

## Appendix 1

### Transport Committee

15 November 2011

#### Transcript of Agenda Item 6: 2012 Transport

**Caroline Pidgeon (Chair):** Can we move on to 2012 Transport which is our main item this morning. I'll kick off with the questioning. We want to understand what contingency plans you have in place if part of the infrastructure does not work as is planned in the Games or if the Jubilee line, say, was not working for a period. What contingency plans have you got in place and are you confident that they will work?

**Hugh Sumner (Director of Transport, ODA):** Firstly, may I contextualise it. One of the things we have done prior to the Games is, with our colleagues, invest some £6.5 billion in upgrading the transport infrastructure to provide us not just with great transport during the Games but a long term legacy and a diversity of transport routes. For example, the North London line has been upgraded, the East London line extended, Jubilee line upgraded, Great Eastern line upgraded and, in total, all these schemes, whether it be mainline railway extensions, the Docklands Light Railway (DLR) - with 50% more capacity on the DLR etc - are all designed to provide an upgrade and more routes which spectators can use during Games time. For example, if you take the Olympic Park alone, there are ten different rail routes serving the Park through those three stations and for all competition venues the delivery designs have been selected to have different ways of getting there. Therefore, at the heart of it, is designing redundancy in by having many different routes.

However, there will be challenges during Games time. Somebody will steal some signalling cable, as they do today, and therefore you need to have those contingency measures in place around how you re-route spectators either using the existing road systems or the rail systems or changing mode. During Games time the trick will be then re-routing spectators on those modes or those lines of route where there is the capacity. For example, moving people up on to use the Javelin trains or on to the North London line. Therefore the thing that we have to do is practise re-routing and giving good information out across the various modes, not just within the modes. The key to that success will be the use of the transport co-ordination centre which has been undergoing testing in readiness for the last 12 months and will continue testing in readiness programmes through to Games time.

**Caroline Pidgeon (Chair):** Can you clarify that you are saying you need to practise re-routing? Are you saying that you are going to be practising a bit of line not being in operation, therefore, how will people get there?

**Hugh Sumner (Director of Transport, ODA):** Simulating through desk tops and through exercising and working out how you would do things differently, depending on what time of day it is. A lot of the routes depend upon the sports events themselves and they change from day to day of the Games. Therefore, us having a play book of day by day what we do and the contingencies if something happens is very important.

Beneath that, there are then some 26 detailed major contingency plans which are designed to accept the various things that could happen. For example, if the road system goes down because of a water main burst or the loss of signalling on a particular line. All these various

contingency measures are being thought through now and practised and desk-topped, and then supported by live exercises as well - all designed to try to provide the resilient transport that Londoners and spectators will demand during Games time.

**Caroline Pidgeon (Chair):** Can you clarify? You are doing a lot of desktop exercises working out "what ifs" - which is great - and then you said there are going to be some live exercises; does that mean passengers, potentially, could be moved off a line because you are doing an exercise where you are saying that line is broken and therefore you have got to find alternative routes?

**Hugh Sumner (Director of Transport, ODA):** It is using the transport systems and then, if there are problems whilst you are actually operating the system, then reacting appropriately --

**Caroline Pidgeon (Chair):** So existing problems that come up; so the Jubilee line not working you are then using that as a live exercise?

**Hugh Sumner (Director of Transport, ODA):** Yes. And working through how you then handle it effectively.

**Caroline Pidgeon (Chair):** What about LOCOG [the London Organising Committee of the Olympic and Paralympic Games]? How happy are you with how things are going.

**Richard George (Director of Transport, LOCOG):** We are very happy with what Hugh had just described. I was going to add a couple of things to it. One is that the contingency planning for transport and the testing exercising Hugh has talked about is part of a wider set of exercises that link all of the big - what we call - domains of Games time so that they are all working in sync together. There is the Government, the Games, London, security and there is transport - all of which have to work in sync together so if there is an incident of any description we understand who is doing what, we understand where the lines of communication are, we understand whose responsibility it is to deal with individual issues and we need to exercise that because some of the issues at Games time will be slightly different from the normal. As a consequence, what Hugh has described is a very, very good example of the sorts of exercises that are taking place inside transport but it is also linked to similar sorts of exercises that are taking place in security and within the Games and within Government and within London as well in terms of making sure that those lines of communication work.

The specific issues in terms of contingency for us within LOCOG are every venue has to have its contingency plan of how it would need to relocate. For all of my transport services we have to think through what if we lost that depot or what if we lost that road. In exactly the same way most of these things we just need to build up the thought process of how would we do it and we need to make sure we have got contingency plans in place. That is desktop and simulation stuff that we do now but the more we think those things through the better the operation will be because, when you think those things through, it occurs to you there are bits of the operation not quite right anyway. A lot of time is currently being spent on those sorts of exercises.

**Caroline Pidgeon (Chair):** Ben, from a TfL point of view, are you happy with the contingency planning that is going on or have you got some particular concerns?

**Ben Plowden (Director of Better Routes and Places, TfL):** No, I think Hugh and Richard described very well what is in plan in terms of contingency. The particular thing that I am interested in is where the travel demand management part of this plays in. My team - I

inherited from the London Development Agency - took part in one of the recent exercises to see how, in the control room, you would think about customer messaging to get people to make different routes if there was some problem on a particular part of the Tube network, for example.

The relationship between the operational management of the networks and how you would communicate with both spectators and background travellers is a crucial part of making sure that, in real time, you are able to move people around the system by using existing channels like our website, on train messaging, on platform messaging, sign boards at Tube stations and the whole panoply of things to make sure people knew what to do differently if there was a particular incident. There is an issue around the infrastructure operation but also around what you are telling people in real time to make sure they are able to make different choices during the Games.

**Caroline Pidgeon (Chair):** Good communication is essential. Isabel, from the Mayor's Office point of view, from your role, are you really satisfied that they really have got contingency plans in place if the Jubilee line goes down or another major bit of infrastructure?

**Isabel Dedring (Deputy Mayor for Transport):** The only thing I would add is that we all want the number of possible events that could cause the contingency to be as low as possible so the important point is that we are not just saying there is a number of risks and now let's think about what we do about that. To take the Jubilee line as an example, performance improving, is it where we would all like it to be right now and we feel there is absolutely no chance that anything will go wrong? No, we are not there yet. We are all very clear that we need to get as close to that point as we possibly can.

There is a lot of effort that has been put in on to the line over the last three to six months, both on the software side and in packing people around the line to make sure that you have got people in place so that if something does go wrong you can recover more quickly, so we are managing around some of the difficulties that we have had with the new kit.

We are also looking at is there anything more that we can do rather than just accepting that there is an X per cent chance that things are going to go wrong and trying to drive down the likelihood of something going wrong - at the same time as making all the plans around the possibility of failure.

**Caroline Pidgeon (Chair):** Is making sure everything is going to work fine for next year taking up a huge amount of your time at the moment?

**Isabel Dedring (Deputy Mayor for Transport):** We will come on to this but in a way the biggest issue in my mind at the moment is the perception. Perception can overwhelm reality in terms of people's sense of should London be a place to avoid or should London be a place to come to? People are still oscillating between those two and the public debate oscillates between those two. What we all do not want for London is tumbleweed blowing down the streets. That is not an outcome that we want. We do not think that is the right outcome. At the moment I think that is almost the critical issue. There will be quite a bit of that I guess in the run up to the Games - that is experienced in other cities - but it is important for us all to tackle that.

**Victoria Borwick (AM):** Could you explain the decision making process? A point you have identified but will there be a Gold Group? Who will make those decisions? In other words, if

there is a problem, who will have the power to say, “OK. This is empty. This is working”? This applies to everything I am sure we are going to talk about but it is the contingency please.

**Hugh Sumner (Director of Transport, ODA):** Richard [George] described the fact there were a number of domains: security, Government, London and transport. For the transport domain the way it is going to operate is the transport co-ordination centre will keep an overview and a co-ordination role for all transport across the United Kingdom (UK) because it is a Games for the UK as a totality. At any one particular time there will be a senior transport manager, like one of Peter’s [Peter Hendy, Commissioner, TfL] managing directors, as a duty officer in there who will then be taking the decisions with their colleagues across the transport industry, to rebalance what to do differently in terms of mobilising more buses, changing routes, moving people from one mode of transport to another. At any one time, 24 hours a day, during Games time there will be a senior transport manager in there - the likes of Howard Collins [Chief Operating Officer, London Underground] or Leon Daniels [Managing Director, Surface Transport, TfL] - taking those decisions, with their colleagues, about what to do to address any issues that may come up.

It may well be things like the wind has got up at Eton Dorney and there is another session of rowing required on an extra day. Then laying the plans for an extra day of getting spectators to Eton Dorney for rowing. It may be an infrastructure issue that needs addressing. Whatever it is there will be somebody in there focusing total transport to fix the problem and provide that co-ordination that is necessary.

**Victoria Borwick (AM):** I am much more concerned, as the Chair has already said, if there was some particular crisis or part of London was not busy but another bit was and is there some way of re-routing people? What is the actual structure? That is what we need to know as scrutineers.

**Hugh Sumner (Director of Transport, ODA):** That person is leading transport as a totality, with their colleagues, making the best decisions they possibly can collectively to rebalance transport and fix the problems and move on. They are the same people who will be working with colleagues in security so, for example, Assistant Commissioner Chris Allison [National Olympic Security Co-ordinator, Metropolitan Police Service], they will be relating to them, they will be relating through to the London operation centre and also the main operation centre of the Games to make the right decisions during Games time.

**Caroline Pidgeon (Chair):** All we want to understand, Hugh, is is there one person who is the Gold in transport and is the person responsible for that decision?

**Hugh Sumner (Director of Transport, ODA):** Yes.

**Caroline Pidgeon (Chair):** There is.

**Hugh Sumner (Director of Transport, ODA):** Yes.

**Caroline Pidgeon (Chair):** Fantastic. That is very helpful.

**Richard George (Director of Transport, LOCOG):** One of the reasons we are having to do a lot of exercises at the moment is to make sure that we can answer your question properly which is, “Who is in charge?” The answer to who is in charge depends on what the issue is and there is a huge difference between command control and communication and co-ordination. These domains are about communication and co-ordination. We need to keep decision making at the

lowest possible level because that is where you will see the right decisions get taken because people can understand what the issue is at that level. What we cannot do is create a structure, and that is why we need to keep exercising it until we make sure people understand their respective roles.

It would be unfortunate, I believe, if every decision about the Jubilee line went all the way up the Secretary of State for Transport. That is not what that architecture of command and control and co-ordination is about; it is to make sure that decisions are taken at the right level and decisions about the Jubilee line are taken by London Underground. They may feed into a wider set of communications and co-ordination because we need to rebalance but, actually, control decisions for London Underground are with London Underground. That is why we need to exercise these things; to make sure that people understand their respective roles.

**Caroline Pidgeon (Chair):** Given we have had a number of live events in London that you have been testing and particularly the London Surrey Classic Cycle Race in August 2011, what changes have you started to make as a result of this range of test events?

**Hugh Sumner (Director of Transport, ODA):** I will pick up first and then hand over to colleagues for various learning points. We have done quite a lot of testing and learning. For example, the WorldSkills International event a couple of weeks back at ExCeL had 200,000 children going through there. We ran a Docklands Light Railway timetable. We ran a pontoon bridge across the dock there. We operated things very differently for WorldSkills as a test event in advance of the Games.

The big bit of learning that came off there is the relationship and the communication between the operators of the event and all the various transport modes needed to be improved so you get a better balance between the Beckton branch and the Woolwich branch of the Docklands Light Railway. Similarly, at the mountain biking exercise at Hadleigh Farm we found out that some of the trackway for the park and ride systems was not as up to the job as we had expected, therefore required re-specifying. There is a whole raft of things we have started to learn about what we need to do differently and for us, in many ways, the real trick is ensuring the learning that we find and that LOCOG finds is learnt effectively and then put into action subsequently.

**Caroline Pidgeon (Chair):** Can I pick up particularly the London Surrey Classic Cycle Race which we had lots of concerns about because it affected the roads in London. Ben, how was it from TfL's point of view?

**Ben Plowden (Director of Better Routes and Places, TfL):** It was a very useful exercise to go through. A couple of things which came through which will be relevant going forward. One issue was around making sure we are doing everything we can to communicate both before the end of June event with people, particularly outside London, and working with local authorities outside London because we need to make sure that this is managed right the way through as some of the events are going outside the London boundary.

There were some other, more specific, issues. Things like when you put out the barriers, particularly if you are going to have consecutive events in London, whether you take them off and put them back on again in thinking about freight deliveries when the road events are not on. It was mainly around communications with stakeholders, particularly those outside the London boundary, and thinking about the practical logistics of the optimum time to put, for example, guard railing in and then taking it out when the roads might be operating again. Those sorts of issues.

**Richard Tracey (AM):** Let me tell you of all the concerns that have been raised. Putney is in my constituency. There were concerns also I know in central London, Kit Malthouse's [Assembly Member] constituency, and indeed in Richmond in Tony Arbour's [Assembly Member] constituency. I can give you a fairly graphic account of what was the problem in Putney. First of all there is the complete closure of the roads. It was only one day, this cycle race in August. In the Olympics we will have two: the men's cycle road race and then the women's cycle road race - I think that is the right way round - the one following the other. There will be complete road closure apparently but not only during those two day events but overnight too. That is what the traders and the council tell me.

The worries that they have. First of all, the council is very concerned about cleaning the Putney area. Two days of crowds and all the rest of it. The place will be filthy. You really do have to vary the programme if it is true that you are closing the roads. The other thing of course is that there are some large shopping enterprises in Putney who are very, very concerned about their deliveries. There again they are expressing this major concern that if you do close the road - and we implore that you do not - you will cause enormous chaos to both the council and to them. Can you give me some reassurances please? They are hanging on your words.

**Ben Plowden (Director of Better Routes and Places, TfL):** I am not directly managing the road events but that is the point I was trying to make; the issue around how you manage the need for the roads to be closed in terms of things like crash barriers for people to keep back from the roads and how you manage that in relation to the two points you have made. Those are crucial. One is around cleansing and the other is around deliveries because part of the issue - as I am sure we will come on to - during the Games will be the extent to which it is going to be possible for deliveries to take place overnight or at least outside core hours.

Clearly, working out the best way of managing the road closures required for the road events, with allowing frontages, whether it is to local authorities or local retailers, to get access to their premises, is going to be critical and that was one of the things that we took out of the cycle race. To make sure that we have got the best way of doing that that reconciles the need to have the road events taking place safely, both for the participants and for the spectators, but also making sure that you can keep the businesses running alongside those roads. I can certainly come back to you in terms of where we are with our thinking on that.

**Richard Tracey (AM):** You have not settled it yet? Really, they do want an answer as to whether they will be able to get their deliveries and the council cleaners will be able to clean the streets. Those are both critical. The image of the route will be appalling if the second day it is strewn with litter and looking awful. The businesses will just not be able to survive the period.

**Ben Plowden (Director of Better Routes and Places, TfL):** I can certainly find out where we are in terms of what the planning is around that.

**Richard Tracey (AM):** Good. Fairly urgently I think.

**Ben Plowden (Director of Better Routes and Places, TfL):** Yes, absolutely.

**Richard Tracey (AM):** The second thing that came up as a result of that test event was the stewarding because there were stewards, apparently, from the cycling organisations all over the country who, not surprisingly, had not got the faintest idea where they ought to divert people to within roads approaching Putney and so on. One of the requests that went into you was that you did get local people or people that are incredibly well briefed about alternative routes to

steward the thing, rather than somebody coming from the north of England who is really lost himself or herself in Putney.

**Isabel Dedring (Deputy Mayor for Transport):** That has been picked up. There were quite a lot of things that were learned from that race and that was one of them. The intention is to redress that next time round. Message received on that one.

**Richard Tracey (AM):** Very important piece of communication. Thank you.

**Caroline Pidgeon (Chair):** That is great. The additional information that Richard has requested would be useful. Also, from the previous discussion, something in writing so we really understand the command and control structure that you are setting up and when stuff gets accelerated - because Richard [George] said it should be at the lowest level - then things need escalating at times and when that will happen and who is ultimately in charge of all of that. We would like to understand that and be reassured on that if we can, perhaps in writing.

**Valerie Shawcross (Deputy Chair):** I wanted to talk to you about the issue of demand management, passengers, people, trying to move around London. Now, I know, as time goes on and we get closer to the Games and tickets get sold, you have more and more information about predictions of movements and desire lines around London. What has changed? What are the demand forecasts looking like now and what are the reasons for the changes you have made to that prediction, or those sets of predictions, about demand and pressures within London transport?

**Hugh Sumner (Director of Transport, ODA):** One of the things we have been able to do over the recent months is we have checked our original predictions versus the pre-registration for ticket sales and then actual ticket sales for the Olympic Games itself, so we have done a compare and contrast against all three of those items there.

The encouraging thing is that if you look across the nation as a totality, if you make the assumption that where people are buying tickets is where they will be travelling from, then it shows no material change from our original transportation plans at a big macro level.

Having said that, there are some slight nuances coming through from the Olympic Games ticket sales so we are seeing slightly higher sales to the south and west of London but not material enough to change the transportation plans as such.

The second phenomenon we are finding is that we are getting a slightly tighter concentration of spectators at the rowing at Eton Dorney and the white water canoeing at Broxbourne and mountain biking out at Hadleigh Farm. It is slightly less of a wider geographic spread for those. Again, we are working through the implications of that but it is more at the margin than having to recast or rebalance the overall transportation plans and the timetables and schedules that have already been written.

Thirdly, we have started to review the spectator ticket numbers from mainland Europe. Strong sales in mainland Europe, in particular in northern France, Holland, Belgium and northern Germany. There we are looking at something like 75% of those spectators coming over on Eurostar, Eurotunnel or the ferries. There is a very high percentage share of sustainable transport coming from mainland Europe. We are working with all the operators there to rebalance their services, increase Eurostar numbers and the rest of it.

There is a whole process going on but I guess the key message is there is no material change required from the sales of Olympic tickets that we have seen. We are now going to have to do the same thing for Paralympic ticket sales. That process will be happening through November and we will then get into the analysis to see if there are any material changes. At the minute, we are confident that the original predictions hold good.

**Valerie Shawcross (Deputy Chair):** The Mayor has recently - perhaps I am wrong but Isabel pointed to this - slightly changed the messaging that is coming out. You had been talking about the big scare telling people to avoid the hotspots etc but it looks as though the Mayor has been nuancing that a bit saying that, in some areas, it is not going to be so bad. What is the clear message that you want to give to the public about how to behave and what transport routes to take during the Olympics?

**Hugh Sumner (Director of Transport, ODA):** London will be open for business. It will be 'life as un-usual' and all of us will be doing slightly different things in terms of where we are travelling, when we are travelling and how we are travelling. Will it be a vibrant city for that summer? Yes, it will be - all the live events, the cultural events, the sporting events and the spectacles that go on. We want to encourage people to have a great time in that summer of 2012.

Will there be areas of stress on the transport system? Yes, there will. For example, at certain times on certain days there will be routes that are very busy. For example, on day three, when there is the equestrian cross country events down in Greenwich, London Bridge will be very, very busy indeed as people try to go there in advance of the midday session when the cross country event starts. What TfL is doing - Ben [Plowden] may want to comment in a minute - is they are trying to define and give people a very clear view about where are those hotspots and when are those hotspots so that people can plan around that.

**Valerie Shawcross (Deputy Chair):** Isabel, is the Mayor sticking closely to the script that he has been given by TfL?

**Isabel Deding (Deputy Mayor for Transport):** The key thing is that it is very hard to tell people to make detailed plans when you do not have the detailed information that you need to make your detailed plans. On 30 November 2011 TfL is putting out much more detailed information which is site by site; so it is looking at - Ben [Plowden] can say more about this - individual locations, individual stations, individual routes in London, Underground lines and rail lines, to say, hour by hour, day by day, these are the hotspot periods. Rather than saying some are going to be bad and some are not going to be so bad, it is giving you the specific information about where the problems are going to be.

It is quite difficult to nuance the message unless you can say, "Stations A, B and C are going to be unaffected. Stations D, E and F will be really bad at these times but here is what we suggest you do to mitigate the impact of that". That is a whole range of things and it varies quite significantly depending on the station. Simplistically, if one is Mile End station, that will be quite heavily under pressure because of the live site, whereas Bank station is under pressure partly because of the large volume of businesses around there as well as the Olympic travel so it is quite a different picture and therefore the kinds of measures that you would take at Bank would be very different from the kinds of measures that you take at Mile End. That has been gone through station by station with a fine tooth comb; what is the modelling showing if we do not do anything and what is the modelling showing following a series of interventions? That will really help the whole debate and also help the overall messaging because then people start to have the information they need to make the plans that they need to.



**Valerie Shawcross (Deputy Chair):** Otherwise it looks like a bit of flip-flopping, does it not?

**Isabel Dedring (Deputy Mayor for Transport):** We were talking earlier and there are 22 hotspots in terms of stations. If you look at the number of stations on the networks - hundreds - that is, at one level, reassuring because you could say, "Right, OK. I can check my stations where I get on in the morning or where I get off" and what most people will discover is that they may well be very unaffected for their journey to work, whatever that might be; but then for those 22 locations people are going to have to be aware of what is going on. Employers nearby are going to have to be aware. That will really help, in my view, to take the whole discussion a big step forward.

**Valerie Shawcross (Deputy Chair):** Hugh, you mentioned that there is slightly more - I do not know what slightly more means in percentage terms - demand from the south side of London than you had predicted. Of course London Bridge station is on the south side. London Bridge in particular you mention as an extreme - if I may say it - hotspot with, potentially, people queuing for 90 minutes or so and you need more than a 30% decrease in the usual demand for that to cope. What is your planning around dealing with the pressures of those extreme hotspots? Is there more you can do? Do you have some contingency planning? I am particularly worried about the safety of passenger management in those stations.

**Hugh Sumner (Director of Transport, ODA):** There is a whole process underway now of upgrading the station plans for all the mainline termini and also the large Underground stations where there will be very large numbers of people using them. Working those up, working how they need to operate differently during Games time. For example, Liverpool Street will need to operate in a different manner in terms of the flowing of people through the concourses there because it will be very heavily used with people going to the Park in the morning peak which should not normally happen. That whole process in developing those 40 upgraded station plans is well underway and the designs associated with that. That then needs to be put into the context of the overall travel demand management programme which Ben is leading.

**Ben Plowden (Director of Better Routes and Places, TfL):** It is worth saying that the phasing of who you communicate with is also very important. For most people who will be travelling in London as regular Londoners next summer, if you start telling them now about what London Bridge might be like on day three it simply will not have much resonance because it is a long way away. What we have been doing in the last six to eight months is talking in detail to businesses around how they need to enable their staff and their visitors and their contractors to change their travel behaviour during the Games time.

For example, if you take something like people potentially working from home on the busier days of the Games, does the company have adequate bandwidth for people to be able to log on remotely on to the company's IT system? Do they have the human resources (HR) policies that allow them to provide flexible working from home as part of their standard practice? The conversation in detailed terms is really taking place for now with the business community around what to expect during Games time.

As Hugh has been suggesting, what is becoming clear from the modelling we are now doing is that the very most difficult days and times will be quite specific so there might be one afternoon at a particular station when a combination of background demand and Game based demand will produce a particularly acute problem at which you would need to achieve a greater than 30%, for example, reduction in background demand and that is why you are then talking in detail to

the employers in that area - for example if you are a local business improvement district or a local business community organisation - around how to deal with that.

During the course of the early part of next year we will then start talking to the travelling public, first of all, to raise awareness of the fact that London will be very busy and then, nearer Games time, to give really quite precise information about which stations will be busy at which times on which days so they can then talk to their employer about, "Could I work from home, could I come in early, could I leave late, because day four, or whatever date it might be, might be incredibly busy, therefore I am going to come in at 7am and leave at 3pm, or come in at 11am and leave at 7pm?" That would be quite specific information where you want particularly significant reductions in background demand. Talking to the travelling public about that detail at that point, I suspect, would not really have much purchase on what they decide. It is really about enabling the employers in particular to take the steps to allow that change at the time.

**Valerie Shawcross (Deputy Chair):** In terms of the management of the situation on the days when it is happening I am very conscious that London Underground has got very good practice facilities, evacuations, tannoys etc. How are you doing with the overground train operators and Network Rail? For example, is there an overarching tannoy system in London Bridge? Are they practising control and management of passenger flows in London Bridge? It is very busy at the moment and they do not seem to have much active management of passenger movements?

**Hugh Sumner (Director of Transport, ODA):** The answer to your question is yes. The stations plans that are being designed now for Games times are designed to be integrated operating plans so it combines bus, Underground, mainline rail and everyone designing their system so that it works as a total system during Games time at Liverpool Street or wherever the mainline terminal happens to be.

There would then be integrated an effective on the day leadership there which would combine all the modes to drive as one thing to ensure that right messages come out through the various tannoy systems and the people are routed in the most effective way.

**Valerie Shawcross (Deputy Chair):** Are they going to do any rehearsals though, Hugh? If people are supposed to operate a control system without having practised it then it might not work.

**Hugh Sumner (Director of Transport, ODA):** Some of the plans have already been tested. For example, the DLR during this year's London Marathon operated a very different station operating system. They practised it, they trialled it and it worked. Similar sorts of things are being used as we go along through now over the remaining nine months to prove that all of the --

**Valerie Shawcross (Deputy Chair):** At mainline stations?

**Hugh Sumner (Director of Transport, ODA):** Yes. You are quite right; you have to practise it, you have to know where to stand and what to say so that you can do an effective job.

**Valerie Shawcross (Deputy Chair):** So they are going to rehearse it?

**Hugh Sumner (Director of Transport, ODA):** Yes.

**Valerie Shawcross (Deputy Chair):** On the cable car - two things really - what is the likelihood that it will be functioning and operational in time for the Olympics? I think we would

all like to see that. Secondly, have you thought about the slightly different travel patterns and possible pedestrian congestion that the cable car might create because, obviously, it would be very popular?

**Isabel Deding (Deputy Mayor for Transport):** We are hopeful that it will be operating by the Games. There is liquidated damages in the contract if it isn't --

**Valerie Shawcross (Deputy Chair):** Can you give us a percentage guess? 75% likely?

**Isabel Deding (Deputy Mayor for Transport):** I cannot - not least because I do not know! There are many different views on this and I could not possibly seek to amalgamate them. We would all love it if it were open but, equally, it needs to be fully tested and we need to make sure it is all working - obviously - before the first people get on it.

The key thing is that the movement around that location is not predicated on the cable car so all of the assumptions about getting people to and from the venue do not require the cable car but it would be nice to have if we had it. Of course we are taking into account what happens if people are coming off the cable car and how that affects the movement in the area.

**Valerie Shawcross (Deputy Chair):** So you are planning for it to be operational?

**Isabel Deding (Deputy Mayor for Transport):** No, just being aware of what happens if there are people - that is just basic. Being aware of what the impact would be if it was operational.

**Valerie Shawcross (Deputy Chair):** So you have two plans - if it is operational and if it isn't operational?

**Isabel Deding (Deputy Mayor for Transport):** That is all being taken into account.

**Valerie Shawcross (Deputy Chair):** Can we hear "yes it is"?

**Hugh Sumner (Director of Transport, ODA):** The answer is, yes, it is. To make ExCeL work and to make North Greenwich work we need to have either the with or without and it has been designed so it works with or without.

**Murad Qureshi (AM):** Hugh, following on your comments and your analysis of the additional demand, can you tell us specifically how much of the additional demand for transport is coming from visitors?

**Hugh Sumner (Director of Transport, ODA):** If you look at the total ticket sales for the Olympic Games, roughly somewhere between two thirds and three quarters are predicted to come from the UK and about 25% are overseas ticket sales.<sup>1</sup>

**Murad Qureshi (AM):** I ask that question because it does not tell you the tour operating trade. Last week we were informed that the tour operators are suggesting there is a 95% downturn year on year on the number of visitors that we can expect. Being a sports fan myself,

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<sup>1</sup> Subsequently, the ODA clarified that 75% of tickets are being sold through the UK application process. The remaining 25% of tickets are being sold to National Olympic Committees (including the international public), sponsors, stakeholders, Broadcast Rights Holders, the IOC, International Federations, domestic break packages through Thomas Cook, and prestige and hospitality packages.

when I go abroad, apart from a ticket for the game you want a bed for the night as well. I was wondering how that tallies with your demand on the transport system?

**Isabel Deding (Deputy Mayor for Transport):** Every city that hosts the Olympics sees a downturn in the standard day to day tourism. We want to try to minimise that, obviously, as much as possible. There are a wide range of numbers being thrown around - 95% is an extreme. That is not what is going to end up happening. Some people are saying 2%. The point is there is a lot of speculation around that issue at the moment.

One of the most important things is that we give some clarity to the tour operators as soon as possible about the volume of hotel rooms that are going to be available. Many hotel rooms are held in advance of the Olympics and the sooner that we can release those the better. That is something that is with LOCOG at the moment and, from our perspective, the sooner we can get that moving will help give more clarity to the industry about the volume of beds that are going to be available. If you were outside London you might assume that all of the hotel rooms are taken up by people who have come to see the Games and that might be a natural instinct to assume that. It is not, in fact, going to be the case but we need to give people a very clear message about that.

**Murad Qureshi (AM):** I do not disagree it has been hyped about the lack of availability of hotel rooms and I dare say the pricing of it, but I do think it would help to get to the bottom of this if only to reassure those coming from abroad that they will not have to be on the park benches and there is a bed here in London to watch the events.

The other thing about the effect of demand on transport during such a sporting festivity - it is quite particular if you look at what people do when they go to particular games - they stagger their way to the game to an hour or 10/15 minutes beforehand, but we all leave at the same time. I am wondering whether the system has been set up to deal with that because that is very particular and you see that time and time again in any sporting event around the world. I want to be reassured that we can cope with that, not just in one place of London but in several places in London, at the same time.

**Hugh Sumner (Director of Transport, ODA):** The answer to your question of have we done detailed analysis of arrival and departure profiles by venue, yes, we have, and by sport, and we have then gone back and looked at arrival and departure patterns for the same sport but maybe a different venue. We have worked it all through so that you can then work out what happens.

The big challenge for London will be late in the evenings from 10pm onwards when all the venues start finishing at roughly the same time. However, at that time of day background usage tends to be considerably lower and therefore we have a third peak from around 10pm when there is plenty of capacity to get people home again.

Having said that, a lot of the venues - for example, football at Wembley Stadium - on a normal match day there would be queues at the end of the match to get on the transport system. Similar things will happen in London next year.

**Caroline Pidgeon (Chair):** If anyone travels on the Tube at 10pm you would be surprised how busy it actually is.

**Richard George (Director of Transport, LOCOG):** I would support what Hugh says. One of the things that has been very clear from a transport perspective is that, in most cases, arrival is not the problem. It is the bump out, as we term it, at the end of the event which is where there

are likely to be the transport queues. A lot of thought and worry went into the scale of Stratford stations, for example. That is why we need so much capacity at Stratford; if there are two or three events finishing in roughly the same time order at night we need to clear a lot of people away from Stratford.

We were commenting earlier about testing exercises and things. There is a lot of testing that we need to think through about how Stratford works and it has a very specific set of station plans being put together, not just the mainline stations in London but the Stratford stations themselves for exactly the same reason.

Your point is very well made. London Underground, for example, is very conscious of making sure that it has a plan that allows people to be cleared from Stratford whilst still being able to clear people from North Greenwich Arena on the Jubilee line at the same time. The phasing of these things is not straightforward and that is where all the operating worry is; making sure that it has thought through all of those angles.

The reality is that there will be queues for the transport when you finish events, just as there is at Wembley. As there will be at Wembley tonight. There will be queues to get into the Underground system. What we are doing is working with the operators to make sure that that is controlled, first of all, and minimised, secondly.

**Murad Qureshi (AM):** A comment on that. I am glad that you do appreciate that particular peak and, yes, there will be some queues – the reality in London, if you are a football fan or a cricket fan week in week out, is not terribly good over weekends. TfL has got a lot to prove here that it can cope with this when it is having difficulties most weekends anyway dealing with Londoners going to support their local teams.

**Isabel Dedring (Deputy Mayor for Transport):** Can I add one thing which is we are looking at certain sites and whether we can do associated activities after the end of the events so they draw out the departure from a venue. There are active discussions going on about that at quite a few venues. Rather than having 30,000 people dumping out at once you get some people leaving and then some people waiting for the thing that happens afterwards.

**Murad Qureshi (AM):** Peter Hendy's idea last time about we should have an opportunity to have a drink afterwards is a good idea but that, in reality, does not happen as much as we would like because people tend to --

**Isabel Dedring (Deputy Mayor for Transport):** This is quite different. It would be a planned event which would be in the venue at the end of the actual sport.

**Hugh Sumner (Director of Transport, ODA):** There is also a slight difference in terms of the make up. A conventional football audience tends to be of a particular type, rather than large amounts of families. If we look at the ticket sales for Olympic events it is much more likely to be families, a broader distribution of people, and it is much more of a day out rather than piling in for 90 minutes of disconsolate football!

**Ben Plowden (Director of Better Routes and Places, TfL):** One of the key planning issues is precisely the patterns of people arriving at and departing from both the Olympic Village but also things like the live sites that Isabel mentioned and the work we are doing at the moment to look at when demand at particular stations will be most acute is precisely designed to take account of on which days and at which times you will have a combination of people leaving from work and people arriving on the transport system and travelling through those stations.

In fact, Peter's remark about having a drink was more to do with what people might do at work, where they are going to be located, and just stay in the office a bit longer and watching some of the Games on TV or doing something organised in the office. It is about those commuters not having to then get on a train with thousands and thousands of spectators who will be bumping out of an event. It is very much designed to take account of the interaction between the precise timing when people will be leaving events in particular and when other people will be trying to get on the trains at the same time as part of the daily commuting. It is really making sure that you manage the behaviour around all of that to make sure that, as far as possible, you are minimising the extent to which those people are all trying to get on at the same time.

**Roger Evans (AM):** We talked obviously about Stratford and about London Bridge stations; which other stations do you anticipate will be particularly challenging for you?

**Hugh Sumner (Director of Transport, ODA):** I think Waterloo will be challenging because a lot of people will be coming in from the south west mainline train then moving on from there to events in the centre of town or in the east of town. That is going to be important for us.

The combination of Kings Cross and St Pancras with spectators coming through from the north and then looking towards either heading east, using the Circle line or Hammersmith and City round to Liverpool Street or the Javelin from St Pancras. That will be important to us.

Those are the sorts of big ones. Liverpool Street will face a slightly different challenge because it will have people coming into London in the morning peak but leaving London to go to Stratford at the same time so you have got a different dynamic there. So you have a lot of counter-flow traffic.

Similarly London Bridge, the challenge there will be counter-flow traffic where you have got commuters coming into town but people trying to leave to go and watch the equestrian events in Greenwich Park.

It is not a 'one size fits all' but those are the sorts of stations that are likely to be busy from sports scheduled events. Then you have got things like the road events at weekends where you are probably likely to get the Victoria line stations coming greatly to the fore. Green Park will be important because it is at the centre there and feeds a lot of the cultural and live sites at the same time. Those are the places that are going to be busy.

**Richard Tracey (AM):** I wanted to take up with you the business side, the business deliveries and the general inter-relationship between you as planners with the various businesses. Are you satisfied that the planning is up to speed on this?

**Ben Plowden (Director of Better Routes and Places, TfL):** I think the answer to that question, Richard, is yes. It is quite striking that there was a surge in interest in the business community in the Games once the last summer holiday was out of the way, so early autumn this year business organisations and individual companies significantly increased the number of questions they were asking us and the amount of interest they had in the Games.

We have been holding a whole series of engagements both with business associations like London First, the Confederation of British Industry (CBI) and the Federation of Small Businesses (FSB), but also with individual companies. We have got about 450 individual employees signed up for advice to do with their particular location - we call it site specific advice - which comes back to the point I was making before about what is going to be quite specific to their location

at particular times and days during the Games. That represents about 500,000 employees employed by those companies and, of those, about 100 have now got action plans, real plans of activity, in development which we are obviously reviewing with them.

On the freight side we had an event back in September 2011 with a significant number of both the freight trade associations but also individual operators, both clients of freight but also logistics and freight distribution companies. We have got a second one of those events in early December 2011 and between those two events we have had a series of working group meetings looking at the issues and challenges facing particular parts of the freight industry so, for example, cash in transit has a very specific set of requirements in terms of delivery and collection of cash from banks and businesses. The NHS has a different set of requirements, for example, about emergency vehicles and delivery of supplies to hospitals and so on. Individual sectors within the freight industry will have quite different requirements in terms of where they need to be and when they can be there and whether they can flex their delivery patterns according to what they are trying to move around the city.

There is still a lot of work to be done but we have now very much got the active attention of both the freight associations like the Road Haulage Association and the Freight Transport Association, but also the major freight operators and their clients like the big supermarkets, like the brewery companies and like the NHS. That work is pretty much where it wanted to be. It does not mean that there is not going to be a substantial challenge in terms of making sure that London keeps supplied with goods and services - to your point about combining that with road events and whether the road closures can be managed for deliveries.

**Richard Tracey (AM):** The inevitable question that is always asked is is there a Plan B if things go wrong? You have heard it already with some of the rail services and the bus services. Is there a Plan B for freight delivery if it all goes pear shaped in the event?

**Ben Plowden (Director of Better Routes and Places, TfL):** In the sense of if there was a specific event like a burst water main or a lorry jack-knifing at a particularly sensitive point in the network then, yes, that would be very much part of our contingency plan that we discussed earlier on and that will have been trialled and practised as part of the live exercises we are doing in the run up to the Games.

We are reasonably confident, in broad terms, we will be able to keep London supplied with goods and services whilst accommodating the Games on the road network. The answer to that is, yes, we will. The Plan B will be more about where a particular episode happened that had not been planned to do with the road network where there are contingencies in place that would adequately meet that.

**Richard Tracey (AM):** There are specifically 372 businesses in the real hot area of the Games. Presumably, you have communicated very directly with them so that they are happy about how they are getting their deliveries?

**Ben Plowden (Director of Better Routes and Places, TfL):** Absolutely. Just this evening, I am going to address the Midtown business improvement district to talk about precisely this. There are 150 local businesses coming, of various sorts, right across smaller companies, major employers and voluntary sector organisations. We have got a very active programme of engagement both directly with individual employers - over 400 of those - but also through business improvement districts, through the trade associations, through local trade associations and the Chamber of Commerce. For example, we have had 25 workshops with small and medium sized enterprises (SMEs) and we are talking to about 60 business intermediary

organisations who, between them, represent about 200,000 different mainly small employers. We really are engaging right across the geography of the Olympics but also from major employers like the BBC or some of the big companies in central London down to SMEs who have much more localised specific requirements.

**Richard Tracey (AM):** Even despite what you have just been setting out, the Federation of Small Businesses is still saying that there are a large number of their members that do not believe they have received the information they want, they are not in touch, they do not work when the workshops are taking place. Yesterday I think it was the London Chamber of Commerce who was saying that 20% or more of businesses - I think I have got the figure right - were totally unaware. Why are the stories still coming out when you say you are doing so much.

**Ben Plowden (Director of Better Routes and Places, TfL):** There are two separate issues. One is, is everybody fully aware of the specific implications of the Games for them? Probably not. We are regularly tracking through research and the level of awareness amongst London businesses in terms of are they aware of the Games, are they thinking about whether the Games is going to affect them and that data is where we are likely to be in terms of awareness.

We are also working very closely with the FSB, with the Chamber of Commerce, with London's CBI and with organisations like the New West End Company to make sure that they are also communicating to their members with whom they have a very direct and effective relationship.

We are both directing communications to the organisations themselves but also going through organisations like the FSB. To follow up that story - I think you were referring to a story yesterday in the *Financial Times* - to check with the FSB that we are doing as much as we can through them to allow them to communicate things to their own members because, in many cases, they will be the most effective channel for this conversation. We can do stuff alongside that but often it is going to be the business associations themselves who will have the most important relationship.

As I said earlier, there has been a very significant increase in interest in the business community since the summer holidays - really this autumn. I am reasonably confident that we will have spoken to everybody to speak to and have given them the information they need to plan, certainly by the time the Games come around.

**Richard Tracey (AM):** At one of our early meetings about this subject we had somebody from London Councils here and we discussed the whole idea of lifting the lorry control scheme for the period of the Games to allow for night time deliveries whereas they might not normally take place. I hear that that has not happened and London Councils themselves have not been prepared to lift that prohibition. That seems to be rather backward thinking I would have thought.

**Ben Plowden (Director of Better Routes and Places, TfL):** There are a number of different regulatory regimes that affect freight operations so the London Lorry Control Scheme is obviously one. Operators and supermarkets, for example, will have planning conditions around when they can or cannot receive or make deliveries out of hours. There are issues around the licences issued by the Traffic Commissioners. Those all have slightly different regulatory implications.

We need to get to the point where we have managed to reconcile the need for greater flexibility in when and how freight deliveries take place with the understandable desire of the local authorities, in this case represented by the councils, not to allow a coach and horses to be



driven through protections for local residents around particularly noise at night which is quite well cherished, quite understandably. TfL is involved in that process by talking with both sets of interest - the freight industry and their clients, such as the major supermarkets, and the local authorities - to make sure that we have got in place a regime which allows the freight industry to know when it can do things and what enforcement regime will be in place, but does not give local communities the sense that big trucks will be turning up at 4am with their reversing beepers.

We have got seven pilots going on at the moment looking at the practicalities of overnight deliveries in terms of vehicle choice and how you manage the physical process of that, and that will enable us to produce a code of practice sometime between now and the middle part of December to help operators in the boroughs work out what will be acceptable even within the current restrictions they operate under.

**Richard Tracey (AM):** Isabel, from the point of view of the Mayor's Office, you have an overview of all this. Are you satisfied that all these things are coming into place? Obviously, the image of London is very important to the Mayor's Office. Are you satisfied?

**Isabel Dedring (Deputy Mayor for Transport):** I think there have been two problems. One is the timing of when we are able to give people very detailed information in order to plan freight deliveries versus when some businesses would have liked to have it. Those two have not tallied up. I was just talking to some people from John Lewis yesterday. They were saying, "We would have liked to have had this information two years ago". Different businesses are different. Then there are other businesses where they do not want to know about it until the month beforehand. That is too late. I do not want to second guess when people do their planning but that is where one source of some of the complaint from the business sector has been. It would have liked to have certain bits of information earlier on.

We are where we are is the short answer. We are all very seized of the fact that people do need this information otherwise they are not able to make their plans in detail. We obviously want to start doing the planning because they know some of the basic outlines. Clearly what is coming out over the next couple of months is going to be absolutely crucial in order to enable people to do the detailed planning that they need to do. There has been a timing issue there. Related to that there has been an expectation management issue about when am I going to get what information. We probably should have set that out a bit more clearly with people early on because, again, different people have different expectations about when some of those things are coming forward.

As regards the night time issue, that is still a live issue. It is very much in the boroughs' court to deal with because of the planning restrictions and the lorry control scheme. It is something that we are very actively engaged with them on and that is just one of those difficulties of freight delivery in London; it is bound up in the planning permission for most of these locations. Then there is the lorry control scheme as well. The boroughs are, understandably, very nervous about what their residents' reactions are going to be - both the perception of what might happen and also the reality. Obviously the sooner that can be resolved the better so that businesses know what the hours are that they are operating under in terms of the delivery times.

**Ben Plowden (Director of Better Routes and Places, TfL):** Two bits of analysis are underway. We have talked to some extent so far mainly around the public transport issues. We are also going to be producing much more detailed road network information about what people using the road network can expect in terms of additional journey times if all the things that happen happen in a way that they may do which, at the very least, will give them a chance

to think about what, for example, freight deliveries they would need to factor in, in terms of planning rosters and vehicle numbers. Those are being prepared for an event at the end of this month which will give a much greater degree of reassurance in the business community about what conditions will be like so they can now start doing the planning ahead of that, in good time to make the relevant decisions internally.

**Jenny Jones (AM):** Before we move on, there is really not any serious discussion about putting freight into priority lanes is there?

**Ben Plowden (Director of Better Routes and Places, TfL):** Do you mean in bus lanes?

**Jenny Jones (AM):** Yes.

**Ben Plowden (Director of Better Routes and Places, TfL):** Not that I am aware of, no.

**Jenny Jones (AM):** I wanted to clarify. Good.

**Ben Plowden (Director of Better Routes and Places, TfL):** I will double check but as far as I am aware, Jenny, no.

**Jenny Jones (AM):** I think it is an absolutely stupid idea.

I wanted to come on to walking and cycling. I nearly came in when Valerie [Shawcross] was talking about hotspots because obviously getting people on to their feet and on to bikes would mean that there is less pressure on public transport generally. Is the Journey Planner for the Games going to point out to people when it is faster to go on foot or by bike? Is that a component of the Journey Planner?

**Hugh Sumner (Director of Transport, ODA):** I will try to give the résumé of where we are. In total, some £25 million has been spent upgrading walking and cycling routes in all competition that is both within London and outside London. Now to support that we are going to have to get people using those routes before the Games and then during the Games and after the Games and therefore, with our colleagues in TfL, a month ago we launched the Active Travel Programme which is designed to encourage people to use these routes in advance of the Games and get used to them as a way of getting to the competition venues during the summer of next year. That Active Travel Programme which we are funding embraces both special cycle maps, led walks, led rides and such like as well as good signing to get people to the competition venues. All competition venues will have temporary secure cycle parking to encourage people to ride there and then park their bike safely and securely during the Games and what that means for the Park alone is some 7,000 temporary cycle spaces to feed the competition venues that will be operating there during Games time.

Ben and TfL are the people who are putting the networks in for us and they are driving this forward as part of this active travel programme.

**Jenny Jones (AM):** Can I urge you to answer my question as well about the Journey Planner?

**Ben Plowden (Director of Better Routes and Places, TfL):** There is a discussion going on at the moment about how best to provide useful information - and there is information on Journey Planner and on ours - about walking and cycling journey times. One of the questions you raised was how to make sure that that information in terms of comparing choices is provided when it is most useful to spectators. That is a conversation going on at the moment

between ourselves and the people running the spectators' Journey Planner design. We can certainly come back to you and let you know where we have got to with that conversation once that has been resolved.

**Jenny Jones (AM):** It seems an obvious thing to do if you are trying to - I am actually concerned that your targets for walking and cycling are fairly abysmal. We did recommend as a Committee that you boosted them and they are still very low. For example, cycling you have got at 2% which is lower than the current level in the area so you are actually predicting a decline in cycling during the Games.

**Ben Plowden (Director of Better Routes and Places, TfL):** We wanted to make sure that we had a target - as Hugh picked up - depending on where the spectators would be coming from and that partly takes account of the patterns of travel that will be going on. Obviously you are not going to cycle if you live too far from one of the venues.

We wanted an intention around cycling and walking alongside the public transport improvements that were realistic. Partly because people will be coming to the main Olympic venues in lots of different directions you need to take account of where the journeys start and how long they are in terms of your overall cycling target. It will not suit people commuting from central London to the Park. They will be coming from all sorts of different origins depending on where their journeys have started.

There is a debate about whether the targets are ambitious enough but we think it is an important part of the overall mix of travel.

The other issue to bear in mind is the extent to which we can get people to walk, in particular in central London as implied by your question earlier, as opposed to jumping on the Tube or buses for some of the shorter journeys. We have just finished a pilot at Waterloo which we are reviewing the results from in terms of whether it is possible, by giving out Legible London based information, to get people to choose to walk from Waterloo to central London destinations, rather than jump on the bus or the Tube. Clearly part of the planning activity running up to and during the Games will be to divert people from getting on particularly crowded trains or particularly crowded stations and making short walks either to their destination or to another public transport station where there may be less crowding on the line in particular, so between the Jubilee line and the District line.

**Jenny Jones (AM):** You seem to have forgotten I actually introduced Legible London to the then Mayor, Ken Livingstone, so I know all about it. I do understand. That is not the point. The Games is all about ambition and you have pitched your ambitions on walking and cycling very low. It seems to me that that is inappropriate and I still would urge you to do better. You talk about £25 million. Double it then. Do more. Make cyclists and pedestrians safe.

Are the Greenways all going to be open during the Games, because there is some rumour that they are going to be closed for security reasons and so on? If you start closing the Greenways you are going to deter people, aren't you?

**Hugh Sumner (Director of Transport, ODA):** There is a short section of Greenway just south of the main stadium which will - because of where it is - need to be shut during Games time but the rest of the Greenways, the 75 kilometres of route that have been upgraded, will be open during Games time.

**Jenny Jones (AM):** What is a short section?

**Hugh Sumner (Director of Transport, ODA):** A couple of hundred metres.

**Jenny Jones (AM):** Will that disrupt the flow? Does that mean people will not be able to access?

**Hugh Sumner (Director of Transport, ODA):** No.

**Jenny Jones (AM):** Could we have a plan of that? I would like to know --

**Hugh Sumner (Director of Transport, ODA):** We will send you a briefing note.

**Roger Evans (AM):** I am familiar with this. That is the bit on the top of the northern outfall, isn't it, through to Stratford?

**Hugh Sumner (Director of Transport, ODA):** Yes. It is a very short section of that particular northern out force. I will send you a note.

**Roger Evans (AM):** How will people walk that distance instead then because of security and the complexity there makes it quite difficult to have an alternative to that.

**Hugh Sumner (Director of Transport, ODA):** There are two accesses into the Park from the south. There is the one bit that comes off the top of the Greenway down through the south there and you go through security into the Park that way. Then there is a west access just to the west of the main stadium on top of the Greenway there, again, which gets you into the Park. You will be able to walk along the Greenway from either end of it and get down into the Park through security and then to your competition venue. We will send you a technical --

**Jenny Jones (AM):** I would like to see that.

**Hugh Sumner (Director of Transport, ODA):** The answer is all those eight routes are going to be available, 75 kilometres, during Games time.

**Jenny Jones (AM):** Back to the Greenways. I understand that the London Cycling Campaign has said that there are some barriers on those Greenways and it has made suggestions about how to improve them. Are you going to listen to the London Cycling Campaign on this?

**Ben Plowden (Director of Better Routes and Places, TfL):** To be honest, Jenny, I was not aware they had specifically come up with suggestions but, yes, absolutely, if there are concerns about the connectivity of them we would certainly have a look at those.

**Jenny Jones (AM):** Perhaps when you brief us you can tell us whether you have met the London Cycling Campaign and whether you have done anything about its recommendations.

**Ben Plowden (Director of Better Routes and Places, TfL):** Yes.

**Jenny Jones (AM):** Lastly, the London Cycling Campaign, again, has suggested that you improve cycling between Stratford High Street and Bow Roundabout in view of the fact that we have had two cycling deaths there on the cycling superhighway at Bow Roundabout. Are you going to put in place the improvements that the London Cycling Campaign has suggested? I have cycled it myself and blue paint - as many people round this table have said - does not protect you.

**Ben Plowden (Director of Better Routes and Places, TfL):** There have been two terrible events at the roundabout in the last two or three weeks and we need to look at those very closely in terms of what we need to take away in terms of a possible change to the design or the approach of the junction and obviously there is a police investigation going on on both of those as well. We need to look at whether we need to make any changes in the run up to the Games.

It is worth saying though that in order to get access to the Games certainly from the west, which is the direction in question, to get to the cycle parking that is going to be provided, there will be several preferred ways to get to the cycle parking that would not require you to go across the Bow Roundabout from Bow Row to the High Street. We will be directing people deliberately away from Bow Roundabout, not specifically for the reasons you have raised but because where the cycle parking will be located does not necessitate you going round the roundabout. In fact you would be better off not going to the roundabout and that is shown on some of the maps we have now got out for the areas around the Olympic Park.

**Jenny Jones (AM):** People will be drawn to that because it is a cycling highway already so they will assume it is safe.

**Ben Plowden (Director of Better Routes and Places, TfL):** We need to make sure that they are aware of the other routes to the cycling parking because that will not be the best route in terms of where the spectator cycling parking will be. As I said, we will have to look at the design of the roundabout in the last couple of weeks and make sure that we have done what we need to do.

**Jenny Jones (AM):** Can I urge you to meet with the London Cycling Campaign and listen to them? These are gifted amateurs. You are getting free expert advice. It seems mad not to use them.

**Ben Plowden (Director of Better Routes and Places, TfL):** Of course we will and we have engaged them. We obviously engaged them in the design of the cycle superhighways in quite a high level of detail right the way through the process of the design route we have got so far and we have been contacted by them, not surprisingly, about setting up a meeting to talk about Bow in particular.

**Caroline Pidgeon (Chair):** The issue then is that the London Cycling Campaign often feels they put very good suggestions forward and then you just ignore them. Bow Roundabout is one of those examples where they have suggested several times that changes need to be made and TfL has, for whatever reason, decided to ignore those suggestions.

**Ben Plowden (Director of Better Routes and Places, TfL):** I would not use the word ignore. The issue is there are suggestions about designs at lots of locations and not all of them can be accommodated. That is a slightly different issue than whether we did not listen. We are actively engaged with the London Cycling Campaign, particularly around the design of the cycle superhighways, including the ones already on the ground, and - to meet Jenny's point - we need to meet with them again and check we have had that conversation in the light of what has happened.

**Caroline Pidgeon (Chair):** Just to pick up the Bow Roundabout issue you said you were going to look at a possible change of design. I realise you will be reviewing that at the moment. If you are planning any design changes will that be done as soon as possible and certainly before the Games?

**Ben Plowden (Director of Better Routes and Places, TfL):** It depends on what design changes might be necessary and how quickly they could be done. You obviously would not be able to do very substantial civil engineering works, even if that seemed to be appropriate, but if things can be done that are suggested by that review then we would do them as quickly as we could, yes.

**Richard Tracey (AM):** I wanted to change to the river services because all through the discussions of the Games there has been this point. Indeed, it is one of the Mayor's objections; to get as many people as possible travelling by river as an alternative means of transport alternative to others. Do you feel that this has gone far enough yet? Certainly we have heard quite a number of plans of extra cruise boats being used as well as the Thames Clippers. Are you actually using as many of the piers as you possibly can? Greenwich Pier of course is being done up for the equestrian sports but there is a Reuters Pier which is not very far from Stratford and it seems to me there is another potential which perhaps has not been pursued quite as vigorously as it ought to have been.

**Hugh Sumner (Director of Transport, ODA):** The point you made in generality which is are we trying to get the best we possibly can from the river system is well made. The answer to your question is we have mobilised as many vessels we can: Thames Clippers and cruise vessels. We are co-funding the upgrading of Tower Pier, for example, over there and we are just starting work now with our chums to design the management of the pier during Games time so we can get the maximum number of vessels for both the general cruises but also the corporate hospitality and all the rest of it, the commercial opportunities there. That is all being worked through.

Some of the piers are much more viable than others. For example, Greenwich will be probably the most heavily loaded pier because you have got an equestrian event down there and right adjacent to it. The second most heavily used pier will be the North Greenwich Arena because it is close by and readily useable. The ones I will be focusing on more are trying to get as many people as you can down to Woolwich Arsenal to watch the shooting there because that is a reasonable journey up the top of the hill there.

Your general point is well made and we have been trying to promote the river services as much as we possibly can for the Games time. Already a year out from the Games you can pre-book your river journey now ready so you can experience London in all its glory.

**Richard Tracey (AM):** I mentioned Reuters Pier. There is a real argument that you could use that pier and then you could put on a shuttle bus service to get people to the main Park.

**Hugh Sumner (Director of Transport, ODA):** When we have done the work and the analysis of the Reuters Pier its greater use may be serving ExCeL rather than the Park itself because that is just down the road there so it is more of use for that. The big haul there will be down to the North Greenwich Arena there where you have got 20,000 people and the pier is right adjacent to it so you do not need to put in shuttles so it is much more viable.

The other thing that played into that particular area is - we touched on it earlier - the cable car itself, which will have a different dynamic as well.

**Isabel Deding (Deputy Mayor for Transport):** As you know we are actively working on the Reuters Pier to see whether we can move that forward before the Olympics so that is something we talked about in the past. Just so that other people are aware that we are not just saying,

“Too bad that has not panned out”. We are looking to see whether we can bring that into use more effectively during Games time. The final word has not been said on that.

**Richard Tracey (AM):** The other thing that seems to be an anomaly is that people can get free transport on the TfL services with their ticketing arrangements and they can also get free travel on the mainline rail services with the ticket but they can't on the boats. Why?

**Hugh Sumner (Director of Transport, ODA):** It is exactly the same situation as holds good today with Travelcards. Travelcards provide you a discount on river services and the same will hold good at Games time.

**Richard Tracey (AM):** But only a discount, not free travel? You organised it for all the other modes of transport but not for the river, which seems to me an issue.

**Hugh Sumner (Director of Transport, ODA):** The general principle we adopted is that we would adopt the same thing during Games time as today and we would, in effect, purchase on behalf of the spectators a Travelcard giving the same travel validity.

**Victoria Borwick (AM):** Can we go back to the Olympic Route Network (ORN) please because, again, clarification for Londoners is about Games Lanes and the ORN is sensible for the sake of the fact people may be watching us. Firstly, a really easy question, could you re-clarify for us who the users of the ORN will be? We know about the sponsors, the competitors and the various back up people so, when you come to answer, remind us of those users. Perhaps you could talk again about the impact of prioritising the ORN over the rest of the road network and, going back to the questions the Chair asked earlier, about flexibility and what flexibility will be used and the times the ORN will be operating and when you have the flexibility to stop using them and when you will have some flexibility to change their use if something is not working on the network, as has been referred to? We really would like a bit of a grown up conversation about the various options available and what flexibility you will have because the one thing that we are all aware of is we do not want to have shut off parts of London's roads for hours and hours and hours that is not necessary and we do not want the ORN to be empty yet, obviously, we want to make sure that it is well used if we are going to make this restriction.

**Richard George (Director of Transport, LOCOG):** If I may I will start with who is using it. This is quite a complex set of issues in terms of the ORN. We need it because there is an awful lot of traffic that is Games related traffic. The traffic that everybody focuses is on exactly as you mentioned, the priority traffic, and the priority traffic is the athletes and the Games Family and the Games Family includes people like broadcasters, media and sponsors and those are the key groups that people have focused on. The ORN is also used by what I would call operational traffic for the Games too, a lot of which is outside of hours in terms of the ORN but still necessarily needs to take place. There are many vehicles, for example some of the broadcasters, that use the ORN once, get into a venue, park up, stay there for a fortnight and come out again but there are lots of vehicles that do those sorts of trips. On a regular basis, day to day, through the Games, the primary users are the people that we have already talked about at Games time - the athletes etc - but there are quite a lot of operational logistics movements that need to take place as well.

**Victoria Borwick (AM):** Do you envisage that, to somebody else observing it, it is going to look busy and full and therefore we have made this trouble? What flexibility are you going to have? Obviously you do not want part of the road network, because we cannot afford it in terms of getting people around, empty.

What flexibility will you have for real time changes? It is the reverse of what was said earlier about contingency. What are your real time alternatives?

**Richard George (Director of Transport, LOCOG):** Let me answer that in two ways. On the larger scale what we have always said is that we will only use those bits of the Olympic Route Network when they are required so there are certain routes which go to venues and when that venue is not in operation we would not be using - and that has always been fundamental.

The issue in terms of the time of day and can we switch it on and off at different times of day I would defer to TfL who actually do management limitation. Generally speaking, that is difficult because once the powers are in and once these road junction changes are in, that is difficult.

Is it going to look permanently busy? It will be a bit like some of the big railway stations. There will be times it is overcrowded and there are other times it will look not as busy as you might want it to look because there will be tidal flows just like there is with spectator traffic etc.

It is in those off peaks that we will be pushing many of the operational vehicles and delivery vehicles because that is when it is least priority for the priority traffic. We have a flexing game that we need to play as well in terms of what we move and when. There will be times it looks less busy than at other times of day, yes, because that is the nature of tidal flow. There are lots and lots and lots of people who need to get into work for the massive media centres and things on the Park and they will all tend to want to go in first thing in the morning just the same as everybody else is going to work and coming home again.

**Victoria Borwick (AM):** So you are saying sometimes there will be more people allowed on the Olympic Route Network than others?

**Richard George (Director of Transport, LOCOG):** It is not a question of allowed on. It will be busier at some times than others, yes.

**Isabel Dedring (Deputy Mayor for Transport):** Are we mixing the Games Lanes and --

**Victoria Borwick (AM):** No, that is why I wanted to clarify.

**Isabel Dedring (Deputy Mayor for Transport):** Are you talking about the ORN and not the Games Lanes?

**Victoria Borwick (AM):** Yes. I am talking about the ORN.

**Isabel Dedring (Deputy Mayor for Transport):** It is not as if only the Games traffic can use the ORN; so can ordinary traffic. Therefore we would fully expect that we will be seeing a lot of ordinary traffic on that route network. The thing that distinguishes the ORN from the regular road network is not access; it is the traffic light timings at some of the banned turns, the removal of the loading bays and those kinds of things, but it is not an access issue in that sense. Is that a good explanation?

**Victoria Borwick (AM):** Not everyone can use the ORN?

**Isabel Dedring (Deputy Mayor for Transport):** No, that is not right.

**Richard George (Director of Transport, LOCOG):** Everybody can use the ORN



**Isabel Deding (Deputy Mayor for Transport):** Exactly. Everyone can use the ORN. 1% of London's road network will be the ORN, of which one third will be Games Lanes. Let's talk about the ORN first. Everyone can get on the ORN who wants to --

**Victoria Borwick (AM):** Fine, and then the Games Lanes --

**Isabel Deding (Deputy Mayor for Transport):** The only thing that makes it different from the way that road is today is that the traffic light timings might be slightly different. There is a separate point about the Games Lanes.

**Caroline Pidgeon (Chair):** I want to pick up a point that Isabel said but, before I do that, can we welcome Rosetta Primary School from the London Borough of Newham who have just come in? We are the Transport Committee and we are looking at Olympic transport which will be very much of interest to you coming from Newham.

I wanted to pick up a figure Isabel just said because you said that, in terms of the ORN, a third of it is going to be Games Lanes but in February 2011 we were told that it was going to be a quarter. Have you increased the amount of Games Lanes on the ORN?

**Isabel Deding (Deputy Mayor for Transport):** I have only ever heard a third but perhaps somebody else ...

**Caroline Pidgeon (Chair):** Our evidence in February 2011 was a quarter, so has it changed? That was from TfL.

**Isabel Deding (Deputy Mayor for Transport):** It has always been a third as long as I have been around. That is all I can say on the subject.

**Hugh Sumner (Director of Transport, ODA):** I am not aware of any change. Unless somebody has done the maths differently I am not aware of any change.

**Caroline Pidgeon (Chair):** Perhaps we can get that clarified because we have had previous evidence.

**Victoria Borwick (AM):** We have established then about the ORN so let us go back to the Games Lanes. One of the other Committees that I sit on, chaired by Dee Doocey, we had an open meeting last week on the Olympics Security Committee and we were talking to some of the people who will be using it, including and asking TfL of its plans, the fire, London Ambulance and all the various other people. There were concerns raised by them about restrictions being put on them by the Olympic organisers that although they would be able to use their blue light services when they are on a shout they may have a problem returning to base when they were not using them. This is using the Games Lanes in this particular incidence. In other words, where you have control and command centres or where you have fire bases or ambulance bases for that matter who need to get back to base and to operate as business as usual, there were concerns that the Games Lanes would be restricted to them. This is obviously something that has got to be agreed with negotiation. This was a public meeting and this is also a public meeting. Perhaps you could give us some clarification on that?

**Richard George (Director of Transport, LOCOG):** We have always said anybody with a blue light flashing is a priority. We understand that. My understanding in terms of the exact usage of the ORN in terms of discussions that TfL has had with the aforementioned services is if it is a

routine going back to base we would not expect those vehicles to be in the Games Lane. In the Games Lane. They will of course still be using the ORN.

**Victoria Borwick (AM):** Yes, but we are talking about the Games Lanes aren't we?

**Richard George (Director of Transport, LOCOG):** Correct.

**Victoria Borwick (AM):** If unfortunately, because of the position, we are not going to be moving the ambulance bases or the fire engines, opening a new fire station is a once in a hundred years occurrence, therefore, if they happen to be situation on a Games Lane, how can they operate?

**Richard George (Director of Transport, LOCOG):** Because where the Games Lanes are is still the ORN. I cannot think of any specific incidences where there is only a Games Lane and no other road next to it.

**Hugh Sumner (Director of Transport, ODA):** There would not be a Games Lane and no other general traffic lane.

**Victoria Borwick (AM):** So you are saying that if they are not on a shout emergency vehicles will not be able to use the Games Lane?

**Richard George (Director of Transport, LOCOG):** I will go and clarify. My understanding is that that is what the position is currently.

**Valerie Shawcross (Deputy Chair):** The legal practice of being able to use a blue light differs between the different emergency services and ambulances are not allowed to take a patient back to hospital on a blue light; they only can use a blue light on the way out to an emergency because there is an assumption that the patient will be stabilised. I would have thought priority ought to be given to ambulances in any situation.

**Richard George (Director of Transport, LOCOG):** That sounds to me an enormously sensible suggestion.

**Victoria Borwick (AM):** What we are really saying is this issue was highlighted to us only last week and we thought this was absolutely the Committee to bring it to to make sure that we go back and publicise this problem because all of us want it to work. That is the point that we are saying to you --

**Richard George (Director of Transport, LOCOG):** Absolutely. We all want it to work.

**Victoria Borwick (AM):** Exactly as Val has just clarified, as there are different practices, there are various people that the public would expect will be able to use a Games Lane. If we do need to be a little flexible in how we are interpreting some of the regulations --

**Richard George (Director of Transport, LOCOG):** I agree.

**Victoria Borwick (AM):** -- that is what Londoners would expect.

**Richard George (Director of Transport, LOCOG):** I agree. I will have that conversation with TfL. I agree.

**Victoria Borwick (AM):** We are also a bit concerned about London Councils, that the traffic management and parking plans are now dangerously late. We want a bit more clarification about when we are going to warn people about both the ORN and when the Games Lanes are going to operate and, again, what flexibility there will be.

**Richard George (Director of Transport, LOCOG):** I think the perception developed during the summer time and the early autumn that we were late is a little like Isabel's description earlier; to be fair, we probably did not get the timing of this right. The fact is that the ORN consultation and the publicity and the consultation in engagement in relation to the ORN came out earlier than the traffic management and the parking issues that were brought out as well. As a consequence, we probably stuck ourselves in the foot a bit because we have ended up looking like we are late.

What has happened is there is a whole series of overlapping work streams. There is local area traffic management. There is what is called Last Mile in terms of the walking routes between transport hubs and venues. There are issues about freight that we have already discussed. There are issues about security and the security overlay to some of the venues as well. The way in which the venues themselves work and how all these things need to come together and they need to manifest themselves in the publicity and information we put out to local communities and to residents.

Local area traffic management and parking is partially about making sure the traffic in the immediate vicinity at the venues works because, if it does not work, why did we put the ORN in? That last couple of hundred metres is critical. The parking is partially to make sure that traffic works but also to make sure that everything works for the residents too, because what none of us want is to find that thousands and thousands of cars turn up in the streets around venues where there may currently be no parking restrictions and we would end up with - I always hesitate to use the word chaos but what we do not want is thousands of cars all over the place when what we want to have is a controlled environment both for the residents and for the Games.

In terms of are we late, I do not think we are late; we are later than perhaps would have been beneficial. I accept that. We are going through the process now making sure that all those different workstreams all come together. That is quite complicated because some are more mature than others. They all have to work with the ORN consultations as well. We are going through that process now, between now and the end of the year. We are already out engaging in a number of boroughs in terms of parking. In all of the individual boroughs we are currently in detailed debate about exactly what the measures are, exactly how they are implemented and what the zones are for restrictions on parking.

We are developing Memoranda of Understanding with every borough throughout London in terms of how that works. The full engagement of how this is presented will roll out from December 2011 through until March next year in terms of borough by borough as we take everybody through it.

What we found when we went round all the boroughs this summer, quite correctly, was that boroughs could understand that there were various different workstreams coming but they really wanted to see it all together because it is only when you see the freight issues and the traffic issues and the ORN issues altogether that people can understand what does it mean for me then. We understand that. It has just actually been quite complicated to bring all the different workstreams together. We are on with that and the detail is being worked through with the boroughs individually.

**Victoria Borwick (AM):** Yes. We have seen plans here of the expectation that people are going to hopefully be able to cross the road outside the Earls Court Exhibition Centre in order to get to the venue --

**Richard George (Director of Transport, LOCOG):** Correct.

**Victoria Borwick (AM):** -- and yet if it is a Games Lane then the Games Lane traffic is not going to stop.

**Richard George (Director of Transport, LOCOG):** You have picked on a classic example of --

**Victoria Borwick (AM):** That is my job on this side of the table!

**Richard George (Director of Transport, LOCOG):** - where we have had to work very hard to try to reconcile lots and lots of very good plans individually that do not work together. That is precisely the process we are going through at the moment which we are having to do across many, many venues and many, many streets and very many of these individual issues.

From a transport perspective and from a traffic management perspective, running a road race through the middle of London is a nightmare. It cuts across the ORN, it is difficult to get to certain other venues which are in operation at the time, on certain days at Earls Court it is difficult to get people to and from Earls Court because of a road race. There are all sorts of very good reasons why we want to showcase London by having road events through town but, from a traffic management perspective, it makes it quite difficult for ourselves.

**Victoria Borwick (AM):** Could you also refresh us, on the ORN, on the parking and enforcement fines and other measures that you are introducing?

**Hugh Sumner (Director of Transport, ODA):** Firstly we start consultation in terms of what the penalty charge should be. The ORN penalty charge, which we discussed last time, we are talking in terms of £200 rebated back to £100 for moving and static offences on the ORN. At the same time now we are out for consultation because there are amendments going through the Houses of Parliament to do with the road systems during Games time and also London Councils out for consultation, similarly for how you protect local communities around venues, which is what Richard was talking about there.

This whole thing will need to come together immediately after Christmas with conversations with the Mayor and the Secretary of State because both those parties need to be comfortable with what makes sense to support the communities but also make the Games work effectively. That is the sort of timescale we are talking about.

**Victoria Borwick (AM):** If cars are removed on the ORN will they be taken to temporary pounds? Have you formulated your --

**Hugh Sumner (Director of Transport, ODA):** There is a whole discussion going on at the minute with London Councils and the boroughs themselves about what is the most effective way of doing things. The reason I say that is that there are different ways you can do it. You can either move them round the corner out of the way so the whole thing keeps going, or you could put them in pounds. It all depends exactly where you are because you need to maximise the effectiveness of those vehicles, keep the networks flowing effectively and support the

residents themselves. There is a whole conversation occurring now about that similar enforcement and lift and shift arrangements.

**Victoria Borwick (AM):** As those plans develop may I ask that you keep this Committee informed?

**Hugh Sumner (Director of Transport, ODA):** We will keep you advised, yes.

**Victoria Borwick (AM):** Thank you very much indeed.

**Caroline Pidgeon (Chair):** London Councils have expressed to us huge concern over this whole parking issue. In fact they said that one of the issues is TfL is not able to charge a fee for relocation of a vehicle if you have moved it to a side street and may be liable for any damages and if the penalty notice is as low as £100 if paid within 14 days they describe it could be like valet parking and effectively with four people in a car it might become a desirable place to park because you would then move it neatly round the corner. What are you doing to address London Councils' quite serious concerns about this matter?

**Hugh Sumner (Director of Transport, ODA):** They themselves are out for consultation at the minute on the same subject. It comes back to this issue of local community. If everyone piles into a car - get five people in a car - park it up and the existing tariff is £80 and it is rebated to £40, £40 split five ways is not very much in terms of parking. The fundamental point they make around a consistent coherent message to people, "This is a car free Games - use public transport", is very, very important to communities.

Some of the boroughs which have existing sports venues - say, for example, Stamford Bridge, Craven Cottage or Wembley - have their own match day arrangements very different and we tend to get more support from them. There are others who are not experienced in this field and take a more agnostic view of life. What we are hoping is London Councils will work together and draw together a view which sends a very strong and clear message around, effectively, the road space.

**Caroline Pidgeon (Chair):** We need to have some real reassurance around that because London Councils wrote to us in very strong words - I am quoting their words - about this idea of valet parking. That is what they think the Games Lanes could become.

The other issue they did raise with us is about there are not going to be any on street signs for the network and the Games Lanes. It is only going to be on the road. If you are motorist they want to make sure there are signs as well. You are shaking your heads. Richard, will there be signs?

**Richard George (Director of Transport, LOCOG):** Yes.

**Caroline Pidgeon (Chair):** Fine.

**Richard George (Director of Transport, LOCOG):** There is a whole sign manual that has been designed.

**Victoria Borwick (AM):** Signs for Games network and for the ORN?

**Caroline Pidgeon (Chair):** Yes. Good.

**Roger Evans (AM):** On that subject London Councils are suggesting operating temporary pounds which they can run. When you do this consultation what steps will you take to make sure that London Councils do not see as an opportunity to raise money to put into their coffers, because their response does smack of that a little bit?

**Isabel Dedring (Deputy Mayor for Transport):** The main point to say is this is under extremely active discussion with London Councils. We are all very seized of the need to resolve it, including London Councils. It is watch that space.

**Roger Evans (AM):** Bear in mind they may well have an agenda here themselves.

**Isabel Dedring (Deputy Mayor for Transport):** Point taken.

**Roger Evans (AM):** Everyone wants to make money out of this, and why shouldn't they as well?

**Caroline Pidgeon (Chair):** You cynic, Roger.

**Roger Evans (AM):** I have dealt with these people for too long, Chair. What is the ORN going to entail at the Blackwall Tunnel?

**Valerie Shawcross (Deputy Chair):** A very good question.

**Hugh Sumner (Director of Transport, ODA):** Sorry, we were discussing who was best placed to discuss it. There is no change since we last spoke in terms of the overarching design which is there will be no Games Lanes within the tunnel itself. There will be lanes on the south bound approaches and on north bound approaches. What I am not *au fait* with is exactly the times of operation of those lanes. We would have to get back to you with a note on that subject. The actual geometry is there or thereabouts what we have discussed in the past and we will send you a note on the subject.

**Roger Evans (AM):** You do not have a concern that where the Games Lanes merge into the lanes on either side of the tunnel you will be creating a bottleneck?

**Hugh Sumner (Director of Transport, ODA):** It needs careful management just as any place where you have got lanes coming in and out, yes.

The point is well made. The challenge in many ways for the Blackwall Tunnel is actually getting people there in the morning peak heading south and then back again in the evening. It is counter peak flows of traffic which is useful to us.

**Roger Evans (AM):** It is almost like a tidal flow would be useful! Chair, I think we will probably want to keep an eye on what is planned for the Blackwall Tunnel.

**Caroline Pidgeon (Chair):** Absolutely. Thank you for raising that. It is an absolutely crucial part of the network. Murad?

**Murad Qureshi (AM):** Thank you. What I have seen of Olympic lanes in Beijing and Athens is that they lie empty most of the time and I am concerned at the impact that has in neighbourhoods. The Marylebone Road is of concern to me. In those neighbourhoods at the moment you have got people revolting over the increase in restrictions that the council is proposing. That is on the Mayfair side and the Marylebone side as well as Paddington. I want

to be clear about what the knock on effects along there will be on the bus service, for example. There are several bus routes that go up and down there. I want to know what is the displacement effect on buses of the ORN along the Marylebone Road specifically and generally anyway in London and has some analysis been done on this?

**Isabel Deding (Deputy Mayor for Transport):** This is the detailed modelling that I alluded to earlier that is coming out at the end of November. That is going to be looking at exactly those kinds of issues; the location by location impact on the network of having the ORN, Games Lanes or whatever it might be. Obviously we knew where the Games Lanes were before but we did not know how many vehicles were going to be moving through that space until the spectator information was added and those other things, so the detailed modelling I talked about earlier which is location by location and route by route will come out at the end of November 2011 which will answer that question.

**Ben Plowden (Director of Better Routes and Places, TfL):** There is also a detailed conversation going on between the people at TfL dealing with the design of the ORN and any changes to the management of the turning and the signalling and the bus planning people in terms of diversions that may be required. Bearing in mind - as Isabel said before - of course general traffic will be able to go on using the ORN, just not the Games Lanes part of it and general traffic will remain on the ORN during the Games alongside the Games Lanes. Where there are going to be diversions required to do with, for example, changes in lights or turnings on and off, those will be publicised in advance to people so they know what the alternatives would be. That is not going to be an accidental outcome; it will be a result of deliberate planning between ORN consultation outcomes and the bus network planners in terms of where they need to take account of it.

**Murad Qureshi (AM):** OK. I want to be reassured it is not sprung on people who use routes like the 18, 205 or 27 where they have always assumed a regular service.

**Hugh Sumner (Director of Transport, ODA):** We have just done some very detailed work with some successful diversions around the Oxford Street works for Crossrail. We consulted the local authority and engaged with local people around what those would involve and told them about those some way in advance so it will certainly not come as a surprise if any diversions either there or elsewhere are required because of the operation of the ORN.

**Murad Qureshi (AM):** There has also been a suggestion that black cabs should be allowed to go up and down the ORN. No doubt if you are trying to get from the west end to Stratford your best bet is to get a black cab along the Olympic lane. What has happened to that suggestion?

**Hugh Sumner (Director of Transport, ODA):** Do you mean the Games Lanes or the ORN?

**Murad Qureshi (AM):** Yes, Games Lanes.

**Hugh Sumner (Director of Transport, ODA):** I do not think there is any intention to put black cabs in Games Lanes.

**Isabel Deding (Deputy Mayor for Transport):** Black cabs are not allowed in Games Lanes. What has been discussed is whether buses are allowed to do certain turns that are banned off the ORN so say you, as an individual driver, would not be able to turn right in a given location, but a bus would be. What is being discussed with the cab trade is, where buses can turn right, whether cabs can turn right there, which increases the permeability of the ORN for black cabs so

they can get on to it and off of it more easily relative to an ordinary driver. Those are being looked at on a case by case basis but, broadly, we have committed to the trade that we will look at those turns and we are looking to enable them to make the turns where buses can make those turns. That is quite a specific issue. It is not about usage of the Games Lanes *per se*.

**Murad Qureshi (AM):** Like I say, I understand the sentiment of that suggestion. Who is actually going to be doing most of the enforcing? It has not been clear to me whether it is going to be local authority traffic wardens or you are going to set another army in to enforce this. It is not just the enforcement on the ORN, it is the roads on and off it. You would have to have quite an army to do that. I am wondering what we can expect there. Any surprises?

**Richard George (Director of Transport, LOCOG):** Enforcement of the ORN itself is part of the package of works that TfL is putting together. In terms of the enforcement in the borough streets off the ORN that is part of the work that we are doing on the Local Area Traffic Management and Parking and part of the Memoranda of Understanding that we are developing with every borough as to who is going to do what and how it is going to be done. They do not all want to do it the same way. We need some consistency of the way things are enforced and that is what we are in debate with them about.

**Murad Qureshi (AM):** I do not see this in any of the discussions on London Councils unless someone tells me otherwise. I think this is very important because there is plenty of confusion anyway in central London between the various parking regimes of all the local authorities.

The final thing I want to be sure of is are diplomats based in London allowed to use these lanes as well?

**Richard George (Director of Transport, LOCOG):** There are a small number of permits that will be particularly used for the opening ceremony. The opening ceremony has a slightly different dynamic to it from other days because it is a very large number moving to one spot at one time. It is a slightly different regime for that day. We discussed last time how certain heads of state cause more traffic problem on their own than probably 30,000 spectators do!

There are a small number of vehicles that will have access to Games Lanes for the Games time, yes.

**Isabel Dedring (Deputy Mayor for Transport):** Is it fair to say, Richard, it is not because they are diplomats; it is because they are attending the opening ceremony as VIPs. It is not --

**Richard George (Director of Transport, LOCOG):** It is for Games issues.

**Isabel Dedring (Deputy Mayor for Transport):** -- "I am a diplomat and therefore I have access to the Games Lanes during the duration of the Games". That is not the case.

**Richard George (Director of Transport, LOCOG):** Correct. Absolutely. It is for Games related visits. Many of those diplomats do do Games visits. Some of them might be presenting medals and all sorts of things.

**Murad Qureshi (AM):** It is important because it is amazing and if you are dealing with local authorities let's be clear about this.

**Richard George (Director of Transport, LOCOG):** The strategic road network is with TfL. I am talking about the local streets with the boroughs.



**Caroline Pidgeon (Chair):** We will pick that up. In terms of these VIPs, quite honestly we should be encouraging them to use the wonderful Javelin service that takes minutes and is really good. If we encourage them to do that - they are not going to take the Games away now. People keep saying we signed up to stuff. They are not going to take it away so we need to be far stricter in encouraging people to push the boundaries.

**Richard George (Director of Transport, LOCOG):** When I am speaking to the Games Family different groups - which I do fairly regularly - I spend most of my time persuading them that they will probably get a quicker journey if they go by public transport and we have special plans for the opening ceremony that say if you want to go by the way in which you have always determined you will go to the opening ceremony, which is by a bus, we can get you there by bus but you know what? You will probably have to sit there for four hours before the thing starts because that is the way we will do it. If you want to get there at a sensible time why don't you go by public transport?

**Caroline Pidgeon (Chair):** That is great. Good.

**Richard George (Director of Transport, LOCOG):** We had the world press briefing recently. Several hundred of the world's press there. I was delighted to say, in the 12 questions I had after the transport session, none of those questions were about use of the Oyster Card - which was encouraging.

**Isabel Deding (Deputy Mayor for Transport):** Can I say one other quick thing about the point about whether the Games Lanes look busy. We have not managed to get across very well that the volume of vehicles using certainly a chunk of the Games Lanes is going to be in the thousand vehicles an hour type of territory so every few seconds you would see a vehicle coming through. It is not like you are looking at an image just empty.

Having said that, the total number of permits, the number of people that are going to have access to the Games Lanes, still has not been finalised so, therefore, any definitive view on how many people are going to be in there is still an open question. That is something to keep an eye on for all of us looking forward.

One reason that the ORN does different things on different days is explicitly with the intention to not have lanes standing empty when there is nobody wanting to go from A to B and therefore we would not have it active during that time, so there are changes to how it is going to be used on the different days of the Games.

That is all trying to mitigate exactly the issue that you are talking about. It is clearly unacceptable for Londoners to be majorly inconvenienced and then there is just tarmac standing empty and unused.

**Richard Tracey (AM):** Just a couple of things. One, Richard, you mentioned you were talking to journalists the other day. I understand that there is virtually what I might describe as a bus park around the Russell Square area for these journalists because that is where apparently they are all staying. I hear through various channels that the Vice Chancellor of the University of London is not at all happy about this massive concentration of buses and so on because of his deliveries for the university. Students may well be off on their summer vacation but things still have to go on. Has anybody talked to the university authorities and the Vice Chancellor about this apparent problem?

**Richard George (Director of Transport, LOCOG):** There was a full consultation process for the planning permissions that took place. I have not personally spoken directly to the university. I know that people have spoken with the university because we are using some of their rooms and things to put people up so it is certainly aware of what is going on. I have not heard that specifically.

**Hugh Sumner (Director of Transport, ODA):** We discussed this at length - not with the Vice Chancellor but with other members of the University of London. This was about 12 months ago so we have had detailed conversations with them, University College Hospital and all the other big enterprises around that area. There is a lot of detail to be worked through I agree.

**Richard Tracey (AM):** This one keeps coming back to me from particular sources who are working closely to the Vice Chancellor.

**Isabel Dedring (Deputy Mayor for Transport):** If you have a specific issue from a specific person if you just let us know and then we will make sure it is picked up.

**Richard Tracey (AM):** I will do that. The other thing is Victoria raised the matter of Earls Court and Warwick Road and people being able to get between the Underground station and Earls Court but there are other places - the Embankment I know is going to be very busy according to all your modelling. How many temporary bridges are you going to be putting across these roads? That seems to be one straightforward way of getting people on one side of the road to the other where they would find it very difficult if they were to wait for the traffic to stop?

**Ben Plowden (Director of Better Routes and Places, TfL):** I do not know the precise answer to that. Part of the consultation around the ORN is where there are going to be changes to current pedestrian crossings what the alternatives will be; either other crossings close by or, in some locations where you are going to have very high flows and no obvious alternative, there will be temporary foot bridges put in. The precise number of those and where they are going to be required will come out of the various strands of consultation we are doing and will be quite location specific depending on pedestrian flows, other crossings nearby and amount of restrictions depending on residents and the like but, once we know the answer, we can certainly let you know where they will be as well.

**Joanne McCartney (AM):** Picking up on Murad's point about enforcement and particular boroughs, as far as I understand it, TfL is going to call upon the local boroughs' safer transport teams and pull them out of boroughs to do a lot of that enforcement. Is that something that you are actively talking about or are we guaranteed that safer transport teams will remain in their correct borough?

**Richard George (Director of Transport, LOCOG):** I am afraid I cannot answer that question.

**Joanne McCartney (AM):** Could you write in to us and let us know.

**Ben Plowden (Director of Better Routes and Places, TfL):** Clearly we need clarification around what the enforcement provision is going to be, who is going to be doing it, how it ties in with different --

**Joanne McCartney (AM):** When I go to my local meetings local councillors are trying to plan what they are going to do in the Games, even in areas like Enfield or Haringey, and whether we are going to lose that police resource. It would be great to get some detail on that.

**Joanne McCartney (AM):** Can I move on to accessibility. Last time you were here we highlighted the issues we still felt were outstanding with regard to accessibility, particularly on the TfL transport network. I understand that on the Olympics and Paralympic Games, at its busiest, we could have 23,000 people a day with mobility issues using the network. In response to our earlier questions and concerns you wrote back to us to say that there are 42 Tube stations with step free access that are relevant to the Games and, of those stations, 131 platforms, of which 83 do not provide level access to a train. I know that you are looking at some platform humps on ten of those which is only 12% and some manual boarding ramps. Is that good enough and what else are you planning to do?

**Richard George (Director of Transport, LOCOG):** That is not the whole story because, whilst those things are good and they supplement the existing humps that have been put on so the Victoria line now has humps throughout it etc, what we have been doing is working with TfL to create a wider network of transport. So putting in accessible shuttles at street level. We are talking about 40 shuttle systems being in operation during Games time moving people between stations and competition venues. It is a very much broader pattern of access and inclusion we are doing.

**Joanne McCartney (AM):** You mean bus shuttles above ground?

**Richard George (Director of Transport, LOCOG):** Yes. Either community transport association vehicles, big buggy type vehicles, all designed to get people where they need to be - whether that be from the station up the hill to a venue or between walking areas. There is a whole broad spectrum of stuff we are trying to do there. We have customised the spectator Journey Planner to allow for graded levels of mobility impairment on that and that is being upgraded over the next month, again, to try to encourage people to use the public transport systems and to use the bus systems during Games time. There is a whole programme of access inclusion which we are driving forward with our chums in TfL who have been very, very supportive indeed.

**Joanne McCartney (AM):** One of the cost effective solutions we suggested was having the platform humps, or the manual boarding ramps. You said that the platform humps will be on around 12% of those platforms that you have identified. What is the scope for increasing that? With regard to the manual boarding ramps, they are being trialed, I understand it. Do you have any early indications of the trials and whether you are going to be able to roll those out to the remaining platforms?

**Hugh Sumner (Director of Transport, ODA):** If I can deal with the latter first the initial results are very encouraging for the use of those sorts of ramps on the Underground stations. It is not a one size fits all because it all depends on the busyness of the station but we are finding that works well for users and staff themselves find it effective.

In terms of the first question which was is there scope for looking at further places where humps might be appropriate to address things, yes, there is. We still have not finalised it; it is a work in progress finalising those.

**Joanne McCartney (AM):** Have you audited where it is possible to do it and is it just a matter now of design and finance, or --

**Hugh Sumner (Director of Transport, ODA):** It is a combination of all the above and we will keep you advised as it moves forward. The number will not be the same, as we have said in the last progress report. It will change as we move forward towards Games time and be bigger rather than smaller.

**Joanne McCartney (AM):** If you were estimating now what percentage would you like to see by the Games?

**Hugh Sumner (Director of Transport, ODA):** I do not know. I would need to reflect on that better and get a technical understanding. I am not going to --

**Joanne McCartney (AM):** Perhaps you could write in to us and keep us informed of that because that is going to be --

**Hugh Sumner (Director of Transport, ODA):** We will send you a broader note on access and inclusion than the one that was in the update report. We will write you a good couple of pages on that.

**Isabel Deding (Deputy Mayor for Transport):** That just needs to specifically answer the question about what do we currently think the likely roll out is going to be, which might change --

**Joanne McCartney (AM):** That would be useful. A broad note could be meaningless. We need some specifics.

**Hugh Sumner (Director of Transport, ODA):** Sorry, this will be specific but it will give you a range of outcomes.

**Joanne McCartney (AM):** The other issue I want to ask is about staffing. You have mentioned staffing. Earlier this Committee has asked questions about your staffing plans and Transport for All in particular but other groups have raised issues about the loss of station staff and whether that makes it more difficult for people to access the Tube network in particular. Certainly I am getting some anecdotal stories from my local residents who say that they find getting out more difficult now than this time last year.

Could you let us know what plans have you got for staffing at these stations and the ability to have staff that are trained to use the ramps, to have adequate staff at stations and will you also be using Games volunteers to supplement your staff?

**Isabel Deding (Deputy Mayor for Transport):** On the general point around specific stations, do always let us know, or let me know, specific locations. Part of the intention of getting people out of ticket offices and into the station is that you might expect the opposite to happen; it should be easier for people to get around because the staff are out, rather than behind glass. If that is not happening then let me know and I can pick it up.

On the general point I would not expect that shift out of ticket offices into standing at the gate line or being around the central area of the station. That should not negatively impact accessibility for people for assisted travel in those locations.

**Hugh Sumner (Director of Transport, ODA):** Moving on to your second point which is are there going to be more people on stations, yes, there will be more people. Therefore all the

transport operators' back office staff, who normally might be processing bits of paper, will be out there providing front of house information and support to customers. Not replacing or doing safety critical roles *per se*, but actually acting as front of house and helping spectators have a great day out. That applies to 17 training operating companies, Network Rail, the Underground and the Docklands Light Railway. All will be mobilising as many people as they possibly can to provide great service to customers.

**Joanne McCartney (AM):** Will you be using Games volunteers, Ben, on the TfL network?

**Ben Plowden (Director of Better Routes and Places, TfL):** Absolutely. One of the issues for us is trying to work out which operational staff will need to be in which locations - whether they are station staff or in control rooms like the traffic control centre - and who else from TfL's workforce might need to be volunteering to support TfL's operations services. Peter Hendy has made it clear he wants as many people as possible to be part of the visible army of people helping Londoners, and especially visitors, find their way around during the Games and obviously, within time, with the Olympic Ambassadors Programme and all the other volunteering efforts so that feels like a coherent experience. If you are a visitor you can get the same information irrespective of who is providing it to you.

**Richard George (Director of Transport, LOCOG):** There is quite an important distinction between TfL staff and train operator staff coming from back office and assisting in the running of a station, and a volunteer providing Games information. There is a very important distinction.

**Joanne McCartney (AM):** The other issue then is will the average member of the public travelling to the Games know those distinctions and how you brand those is going to be quite important.

We have returned many times in this Committee to accessible transport and some of the methods that you were trialling for the Games, if they work here - the trials on the manual boarding ramps are very promising - there could be a real legacy that TfL needs to grapple with this. If it works there it could be rolled out to further stations and the overground as well. Is that something that you are doing a piece of work on?

**Ben Plowden (Director of Better Routes and Places, TfL):** I do not know is the answer to that specific point, Joanne, but I could certainly find out. The wider point I would make is, generally when people talk about legacy, they have focused on the permanent infrastructure like new railway lines and new stations and the like.

There is a very interesting question, more broadly, around the traffic demand management work and issues like accessibility where, if a company has experienced the benefit in terms of its resilience of having staff being able to work in a much broader variety of ways that has huge benefits going forward because there has been a very strong imperative to do that. The same will be true around freight deliveries. We need to capture the broadest spectrum of legacy benefits; not just the investment in the infrastructure but also all the behavioural changes and all the institutional changes including testing things like accessibility to make sure that we do not just do it for the Games and then forget the benefits of that going forward.

I will check what is happening about the accessibility stuff in particular.

**Joanne McCartney (AM):** That would be very useful because one of the complaints we regularly get is that transport organisations do not seem to listen to those that do not have a

strong voice. If this works and people see a difference, the ability for Transport for London to send something on better customer is a very valuable legacy.

**Ben Plowden (Director of Better Routes and Places, TfL):** That is a very good point.

**Richard George (Director of Transport, LOCOG):** Can I support what Ben is saying. A lot of the work that Hugh's team has done putting the transport co-ordination centre together and the methods of working between all the operators in a way that does not usually exist on a day to day basis now is an important legacy that I will be astonished if people do not pick up on. The methodologies, the methods of working and the processes in place for Games time, it would be really quite sad if they were just dropped afterwards.

**Victoria Borwick (AM):** Can I ask a very quick question on disabled access. One of the things you talked to us about before was that for people who were mobility impaired, rather than disabled, there would be, at various places, coaches and buses to take them the last half mile. Could you confirm how that is going to work?

**Richard George (Director of Transport, LOCOG):** They will be procured. The services are there. Similarly there are some venues where we can't get blue badge parking adjacent to the venue and we will try blue badge parking and a shuttle to move people from their blue badge parking --

**Victoria Borwick (AM):** I was not necessarily thinking about people who have a blue badge. It is people who cannot walk distances.

**Richard George (Director of Transport, LOCOG):** There are some where we are just running a general shuttle which happens to be accessible as well.

**Victoria Borwick (AM):** So anybody can get on a shuttle?

**Richard George (Director of Transport, LOCOG):** Yes. For example, if you do not wish to walk from, say, Woolwich Arsenal, up the hill to watch the shooting, there will be a shuttle bus there for you.

**Caroline Pidgeon (Chair):** Lovely. Thank you.

**Ben Plowden (Director of Better Routes and Places, TfL):** Chair, I briefly want to come back to the question about cycle safety because Jenny has raised some very important points. There is an understandable desire in the case of the recent terrible events at Bow to understand what the junction issues might be but one other set of data to leave with you which I think we need to carry on keeping in mind is that of the 15 fatalities involving cyclists this year, 11 have involved goods vehicles and 7, possibly 8 - depending on how you interpret it - have been either tipper trucks or skip trucks. Peter [Hendy] has made it very clear to me that the whole question around how particularly those types of construction industry related vehicles are operated, designed, what safety features they have or do not have and how the drivers are trained is a very important part, as well as looking at locations where there may be issues in terms of collision history.

It is partly germane to the Games and partly germane to the wider question around cycle safety which I know Jenny is very concerned about. The work we have been doing with the London Cycling Campaign, with the police and with the freight operators is a very important part of reducing danger at source where it is caused particularly by those sorts of vehicles.

**Caroline Pidgeon (Chair):** We picked up all the stuff around lorries in the lengthy press release that TfL issued on Wednesday. We picked that up. It is a serious issue about vehicles. There is a Private Members' Bill in Parliament at the moment, linked to Europe, about trying to have some standards across Europe. There is no point just tackling our lorries when you get lorries coming from the continent. Thank you for that point.

We are expecting a further update report at the end of December 2011 from you and in March 2012 we will be having another hearing so it will be good to get some updates on all of this. Thank you so much for your time this morning. It has been very, very useful.