who work in schools to increase active travel. When funding for the officer's role ends, the champion remains attached to the school to keep encouraging a pro-walking and cycling culture.

### **Key targets, outputs and activities**

#### **Targets:**

- 250 champions, current figures 241 and well on track to exceed target figures by March 2013
- 18,750 beneficiaries, current figures 12,000 (we are on track to meet the target, given that not all activities have been logged)

#### **Outputs:**

- A training programme was developed which includes training on communicating and influencing active travel behaviour, organising and leading group walks / rides, personalised travel advice and advocacy
- Champion website: portal of information and resources, includes a form for champions to report on activities
- More than 2,000 people participated in an online cycling and walking challenge during June, who collectively logged over 130,000 journeys. The Challenge was funded by DEFRA and was open to the public.
- Bespoke champions projects to suit particular environments.
- Active Travel Champions have clocked up 1500 hours of volunteering time, which equates to over 4 full-time project officers. The true figure will be much higher – these 1500 hours represent only the activities that volunteers have logged on our system.

#### **Activities include:**

- Information giving and advice: giving 1:1 personalised travel information (recognised by Sustrans' research as the most effective way of changing travel behaviour) by organising road shows and running stalls, in the workplace and informally to friends and family.
- Setting up initiatives including: a community bike loan scheme (loaning donated bikes to local people so they try cycling), "bike buddies" (a student initiative at University College London to pair a non-confident cyclist with a buddy who cycles with them and help boost their confidence on the roads).
- Practical skills – qualified champions have run cycle training sessions
- Organising and leading group walks and rides, such as weekly walks through the greenway from Finsbury Park to Alexandra Palace, rides to the Olympic Park, lunchtime walks for workplaces, lunchtime "Boris Bike" rides

- Advocating for change – e.g.: one champion is campaigning to get the 20p per mile bike expenses cost introduced to the Blood Donation service at the NHS.
- Giving travel advice to help mitigate problems with Olympics – e.g. a law firm in Canary Wharf lunch time walks and cycle rides from station travel hubs to show staff ways to make their journeys actively and avoid any potential travel problems.

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<sup>i</sup> <http://www.sustrans.org.uk/what-we-do/national-cycle-network>

<sup>ii</sup> Bike It London Review 2010, available at: <http://www.sustrans.org.uk/what-we-do/bike-it/wheres-bike-it/bike-it-in-london>

<sup>iii</sup> <http://www.sustrans.org.uk/about-sustrans/call-to-action-for-2020>

<sup>iv</sup> <http://www.sustrans.org.uk/lockedout>

<sup>v</sup> Oja, P; Vuori, I (2000), Promotion of Transport Walking and Cycling in Europe: Strategy Directions, The European Network for Promotion of Health-Enhancing Physical Activity.  
<http://www.panh.ch/hepaeurope/materials/HEPA%20Walking%20and%20Cycling%20Strategy%20.pdf>

# **LONDON CYCLING CAMPAIGN SUBMISSION TO THE LONDON ASSEMBLY'S REVIEW OF TRANSPORT FOR THE 2012 GAMES AND THE TRANSPORT LEGACY**

## **Introduction**

The London Cycling Campaign is a charity with more than 11,000 members, and seeks to make London a world class cycling city. We have been active in seeking in promoting cycling in the context of the Olympic Games and its legacy.

This submission focuses on the cycling aspects two of the questions set out in the inquiry's scoping document

- What should be the 2012 transport legacy including the physical and behaviour legacies?
- What needs to happen to ensure this 2012 transport legacy is achieved?

Annexes 1 to 3 include some of our previous submissions responding to consultations and planning applications in relation to the Olympic Park. These remain relevant to the issue of the Olympic Legacy:

- Annex 1 Olympic Legacy Supplementary Planning Guidance
- Annex 2 London Legacy Development Corporation's key Legacy Communities Scheme Planning Application (the LCS).
- Annex 3 South Park Planning Application.

While this response focuses on the legacy we also provide a short summary (in the final section) of lessons learned, as regards cycling, during the Games period

We should be happy to provide oral evidence to the Committee.

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## **Summary**

We consider that the Olympic legacy is a key opportunity to drive forward the Mayor's agenda to increase cycling in London. This would be consistent with the aspiration in his Olympic Park Legacy Guidance of achieving "a lasting shift to more sustainable forms of transport such as walking and cycling". In order to achieve this there must be genuine commitment from the authorities and stakeholders concerned, including LLDC, TfL, Newham Council and Westfield Stratford to achieve real cycling benefits for the Queen Elizabeth II Olympic Park area (the OP) and its connections. To date this commitment has not been demonstrated. Developments to date are characterised by strong aspirational words and minimalist delivery. In some cases, notably the roads

around Westfield, sub-standard cycling infrastructure and dangerous cycling infrastructure has been installed. Plans for future roads and developments often do no more than meet current minimum requirements and in some cases are also sub-standard. Plans do not even achieve the best of local standards let alone reach continental standards. This is clearly inadequate and not at all future proof.<sup>1</sup> Critical evidence of this is found in one of the first planning applications for a development site since the LCS approval, at Chobham Farm. It makes inadequate provision for cycling in the face of the aspirations of the LCS and the OPSPG. It actually seeks to make less cycle parking provision than the outdated minimum standards set out in the London Plan and the developers claim that they have the agreement of TfL for this. More detail is provided below.

This submission provides the detail underlying this view and calls for some specific key improvements.

## **The Background**

The LCC strongly believes that the Olympic Cycling Legacy must be looked at in a context wider than the OP itself. This is for two reasons. First the OP is part of a wider development area, which includes Westfield, and the southern Lea Valley between the OP and Thames and the Riverside Opportunity Areas. Second, a successful legacy is dependent on achieving connectivity between new developments and the existing infrastructure.

This wider context is now reinforced by the fact that the LLDC has been given authority over a wider area than just the OP.

The wider area has enormous cycling potential whether for sport, day to day journeys or leisure. It has significant natural beauty, flat terrain and is close to both popular leisure regions (Lea Valley, Epping Forest, Victoria Park, Limehouse Basin, the Greenway) and areas of high employment density (Canary Wharf, Riverside Opportunity Area, Stratford, City). We note that more than quarter of Londoners regularly say they want to cycle or cycle more<sup>2</sup> – removing the barriers (notably road danger and absence of secure cycle storage) to cycling can enable them to do so.

The OP is a rare opportunity to incorporate cycling provision on this new build site where there is extensive flexibility in terms of road and path design, and where the additional cost of any infrastructure is very low. Given this opportunity in terms of design and low cost, the critical factor in achieving higher cycling use is political will.<sup>3</sup> We note the wide discrepancy between the

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<sup>1</sup> Not least because of the planned explosion in the local student population with 3 university campuses in the area. UCL, whose plans have been recently approved, plan a campus for 20,000 students in the Carpenters Estate area.

<sup>2</sup> Synovate Survey of Attitudes to Cycling 2009

<sup>3</sup> LB Hackney has the highest level of cycle use in London with a modal share of commuting by cycle exceeding 12%. LB Newham has been recognised as a potential cycling hotspot (Delivery the Benefits

level of provision for cycle users in Hackney, where political support has been strong, and Newham, where it hasn't. The current gulf in cycle usage between the two boroughs is striking: in Hackney cycling to work accounts for 13% of journeys, in neighbouring Newham the figure is just 2% of journeys.

As the current chair of the LLDC the Mayor of London, in conjunction with political leaders in the Olympic boroughs, has the opportunity to influence the legacy of sustainable transport in the Olympic Park area.

As a general proposition, promotion of cycling represents excellent value for money,<sup>4</sup> but this is especially the case in the context of the Olympic Legacy.

- As an area which is largely subject to new development, high quality cycle facilities can be built in much more cheaply than trying to retrofit them.
- Given the environmental and social deprivation of the area encouraging cycling, though high grade provision, brings proportionately extra added value.

Although cycling is featured in the OLSPG, thus far developers and all authorities, as noted above, have been noticeably stronger on rhetoric than delivery. Detailed examination of plans and achievements to date show that the approach taken is to do the minimum in terms of new development and connectivity. The following sections provide more detail.

## **Westfield**

While Westfield has provided good cycle parking provision for employees (1 in 10) its overall record is very poor.

- There are no signs to cycle parking provided for shoppers (in fact in Car Park C).
- Access to cycle parking for shoppers is very difficult. The main access to Westfield from Stratford involves stairs and a lift and cyclists have been discouraged from even pushing their bikes within the Westfield estate, even in the 24 hour outdoor boulevard, to any of the parking areas.

Cyclists have to ride fully or partly around the Westfield Centre to access cycle parking. This journey either involves either a combination of no cycle provision and hazardous cycle lanes (Warton Road) or sub-standard cycle tracks (Mountfichet Rd and Westfield Avenue). The latter are provided on only one side of the road – not "the safe and convenient direct cycle routes to town centres" etc, required by the

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of cycling in Outer London" prepared by TfL, London Councils and others Feb 2010, see figs 3 and 6) but its modal share of journeys by bicycle is negligible.

<sup>4</sup> E.g. "Cycling and Economics" published by the European Centre for Cycling Expertise. <http://web.archive.org/web/20070312033043/http://www.sustrans.org.uk/default.asp?sID=1158137684156>

London Plan<sup>5</sup> and a configuration discouraged by the DfT.<sup>6</sup> Using these tracks involves any cyclists having to repeatedly wait for lengthy periods at lights to cross the road. LCC understands that Newham Council are reluctant to adopt these roads which is not surprising given their failure to meet proper highway standards. We note that in October 2012 the cobbles and trees in the photo below were removed and the cobbles were then replaced in the cycle lane – an evident waste of money to re-create an unnecessary hazard.



Above: Mounfichet Road

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<sup>5</sup> Policy 6.9.

<sup>6</sup> Cycle Infrastructure Design 2/08, p 40 section 7.9. LCC understands that Newham Council are reluctant to adopt these roads.



Above: Westfield Avenue

## The Olympic Park

There is a scheme for cycleways as part of the Legacy Communities Scheme<sup>7</sup> and earlier planning exercises. Whilst this offers a welcome increase in the number of cycle routes through the OP area the standards adopted for the cycle infrastructure regrettably demonstrates the 'minimum required' approach.

- On-carriageway cycle lanes are set at the TfL minimum width of 1.5m and are not required to be mandatory. This includes the major artery of Carpenters Road insofar as it is within the OP proper. On its southern section to Stratford High Street, outside the OP, Carpenters Road has no cycle provision at all despite heavy expected traffic volumes and no 20 mph speed limit.
- There is no cycle provision for the southern loop road.
- Waterden Road, a dual carriageway leading from the motorway, is given an off carriageway two way cycle lane on one side of the road only - see the criticism of this in the previous section.
- Shared use cycle pedestrian paths within the park are set at the minimum recommended width of 3m.
- Towpaths are a key part of the cycle network and have no minimum width set at all.
- Bridge H10 which is the crossing of the Lea for the planned major east-west commuter cycle route has no ramp on western side, just stairs or a lift.

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<sup>7</sup> Application 11/90621/OUTODA

- No provision for cycle parking is proposed for the South Park “theatre” event venue which can accommodate up to 6000 concert goers.
- Proposed cycle parking provision for developments is lower than the level already provided by Westfield<sup>8</sup>, and lower than the best local standard of the Olympic Borough of Waltham Forest.<sup>9</sup>
- Low cycle parking standards have been set for facilities such as schools<sup>10</sup>, health centres and leisure centres<sup>11</sup> (given that a major leisure venue is the velodrome).
- There are no standards set for the quality of cycle parking (security, and shelter) or additional items like showers and lockers.
- There is no hard target for a challenging cycle modal share for developments within the OP. Aspirational targets of a 5% modal share appear to refer to journeys to work and do not consider multi modal (bike/rail) journeys. This unclear approach means developers receive a confusing message and provision at popular destinations, such as Stratford station, the Aquatic Centre may be inadequate.
- Land has not been allocated for temporary events-time cycle parking which will mean that (as during the 2012 Games) promoters and local agencies will either provide no facility or may have to negotiate unfavourable terms with land owners.

## Newham

- Newham Council rejected work on Barclays Cycle Superhighway CS2 pre-Games, so Stratford High Street currently remains one of the most inhospitable environments for cycling in East London despite the recent expenditure of over £9m on its refurbishment. That refurbishment involved the loss of cycling facilities,<sup>12</sup> which has continued.<sup>13</sup> Newham have now re-considered its former opposition to improvements for cycle users along Stratford High Street, in line with its recently adopted Core Strategy, by contemplating a partial extension of CS along this road, which is welcome. It is vital that these improvements meet the best continental standards and that a connection is developed from this to the OP, Westfield and to "urban Newham" to the east and south of Stratford by improvements to the Stratford gyratory.

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<sup>8</sup> 1 per 10 employees.

<sup>9</sup> Waltham Forest now requires 1/50sq m of gross floor area. The LLDC standard is 1/200sq m gfa (which is slightly better than the outdated minimum set out in the London Plan.

<sup>10</sup> 1/10. In the Netherlands half of education trips are made by bike.

<sup>12</sup> For example a cycle runoff lane for the eastbound approach to the toucan crossing at the junction of Station Road, High St and the Broadway.

<sup>13</sup> Post games some of the 24 hour bus lanes have not been reinstated.

- While improved connections from the OP to Hackney are planned there is not a single access road to the OP/Westfield complex between the Bow Flyover (south of the OP) and Temple Mills Lane East (North East of the OP) with adequate provision for cycle users. Stratford gyratory has clearly inadequate facilities, the other roads have none at all.
- In respect of Warton Road, a signed cycle route, Newham Council are proposing to increase the speed limit to 30mph, when it was reduced to 20mph for the period of the Olympics.
- Stratford Gyratory remains an inhospitable environment for cyclists. Attempts to put in cycle lanes are inept (e.g. Great Eastern Street where the cycle lane leads directly into a bus stop.)



Above: Great Eastern St. There is no prospect of this cycle lane (the dark patch of pavement) being used.

- Planning gains which LCC understand to be part of the Westfield development (cycle hire, Stratford Station cycle hub/parking) have not been implemented .
- Some cycle parking has been installed at Stratford Station but not enough (as evidenced by many cycles parked to railings in the area)
- Cycle and pedestrian provision at the Bow Flyover remain very poor and plans to re-model this junction appear to be very distant.

### **Chobham Farm**

This application for development starkly illustrates how aspirations for good cycling provision vanish in practice with the apparent agreement of those authorities who should be pressing for better cycling provision.

This is an application made by East Homes Ltd and London Continental for full consent for 173 residential units plus 1, 162 sq metres of commercial floor space together with outline planning permission for further mixed use

development of up to 927 residential units (69,2000 sq metres) and 4,800 sq metres of commercial floorspace). It is accompanied by a Transport Assessment which it is claimed followed consultation with TfL, ODA and the London Borough of Newham.<sup>14</sup> It is sited slightly to the east of the Athletes Village, close to Westfield Stratford and near a proposed school and health developments. At present it is bordered by an existing signed cycle route.<sup>15</sup> Despite the general aspirations to improve cycling in the area:

- The application only proposes to provide 800 cycle parking spaces when the London Plan minimum would require 1523. "With such a large number of spaces it is likely that many would not be used. In view of this it was agreed at a meeting with TfL on 16th March 2012 that a reduced number of cycle parking spaces would be provided."<sup>16</sup>
- Nothing is offered as to the quality of cycle parking in terms of shelter and security, when standards for these exist.
- Nothing is offered in terms of planning gain - an obvious matter would be to improve the connectivity through the development area by putting in cycle lanes on Temple Mills Lane East and Chobham Rd to alleviate the connectivity problem identified above.
- It uses the low mode share of cycling of 2.3% in the rest of the ward derived from the 2001 census thereby, not surprisingly, anticipating and catering for a mere handful of trips being generated by bicycle.<sup>17</sup> The plan should take account of the likely increase in cycle use in the area as a whole including bike/rail journeys.

## **LCC call for**

- **A full review of all cycle facilities and junctions proposed for the Olympic Park and surrounding area to ensure they meet genuinely high quality continental standards.**
- **A hard target for a cycle modal share for developments within the OP which exceeds current cycling levels in Hackney. Developers must be advised that they must meet or exceed the target through good design.**
- **The timely completion of CSH2 including and beyond Stratford Gyratory, and the upgrading of the existing CSH2 superhighway to the City of London, to continental best practice standards**

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<sup>14</sup> Para 1.6.

<sup>15</sup> Leyton Road and Chobham Road.

<sup>16</sup> Para 5.10.

<sup>17</sup> Tables 8.4 to 8.9.

- A ramp on the west side of Bridge H10.
- Completion of the “Fatwalk” path, as originally planned by Thames Gateway Development Corporation, providing an off carriageway cycling/leisure route linking the OP and the Thames.
- A 20mph limit on all roads within the Olympic Park.
- Cycle connectivity for all the surrounding area, including (1) cycle lanes on access roads(Carpenters Road, Warton Road, Alma Road, Chobham Road, Temple Mills Lane East), (2) improvements to a Dutch/Danish standard to Stratford gyratory, (3) completion of CS2 to Ilford (4) signing for the cycle route from Stratford to Wanstead Flats.
- High quality cycle and pedestrian provision at the Bow Flyover.
- Cycle parking standards that match the higher standards adopted in Waltham Forest.
- Allocated space provision to be made for temporary cycle parking at Park venues to cater for public events (eg. sports events, concerts etc) .

## **Games Time Learning**

### **Positives:**

- Significant increase in London cycle use during Games period reported by TfL (+20% over London bridges) showing potential for modal shift.
- No increase in motor traffic congestion despite introduction of ORN lanes - indicating that reallocation of road space to more space efficient modes could be used, in combination with travel demand management, to deliver significant modal shift.
- High number of bike repairs (2500+) carried out at cycle parking locations during Games time.
- Well run cycle parking facilities with effective tagging system worth copying at major public events.
- Improvements to several off-road cycle routes that will last into the legacy period.
- Quick response to some stakeholder notifications of problems with ORN routes.

### **Negatives**

- Towpath closures: Very late notice of River Lea towpath closure with no convenient or safe diversions for either walkers or cyclists.
- ORN lane closures and traffic schemes that did not take proper account of cycle users thereby creating hazards and leading to a need for remedial work.

- Road closures such as the Mall for long periods created a significant disruption of cycle routes.
- Cycle parking provision was poorly or incorrectly signed at a number of locations. Low cost signage, that is not vulnerable to vandalism and bad weather was not used despite stakeholder advice. Remedial action on incorrect signage was significantly delayed despite stakeholder notification.
- Cycle parking at the Victoria Park Live Site was very poorly planned with an apparent expectation that people would use an unsigned facility half a mile from the entrance. A much better service could have been provided at a lower cost had any consideration been given to the parking location and stakeholder concerns addressed. This would also have avoided the cycle thefts that took place. All publically funded events, or those on public land (eg Victoria Park, Hyde Park etc) should be required to provide travel plans that include provision of well located secure cycle parking.
- Availability of Games time services (e.g. parking, rides, routes) to cycle users was inadequately communicated to Londoners. As far as we are aware, no mass electronic communication to addressees on TfL databases was carried out during the Games period. This was in sharp contrast to the daily electronic communication about public transport changes and alterations sent to many thousands of electronic addressees.
- Communication between authorities responsible for cycling provision was poor leading to anomalies like no information about cycle parking at Stratford that was installed at very short notice, and the delayed reaction to poor signage at the Victoria Park Live Site.
- LOCOG's active travel programme commenced at a very late stage owing to absence of funding.
- Promotion of active travel to public events in London was not carried out in the four year run up to the Games despite stakeholder advice.
- Attribution of 2012 cycling and walking route status to routes that are clearly not suitable for leisure cycling (Silvertown Viaduct, Manchester Road) and remain marked as leisure routes on Legacy cycle maps.

## **Recommendations**

- **Road works and temporary changes to road layouts must consider and provide for cycle users. This must also apply to any safety audits carried out.**
- **Authorities must be prepared to take immediate action following notification of problems with hazardous road scheme designs, incorrect signage or parking arrangements**
- **All publically funded events, or those on public land (e.g. Victoria Park, Hyde Park etc), should be required to provide travel plans that include provision of well located, clearly signed, secure cycle parking. Consultation with local cycle groups is advisable.**
- **Authorities should liaise with each other on the provision of cycle parking when multiple agencies are involved.**

- **Bike parking should be clearly and visibly signed at relevant locations, and vandal –proof signs used wherever possible. Where parking is free and supervised this should be stated on signs.**
- **Any repair services should be advertised locally as well as to event participants**

## **ANNEX 1**

### **OLYMPIC LEGACY SUPPLEMENTARY PLANNING GUIDANCE**

#### **Submission on behalf of London Cycling Campaign**

21 November 2011

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#### **General**

The Olympic Games is acting as a trigger for a huge regeneration involving a substantial increase in housing and employment opportunities. This in an area already choked by cars and lorries, and with notoriously bad air quality. Alternatives to cars as the primary transport mode are an imperative, as stated in the Transport for London assessment of the Queen Elizabeth Olympic Park area, and facilitation and promotion of cycling is a vital element in successfully achieving this. The Transport Study itself shows that promotion of cycling represents a practical, value for money option for achieving the type of environment sought by the Mayor. More cycling also helps to improve air quality, reduce car congestion and road danger and encourages active lifestyles.

As noted in the Transport Study the area has a high cycling potential but patchy levels of cycle use. The neighbouring Borough of Hackney has the highest levels of cycle use in London with the modal share of commuting by cycle exceeding 12% of all journeys. There is little doubt that higher cycling levels could make a real difference to the Stratford area.

LCC welcome the recognition (for example at section 2.4 C) that there needs to be a "lasting shift to more sustainable forms of transport and movement such as walking and cycling" but considers that this will not be achieved unless there is a genuine prioritisation of cycling. Given the opportunity presented by the Olympic Legacy (development from scratch in an area with high cycling potential) the aim should be to exceed the Mayor's 2025 cycling target significantly and use the area as an example and driver for the rest of London; surveys for TfL show that a quarter of Londoners would like to cycle more and in Outer London that figure is even higher.

Whilst the document provides general encouragement for the development of cycling it is not sufficiently concrete in specifying the improvements that are needed and too complacent about the present situation and present plans. The guidance should recognise and acknowledge that authorities and developers often have poor appreciation of the need for cycle facilities, poor appreciation of what constitutes a good cycle facility (the blocked cycle tracks around Westfield shopping centre are one example, Canary Wharf, where all facilities are retro-fitted, is another) and look first to cycling provisions when corners need to be cut. This is all the more unfortunate as promotion of cycling offers extraordinary value for money and creation of a good cycle

environment need cost very little if properly incorporated at the planning stage.

This unsatisfactory approach to cycling is already very much in evidence in cycle provisions in the Stratford and Bow area, which include the following:

- The cycle tracks in Mountfichet Road being blocked by signs showing the car parking spaces in the Westfield Centre.
- Cycle tracks in Westfield Avenue made hazardous by concrete cobbles every 20 yards
- Cycle lanes in Great Eastern Street being blocked by major bus stops and self evidently a waste of public money.
- The regeneration of Stratford High Street, on which over £9m has just been spent, without any improvement in the hazardous conditions . Cyclists have to face motor traffic reaching speeds of 60 mph (as measured by police patrols).

Cycle Superhighway 2 between Bow and Ilford 'deferred' (effectively blocked until at least 2015) by Newham Council with the agreement of TfL.

- Poor design for Cycle Superhighway 2, which has seen the replacement of cycle lanes by blue "ghost lanes; " completely inadequate provision at Aldgate and conditions at the Bow roundabout that have been widely condemned. TfL is conducting an investigation in the aftermath of two recent fatalities.
- Lack of adequate cycle parking facilities at Stratford Regional Station and Westfield Main Boulevard
- Bridge HO10 on the border of the Olympic Park along a key commuter cycling route is planned with a lift and stairs but no cycle ramp on its western side.
- The Olympic Greenway route from Ilford to Stratford remains unsigned.

- Greenway Bridge over Stratford High Street planned to be removed after the games.
- Barriers on the Greenway that are disproportionately obstructive to cyclists.

If there is to be a genuine step change in sustainable transport in the Stratford area cycling needs to be prioritised at the heart of Legacy plans and not be a token addition covered by fine words which end up being overridden or ignored. Prioritising cycling involves not just reduction of road danger and provision of international standard cycle lanes and tracks but also ensuring that there is plenty of high quality cycle parking available and that all street are accessible in both directions to cycle users. It is also vital that the cycle routes in the Legacy area are fully integrated with improved cycle provision outside the park area notably Stratford, Ilford, Hackney and Waltham Forest.

The recent Legacy Communities Strategy Planning application of the Olympic Park Legacy Company merely reinforces these requirements. Here a critical planning application, which will set the tone for the transport development of the whole area, already demonstrates the common fault of appearing to promote cycling by fine general assertions but in detail falls so far short as to make achievement of a lasting shift to sustainable transport impossible. Annexed is the submission of the LCC in respect of that planning application which highlights the failings of that application. It is notable that the planning application for the Olympic Park only aspires to 'moderate' levels of cycling and, in the case of access to health centres, states that there will be zero cycling yet 39% percent of people will arrive by private car.

The following areas need to be strengthened to achieve a lasting shift to sustainable transport. The matters referred to in the text should also be reflected in the maps, particularly in Section 3.

Present Text	Comment and suggested amendment
<b>2.A Homes and Communities Development Principle A3 - Creating, protecting and enhancing social infrastructure</b>	<p>The whole document is light on the need to provide good quality cycle parking. This should be to a standard that matches that in Hillingdon and significantly exceeds the current London Plan minimum (which is currently under review). The London Plan in fact encourages higher standards and the local conditions are more than suitable - there being lots of new 'sustainable' development, and a high cycling potential</p>

<p><b>2.A Homes and Communities</b>  <b>Development principle A4 -</b>  <b>Creating a lasting sporting legacy</b>  The OLSPG area includes a number of significant sporting and leisure venues, and provision will have to be made for the transport needs these uses and events will generate. <i>This will mean encouraging walking and cycling, improved signage and access to public transport, and provision for coaches and taxis.</i></p>	<p>Venues will need good provision for everyday use and enough space for good cycle parking to be included as a realistic part of the travel plans for major events. Italicised text should read "This will mean:</p> <ul style="list-style-type: none"> <li>• providing high quality facilities for walking and cycling for everyday purposes that will allow 20% of journeys under 5 miles to be made by bike</li> <li>• ensuring that there is sufficient reserved space so that transport plans for major events can be required to provide secure temporary cycle parking facilities sufficient to attract demand in addition to the permanent provision</li> <li>• improved signage and access to public transport,</li> <li>• provision for coaches and taxis."</li> </ul>
<p><b>2.C Connectivity and transport</b>  <b>Overarching development principle.</b>  To ensure that existing and new communities across the OLSPG area are linked by a network of strategic and more fine-grained local connections, to use the area's public transport infrastructure to achieve a lasting shift to more sustainable forms of transport and movements such as walking and cycling, <i>and to minimise adverse impacts on the capacity and operation of the area's public transport and highway networks.</i></p>	<p>A step change to sustainable transport is not possible without impact on motor traffic.</p> <p>We suggest a policy that assesses motor traffic reduction potential by identifying short local trips currently made by car that can easily be made by other means. This would provide a clear target for reducing motor vehicle usage which would increase overall road capacity for sustainable modes.</p>
<p>Parts of the strategic highway network in the area suffer from high levels of congestion, as it is already operating at or near its capacity due to high levels of traffic demand. Further traffic growth will result in severe congestion to the detriment of all road users, as well as noise,</p>	<p>Currently 50% of all car trips in Outer London are 2 miles or less and a quarter of all car journeys in the UK are below 2 miles in length. Improving the performance of the road network requires shifting these trips to more sustainable modes. This may include reducing motor</p>

<p>severance and poor air quality. Given the scale of development this Guidance identifies, it is crucial that further cumulative impacts on the road network from the various development proposals are investigated, <i>and that mitigation measures to maintain and safeguard the current and future performance of the road network are identified and fully funded. Failure to do this will affect reliability of the area's road network, which includes key corridors serving the whole of London.</i></p>	<p>vehicle capacity for the benefit of cycling and walking. The result would be a better network performance overall. It is not realistic to improve sustainable transport whilst seeking to "maintaining current and future performance of the road network" by providing for, and encouraging increased car use. Italicised words should be amended to "and that measures be taken to ensure that the development is designed to maximise cycling, walking and public transport use so that it has no impact on the area's road network and encourages wider use of sustainable transport."</p>
<p><b>Development principle C2 - Improving local connectivity and permeability</b></p> <p>There will need to be area-wide walking, cycling and public transport interventions, and more local interventions to improve walking and cycling routes, address problems of severance and improve connections to public transport nodes. The key identified gaps are depicted on Fig 2.C.3 opposite and include:</p>	<p>Item 4: The network needs improving in Stratford town centre and its environs. The new cycle lanes appearing in Great Eastern St already need improvement.</p> <p>Item 10: Remedial; work on bridge H010 should be specified.</p> <p>Add early completion of Cycle Superhighway 2 to standards of international best practice.</p> <p>Add significantly improved cycle access to Westfield and revision of all sub-standard and dangerous facilities installed so far (this includes cycle tracks in Mounfitchet Raod and Westfield Ave and cycle parking located at locations where they are not needed (well behind John Lewis) and absent where they are needed (e.g. at the entrance near the tube exit (all full already) and at the junction of the boulevard and Westfield Ave (railings being used))</p> <p>Add retention of bridge over Stratford High Street linking Greenway with a ramp for cyclists to use.</p> <p>Amendments and additions to achieve</p>

	<p>this are as follows:</p> <p>"4. Improving the highway network in Stratford Town Centre and its environs by removing the gyratory system, and to improve its environment, making it attractive for all users and to reduce congestion, especially by providing new high quality pedestrian and cycle routes, improving the existing inadequate ones, and providing high quality pedestrian and cycle links to the Carpenters Estate, Greenway and Pudding Mill Lane*</p> <p>...</p> <p>10. improved links south of Hertford Union Canal between Hackney Wick across the Lee Navigation including providing a ramp on the western side of bridge HO10.</p> <p>...</p> <p>17 Early completion of Cycle Superhighway 2 to standards of international best practice.</p> <p>18. Improved cycle access to Westfield.</p> <p>19 Retention of bridge over Stratford High Street linking Greenway with a ramp for cyclists' use.</p> <p>20. Providing a modal filter at White Post Lane to prevent unnecessary through traffic and improve this route for cycle users and pedestrians.</p> <p>We note that a closure was in place at this point in the pre-games and games period . If necessary buses and local businesses could be given access via an electronic rising bollard (as used in Cambridge for that purpose)</p>
<p><b>2D Urban Form</b></p> <p>The OLSPG supports the Mayor's Green Grid objectives as well as proposals in the LLV OAPF to create a network of parks and open spaces focused on the River Lea. <i>These</i></p>	<p>Cycling should be included. We suggest amending italicised words to "These spaces and pedestrian/cycling links..."</p>

<p><i>spaces and pedestrian links</i> will be used to help connect the area's new and existing communities, improve connections south to the Thames and north into the Upper Lee Valley, and link with and into the open spaces and sports facilities provided by the Lee Valley Regional Park Authority.</p>	
<p><b>Key urban form proposals</b>  <b>Stratford</b>  Stratford High Street has undergone significant redevelopment over the last ten years with a number of tall and dense developments either having been completed or granted planning permission. <i>The High Street itself has been re-landscaped and although it remains a four lane road, additional pedestrian crossings have been provided and a more pedestrian orientated environment created.</i> The building pattern established here is intended to be managed to make the most of the opportunities to create additional routes and connections through the area and to ensure that the various proposals are coherently connected at ground floor level.</p>	<p>This section does not recognise that the cycling provision on Stratford High Street has actually been made worse by the redevelopment. For most of its length it has four or more traffic lanes. Despite this ample width and wide pavements no cycle provision has been made. It is not a "living street" but a traffic canyon.</p> <p>We suggest italicised words to be amended to</p> <p>"The High Street itself has been re-landscaped at great expense, but nevertheless remains a minimum of 4 lanes giving too much priority to motor traffic at the expense of pedestrians and cyclists (for whom specific provision has deteriorated) and which remains an unpleasant environment for vulnerable road users</p>
<p><b>Stratford</b>  <b>Connectivity and transport</b>  Changes and improvements should be made to the road network, where Stratford High Street and the town centre gyratory are particularly problematic, acting as significant barriers to pedestrian movements within the area. <i>In order to improve the centre's pedestrian environment, options to reduce traffic speeds, introduce new crossing points; and, subject to detailed highways analysis, the introduction of two way vehicle movement around the existing shopping centre (Stratford Mall) should also be explored. Cycle Superhighway 2 is also proposed</i></p>	<ul style="list-style-type: none"> <li>• Stratford Gyratory is a barrier to cyclists. This is not alleviated in any way by new and nonsensical "cycle lanes" in Great Eastern Street and the removal of the cycle slip road to enable cyclists to cross at the junction of Stratford High St, Station Road and the Broadway.</li> <li>• CS2 on Stratford High Street is on the A 11.</li> </ul> <p>Italicised text should be amended to</p>

<p><i>along the A13 to Stratford.</i></p>	<p>" In order to improve the centre's pedestrian and cycle environment the gyratory system needs to be changed to two way; traffic speeds reduced, new crossing points provided, and improved cycle access implemented (including remedial work on recently built unsatisfactory cycle lanes). Cycle Superhighway 2 should be completed as soon as possible in accordance with the London Plan and to standards of international best practise."</p>
<p><b>Southern Olympic Fringe Connectivity and transport</b> Stratford High Street will continue to be a principal cycling and bus route though work should continue to improve conditions for buses, cyclists and pedestrians.</p>	<p>Stratford High Street is in no way an acceptable cycle route. Significant improvements are needed for cyclists and pedestrians including the early completion of Cycle Superhighway 2 to standards of international best practice and retention of the bridge at the Greenway with the addition of ramps for cyclists."</p>
<p><b>3.5 Hackney Wick and Fish Island Connectivity and transport</b> The LTGDC have acquired land around the station and working with land owners and planning authorities to radically transform the station and its surroundings to create a new focus or "hub" for the area. This should include a redesigned station entrance and greatly improved public realm. <i>The possibility of creating a new north-south pedestrian link under the station should be explored by developers, land owners and planning authorities.</i></p> <p>..." . In addition the White Post Lane Bridge that is currently closed will reopen, and a new land bridge will link from the East Marsh over the Eastway and A12 <i>connecting Hackney Marshes directly to the</i></p>	<ul style="list-style-type: none"> <li>• A hub for the area should include high quality provision for cycling.</li> <li>• Bridge HO10 needs a cycling ramp on the western side. We suggest the italicised text to read</li> </ul> <p>" ...The possibility of creating a new north-south pedestrian <u>and cycling</u> link under the station should be explored by developers, land owners and planning authorities." We note that a link underneath the track would make the Olympic Park accessible by cycle to the many people who live east of the development and also the users of the new cycle hire facility due to be located next to Stratford Regional Station.</p>

<p><i>Queen Elizabeth Olympic Park."</i></p>	<p>Change text to read</p> <p>"The White Post Lane Bridge will reopen for walkers and cyclists (with controlled access for local businesses) "</p> <p>"... A12 connecting Hackney Marshes directly to the Queen Elizabeth Olympic Park. Provision should be made for a cycle ramp on the western side of Bridge HO10."</p>
<p><b>Section 4 Delivery</b>  <b>4.2 Collaboration and governance</b>  The voluntary sector and local communities - Community and voluntary groups, local business organisations and other interest groups will have an increasingly important role to play in planning decisions and strategies to help shape the neighbourhoods of the OLSPG area. Examples of good practice in engaging with disabled people in the communities include the ODA's Access and Inclusion Forum and Built Environment Access Panel, and the Stratford City Consultative Access Group. The government envisages the role of the voluntary sector and local communities increasing under its localism proposals.</p>	<p>We suggest the fine words on collaboration to be followed up by concrete proposals. In respect of cycling poor collaboration has already resulted in avoidable mistakes that have wasted public money.</p> <p>Monitoring and review should include a specific commitment to consult local stakeholders - for transport via a consultative group.</p>

## ANNEX 2

### SUBMISSION OF THE LONDON CYCLING CAMPAING (LCC) TO PLANNING APPLICATION 11/90621/OUTODA: LEGACY COMMUNITY SCHEME:

Contact: Arnold Ridout,  
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e-mail ridoutsat13@gmail.com

The LCC **opposes** this planning application on the grounds that its proposals in respect of cycling are inadequate. The applicant does not satisfy the aims for promoting cycle use and minimising car use set out in the application itself. As currently planned, the provisions for cycle users at the site will not generate a level of cycling that it needs to contribute to the Mayor's London-wide target for cycling contained within the London Plan, nor will it comply the Mayor of London's Supplementary Planning Guidance for the Olympic Legacy (presently out for consultation) which recognises that there needs to be "a lasting shift to more sustainable forms of transport and movement such as walking and cycling."

#### **Background - a unique opportunity to help London achieve its cycle targets and enhance the neighbourhood**

The site covered by the planning application offers a unique and exceptional opportunity to design a cycle-friendly environment that will enable both residents and visitors to choose cycling both within the Park and from the Park to other destinations.

The Mayor's target is for a 5% modal share of cycling by 2026. A site with all the advantages of the Olympic Park needs to make a far greater contribution than a 5% modal share if the Mayor's target is to be met. It must be both an example and a driver for increased cycling in the neighbouring boroughs and the rest of London.

Investment in cycling provides good value for money. The following factors underline the unique advantages of the Olympic which enable it to for derive much greater than normal benefits from the promotion of cycling - whether for leisure, commuting and other local purposes:

- It is situated in an area of London already choked by vehicular traffic and suffering environmental degradation.
- It is situated in an area recognised as having high cycling potential but with low current cycling levels (except for the London Borough of Hackney.)<sup>18</sup>
- Development on what was is in large part a 'greenfield/brownfield' site provides an opportunity to provide the best cycling facilities.

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<sup>18</sup> For details see East Sub-regional Transport Plan, section 3.5.2

- The area's population suffers multi-deprivation which can be alleviated by increased cycling for health, financial wellbeing and access to employment, including Canary Wharf and the City.
- It directly links to existing and potential cycle routes along the Lea Valley, the Greenway and Victoria Park and is a short distance only from Epping Forest and the Roding Valley.

LCC notes and welcomes the declaration in the Sustainability Statement<sup>19</sup> that the development seeks to:

*"Promote sustainable modes of transport, and produce a Framework Travel Plan to minimise car use and encourage a modal shift to walking, cycling and public transport"*

We also note the aims described in the Transport Assessment Executive Summary<sup>20</sup>

*"For LCS it has been established that to deliver these objectives, a set of guiding principles for transport are required. These are:*

- *To adopt a balance of complementary land uses;*
- *To develop street and movement hierarchies to improve conditions for accessibility and encourage public transport, walking and cycling trips;*
- *To maximise local connectivity and accessibility within and adjoining the site encouraging the use of sustainable modes where appropriate ;*
- *To make public transport the option of first choice over private car trips; and*
- *To encourage healthy living by creating a sustainable transport system."*

It is therefore surprising to read on page 3, in the summary of the impacts of the development, that the development will generate more car trips with an 'adverse' impact and that the benefits for cycling are considered 'minor' at best. To quote p3:

*"Potential for development to generate a moderate level of cycling trips requiring improved network provision, cycle parking and facilities. Assessed as minor beneficial"*

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<sup>19</sup> Paragraph 1.7.1

<sup>20</sup> p 1-2

If the planning application is to meet its own sustainability statement and guiding principles in the Transport Assessment its impact on cycle use should be 'major beneficial'. This is not a high threshold as 'major beneficial' in terms of this planning application is defined as exceeding the minimum provision.

The LCC also welcomes the statements in the Travel Plan Framework<sup>21</sup> that promotion of cycling is a primary target of the LCS with a guiding principle that the cycle network throughout the Park should be enhanced (presumably from previous plans such as the ODA's 2009 "Olympic Transformation -Olympic Parklands and Public Realm Design and Access Statement.")

However, all these general statements must be backed by concrete proposals that are capable of turning aspirations into reality. This against a background where authorities and developers are keen to indicate support for sustainable transport but notably fail to deliver in practice. Clear examples are close to hand already. They demonstrate that vague aspirational statements in planning documents are insufficient. In reality these examples already compromise the Olympic legacy:

- Westfield blocking the cycle lane in Mountfichet Road by signs indicating the free parking spaces available.
- London Borough of Newham's £9m plus development of Stratford High Street without adequate provision for cycle users and its decision not to permit the extension of Cycle Superhighway 2 past the Newham border.

The importance of tying down the cycle legacy in concrete terms is reinforced by a comparison between cycling in the neighbouring boroughs of Hackney and Newham. the former has promoted cycling and achieved a high modal share modal share (13% of journeys to work – LTDS 2006-2009) , the latter has not, and it has some of the very worst take up of cycling of all the London Borough's.<sup>22</sup>

### **The application makes inadequate concrete provision for cycling**

The good general aspirations for cycling in the application are not supported at a more detailed level. The application demonstrates only a modest ambition in respect of cycling despite asserting that cycling is a priority. This is evidence in the following examples:

- The Environmental Statement says<sup>23</sup> (and very similar statements are made in the Transport Assessment) that:

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<sup>21</sup> Appendix I to the Transport Assessment

<sup>22</sup> As accepted in its Core Strategy Document.

<sup>23</sup> p54

*“The greatest benefits are derived from:*

- Improved townscape character*
- Improved opportunities for walking, cycling and public transport.*
- Additional jobs and community facilities,*

Yet, on page 28, there is a downbeat assessment of potential outcome:

*“Potential for development to generate a moderate level of cycling trips requiring both improved network provision, cycle parking and facilities. Assessed as minor beneficial.”*

These statements appear to be contradictory. As noted above the Olympic Park has perhaps the greatest potential for high cycling levels of any recent development in the capital. The cycling target therefore needs to be for much more than a “moderate” level of cycling if the Mayor’s London-wide target is to be met.

- The enhancements for cycling provision of the plan over pre-existing plan, whilst welcome, can only be described as modest - the significant elements appear to be - Bridge H16 and its approach, an improved approach to the Velodrome from Park Way, a short segregated east west path in PDZ 1. These are far outweighed by the major omissions outlined later in this submission.
- The Environmental Statement indicates<sup>24</sup> that “LCS will meet or exceed the draft London Plan cycle parking standard”. This may sound adequate but in fact the London Plan standards date back to 2005 and are currently being revised. The standard of 1 space for 250 sq m of office space (as specified in the current London Plan for B1 offices)) could mean providing fewer than one bike space for 25 workers. The applicant, proposes a higher standard for B1 offices, of 1 space per 200 sq m of floor space. At contemporary space allocations of 10 sq m per person (or less) this works out at provision for 5% of the workforce. This is clearly insufficient: Westfield's standard is 1:10 for employees: in some London offices cycle users already account for a quarter of the staff; cycling to work in Hackney stood at a 13% modal share in 2006-09 before the significant increase in cycling in 2009-11. Even this 13% calculation is based on the main mode of travel to work so the actual proportion may be even higher.

1:10 cycle parking for schools is poor given that Westfield's standard is 1:10 - for employees who are likely to come from further afield and not

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<sup>24</sup> 9.15.13

benefit from enhanced local cycling facilities. Provision for places of education at this level is clearly well below what could be achieved in an area which claims to have excellent cycle facilities. In the Netherlands half of education trips are made by bike.

Equally 1:20 per peak time visitor to leisure venues is poor given that these are predominantly sporting venues (including cycle sports).<sup>25</sup>

- The assumed modal shares for cycling<sup>26</sup> are low given that this is an area where cycling is to be prioritised. 7% for housing and flats is low for an area prioritising cycling when the Mayor of London's cross London target for 2026 is a (modest) 5% and lower than the existing model share of 8% for Hackney; 2% for industry is lower than the target of 5% for those involved in construction of the Olympic Park.
- The overall cycling target of 10% by 2031 is more encouraging but nevertheless modest for a cycling priority area. To quote the Mayor "In 1904 20% of journeys in London were by bike. I see no reason why this should not again be the case." Setting lower targets will mean reduced provision for cycling and will encourage residents and workers to choose to drive which is not consistent with the Transport Assessment aims. The actual numbers in the tables provided in the Transport Assessment indicate even lower targets than those stated at the outset. For example Table 6.3 of the Transport assessment indicates a total morning trip generation in of 6019 of which Table D5.8 indicates 284 by cycle (4.7%); and a total of 5203 out of which 683 by cycle (6.1%). This appears to be inconsistent.

Even in the more aspirational parts of the Transport Assessment low, or even zero, levels of cycling are anticipated. The following modal splits are forecast<sup>27</sup>:

Destination	Modal share by pedal cycle
Health Centre	0% by cycle vs 39% car
Secondary School	6% by cycle vs 14% car
Primary school	3% by cycle vs 22% car

At one primary school in Redbridge a quarter of the children cycle to school, surely this can be matched in the Olympic Park. The Netherlands example quoted above is 50%. No reason is given as to

<sup>25</sup> p17 Transport Assessment

<sup>26</sup> p23 Transport Assessment

<sup>27</sup> p 42 Transport Assessment

why on people would not wish to visit the health centre by bike and why 39% of people would choose to drive. The only possible reason is that the health centre will not be accessible by bike. A 47% share of morning trips to nursery school by car is high.

- The drawings provided with the Transport Assessment<sup>28</sup> do not provide the opportunity to properly judge the cycling facilities proposed. Street names are not provided on the relevant map and neither details nor dimensions of facilities are provided. If the recently installed cycle tracks implemented in Westfield Avenue and Mountfitchet Road are considered the drawings appear to differ from the actual facilities (the drawings show a one way track whereas there is a badly designed two-way track). The extremely poor standard of the recently installed facilities around Westfield's gives ground to request much greater detail of the applicant's designs.
- Road speeds are not indicated on the plans. A standard 20 mph limit for all roads in the Park is highly desirable from the perspective of road safety and the liveability of the area.
- The Design Codes Sitewide document<sup>29</sup> has various design guidelines covering width, signage, gradient surface etc. yet there is only a single paragraph covering cycle lanes which states that "Cycle lanes should be appropriately demarcated from footways." No guidelines are given for any other aspects of cycle lane design including, crucially, the width.
- We note the following accurate statement in the Transport Assessment<sup>30</sup>:

*"Most cyclists complete their whole journey by cycling, in contrast to most pedestrians who walk for only part of a multi-modal journey, which may include a main journey stage by public transport. Connectivity to the network outside the LCS area is therefore important to cyclists."*

We note that the connectivity of the cycle routes is poor or non-existent along certain sections of the park perimeter as demonstrated by the following examples. The need for safe cycle links is all the greater given that the Barclays cycle hire will extend to the perimeter of the Park and that a cycle hire station is planned at Stratford Regional station. There are particular issues of cycle accessibility for the residents of east Newham and Barking and Dagenham.

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<sup>28</sup> Map 6.9

<sup>29</sup> para 4.1-4.7

<sup>30</sup> 4.6.3.

- There are no safe links from Stratford Centre and Stratford Regional station in particular. Riders from the east and south have to negotiate a dangerous gyratory and a multilane road.
- The two recent cyclist fatalities at Bow runabout have added to that of a pedestrian listed in the planning application and the 8 serious injuries in the past four years. A full revision of this junction to make it safe for walkers and cyclists is an imperative.
- A safe cycle route from Stratford International Station to Stratford Regional station is not considered. It appears that cyclists will have to use the A112 for part of their journey between the stations and their journey to the Olympic Park.
- Eastbound cyclists on Stratford High Street are directed to cross three lanes of that road to access the sliproad to Warton Road and Westfield. This will be a desire line also for the Olympic park area.
- While the Environmental Statement says that the London Cycling Standards have been consulted, we would note that these too date back to 2005 and are currently being revised. We have also demonstrated elsewhere in this response that cycle facilities on the new roads surrounding the Westfield shopping centre are all substandard with signposts in cycle lanes, dangerous surfacing and badly designed junctions. This further undermines confidence in the execution of the plans for the Olympic Park. Examination of the Code documents for example shows that while one side of Carpenters Road will have a separate cycle track the other side will have a narrow on-road cycle lane. No reason is given for this inconsistency. As far as we are aware Carpenters Road will carry high traffic volumes.
- We note the following significant statement in the Transport Assessment which makes it clear that provision for cycling is not an option but an essential element of making the LGS area function smoothly. The modeling and the LGS planning however appear to make the assumption that car usage will be high and that it will increase congestion on roads surrounding the development. The modeling does not consider the much more beneficial option of ensuring that cycling levels are high and the negative impacts of the development are mitigated. This would be the approach more consistent with the Olympic Legacy Supplementary Planning Guidance as recognized in the Transport Assessment.

*“8.5.3 Transport for London have undertaken analysis to assess the transport capacity of the area and tested transport and land*

*use policies and interventions that support the Olympic Legacy SPG. The SPG has concluded that the level of development through the Lea Valley can only be achieved through provision of a number of cycling and walking connectivity schemes and achieving a modal split of 80% by public transport and sustainable modes. The study is currently (September 2011) out for consultation.*

**8.5.4** *The SPG included assumptions on the development of the Park and included a Legacy Masterplan Framework scheme which has now evolved into the Legacy Communities Scheme....Like the ES the Transport Assessment maintains that walking and cycling are to be encouraged while car dependency reduced."*

This is not reflected in the modelling where the modal splits assume high car usage and low cycling levels despite the stated proposal to provide extensive dedicated cycle facilities."

As has frequently been demonstrated providing the road capacity for 'high car usage' (to quote the Transport Assessment) is almost certain to generate such high car usage. It is apparent from the four lane roads around Westfield's that in some instances high car usage is being anticipated and eventually delivered, to the detriment of Stratford and the Olympic Park.

- There is no requirement for developers to fund the extension of the cycle hire scheme. Only 4 estimated docking stations in the whole of the areas subject to this application<sup>31</sup> is in any event hopelessly un-ambitious.
- The description of Stratford High Street development as showing "a balance between pedestrians and other road users, where people and places are connected"<sup>32</sup> demonstrates dangerously low standards on the part of the applicants. This is similarly demonstrated by the assertion of good cycle connections to and from PDZ8 southward when there are no segregated routes and Warton Road, which is signed to encourage cyclists is actually planned to have its speed limit increased by Newham Council from 20mph to 30 mph after the Games and has no cycle planned cycle lane.

These modest ambitions and a rosy view of the existing situation helps explain the complaisant assessments of the plans in respect of cycling found in section 6 of the Transport Assessment.

## **Recommendations**

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<sup>31</sup> Table 6.21 Transport Assessment.

<sup>32</sup> p323 Transport Assessment.

Against this background the application needs robust strengthening in respect of cycling in the following ways. These are not listed in order of priority.

- The applicant should provide **accurate and easily readable drawings of the proposed cycle facilities giving dimensions and route directions**. Diagram 4.23 should identify those cycle routes where cyclists are required to dismount – these should not be marked as cycle routes.
- The design aim of the LCS should be a **20% cycle modal share** for journeys under 5 miles which can be achieved by proper provision both within the park and in the links to Hackney, Waltham forest, Tower Hamlets and the rest of Newham. Newham officers in particular should be encouraged to engage in the design and planning process to ensure that the high quality cycling conditions are provided
- **A speed limit of 20 mph** should be the default limit for all roads within the Park perimeter. At present this is merely cited as a "Potential Highway Measure" in the Travel Framework Plan.
- **Safe cycle routes to all local schools and health centres within the Park's 'catchments areas'** should be identified by the planners and any barriers outside the Park perimeter should be highlighted to local authorities. Newham, and other borough officers should address these barriers in conjunction with the relevant highway authorities.
- The applicant should **identify all barriers to cycling on the perimeter of the development** and seek to work with local highway authorities to remove such barriers.
- The applicant should identify **safe cycle routes to and from the Park to key destinations on the perimeter of the Park**, notably Westfield's Shopping Centre, Stratford Shopping Centre, Stratford Regional Station and Stratford International. Where safe routes are not provided or barriers exist the applicant should identify them and notify stakeholders and local authorities. Connections between the above destinations should also be identified and safe route provided.
- **Safe cycle routes to local schools** that are located beyond the perimeter of the park should be identified by the planners notably those beyond Stratford High Street
- The application should impose on **developers specific measures to encourage cycling** such as secure cycle parking, lockers, changing

facilities. At present these are only mentioned in "Indicative Travel Plans" in the Travel Framework Plan. See below for comment on standards to be applied.

- **Cycle parking facilities** should all be reviewed and should have to significantly exceed the London Plan or Borough Standards. We note that TfL is publishing new (higher ) standards in Autumn 2011 and suggest that these should be the very minimum the applicant must adopt. The applicant should not be permitted to adopt lower standards by 'sneaking-in under the old rules" The London Plan even now encourages higher standards where local conditions allow. In this case local conditions demand higher standards.
- **Cycle lane widths** should always be at least 2m wide. The figure of 1.5m is a minimum rather than a maximum and best practice is to provide 2m lanes or wider where required.
- **The bridge over Stratford High Street linking the Greenway** should be retained rather than be taken down in favour of a street level crossing.
- **Bridge HO14** which is being converted to vehicular use from pedestrian and cycling use and which links the shared path cycle /pedestrian path in the park to Monier Rd the west bank of the Lea should have specific cycle facilities or shared pedestrian /cycle path of at least 3 m, and ramps to the towpath.
- The important main east west commuter route for cyclists along the line of Temple Mills Lane, and Park way to the north of the Multi-use Arena is defective as **bridge HO10** should have a cycle ramp on its western side.
- Similarly the continuation of the same route does not have cycle provision in **Temple Mills Lane East**. This is a reduction in previously planned provision that included two way off road provision along this route. Prioritising cycling, as declared in the application, would require that this route have cycle provision, either a wide on carriageway lane or segregated track, along its whole length.
- **Carpenters Road** should have good cycling facilities in both directions.

- Cycle provision to the south of the Park is inadequate. The **Southern Loop Rd** has no cycle provision at all east of Warton Rd whereas in earlier published plans there was at least a small section of off carriageway cycle lane facility near the Greenway. This is an obvious route to and from Westfield and leaves the two lane off carriageway provision at the eastern end of the southern Loop Rd stranded. Nor is there a ramp from this road to the Greenway.
- There is no cycle lane on **Warton Road** - to which cyclists are directed to get to Westfield, nor **Carpenters Road** (south). These would be the natural route for cyclists to take to get to Westfield and the Park.
- **Western Approach Road** which would be a natural approach to Westfield and Stratford Regional Station has an off carriageway cycle lane running north -south but nothing at all the other way. This should be rectified.
- **The bridge joining White Post Lane and Carpenters Rd** should have cycle provision.
- The opportunity should be taken to provide a **cycle path parallel to and between Stratford High Street and the main railway line**.
- Better provision should be made for the **Greenway where it crosses the main railway line**.
- Developers should be required to **retain space so that the travel plans for large events** in the Park are able to include provision for extra cycle parking. The expectation that event organisers would prepare Travel Plans to resolve this issue (as noted in previous applications) fails to address the requirement that designated space for the erection of temporary cycle parking must exist in close proximity to venues or such Travel Plans will simply exclude cycle access.
- There should be higher and harder (rather than "indicative") **cycle modal share targets**<sup>33</sup> and it should be part of the objectives of the Travel Plan Co-ordinator to ensure that they are met.
- There should be a requirement for developers to provide sufficient space for **sufficient cycle hire docking stations**.

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<sup>33</sup> Table 16.1 Travel Plan Framework.

- Details of the all proposed **cycle facilities proposed for the park be examined by an independent cycling expert and consulted with stakeholders** before planning permission is granted in order to prevent the repetition of the waste of public funds on substandard facilities in Westfield Avenue and Mountfitchet Road

The LCC welcomes provision for a Travel Plan Co-ordinator<sup>34</sup> with objectives to ensure the Travel Plan Framework is met. This person should be given ambitious cycling and walking target to meet. The LCC would welcome, and participate in, the establishment of a regular forum to advise the Travel Plan co-ordinator on meeting objectives and targets.

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<sup>34</sup> Section 16.3 of the Travel Plan Framework

## ANNEX 3

### London Cycling Campaign response to the South Park Landscape and Hub legacy transformation proposals. August 2012

The London Cycling Campaign is an 11,000-strong membership charity that is making sure that everyone who cycles, or wants to cycle, has a voice in Greater London. LCC's aim is for London to be a world-class cycling city. We welcome the opportunity to comment on the South Park Landscape and Hub planning application

#### Summary

We note and welcome the aim of ensuring "the long term sustainability of the South Park landscape and Hub as a destination."

While the applicant proposes a variety of leisure and entertainment uses in the South Park zone under consideration, the application must be significantly strengthened in terms of provision for cycle users in order to meet the Mayor's targets for increased cycle use.

The limited information about the volume of users for the South Park zone makes it difficult to give concrete recommendations but if, for example, the expectation is for thousands of visitors ( Design Statement p 74), plus staff to service the premises, provision at a level of 55 bike stands (110 spaces), as specified in the application, will not meet either current or future demand for the area.

**We recommend that the application is reviewed in terms of provision for cycle users and it is significantly up-graded to exceed London Plan targets. Planning permission must be withheld, or special conditions must be required, unless the applicant can provide satisfactory provision for all visitors to the site and site workers who wish to cycle.**

#### General comments

LCC's vision is for the Olympic Park Development to be a key part in demonstrating how sustainable transport, particularly cycling, can transform the broader Park area into a place where people will want to live and work.

As LCC has stated in response to the Legacy Communities Scheme, the Olympic Park development must be used as a driver towards meeting the Mayor of London's target for increasing cycling levels in London by 300%, from 2012 to 2026. To achieve this requires "planning in" both targets for cycle use and exemplary standards for cycle facilities such as those seen in continental Europe. The full potential of the Olympic Park as a sustainable development must be realised and not missed. We note that the borough of Hackney has a cycling to work modal share of 13% whereas neighbouring Newham has one of 2% - this indicates the scale of potential growth in the Olympic Park zone.

LCC has previously recommended that clear and ambitious targets for cycle use in the QE Olympic Park are adopted and that these are used to guide developers in terms of provision for cycle users.

The effect of not properly embedding high standards of cycle provision in the planning process can be readily seen in the neighbouring Westfield development, where poor cycle facilities are exemplified by cycle tracks which are blocked by signs for car parking, and studded with intermittent patches of cobblestones. Insufficient cycle parking is provided in some Westfield locations while in other locations cycle stands remain unused.

## Recommendation

- **A target for cycle use in the QE Olympic Park must be adopted that exceeds current cycling levels in neighbouring Hackney and that target should be used to determine cycling provision in developments**

## Specific comments

### Planning Application statement on cycling

The following summary is taken from the Sustainability Statement.

#### *“4.2 Pedestrian and Cycle Access*

*Bicycle Routes/Parking - The proposed pathways are generously dimensioned to accommodate bicycles as well as pedestrians. Although there are no dedicated bicycle pathways in the park, the routes connect into regional bicycle networks. In accordance with Orbit Planning Conditions and other commitments, a number of bicycle racks are provided within South Park design.*

*The South Park will provide the required number of cycle spaces in accordance with these Planning Conditions, including 10 weather protected racks beneath the Hub building overhang. A total of 110 cycle spaces will be provided at various locations within the Park. Overall these enhancements, both as part of the South Park proposals and wider Legacy and Transformation works, will provide very high accessibility for pedestrians and cyclists thereby ensuring the long term sustainability of the South Park landscape and Hub as a destination”*

As we stated at the outset, a higher standard of sustainable transport provision is required to achieve this last aim. We note that to facilitate motor vehicle access to Westfield’s shopping centre a four lane road (well linked to other routes) has been provided to its entrance along with 5000 secure, and weather proofed, car parking spaces.

## Cycle Parking

### Location

We note that the allocated parking (55 stands) is shown to be located at three locations near the Hub and Orbit (Design Statement p 25) despite the presence of several other popular destinations like the Civic Room, Carpenter’s Lock and the play areas. These other destinations all have nearby cycle routes that are independent of the one passing the Orbit so the absence of parking near them not only creates a long walk to and from the Orbit cycle parking but also generates additional cycle travel on local paths. To quote the London Cycle Design Standards (p 148) ‘Cycle parking should be located close to the destination (within 25m for short stay, 50m for longer stay).’

## Recommendation

- **Cycle parking should be provided at all South Park destinations in line with LCDS standards for distance from the destination**

### Quantity of stands

We note that the applicant says that the cycle parking stands match section 106 requirements without any reference to likely demand from visitors or staff.

While overall South Park visitor numbers do not appear to be provided the description of the Civic Room refers to concerts for up to 6000 people. London Plan standards advise 1 space per 10 staff and 1 per 20 peak period visitors which would require at least 300 spaces for the Civic Room. If other facilities were in use at the same time (e.g Orbit and play areas) a greater number would be required. Similarly the Carpenter’s Lock area is described as a “unique theatrical destination” for which there is no provision for cycle parking.

We note that people with children on their cycles cannot walk a long distance to a play area while carrying a child therefore nearby cycle parking is required – the play area in Victoria Park, in Tower Hamlets, is an example of good practice with several stands just outside the entrance.

While the large Event Area is not part of the application we note that this will require separate cycle parking.

#### **Recommendations**

- **The applicant should clarify how the number of cycle stands will satisfy the number of peak time visitors and staff and what will be the proportion of visitors and staff to the number of spaces. We note that TfL recommends spare stand capacity to assure users that they will always find an empty space.**
- **As a minimum the applicant should provide cycle parking spaces in line with London Plan standards for peak time visitors. If separate arrangements are to be made for events at locations in the South Park this must be stated and space for temporary cycle parking allocated and identified.**

#### **Staff Cycle Parking**

The applicant does not state how many staff will be working at the various premises in the South Park. None of the 55 cycle stands proposed appear to be secure from theft as expected by employees. No reference is made to provision of lockers and washing facilities for staff who cycle.

#### **Recommendation**

- **The applicant must state what secure cycle parking will be provided for employees and what will be the proportion of staff to cycle spaces.**
- **As a minimum the applicant should provide cycle parking spaces in line with London Plan standards for staff**
- **The applicant should state how many lockers and showers will be provided for staff who cycle and whether this will be in line with stand provision.**

#### **Cycle Routes**

As a popular 'pleasure park' in the centre of a green area the South Park is likely to attract high numbers of leisure cyclists as well as being used by cycle commuters.

While the application refers to 'generous' space for shared-use paths this is not defined. It would be helpful to know which paths will be shared-use and fully accessible to cyclists and where restrictions will be in place.

It would be useful to have confirmation that all the bridges in the zone will be accessible to cycle users and that they will all provide links to permit onward cycling to Hackney, Newham and Tower Hamlets.

#### **Recommendations**

- **Applicant to clarify the level of access for cycle users to all roads and paths in the zone and explain any restrictions on cycle use**
- **Applicant to identify routes to zone destinations and connecting routes to neighbouring boroughs**
- **Applicant to specify path widths**
- **Applicant to confirm that all the bridges in the zone will be accessible to cycle users (including F 06, 09, 10B, 11, H 05 and 04) and that they will all provide connections to permit onward cycling to Hackney, Newham and Tower Hamlets**

#### **Event time provision**

While the applicant refers to up to 80,000 people visiting the Stadium for a single event and several thousand visiting both the Civic Room and Events Area there appears to be no

consideration given, in this application, to how hundreds of cycle users will disperse through the South Park zone to their onward destinations. The text refers to some cycle-only routes in the Design Statement section but says there will be no cycle-only routes in the Sustainability Statement.

While we note that a separate Event-time application is to be submitted it is important to allocate the space required for cycle routes and cycle parking in the current application rather than to seek solutions at a later stage when space has already been allocated to other purposes.

We anticipate that separate cycle parking will be provided at the Stadium and Aquatics Centre for day to day use by staff and visitors. It would be useful if the applicant were to clarify if the Large Events Area will have separate cycle parking provision or will users have to make use of the 110 spaces located by the hub.

Previous OPLC planning applications have failed to address the matter of event-time cycle parking at either the Stadium or Aquatics Centre when visitor numbers are going to be significantly higher than when in regular use. The requirement for space to provide temporary parking may or may not affect the nearby South Park zone. We note that the Olympic Delivery Agency failed to agree on space for event-time cycle parking at Stratford for London 2012 and more distant sites had to be used. This dilemma must not recur at future events in the Olympic Park and all popular destinations within it must have identified space for temporary cycle parking to accompany such events.

We note that the London Fields Lido in nearby Hackney, which has a maximum capacity of 350 people, attracts up to 100 parked cycles at busy times.

#### **Recommendations**

- **Applicant to state what cycle routes are planned for users of the Stadium, Large Events Area and Aquatics Centre after events and what additional provision is being made to handle higher cycling volumes.**
- **Applicant to clarify if the Large Events Area will have separate cycle parking provision**
- **Applicant to state if events-time cycle parking provision for the Stadium, Aquatics Centre and Large Events Area will be arranged on land in those areas or will South Park zone land be required on such days – if the latter, what allocation of space has been made.**

# Transportforall

Accessible transport is our right

## A legacy of accessible transport?

Overall, Transport for All were pleasantly surprised at the success of transport during the Olympics and Paralympics – it truly was the ‘most accessible Games ever’. Fears that older and disabled people would find the transport system impossibly unpleasant to use because of overcrowding and long queues were largely unfounded. Following improvements to infrastructure over the last few years, and record numbers of staff available to assist, the accessibility of London transport was at an all-time high. Anecdotally, many disabled people ventured onto public transport for the first time.

Some of these improvements – notably upgrades to stations and to rolling stock – are here to stay and compromise a true ‘legacy’. Some of the ‘temporary’ improvements, particularly ramps on the Tube; improved signage and a rapid response escalator and lift repair team, should stay permanently and be expanded. Since the Games ended, staff numbers have been reduced and once again disabled people are finding it difficult to get the assistance we need at stations.

However, much of London’s transport remains out of bounds to many disabled travellers and the pace of change is not urgent enough.

Yes, there are more stepfree stations than ever before. But only 33 stations (around 12%) are fully stepfree from platform to train. The chances of one’s desired start station, the destination station and the change station all being stepfree are vanishingly small.

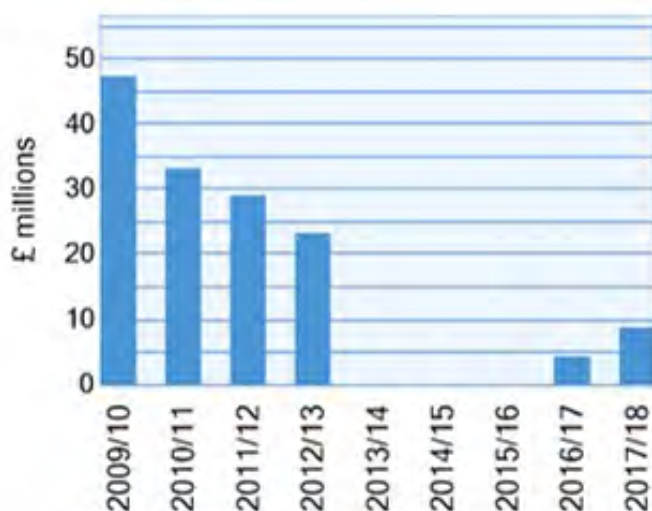
Being refused onto a bus is a near-universal experience for wheelchair users who regularly use public transport.

The world’s Paralympians have gone back home, we still need to travel to work, to school; to family and friends.

The Games galvanised TfL into improving access to transport. This work must continue. Continuing best practice seen at transport to 2012 event venues continued, and rolling it out to the rest of London, would be a legacy to be proud of.

## Station infrastructure and stepfree access

## Spending to 2017/18



Transport for London's zero investment in stepfree access on the Underground over the next three years

<http://www.tfl.gov.uk/assets/downloads/corporate/tfl-investment-programme-london-underground.pdf> (page 11)

Almost a year after London won the Games, the then Mayor, Ken Livingstone, pledged that 'one third of Tube stations will have step-free access by 2013 and will, if possible, accelerate accessibility works ahead of the 2012 Olympics and Paralympics.'

(<http://www.tfl.gov.uk/static/corporate/media/newscentre/archive/3667.html> )

Against this benchmark, TfL has failed to provide the legacy of stepfree access which disabled and older Londoners had expected.

As the graph above shows, there was concerted investment in funding stepfree access on the Underground in advance of the Games, but now they are over, ringfenced funding has dropped to zero.

The decline in ringfenced funding in London contrasts embarrassingly with the picture in the UK as a whole, where the Access for All programme for improving rail station accessibility has more than doubled.

Stepfree access for Green Park station is a legacy which has made a huge difference for disabled and older transport users.

*“One of the nicest things was that Green Park became accessible – it was just a pity it wasn’t across the board. My sister [a wheelchair user with learning difficulties] used the Underground for the first time ever. But that’s not the case for the rest of the network and it’s now back to business as usual.” – Carer in Lambeth*

However, at time of writing, the lift at Green Park onto the Piccadilly Line is closed for maintenance until February 2013. Given that the lift is fairly new, and that it is inaccessible for four months, this is disappointing.

TfA is concerned that some TfL communication seems to overplay the number of stepfree stations on the Underground. The claim of 136 stepfree stations conflates stations which are stepfree to train and therefore accessible to all wheelchair and scooter users, with stations which are stepfree to platform only, and have a step or gap between platform and train.



As one wheelchair user put on her [blog](#):

*“An ‘accessible’ tube station in London means you can watch the train but not get on it! ....The London Underground system is an absolute nightmare if you can’t do stairs and escalators....Most of the stations are not accessible, and don’t pretend to be. However, something that most people don’t realise and is truly the most ridiculous thing is that an ‘accessible station’ here means just that; the station is accessible, you can get to the platform. To get on the train however could still involve a gap small enough to lose a poodle down!”*

We received one complaint during the Games of a wheelchair user, newly arrived in London, who saw that her local station, Dagenham Heathway, was marked as accessible. She went there, planning to travel on to an Olympic event, and was horrified to find that she was not able to manage the step between platform and train. She missed her event and phoned us in tears.

We welcome the fact that the London Underground map now differentiates between stepfree to platform and stepfree to train stations. We would like to see this differentiation made clear in all TfL publications, as claiming that there are 66 stepfree Tube stations is misleading.

We warmly welcome improvements to station layout including an increase in the number of wide aisle ticket gates. In 2012, together with London Travelwatch, we visited 13 of the 14 transport hubs

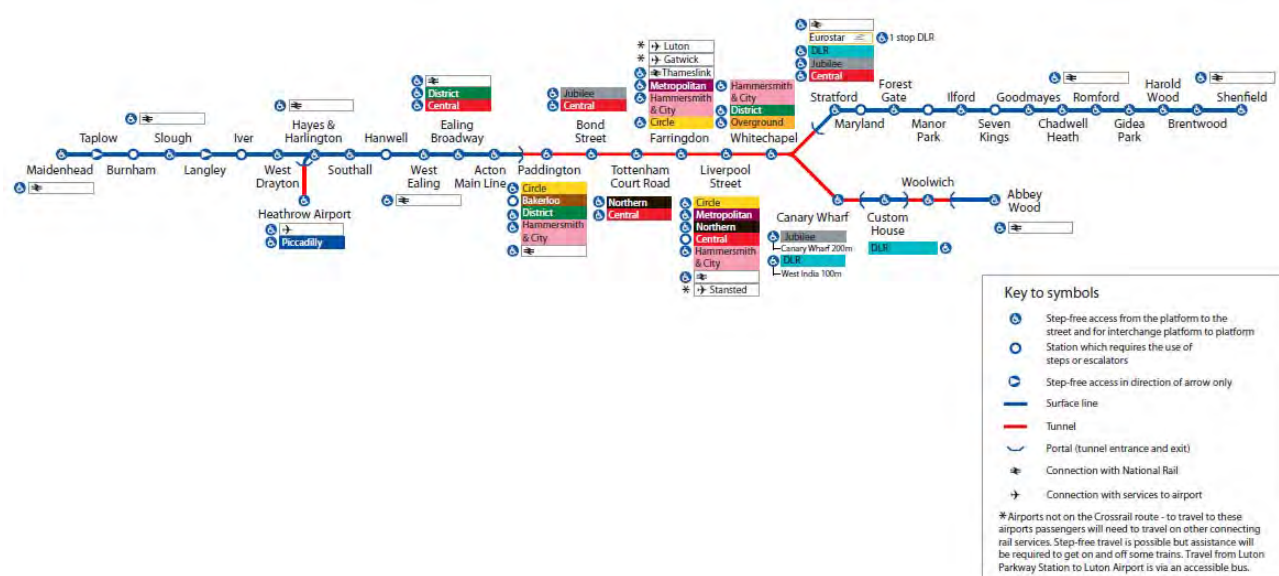
next to Olympic venues and found that with a few exceptions, the standard of access was good. (Will Everyone Get to the Games? <http://www.londontravelwatch.org.uk/document/14168/get> )

There is now more tactile paving at London stations, but not yet at every station. TfL plans to achieve this by May 2013. A lack of tactile paving makes travel on the Underground dangerous for blind and visually impaired people.

*“At some stations there is tactile paving, but at some stations there isn’t. At Bank there is at tactile paving on platforms and on some staircases, but not on all of them. At Whitechapel, its on platforms but not on all staircases’ – Blind member, Newham*

A legacy of transport access also means ensuring that all new rail infrastructure is built to the high access standards that have been set by London Underground accessible stations like London Bridge. At present, it is outrageous that the Crossrail programme will not be 100% stepfree from the outset - eight stations will not have full stepfree access. Peter Hendy recently stated, without qualification, on the BBC Politics show that Crossrail will be 100% accessible – TfA hope that this is now the case.

One of the most welcome changes during the Games was when lifts and escalators were broken, they were rapidly fixed (in stark contrast to previously: the Brixton lift was out of order 164 days from 2006 to 2011).



## Recommendations:

- Restarting the cancelled programme of lift installation across the network with the aim of a third of Tube stations being stepfree to platform by 2018.

*“At the moment it’s just taxis or buses , you never think ‘oh I’ll take the Underground’ but if more stations were accessible there’s be a third option for wheelchair users. Especially in the cold weather, that would eliminate waiting in the cold for buses”. – carer from Lambeth*

- Ensuring that every Crossrail station is stepfree at every station
- Rapid responses to broken lifts and escalators

## Signage

TfA received a lot of positive feedback from members about the new pink signage on the Underground during the Games, which provide more clarity for wayfinding (although one person said pink was a poor choice of colour because of a lack of contrast for visually impaired people).

*“London2012 legacy I want to see:*

- *Keep the pink lift signs (or exchange them with a better colour)*
- *Keep any additional signage: Stickers on the platform floor which tell you where to board the train for level exit at Green Park, Wembley; stickers on the wall of King's Cross station which direct you to the different accessible exits; stickers with a level map at stations where you have to change lifts like Green Park or Westminster;*
- *The signs with the most important Olympic venues and how to get there were amazing. For visitors it would be great to have them with important places like London Eye, Greenwich, Covent Garden, Hyde Park etc.*
- Wheelchair using member from Greenwich

- **Recommendation:** Keep the signage and roll it out to more stations

## Platform humps

The Tube stations which are now stepfree from platform to train because of a raised platform are a legacy of the Games which will ensure more disabled people can make journeys independently and with dignity.

We are, however, concerned that three of the stations where platform s have been raised – Vauxhall, Green Park and Wembley Park – because of the humps not ‘lining up’ with the same carriage along the length of the line, there is potential for someone to board a train then not be able to alight if they are in a carriage that does not align with the platform hump.

We are satisfied that London Underground has taken steps to notify passengers and staff about this to minimise problems. However, given the amount of money and planning that went into raising platforms, it is concerning that this mistake was made!

Intriguingly, the 2008 Accessible Transport Strategy noted:

*London 2012 is working with the DfT to launch a pilot study into the feasibility of incorporating an integral automatic retractable ramp, operated by the passenger, in designs for new rolling stock that could be operational on some routes by 2012.*

Retractable ramps, as are used on the Vienna metro, are the ideal solution in that they remove the need for disabled travellers to rely on members of staff; and unlike platform humps, work with a gap as well as a step. TfA would like to know the outcome of the pilot study.

- **Recommendation:** Installing platform humps at any remaining stations where a step remains and it is possible to install a hump.

**Rolling stock** The newest S-stock trains are a certainly more accessible and disabled and older people welcome their spaciousness, the low floors and the audio visual information.

*“On the Jubilee line the trains are more open and easy to manoeuvre around”*

- Member, Redbridge

**Behavioural legacy** Some disabled and older people prefer to travel outside rush hour because travelling when it is crowded is much more unpleasant, with chances of being jostled, and less chance of getting a seat or a wheelchair space. TfA welcomed the TfL campaign to encourage people to consider changing their travel patterns; and to encourage employers too to consider flexible or home working to allow employees to travel at less busy times. We haven’t discerned whether or not travel behaviour has resulted in less crowded transport as people consider walking or cycling; or travelling at different times. But if there changes to travelling patterns which reduce crowding are indeed a legacy, that will be welcomed by many older and disabled people.

**Buses** There have been some welcome steps which have been taken in this Olympic year by London Buses to improve the behaviour of bus drivers: in particular, improving the advice given to drivers in the Big Red Book and encouraging engagement between older and disabled people and bus drivers.

TfL made good progress with the number of accessible bus stops: 74% of TLRN stops are now fully accessible - up from 50% on TLRN roads in 2007 / 2008. This is a ‘hard’ legacy of the Games, though to maximise the benefit of having invested in ramps, TfL needs to reach 100%.

One of the biggest legacies of the Games in terms of access is that since 2009, every bus has been fitted with i-bus audio visual information, which makes independent travel hugely easier for blind and deaf people.

However, we take issue with TfL claims that London has *‘the world’s most accessible bus fleet’*.

TfL claim this is the case because every bus has a wheelchair space and wheelchair ramp. But this is also the case in other cities, (e.g. Barcelona, Vienna, Berlin, New York).

Disabled people know that accessibility does not begin and end with a wheelchair ramp.

TfA has written elsewhere (On the Buses, 2011) about the unsafe driving practices which make buses in London inaccessible.

But some of the buses (330 and 115 to Canning Town) currently in service have dodgy ramps which do not come flat to the kerb and make it very difficult for wheelchair users to mount.

Some of the buses (114 and 288) have no contrast between the colour of blue poles and the background of the bus – making falls more likely for visually impaired people.

The most important thing that TfL and the Mayor could do to maximise the legacy of access would be to ensure that as the buses on the road currently are phased out, more spacious and well designed buses are introduced. The conflict for the wheelchair space is the biggest barrier to wheelchair, walking frame and scooter users travelling.

*“My priority would be there not being this huge battle between wheelchairs and pushchairs, looking at the design of the buses.” Carer, Lambeth*

As an interim measure, TfA would like to see bus companies offering a ‘taxi policy’ to disabled people along the same lines as LU’s taxi policy.

LU’s taxi policy states that

Occasionally, lifts or escalators may be out of service due to a fault or planned work.

If this happens and the closure means that you are unable to complete your planned journey, we will provide an alternative to help you to reach your destination. This may be using an alternative Transport for London service, such as a bus, or by providing a taxi at our cost’.

We believe that if two buses in a row have been unable to provide access to a disabled person – because of a buggy user being unwilling to vacate the wheelchair space; or because of a broken ramp – the bus company should order a taxi for the wheelchair user at their own cost.

- **Recommendation:** Improving the design and spaciousness of buses when new vehicles come onto London’s roads
- **Recommendation:** A taxi policy for buses

### **Community Transport**

One of the big successes of the Games was the use of Community Transport vehicles to take disabled people from stations to Olympic and Paralympic venues.

- **Recommendation:** Using Community Transport at future major London events to provide accessible journeys from station to venue.

### **Staffing**

There is unanimous agreement that during the Games, the large increase in staff numbers on transport ensured that disabled people were much more easily able to access the advice and assistance we need. However, since the end of the Games, once again we have seen staffing reductions which make transport inaccessible. This impacts most harshly on visually impaired and blind people.

As well as the more obvious problem of no staff available to provide assistance, lower staff numbers also mean that queues at ticket offices become longer. Many disabled people find it difficult to stand for long periods.

At some stations, lack of staff also means step free access is lost at the station. The stepfree access updates on twitter show that this is happening several times a week.

*- Use the London Ambassadors more. Use them in stations, give them disability equality training. I applied for new shifts after the Games and they were all overbooked. People want to volunteer at stations. Make use of them. Disabled people would benefit massively. At the moment they are using them mainly for sport events.*

-Wheelchair user and member, Greenwich

*The system improved a lot around the Games, but it seems that it has dropped back to square one. There is no guaranteed assistance. Last week, I went to Liverpool Street from Leyton and I was on platform for six minutes before a police officer introduced himself and asked where I wanted to go. A member of staff came and said 'we know how to deal with them'- but he had not bothered to come out until then'.*

-Blind member, Newham

The use of manual ramps has underlined the inadequacy of staff presence now the Games are over. (see section on ramps)

- **Recommendation** Using London Ambassador volunteers who have been given disability equality training at future London events
- **Recommendation** Investigating the pattern of staff members radioing ahead to ask staff to meet a passenger, and no staff member being there. Is there a need to increase staff numbers at some stations? Or a need to improve communication and staff responsiveness?
- **Recommendation** No more cuts to staff

### **Information**

In 2008, the Accessibility Transport strategy pledged to 'Provide high-quality information in a variety of formats'.

The TfL YouTube guides to using transport promoted during the Games which include audio described and British sign language versions – were excellent. We welcome the TfL publications (including in large print and EasyRead) about using transport (<http://www.tfl.gov.uk/tfl/gettingaround/accessibility-guides/default.aspx>) . In 2012, TfL launched their Travel Support Card and Mobility Aid Card.

The mobility options on the online journey planner have been much improved in the runup to the Games.

However, we lack a legacy of information about accessible transport. For maximum use to be made of the improvements to transport, people must know they exist. This includes the thousands of disabled and older people who are not online and thus unable to access the excellent online information.

*Secondly, just picking up on one of the things talked about – the travel support cards. As mentioned in the meeting we have been trying to obtain some of these cards with the user guides and placed an order in July with TfL. We have regularly telephoned asking TfL about them and are always told that they are out of stock. We are aware that these can be downloaded via the internet but as service users explained not everyone has access to a computer.*

- Advocate for people with learning disabilities, Redbridge, October 2012

- **Recommendation:** Publicising the services and upgrades that have been made to access for disabled and older people with *printed* leaflets, cards, maps and booklets available at stations and ticket offices.

The TfL taxi policy (see page 7) is 'TfL's biggest secret'. It is in their Assistance policy which is not easily findable for passengers. <http://www.tfl.gov.uk/assets/downloads/assistance-policy-disabled-customers.pdf> We welcome the fact that during the Games, for the first time, the taxi policy was printed on the 'steps and gaps' Underground map. But it is still largely unknown.

- **Recommendation:** The Taxi policy included on the 'Accessibility Guides' section of the website, in the Getting Around London guide, on signage when a lift or escalator is broken, and on standard printed Tube maps.

The starkest lack of information is which stations have now got ramps. For the legacy of ramps to be used by disabled people, we have to know where they are. At the moment, few people do.

*"I still don't know what stations have ramps"*

- Member, Redbridge

Staff at stations often seem to not know where the ramps are. This information seems only to be online (and even then, not accurately – a ramp at Mile End is not indicated in TfL's online info). When TfA publicised the ramps to our members, few had heard of them. Ramps have the potential to be an extraordinary legacy – but only if they are known about and so used.

- **Recommendation:** Briefing all Tube staff members on where ramps are
- **Recommendation:** Guide / map to ramps available at every stepfree station

### **Ramps**

For wheelchair and scooter users, the most transformative legacy of the Games has been the use of manual ramps at 16 stations. Some of our members have been able to use the Tube for the first time. The ramps have hugely opened up the journeys which are possible for disabled people. We are delighted by the decision to keep them (albeit for a 'review' – although Hendy later said on the BBC Sunday Politics show that they ARE staying) – a legacy that will increase the mobility and independence of many.

The most important aspect of the legacy has been showing it is possible – that it need not increase dwell times and is, legally speaking, a 'reasonable adjustment'. We urge the Mayor to roll them out to every station where there is a gap or step between platform and train.

While the priority is of course to install ramps at stations where disabled passengers can get to street level or change lines, TfA heard from one wheelchair user who was stranded when a train broke down at Leytonstone – 'A station with a *HUGE* gap (both vertically & horizontally) and no MBR.' She was forced to depend on passers by to lift her off the train – not very dignified.

*"Do I think MBRs should be kept on at the 16 strategic stations after the games? You bet I do. I also think EVERY station should have a set of MBRs so that should an incident like what happened to me at Leytonstone happen again, another wheelchair user doesn't have to rely on the goodwill of passers by."*

One member told us that the rubber grips on some ramps are peeling off, but he was told the member of staff was reluctant to report this because s/he was afraid the damaged ramp would be taken away altogether.

*"I'm thrilled to hear that TfL have decided to keep the manual ramps introduced at 16 stations during games-time. The ramps made my journey time to the Olympic Park significantly shorter; instead of an hour long bus trip it became a 12 min tube journey. I would love to see this initiative rolled out across the network meaning other wheelchair users can get across London for work & leisure with the same ease as their neighbours currently do every day."*

– Visitor to London from Northern Ireland (who has blogged about using ramps in London during the Games at <http://lizzyferret.wordpress.com/2012/08/13/wheeling-in-london-part-3-mbrs-on-the-tube/>)

*'For me, the ramps are revolutionary because they enable me to reduce the time I spend commuting by a third, and use stations that I've lived near for my whole life and never been able to use independently. If the ramps are taken away, it will make a mockery of the Paralympics and their 'legacy'. Surprisingly, I found that the ramps worked brilliantly - and they involved so little effort that I cannot understand TfL are even contemplating taking them away. Those ramps allow me to go boldly where everyone else has gone before.'*

- Member, electric wheelchair user, Richmond

*"I am very pleased about this decision. Having ramps available increases my independence."*

– Member, electric wheelchair user, Islington, who had not used the Tube for 20 years

*"In the last eight weeks I have used the tube to go to Stratford at least 20 times. In the six years prior to that I used it maybe once or twice a year. So the ramp has made a huge difference to my life."*

- Member, electric wheelchair user, Redbridge

*"It went quite well actually. It was very good. They did well by trying to accommodate me but they didn't have the ramp ready at Stratford. If they had ramps on the trains I would not have to wait for anybody and in case of emergencies they should have them."*

- Member, scooter user, Redbridge

- *Keep the manual boarding ramps, anytime and anywhere they are available*
- *Manual boarding ramps should be available at every station with a gap which is accessible to the platform or where you can change trains.*
- *Promote the manual boarding ramps. We need a campaign to tell people that they are there*

-Member, manual wheelchair user, Greenwich

*Quite recently, two incidents happened in the same week. I went to Stratford on 11th October to get to a conference at Waterloo. It was quite early in the morning, about 8.30. So basically, although Woodford had radio'd ahead, I had to wait as there was no staff there. My friend had to hold open the door with his foot. The other passengers were quite irritated and agitated. It took about 20 minutes before someone came and that was a Thursday morning at 8.30! The passengers kept trying to close the doors on my friend's foot!*

*The same thing happened on 14th October at 4.30 in the afternoon. I decided to go to Westfield at Stratford. But again [despite the staff at Woodford radioing ahead] there was no ramp there – there were not really any staff members around. My carer had to hold the door open. It took another five or ten minutes til the staff member arrived.*

*The latest scenario that happened was last Wednesday - I had a lecture to go near Euston so I used Journey Planner. The way they designed it is really bad. The option at the bottom is no accessibility needs, and the top on is 'I need step free access from street to platform [not train], 'at the bottom is 'no mobility requirements', so intuitively you think the highest access needs is at the top of the menu, when its actually the second one down. It said to get to Euston go from Woodford to Mile End and from Mile End to Euston. But once I got to Mile End the staff members said that Euston Square is not step free at all. They said, hold on a minute, we're going to plan your route. They left me for like 20 minutes. So basically when they finally got back down, they said we've planned your route for you. They said go from Mile End to Westminster, from Westminster to Green Park, then from Green Park to Euston. Once I got to Green Park the staff member told me that there's no way I can get to Euston because it's not step free. He confirmed that on his radio, and so then he said 'who told you?', 'Mile End', 'Mile End don't know what they're talking about.' I had to go to Green Park to Kings Cross then I had to walk like 20 minutes to the Institute of Education. I was really late.*

*On the way back I decided to skip Mile End, I went Kings Cross to Green Park, Green Park to Stratford, then I was going to take the Central line to Woodford, when I got to Eastbound at Stratford there was no staff members at all, no one around, I was waiting for another 10 - 15 minutes, it was 11.40 at night.*

*In the end I went to the Help Point, it was ringing and ringing, they said what do you want, I said I want a ramp, then a member of Overground staff said don't bother talking to them, they're in Newcastle! He radioed for someone to come. There was literally no one around. On the way from the Jubilee line to the Central line, I didn't see a single staff member. My sister ended finding a janitor who tried to find someone.*

*I'm quite worried that this is a sign of things to come. And its happened so soon after the Games. Basically I'm a recent graduate and want to start working, but without the use of the ramps...All those times, I had someone with me to help find a member of staff but what if I had to go somewhere by myself? The general public are generally quire supportive - but in rush hour I have to wait for 20 minutes [for a ramp] and that is quite unacceptable.*

*Before the Games it was quite bad, the staff were quite rude. During the Games it was excellent. At my local station, they are always excellent, before and after, but generally I'm finding staff are not very helpful and it's very hard to find someone to help you. I hate going to Mile End - they never have the ramp ready, you have to wait ten or twelve minutes to get off the train, they radio ahead but it's never available.*

*In terms of a legacy it's crucial to ensure disabled people are not forgotten. My main message is to stop cutting the staff and improve staff training - that goes a long way. It takes less than 50 seconds to put [a ramp] down - I think the argument about not enough time doesn't make sense, there's plenty of time if you do it correctly.*

*People need to understand, yes it's successful, but it doesn't mean it's good enough. It's like 'We've got given them ramps, accessible buses, ramps on the Tube, what more do they want?!' But disabled people want to work, to socialise with their friends in a way that's not restrictive. We're talking about general society - [accessible transport is] good for the elderly, good for families."*

- Member, electric wheelchair user, Redbridge

- **Recommendation:** Manual ramps at every station where there is a step or ramp between platform and train, both for regular use and for emergencies
- **Recommendation:** Ensuring adequate staff numbers to assist passengers with ramps.

### **Conclusion**

The main lessons to be learnt from the 2012 Games is that staff availability goes a long way in making people feel confident and safe using public transport; and that using ramps to make those stations which are stepfree to platform *fully* stepfree is a relatively cheap and remarkably effective solution which hugely increases the choices disabled Londoners have about where we can work and visit.

Now the ramps have been 'proven' in active service at a time when London Underground was facing the biggest passenger numbers ever, there is no excuse for not providing them at every station where there is a gap / step between platform and train that a platform hump cannot solve.

We would like to see a legacy of continuing to maintain the physical improvements (ramps; lift and escalator maintenance) and rolling out the excellent accessibility improvements which have been built into the Olympic / Paralympic hub stations like Stratford and London Bridge to all stations, including suburban ones, prioritising those in areas where there are very few accessible stations.

To translate the legacy of improvements into greater numbers of disabled and older people using public transport, the cheapest and most effective thing TfL could do to maintain the legacy is to publicise what already exists and putting some of the excellent accessible guides and maps which are online at stations, both with poster advertising and ticket offices - people simply don't know what exists unless they come across it.

I have been contacted by a member in Richmond. She phoned TfA about travelling in a mobility scooter to Kings X from Hounslow. I advised that Hounslow West station is stepfree to platform and so she should be able to use it. She emailed the following

“with regard the info on travelling to Kings cross from Hounslow West, i went to Hounslow west yesterday in my scooter, just to make sure it was a doable journey and check how long it would take etc, to be told the station only has a stenna *wheelchair* lift and does not take ANY electric vehicles, i questioned further about electric wheelchairs and was told they DO NOT allow them on the lift. So once again the 'fully accessible' phrase is being abused to suit their own needs.”

Today, I found this picture of the station on Twitter (presumably in response to Amanda):  
[pic.twitter.com/V7JIB4vb](https://pic.twitter.com/V7JIB4vb)

Hounslow West is marked on the Tube map as being a fully step free station. Presumably its being counted towards those TfL posters which are all over the Tube claiming 136 step free stations as a legacy <http://www.tfl.gov.uk/corporate/projectsandschemes/25869.aspx> and the Tube press releases that say 66.

I would be grateful if you could raise this issue of stations marked as stepfree are actually only for users of manual wheelchairs and not for electric wheelchairs or scooter users with TfL – I’d be interested if there are any other stations in this category. This may be something to raise as part of the legacy investigation.

All the best

Lianna

Lianna Etkind  
Campaigns and Outreach Co-ordinator

· What are the main lessons to be learned from the operation of transport during the 2012 Games?

When resources, including sufficient properly trained staff are provided, as was the case at Tube stations in particular, My ability to travel and my freedom to travel was greatly enhanced during the games.

Travelling on the underground as a Severely Blind person during this period showed me how life COULD be all the time.

I recognise it is a different and far less accessible method of travelling for people who use Wheelchairs or mobility scooters particularly as the physical infrastructure is a long way from being suitable but my own experience was very positive during the games.

Unfortunately, as soon as the games were over this started changing very rapidly and markedly. Engineering works started up again with a vengeance or so it seemed and weekend travel is once again facing disruption.

I immediately noticed staff shortages including, for example, just one member of staff being on the gates at my home station, Brixton, even at 6pm on a weekday evening. This is being echoed across the network.

This was the picture before the games and is now returning to the previous level.

As a Blind person, and I am a very regular, proficient and confident traveller, if I think there may be a significant chance of my finding I can not get assistance at a station including late at night, then my confidence to travel is severely dented. I may find I start avoiding particular destinations where staffing is problematic. This then starts to rapidly diminish my quality of life.

· What should be the 2012 transport legacy including the physical and behavioural legacies?

Bringing the level of support available to travellers up to the level we experienced during the games but on a daily basis, week in, week out and a systematic programme of improvements to the main infrastructure.

A halt to any plan to introduce automatic barriers and unstaffed stations  
A programme of training for drivers and Inspectors on supporting Wheelchair users to use busses more effectively across the network. An awareness raising campaign to improve Londoners awareness of the barriers to travel  
Wheelchair users experience especially when designated Wheelchair spaces on Busses are taken up by passengers using buggies.

Likewise for Deaf travellers who experience significant difficulties from Drivers and passengers alike who often do not understand the difficulties Deaf people have communicating.

An anti Disability Hate Crime campaign using the advertising space available on public transport and the networks using positive imagery, not just of para Olympians but of every day Disabled travellers/Londoners.

· What needs to happen to ensure this 2012 transport legacy is achieved?

Greater investment, cheaper fare structures, more staff on stations that will improve the travelling experience for many more travellers than just Disabled people.

This would encourage more people to use the network and use public transport as an alternative to using cars.

You might want to think about ramps on the Tube; about signage and information provision; about staffing levels; about step free access to the Tube and about bus accessibility.

What's the best and the worst of transport access in London in 2012?

**Greenwich Association of Disabled People Centre for Independent Living (GAD CIL)  
consultation on transport for the 2012 Games and the transport legacy  
October 2012**

**From GAD member “AN”:**

I went to two sessions at Stratford. I travelled by DLR. Three trains each way. So 12 train journeys in all.

There were significant issues and problems.

Often the suspension on the trains is raised and means its not level with platforms, this causes the effect of a step for my wheelchair to try and get over.

The only way to do this was to enter the train backwards, obviously this caused problems as this also had to be at speed to get over the step, yet also in the middle of the entrance there is a pole for passengers to hold onto so I had to go backwards fast and diagonally to enter the train.

Passengers were annoyed they had to move out of the way to let me do this and it caused delays to trains.

I also found the gap between the platform and train too far at some stations, I tried to enter the train and my chair wheels fell down between the platform and train, this was very frightening and painful causing great distress and it took several men to lift my chair up out of the gap.

A small ramp would have solved this problem but as the DLR is deemed accessible staff said they were not required or supplied.

At some stations there was no assistance available at all.

I did not feel safe.

Also the designated wheelchair space on DLR trains are too small and difficult to get into with an electric wheelchair and lots of passengers so I stayed by the doors.

It was a very difficult experience every time not one I wish to repeat.

**From GAD member “RP”:**

I had no big problems. Buses to the O2 were fine as I take these all the time. But I did take the jubilee line quite a lot, some of the jubilee stations have disabled signs in blue, some in white and some with no disabled sign at all. The blue ones were overall good although the gaps were a bit big and I had to be taken head on and at some speed and run up too. White ones tended not to have a gap but quite a big step upwards (but luckily the white stop I wanted was ok). I always stay clear from the stops with no sign at all on them. I also found the shuttle buses a bit time consuming and slow (shuttle gives you the idea that it's fast).

But overall I think the Olympics was well organised!

### **From GAD staff member “SC”:**

I found the javelin train to be a good overall experience, except we had to board right at the front of the train, which was a long walk down the platform - fine for me but probably not for others, saying that I think it was the front end by the time we reached Stratford so I suppose I can't complain!!

Using the jubilee line was much harder, same problems as always - overcrowding - people see a 'space' and try to clamber into it. If they just looked down they would see it is not a space but in fact my back they are trying to climb onto!!

Navigating the journey to the Olympic park was hard and would have been near impossible for someone with a learning disability.

You had to walk a long way from the station to reach the mobility scooter/chair hire. Would have been better to have it nearer.

On the journey back to Stratford station, they corralled the wheelchair users and buggy users into a narrow walkway, with people going in both directions, when the 'normal' walk way was near empty and would have been much easier to use. Seemed like there was an 'all or nothing' approach to crowd control which was unnecessary.

Getting to work I use Charing Cross station. They had closed the station to all vehicles which meant a longer and unsigned walk to get to the cab rank. Over cobbles. This was really hard for me.

### **From GAD staff member “AK”**

I found travelling during the Games easier than normally. Travelling by train, there was a porter (a paid member of staff, not a volunteer) available who rang ahead to ensure that I would be able to exit the train at my destination. If this is possible during the Games it should also be possible at other times. However, usually I am left to manage by myself.

My main concern is what legacy are we going to see outside of Stratford? Greenwich especially does not seem to be getting any benefit from the Olympic/Paralympic legacy.

### **From GAD staff member “JM”**

I found travelling during the Games generally easier than usual, as the trains seemed much emptier. However, I did experience difficulty on the testing day at London Bridge. On the way out, we were herded down a narrow corridor with a low ceiling in order to get from the over ground to the underground. It was claustrophobic and would have been difficult for a wheel chair user or a visually impaired person. Returning, I had to walk from the Underground to platform 8 in order to get to platform 2 for the train I needed to catch. I raised this with Network Rail and received the following response:

“Thank you for your e-mail dated 11 July 2012 with regards to the test event that we carried out on Tuesday 10 July. I am extremely sorry to hear of the inconvenience you were caused when trying to use the station. We have received a lot of feedback following the test, and comments such as yours have helped us adjust our plans and make sure that we are better prepared for helping passengers through the station at the busiest times.

We expect London Bridge to be extremely busy during the Games, especially between 7:30am-12pm and 3:30pm-8pm with almost 70,000 extra passengers using the station. As such, we are strongly advising people to avoid London Bridge station and not to use it to interchange to London Underground or national rail services throughout the Games. We recommend passengers use alternative stations such as Charing Cross, Cannon Street, Blackfriars or Victoria. If this is not possible, you may need to allow extra time for your journey.

To deal with the excessive numbers of passengers using the system, we will be continuing but improving the crowd management system that was tested. We have increased the amount of signage and information screens inside and outside of the station (to allow people to plan their route through the station before entry), as well as having more staff on the concourse at peak times. **The unexpected closure of the escalator next to Hay's Galleria had an impact on our ability to manage large numbers, but we have been told that the escalator should be operational by the end of July.**

For passengers with restricted mobility, there will be wheelchairs available at the station (but no mobility buggies will be operating) and I would recommend that you contact a member of staff for assistance through the station to make sure that you did not experience any discomfort. We have increased the number of staff that we have available to assist passengers, and they will be easily identifiable in their uniforms.

If you would like to pre-arrange passenger assistance in advance of travelling, please contact your train operating company:

First Capital Connect – 0800 058 2844; textphone 0800 975 1052/ Southern – 0800 138 1016; textphone 0800 138 1018/ Southeastern – 0800 783 4524; textphone 0800 783 4548.

Once again I would like to apologise for any distress or discomfort you were caused when using the station on the test day. I hope that I have in some way reassured you that whilst we expect the station to be extremely busy, we are confident that passengers less mobile will still be able to get to their trains comfortably. You may however need to allow more time for your journey – please see <http://www.getaheadofthegames.com/> for the latest transport news and up-to-date travel advice.

Yours sincerely,

**James Pickard**  
**Community Relations London & South East**  
**Corporate Communications**

Our **National Helpline** is here 24 hours a day, 365 days a year to answer your questions and help with any problems caused by the railway.

**Network Rail National Helpline: 08457 11 41 41”**

I felt this response did take my concerns seriously and was comprehensive. However, I think it was unacceptable that the escalator needed to be taken out of use for repair at such a time. Surely thorough maintenance checks prior to July would have identified repair needs? (see emboldened section).

On one occasion during the Paralympics, my support worker avoided Maze Hill station, because we had been told that trains from London would not stop there. She exited the train at Greenwich and found that all the bus stops were closed, so she had to walk all the way from Greenwich town centre to East Greenwich. I think there was some confusion over the train services, as information seemed to change frequently.

**GAD volunteer “TS”:**

I travelled mainly by road during the Games, because I have restricted mobility and usually find travelling by train difficult during peak times. I felt the roads were well managed and the signage was clear. I was impressed that the signage was removed promptly once the events had taken place. Generally, transport during the Games seems to have been a lot easier than expected.

Laura,

I hope that this e-mail is not too late to be included in the meeting. I wish I had more time to write a proper submission for you. Instead I copy a piece I wrote about transport below which raises some issues.

Also, when I spoke to Peter Hendy, he said that the manual ramps which were brought in for the Games will stay - I hope that this is the case. What a great legacy from London 2012! But why was the overall move towards step free access stations slowed down and now no longer a priority? A long standing pledge by Ken Livingstone was that one third of tube stations would be step free by the end of 2013.

Thank you so much for including me. Please let me know if I can be of any more help.

Sophie

Having been into London twice this week, I can pull on my recent experiences with London transport. A lot of people, disabled or not, who don't live in London often think it's easier to drive into the city centre. Being a Motability customer, not having to pay the Congestion Charge is a huge help. However, with the enormous amount of traffic, I think that it is far quicker to take the train or tube.

This comes with its own complications as a wheelchair user. I'll start with the train. In order to receive travel assistance you have to book over 24 hours in advance. Does this mean that disabled people are not allowed to be spontaneous? I have also had the occasion where, coming back from Bristol to Egham on my own, I missed the connecting train at Reading because the lift was broken. I therefore had no assistance at Egham, which has to bring a "trained" person in from Windsor, to put the ramp out. Luckily two nice men who were on the train lifted my wheelchair down. I also have the luxury that I can walk, so I could have managed at a push, but it would have been dangerous for me to try to get my wheelchair off the train by myself. Normally I would use a scooter to get round as I cannot push myself for long distances, but I wouldn't take it on the train in case I got stuck as it is too heavy to lift by myself. I therefore have to make sure I always go with an able bodied person, which takes away my independence, but at least I get a discounted carer ticket.

On Thursday I was at Bank tube station and it has a short raised ramped platform so it is level with one carriage with only a small gap to negotiate. The irony of this is that Bank station is not itself accessible, even though the tube map lead me to believe it was. However, why can't this raised platform be employed at every train station so that staff are not necessary to put ramps out? Surely this would be a fairly easy idea to implement.

I now use Staines train station from that area because there are more staff there to help with the ramp. But this adds on 20 minutes driving time to my journey. Staines has recently put a lift in for the bridge over the track, which is brilliant. However, the lift is locked when the staff go home at 10pm. I realise that this is because there would be no one to help if the lift breaks down, but what about the wheelchair users who get a later train back? What if their car is parked on the other side?

Now onto the tube; I went to Vienna for New Year and came back absolutely disgusted at how inaccessible London's underground system is compared to Vienna's. Every station had a lift, and most trains were level with the platform and had a disabled carriage which had a little ramp that came out when the train came to a stop at the station so there was no gap between the carriage and the platform.

I understand that most of our tube network is older than Vienna's and supports a much bigger city, but London should be leading by example – we are one of the most looked up to countries in the world. Main tube stations such as Paddington are inaccessible (or at least I have not been able to find access to the tube from the mainline station when I come in from Maidenhead, where I now live (and where the station staff are very helpful)), and some of the lines through Waterloo are not step-free either.

I was hoping that with the Paralympics coming to London, it would prompt Transport for London to make drastic improvements. At the BPA Media Summit on Thursday, Baroness Tanni Grey Thompson quoted the cost of installing a lift. Whilst extremely expensive, could the government not set a target to upgrade one station every year, to bring London transport out of the dark ages?

I have occasionally taken the bus, which is generally accessible to wheelchair users. The only point I would raise here is that only one wheelchair/buggy is allowed on the bus at a time, meaning that two or more friends in wheelchairs cannot travel together.

In light of how difficult it is for wheelchair users to use the underground, maybe there should be a scheme to reduce the fare of taking a taxi? I avoid taking taxis due to the cost but sometimes I have to. Telephone numbers of accessible taxi firms should also be made readily available to disabled people in London. I enjoy going to gigs and festivals in London and have come into difficulty several times when the

shear amount of people leaving the venue means it's impossible for me to take public transport, or find a free taxi, to make the last train home.



# THE WESTCOMBE SOCIETY

serving the Westcombe Park community

Reply to: Dick Allard, 22, Mycenae Road, London SE3 7SG  
**westpes@gmail.com** 020 8858 7305

2 November 2012

## **London Assenbly Transport Committee's review of transport for the 2012 Games and the transport legacy: submission from Westcombe Society**

The Westcombe Society is an amenity society covering an area bordered by Blackheath to the south, the A102 to the east, the Greenwich line railway to the north and Greenwich Park to the west. We were thus heavily affected by the transport arrangements for the Olympic equestrian events, but whilst able to play a substantial role in discussions with LOGOG over the impact of activities within the Park, there was very little effective opportunity for dialogue over transport arrangements.

Whist there were a range of impacts (positive as well as negative), the one issue on which we focus, as a contribution to the behavioural legacy, is the stark contrast between the excellent provision for disabled spectators within the venue, and the seeming total disregard for disabled local residents. This was a clear illustration of the fact that, in the absence of thoughtful planning and an element of special provision, it is the already vulnerable who are most seriously affected by any transport disruption.

### Cross over on Prince Charles Road

An obvious example of the failure to even consider the disabled was the design of a ramp across a stretch of pavement on Prince Charles Road to provide lorry access into Circus Field (at the north end of Blackheath, immediately adjacent to Greenwich Park), which was used as a storage depot for all the extensive building work within the Park. The steepness and unevenness of the camber made it very difficult – and indeed dangerous – for wheelchair and mobility scooter users (and no doubt for many pushchairs). To make matters worse, there is no pavement on the other side of the road. Yet Prince Charles Road formed part of the pedestrian diversion arising from the closure of routes through the Park and along Charlton Way. Since the problem could have been avoided by a relatively small change in the shaping of the ramp, this clearly indicates a total failure to even think about disabled users.

Adding insult to injury, months after the ramp first appeared, local wheelchair and mobility scooter users are still asking who has responsibility for returning the pavement to its original state, and when will it happen.

### Barriers on Pavements

On the same pedestrian diversion, there were also barriers restricting the width of pavements on Shooters Hill Road, which often failed to provide sufficient width for wheelchairs and mobility scooters – let alone enough for them to pass each other. And as with Prince Charles Road, there is no pavement on the other side of the road.

### Disabled spectators travelling from the local area.

Whilst there seems to have been excellent provision for disabled spectators from further-afield, local residents with reduced mobility found it extremely difficult to find out about suitable routes to the venue, since all the planning seemed to be for those coming by train or car. This was compounded by the need to navigate a steep hill to access entrances from Trafalgar Road, and the hazards on Prince Charles and Shooters Hill roads (see above) to access the Blackheath entrance. Some resorted to using cars for a journey where they would normally leave the car at home.

### Reduction of rail timetable

The Westcombe Park area suffered severe cuts to the train service at both local stations (Westcombe Park & Maze Hill). Whilst this was a significant inconvenience for all local residents, it was particularly bad for those with reduced mobility since they found it more difficult to access other stations, and patients attending London hospitals for specialist treatment often found they could not do so.

### Other issues

Further changes causing real difficulties for the disabled included the seemingly unnecessary removal or shifting of bus stops on Charlton Way and Prince Charles Road, often without clear explanations as to what had happened; and confusion over the availability of disabled parking at North Greenwich tube station. It should always be remembered that those with limited mobility (including many elderly) may not be able to walk to the next bus stop or a more distant parking space.

### Summary

As part of the behavioural legacy, there are lessons here that should be carried forward to future planning, especially of major events but also of other disruptive activity, both for the organisers and the authorities who may have to give consent. In considering the impact on local communities, minimising the impact on the disabled - and any other vulnerable groups – should be at the top of the agenda, not an all too easily forgotten afterthought.

Dick Allard  
Chair, Westcombe Society Environment Committee.

Dear Ms Warren and Mr Johnson,

First I would like to congratulate you on a very successful London Olympics and a faultless service on London Underground.

I met up with a good Australian friend of mine, who having competed for years in the Paralympics was refereeing for the lifting event at the London Paralympics, she is a wheelchair user. I thought it a good opportunity afterwards to meet up and enjoy some of the sights of London together. We met at a hotel in London at Aldgate East and decided to study the London Underground wheelchair access map before setting off. Just as well as no underground stations in the Aldgate area had any wheelchair access, so we had to take a taxi to Liverpool Street, where helpful volunteers and London Underground staff lead us via two different lifts to the Metropolitan tube line (level platform access trains) where we caught a train to where I live in Rickmansworth. Fortunately we had read that there was no wheelchair access from the northbound platform at Rickmansworth (only steps), so continued on to Chorleywood, where we went under the tunnel to the southbound side and caught a train back to Rickmansworth (southbound) where we could get out without steps.

The next day we decided to go to the British museum and again studied the wheelchair access underground map. Euston Square, or so we thought after carefully reading all the blurb on the reverse of the map, had wheelchair access so we alighted there only to find this was not available on the southbound platform but only on the northbound one! The 'Call for assistance button' was too high for a wheelchair user to press or speak into the microphone, but fortunately being able-bodied myself I went up the stairs to ask the staff how we could solve the problem: I was told to get back on the train to Kings Cross, change directions via lifts and return to Euston Square to alight on the northbound platform. Returning home we now knew we had overshoot back to Chorleywood, change platforms and train back to Rickmansworth southbound. We felt we had really got the hang of it.

The next outing was for the 'Royal Day Out' at Buckingham Palace (Green park) which involved a change onto the Jubilee line, which at Finchley Road is only a matter of crossing the platform – or at least so we thought. We then discovered to our horror that Jubilee line trains at the north end of the line do not have flat platform access, although this is the case at the Stratford end of the line – so that caught us totally unawares. Neither is there a ramp available at Finchley Road, although apparently the funding had been made available, it has not yet been put to use. So with friendly help from Underground staff we managed to tilt the chair up the step into the train and helped was phoned through for the alighting process at Green Park. Helpful staff were waiting there, but since the platform is raised there at the wheelchair alighting spot actually no help was needed. Why can't there be a raised platform area for wheelchair alighting at all stations along the line, such a good, permanent solution that means no assistance is needed. On our return journey we were told there was flat platform access at Wembley Park, but this turned out not to be the case, so at the last moment we had to ask a fellow traveller for assistance.

We managed, but there is much room for improvement. Fortunately being a born Londoner I know the underground system well, without that knowledge and comprehension of the information and the complicated planning involved would not even have been possible.

My challenge is to Boris Johnson to get around London for a day in a wheelchair on the London Underground. It an experience not to be missed.

Yours sincerely,  
Hilary A Phillips