

Board

**Transport
for London**



Date: 20 September 2012

Item 6: London 2012 Games Transport – Performance, Funding and Legacy

This paper will be considered in public

1. Summary

- 1.1. The London 2012 Olympic and Paralympic Games have been considered among the best ever, with the important contribution of transport recognised by spectators, athletes, the International Olympic Committee (IOC) and International Paralympic Committee (IPC), and the press and media.
- 1.2. This paper sets out TfL's performance during the Games, on both the public transport and road networks, provides an update on funding, and describes some of the benefits TfL will seek to embed into its normal operations as a result of lessons learned from the Games.

2. Recommendations

2.1. The Board is asked to note:

- (a) TfL's contribution to an outstanding London 2012 Games; and**
- (b) The substantial Games transport legacy TfL is preparing to deliver.**

3. Background

- 3.1. Hosting the Olympic and Paralympic Games is the largest logistical exercise a city can undertake. TfL, London 2012 and all transport partners have always had the twin objectives of supporting great Games and keeping London and the UK moving and open for business.
- 3.2. In support of the Games, almost £6.5bn was invested in transport improvements around the Olympic Park and across the capital. All were delivered well before the Games began, delivering an early legacy for London. Examples include line upgrades and new trains on the Tube, the complete refurbishment of Stratford and King's Cross St Pancras Tube stations, the extension and transformation of the London Overground network, and a line extension and extra carriages for trains on the Docklands Light Railway (DLR).
- 3.3. TfL also undertook detailed planning to ensure the right level of transport service during the Games. Tube, DLR and London Overground services

operated one hour later than usual each evening, and more frequently throughout the day on a number of lines.

- 3.4. Additional staff were deployed across the network, including around 3,500 TfL office staff and managers working in customer facing roles as 'Travel Ambassadors', and a further 720 working as Incident Customer Service Assistants on London Underground.
- 3.5. Extra steps were also taken to ensure the reliability of the public transport network, including a programme of enhanced preventative maintenance, rapid response teams, additional spare parts and the suspension of planned Tube engineering works.
- 3.6. On the roads, TfL designed and installed the Olympic and Paralympic Route Networks (ORN and PRN), necessary to ensure that athletes, officials, media and other members of the Games Family could reach venues reliably. Following a six month long borough and stakeholder engagement programme and public consultation, the ORN and PRN were built largely over a seven week period starting 11 June 2012, predominantly at night to avoid traffic disruption. A number of physical measures, such as white lining and signage were introduced, and Active Traffic Management was implemented across the city, including changes to around 1,300 traffic signals.
- 3.7. As promised, the ORN was actually activated just two days before Olympic Games and the PRN was activated on the day of the Paralympic Opening Ceremony, ensuring all London traffic could flow as smoothly as possible in advance of the Games.
- 3.8. A ban on roadworks was introduced on the ORN, PRN and key A and B roads, and around 70 additional tow trucks were on standby to quickly remove broken down vehicles and other vehicle obstructions hindering traffic movements.
- 3.9. TfL delivered a range of measures to make the Games as accessible as possible to those with mobility difficulties. This included new lifts at key Games stations like Green Park and Southfields, improved accessibility information on TfL's Journey Planner, the provision of manual boarding ramps at some stations and the deployment of extra volunteers and lift marshals.
- 3.10. In advance of the Games, a comprehensive testing programme was undertaken to ensure Games time transport operations and systems were robust and ready.
- 3.11. However, TfL recognised that enhanced services and operational performance would be insufficient to deliver the required objectives. A significant change in behaviour by businesses and regular travellers, to avoid the busiest times and places on the network, was also required to keep transport moving during the Games.
- 3.12. To deliver this behavioural change, a major Travel Demand Management programme was undertaken. TfL engaged with business, spectators and regular travellers to advise them of the busiest times and places on the roads

and public transport network and the options available for changing travel behaviour.

- 3.13. TfL also delivered a comprehensive Road Freight Management Programme to ensure businesses and freight operators were prepared for the Games to keep London stocked and serviced.

4. The Success of the London 2012 Games

- 4.1. The London 2012 Games have been widely regarded as an enormous success. Both the Olympic and Paralympic Games saw record attendance at events. During the Olympic Games, there were 7.4 million ticketed spectators (6.25 million in London), including 2.8 million spectators at Olympic Park venues alone. The Paralympic Games effectively sold out for the first time in their history, with 2.7 million ticket sales, including 100,000 non-event tickets allowing people to soak up the atmosphere around venues.
- 4.2. Record numbers of spectators also viewed the road events across London and the South East, with a total of 1.8 million estimated to have attended, as follows:
- (a) Over one million spectators for the men's and women's Olympic Cycling Road Races;
 - (b) Over 200,000 for the men's and women's Olympic Cycling Time Trials;
 - (c) 120,000 for the women's Olympic Marathon and 180,000 for the men's Olympic Marathon;
 - (d) 60,000 for the women's Olympic Triathlon and 160,000 for the men's Olympic Triathlon;
 - (e) 15,000 for the men's 50km Olympic Race Walk and 12,000 for the women's 20km Olympic Race Walk; and
 - (f) 50,000 for the men's and women's Paralympic Marathons.
- 4.3. Londoners and visitors also took advantage of the wide range of events and activities available across the city during the summer:
- (a) The Olympic Live Sites in Hyde Park and Victoria Park London were attended by 1.2 million people, with many more attending sites at Trafalgar Square during the Paralympic Games and Potters Fields. Other London 2012 Festival events are estimated to have attracted a total of 12 million people, while the Our Greatest Team Parade on Monday 10 September saw around 250,000 people line the streets of central London to celebrate the success of British Olympians and Paralympians.
 - (b) West End Tube station demand during the Olympic Games was up by an average of seven per cent compared with 2011, with a peak uplift of 27 per cent on the afternoon of Saturday 4 August. It has been reported that retail

footfall in the West End during the Olympic Games was up 16 per cent on last year and hotel occupancy up 3.2 per cent; and

- (c) A survey of 100 large companies in London by Deloitte found that 42 per cent saw an increase in demand during the Olympic Games, compared with 27 per cent who reported a decrease. 77 per cent of retailers reported an increase in demand from new customers, while 68 per cent of respondents in the travel, hospitality and leisure sectors reported increased demand for their goods and services. Deloitte also stated that businesses 'have been helped enormously by the smooth running of the city, particularly the relative lack of transport problems'. The effective operation of the transport system also supported the seasonal upturn in activity during the Paralympic Games, as school holidays ended and many commuters returned to work.

5. Transport Success for the London 2012 Games

- 5.1. Effective transport has long been recognised as an essential factor for a successful London 2012 Games. Before the Games began, some critics argued that London's transport system was already strained and would not cope with the extra demands associated with hosting the Olympic and Paralympic Games.
- 5.2. However, as a result of a comprehensive programme of transport upgrades and detailed planning in advance of the Games, excellent operational performance during the Games, and changes in travel behaviour by regular travellers, transport performed very well and made a vital contribution to successful Games.
- 5.3. London's transport system won praise from national and international press and media, and was commended by London Organising Committee of the Olympic and Paralympic Games (LOCOG) Chairman Lord Coe and IOC President Jacques Rogge. High profile athletes, including the US Basketball team and other gold medal winners, were seen using public transport throughout the Games.
- 5.4. Spectators also reported their satisfaction with transport for the Games; according to LOCOG surveys, 83 per cent rating their experience of getting home after an event during the Olympic Games as 'extremely good', while London Underground customers also reported high levels of satisfaction.
- 5.5. Both the Freight Transport Association and the Road Haulage Association praised the operation of London's roads during the Games and the support of TfL in helping freight operators to prepare.
- 5.6. The key aspects of TfL's Games operations that helped to achieve these strong results are set out below.

Public Transport Performance

- 5.7. Over the course of the Games, TfL carried record numbers on the public transport system:
- (a) During the Olympic Games, over 62 million journeys were made on the Tube – up 35 per cent on normal levels. Tuesday, 7 August was the busiest day in the Tube’s history, with 4.57 million passengers, while Sunday 5 August saw 78 per cent more passengers than a normal Sunday last year. The Paralympic Games saw a total of 39 million Tube journeys, up 18 per cent on the same period last year;
 - (b) The DLR saw almost 6.9 million journeys over the Olympic Games – up by over 100 per cent on normal levels – and 4 million journeys during the Paralympic Games. Over 500,000 journeys on a single day were made for the first time on Friday 3 August;
 - (c) London Overground saw around 6.4 million journeys during the Olympic Games – up 26 per cent on normal 2012 levels and up 54 per cent on 2011 levels. The Paralympic Games also saw an increase in passenger numbers on London Overground, with 4.1 million journeys in total, up 17 per cent on normal 2012 levels and up 41 per cent on 2011 levels¹;
 - (d) London Buses carried 92 million passenger trips across the 17 days of the Olympic Games and 69 million during the Paralympic Games. Travel patterns showed significant increases around the venues and in the evenings and early mornings, offset by reductions in general traffic levels across the city and where road closures and traffic management measures meant bus services were curtailed or diverted
 - (e) Emirates Air Line saw a succession of record-breaking days, with 32,000 journeys on Saturday 11 August marking the busiest day on record; and
 - (f) London’s river services were busy over the Games, with the main river bus operator seeing a 44 per cent increase in passengers during the Olympic Games compared with last year.
- 5.8. Despite running more services for longer each day and with record numbers of passengers, public transport operated reliably during the Olympic and Paralympic Games, continuing the trend of improving performance in recent months and years:
- (a) London Underground ran 98 per cent of scheduled kilometres during the Olympic Games and 99 per cent through the Paralympic Games. There was a 27 per cent reduction in the impact of service disruption during the Olympic Games, as measured by Lost Customer Hours;

¹ Note: This paragraph was updated to correct factual errors, after it had been dispatched to the Board.

- (b) During both the Olympic and Paralympic Games, reliability on the DLR was 99 per cent, and on London Overground it was 98 per cent; and
- (c) Buses ran 23.2 million km during the Olympic Games, around 600,000 km more than last year (reflecting the increased frequencies on certain routes), and 98 per cent of schedule. During the Paralympic Games, 16.4 million km were operated, around 300,000 km more than last year, and 97.8% of schedule.

Road Network Performance and the Olympic and Paralympic Route Networks

- 5.9. Traffic flows in central and inner London were down by 16.3 per cent in the AM peak and 9.4 per cent in the PM peak on normal levels during the Olympic Games, and down by 10.4 per cent in the AM peak and 2.3 per cent in the PM peak during the Paralympic Games. Serious and severe disruption was also down, by 20 per cent during the Olympic Games, helping to keep the capital's roads running smoothly.
- 5.10. Thanks to this performance, Games Family vehicles achieved journey times on average 30 per cent quicker than normal journeys in London and exceeded the overall journey time reliability target of 95 per cent. Owing to the Games Family using public transport much more than expected, Games Family vehicle flows were typically 30-40 per cent below LOCOG's pre-Games predictions. As a result, TfL was able to actively manage the ORN using roadside variable-messaging signs, with around 60 per cent of Games lanes remaining open to general traffic during the Olympic Games and around 70 per cent during the Paralympic Games.
- 5.11. Following a high-profile three month communications campaign in advance of the Games, compliance with ORN/PRN restrictions among regular road users was very high, at around 97 per cent. Where contraventions did occur, Warning Notices and Penalty Charge Notices (PCNs) were adopted, alongside an on-street presence of Traffic Police Community Support Officers (TPCSOs) and Borough Civil Enforcement Officers (CEOs), and a vehicle relocation and removal service.
- 5.12. Warning Notices, rather than PCNs, were issued for the first few days of the ORN and PRN, to give drivers time to become familiar with the new restrictions. For Games Lanes infringements specifically, the decision was taken to only issue Warning Notices throughout the Games period. In total, 25,700 Warning Notices and 6,500 PCNs were issued for ORN contraventions, and 4,700 Warning Notices and 400 PCNs for PRN contraventions. The on-street operation resolved the vast majority of observed contraventions through verbal requests from a TPCSO or Borough CEO for the vehicle to move on. Throughout the Games, 24,000 vehicles were moved on this way, compared with only around 230 removals and relocations.

Cycling and Walking During the Games

5.13. The London 2012 Active Travel programme was developed by London 2012 and TfL to encourage spectator walking and cycling journeys, and increase commuter walking and cycling to ease pressure on the public transport.

Measures included:

- (a) A network of attractive new cycling and walking routes, especially in East London;
- (b) 15,000 free cycle parking spaces at competition venues;
- (c) A further 1,500 free cycle parking spaces in central London for commuters;
- (d) Free cycle maintenance at venues for spectators;
- (e) A London Cycling Guide covering the Olympic Park and surrounding area;
- (f) Guided walks and cycle rides for venues across London and more widely; and
- (g) Specially published walking maps to encourage people to walk instead of taking public transport for short trips.

5.14. These steps helped to support high levels of walking and cycling during the Games. At sites across London, the number of pedestrians counted was seven per cent higher during the Olympic Games, and 18 per cent higher during the Paralympic Games, compared with the same period last year, while in the West End alone there were 11 per cent more pedestrians during the Olympic Games and 22 per cent during the Paralympic Games.

5.15. Measurements on bridges over the Thames during the Olympic Games indicated 20 per cent more cyclists and 22 per cent more people on foot, compared with the previous fortnight. Moreover, in Central London the figures showed 29 per cent more cyclists, and in East London 62 per cent more cyclists and 158 per cent more pedestrians, indicating large increases in the areas most affected by the Games.

5.16. Barclays Cycle Hire had 642,000 hires over the Olympic Games, 44 per cent more than the first two weeks of July, and a further 442,000 hires over the Paralympic Games. Over the whole of July, Barclays Cycle Hire saw more than 1 million hires for the first time, while the highest ever daily total of 47,000 hires was achieved on 26 July. Moreover, casual use (for non-members) constituted 53 per cent of hires during the Olympic Games and 48 per cent during the Paralympic Games, compared with 43 per cent during a normal period, suggesting greater use by visitors during the Games.

Taxis and Private Hire During the Games

5.17. In advance of the Games, TfL worked with the Olympic Delivery Authority (ODA) to develop a taxi and private hire handbook to advise drivers and operators of the various changes in place for the Games, while during the Games themselves TfL provided real time information through email updates and a dedicated Twitter account.

- 5.18. Feedback from taxi and private hire trade representatives was positive, with private hire operators, in particular, commenting that the information provided by TfL was a real help in planning their journeys.
- 5.19. TfL also deployed compliance officers during Games time as a deterrent to would-be touts, and illegal cab activity was reported to be relatively low during the Games period and non-existent at Games venues. Compliance Officers also checked the accessibility features on taxis, including wheelchair ramps, to ensure this equipment was in full working order and that drivers were able to operate it.
- 5.20. Taxi ranks and drop-off and pick-up points were provided at most Games venues, with significant capacity for the Olympic Park. TfL and the ODA also arranged marshalling at venues and key national rail stations throughout the Games, which received positive feedback from the taxi and private hire trades, as well as passengers. At the Stratford Regional station rank alone, marshals recorded over 42,000 passengers over the Olympic Games.

Dial-a-Ride

- 5.21. Dial-a-Ride operated successfully during the Games, with around 4,000 more trips than target, and minimal disruption. Arrangements for pick ups and set downs at locations on the ORN/PRN were implemented effectively, helped by the support of Travel Ambassadors, who looked after the door to door service while drivers ensured compliance with traffic regulations. Trips around road network hotspots also worked well, with customers being offered (and accepting) alternative travel options, such as different shopping destinations, to avoid the busiest places.

Travel Demand Management

- 5.22. Although significant investment was made in enhancing public transport capacity and reliability on routes to Games venues, it was acknowledged by TfL and others that demand could exceed capacity at certain times and places during the Games, posing a risk to the reliability of travel for individuals, businesses and the Games Family.
- 5.23. As a result, the ODA set up a Travel Demand Management (TDM) programme for the Games. Managed by TfL since 2011 in partnership with LOCOG, train operating companies, the Highways Agency, Network Rail and the Department for Transport, the programme aimed to provide robust and authoritative information to businesses, spectators and regular travellers to help them plan ahead and keep the system moving.
- 5.24. A total of 550 large businesses in locations affected by the Games were given direct planning support, comprising over 600,000 employees, while a further 3,000 businesses, in particular small and medium-sized enterprises, attended planning workshops. The TDM programme also offered a range of business planning toolkits, and used presentations, events, letters and advertising to ensure businesses were ready and could continue to operate during the Games.

- 5.25. To help spectators find the most effective route to venues, the TDM programme also developed special routing strategies and the Spectator Journey Planner. Real time information was provided during the Games through electronic boards on the transport system and through various online and mobile channels.
- 5.26. For regular users of the transport system, the “Get Ahead of the Games” programme was launched, involving an intensive marketing and communications campaign to direct people to www.getaheadofthegames.com. The website included maps and charts of the busiest times and places on the public transport and road networks, as well as an interactive map showing all temporary Games road changes in one place. The campaign also involved customer emails, a series of local roadshows, printed walking maps and real time information during the Games.
- 5.27. The TDM programme proved to be enormously successful during the Games. Londoners listened to TDM advice and modified their behaviour, with around one third of Londoners reporting a change to their weekday daily travel during the Olympic Games. This meant that severe crowding and traffic congestion was avoided, allowing the transport system to run well and support a great London 2012.
- 5.28. Following the Olympic Games, TDM messages were adjusted to focus on the particular parts of the transport network and times of day forecast to be busiest based on the different footprint of the Paralympic Games. The response to this refined set of messages was also encouraging, with around one third of adults in London reporting that they had changed their weekday travel behaviour.
- 5.29. People did not all stay at home or leave the city – rather, the majority simply changed the time or way they travelled to avoid travel hotspots. The re-timing of journeys had the effect of broadening travel demand over the morning and evening peak hours, allowing transport networks to carry record numbers but feel less busy.
- 5.30. Without the good performance of the transport network and this change in travel behaviour, London would have experienced the queues outside ‘hotspot’ Tube and rail stations and to get on trains predicted by pre-Games modelling. The continued success of the TDM programme during the Paralympic Games also ensured that the system was not overwhelmed with the start of school terms and the related uplift in commuter travel in early September. Instead, the smooth operation of the Games and the performance of the transport network throughout have helped present an image of an efficient and welcoming city and country, that should help to attract visitors and investment in the future.

Road Freight Management

- 5.31. Before the Games, TfL recognised that without suitable planning and mitigations, freight activity in London could be adversely affected by the Games. With freight constituting 25 per cent of weekday traffic in central London, and the possibility of road network disruption at certain times and places during the Games (especially on and around the ORN/PRN and on road

event days), TfL undertook a programme of road freight management to advise businesses and operators of how to prepare.

- 5.32. The road freight management programme involved a major engagement and marketing campaign, including setting up a freight forum chaired by a freight industry leader, a programme of consultancy, workshops and presentations, and a series of leaflets, radio adverts and other publicity. TfL also developed a range of freight tools, such as a dedicated Games freight website and the highly-praised online Freight Journey Planner.
- 5.33. In addition, TfL worked with government, regulators, the Traffic Commissioners, London Boroughs and other partners to ensure appropriate interpretation and enforcement of noise nuisance and planning regulations. The lead Traffic Commissioner for the Games and TfL proposed an amendment to the previous Olympic Act which facilitated short-notice changes to HGV operators' licences to facilitate flexible deliveries during the Games where customers had provided insufficient notice to the operator for the normal process. Acting with the DfT, the amendment was enacted, and the Senior Traffic Commissioner issued guidance to help manage the process effectively. These steps enabled more flexible freight operations and appropriate mitigations such as quieter out-of-hours deliveries.
- 5.34. All this planning meant that, during the Games, London was kept stocked and serviced. Across all sectors of the industry, there have no major issues reported. Service levels were maintained, and in some cases improved, through the measures implemented. The retail, leisure and hospitality sectors appear to have seen increased sales, and did not report any issues with deliveries, while healthcare and financial operations did not report any issues with servicing key sites.
- 5.35. Over 2,000 freight operators and businesses were interviewed before the Games to understand their levels of awareness and preparedness. 77 per cent of operators and 70 per cent of businesses overall stated that they had prepared for the Games. Most operators report that the information and support provided by TfL was excellent and they would hope that some of the changes can be continued after the Games. Although a few issues were noted in respect of out-of-hours deliveries in some London Boroughs, these were localised and resolution has been sought directly with the Boroughs.

Travel Ambassadors

- 5.36. One of the most highly praised aspects of London 2012 was the army of extra staff and volunteers in magenta and purple uniforms who made the event such a success. TfL made a substantial contribution to this workforce through its Travel Ambassador programme.
- 5.37. In order to deliver an exceptional level of customer service during the Games, TfL set out to re-deploy over 3,000 non-operational staff across the transport network in customer facing roles. Following a concerted recruitment process, around 3,500 Travel Ambassadors were secured and trained, and distributed

across the TfL network to provide enhanced customer service and information over the course of the Games.

- 5.38. Travel Ambassadors were provided with magenta tabards, iPads and iPhones, and a range of other customer information tools to allow them to do their job effectively, while a dedicated social media site, drop-in sessions and a network of 80 Travel Ambassador 'advocates' provided support for the role.
- 5.39. The programme filled 92 per cent of available shifts (above the 90 per cent target), and experienced a rate of attrition of just five per cent.
- 5.40. Additionally, 720 non-operational London Underground office staff were deployed as Incident Customer Service Assistants (ICSAs) during the Games to support station operations at this busy time.
- 5.41. Travel Ambassadors, ICSAs, and all operational staff received considerable praise from customers and the media for their friendly, knowledgeable and efficient service during the Games.

Safety and Security

- 5.42. TfL funded police resources were deployed to key Olympic locations for crowd and disorder purposes, building on existing investment in transport policing, CCTV and initiatives like the anti-pickpocket initiative 'Project Spiderweb'.
- 5.43. Early indications show that the reductions in crime achieved on the transport system over the past eight years continued during the Games period. The crime rate on the Tube and DLR was around 19 per cent lower during the Olympic Games compared to the same period last year, although the total number of crimes actually increased slightly owing to the record breaking number of journeys. During the Paralympic Games, preliminary figures suggest an actual fall in the number of crimes on the Tube and DLR of 47 per cent, compared with 2011.
- 5.44. Provisional bus-related crime figures show a three per cent reduction for the Olympic Games compared with the same period last year, with nearly all London's Boroughs seeing a reduction in bus related crime. The exception was Westminster, where proactive policing at Victoria Coach Station, focused on international arrivals, drove an increase in drug offences of 326 per cent. Excluding drugs offences, Westminster saw a reduction in bus related crime of over 15 per cent compared with last year. Provisional figure for bus-related crime during the Paralympic Games indicate a continued reduction of 19 per cent compared with last year.

The TfL funded police also played a critical part in the operation of the ORN and PRN, providing high visibility mobile resources along the routes to ensure that traffic flowed smoothly and that Games family journeys were reliable.

Accessibility of the Transport Network

- 5.45. TfL has invested hundreds of million of pounds and implemented various measures over the past few years and during the period of the Olympic and Paralympic Games, which together have helped to make London 2012 the most accessible Games ever. This will have a lasting legacy for Londoners and visitors alike.
- 5.46. Investment meant that 66 Tube stations were step free by the Games, lifts across the fully-accessible DLR network were refurbished and the London Overground upgrade included replacing ageing rolling stock with new, fully-accessible trains.
- 5.47. Level access provision was more extensive than originally planned, with more permanent humps, a number of 'semi-permanent humps' and manual boarding ramps used at 16 step-free stations.
- 5.48. TfL also provided better accessibility information with products like the step-free Tube guide and extra staff at key lifts to provide help and support. Fire service lifts were brought into operation in Westminster and North Greenwich stations to boost step-free capacity.
- 5.49. 90 per cent of platforms served by London Underground services had tactile paving (or platform edge doors) to warn of the platform edge – above the 65 per cent planned within the London 2012 Accessible Transport Strategy.
- 5.50. Almost 40,000 disabled spectators attended ticketed events over the course of the Games, and over 2,000 on the busiest days, many of whom used public transport, demonstrating the importance of this investment and planning. While TfL does not require disabled people to book assistance in advance, on London Overground, where data is available, there were 75 customer assistance requests on the busiest day of the Olympic Games and 162 on the busiest day of the Paralympic Games – significantly higher than usual.

6. Games Funding

- 6.1. TfL committed to deliver infrastructure improvements, enhanced public transport and a number of other projects and services in support of the Games. TfL also supplied travel tickets of varying validity periods to LOCOG for the Games Family, contractors and volunteers before, during and for a short period after the Games.
- 6.2. This was undertaken on the understanding that TfL would be held financially harmless overall when taking account of all Games related incremental costs and revenues.
- 6.3. It is still relatively early to assess TfL's overall financial position, however including items where TfL has approved internal funding and assuming contingency associated with ODA funding agreements is made available, the current forecast indicates a broadly break-even position.
- 6.4. The impact of the Games on fare revenue is still to be determined, which will in turn have an impact on other commercial arrangements.

- 6.5. It is planned to have a final close out position by mid November, which will be reported to the Board in due course.

7. Transport Legacy of the Games

Improved Infrastructure – Greater Capacity and Reliability

- 7.1. The most visible Games legacy is associated with the £6.5bn invested in new and improved transport infrastructure. This is already providing an early legacy of better transport options, particularly for people living in east London, supporting population growth and economic development for generations to come.
- 7.2. Upgrades have also delivered more capacity, greater frequency and improved reliability, with the Central and Jubilee lines and DLR benefiting over recent years.
- 7.3. The London Overground is unrecognisable from the railway that TfL took charge of just a few years ago. It has new signalling, trains and refurbished stations – many of them step-free. It is now a frequent and reliable metro service moving over 100 million customers per year.

Better Operation of the Public Transport and Road Networks

- 7.4. Innovative maintenance plans and procedures put in place before the Games, such as the Tube's Emergency Response Unit (ERU) travelling to fix signal, track and train problems under BTP 'blue light' worked well. TfL will investigate whether such measures can be sustained after the Games, helping to further enhance reliability, which has already improved by around 40 per cent since 2007/08.
- 7.5. Although the ORN and PRN were themselves temporary, there is a significant legacy in terms of both enhanced traffic signal capacity installed in and around the ORN and PRN (principally through additional SCOOT installations), and also in the experience of operating Active Traffic Management across London on a scale never previously undertaken. This experience will feed directly into the Mayor's Roads Task force, which is currently establishing a long term vision for the development of London's road network.

A More Accessible Transport System

- 7.6. As described above, TfL's preparations for the Games will also leave a legacy of more accessible transport across the capital.
- 7.7. Partly this is an increase in step-free access, but as importantly it includes features such as audio/visual information displays, hearing aid induction loops, wide-aisle gates, tactile paving and additional help points.

Partnership Working and the Transport Coordination Centre

- 7.8. In the planning and operation of transport for the Games, the UK's transport operators collaborated probably more closely than ever before. In advance of the Games the nationwide Games Transport Board brought together all transport partners for unprecedented collaborative planning, providing the foundation for excellent operational performance.
- 7.9. TfL's relationships with the London Boroughs and a wide range of other stakeholders, such as the NHS and places of worship, have also strengthened as a result of continued engagement prior to and during the Games. Links with business have also been strengthened as a result of the Games.
- 7.10. During the Games themselves, the Transport Coordination Centre (TCC) has seen transport organisations from across the UK come together to share information, work together in response to issues and incidents, and integrate communication with customers.
- 7.11. Work is underway to ensure that the benefits of collaborative working are sustained after the Games.

Volunteering

- 7.12. Volunteers – whether they are the London 2012 Games Makers, London Ambassadors, TfL's Travel Ambassadors or Network Rail's Travel Champions – have been one of the great success stories of the Games.
- 7.13. TfL is investigating how Travel Ambassadors or a similar programme can be sustained in the future to enhance customer service for events or during business as usual.

Freight and Logistics

- 7.14. TfL worked closely with businesses and freight operators in advance of the Games, supporting innovative approaches such as out-of-hours deliveries, to ensure shops, restaurants, hospitals and others could remain stocked and serviced during the Games.
- 7.15. TfL is determined to build on this success after the Games using the partnerships established through the Freight Forum. Specific tools such as the Freight Journey Planner could also be maintained to support freight and other road users, and to help prioritise kerbside access during peak periods for buses and cyclists.
- 7.16. A forum meeting has been arranged for the end of October to communicate Games outcomes to the industry and build on the relationships already developed.

More Cycling

- 7.17. Cycling in London has already increased substantially in recent years, but the Games could give it an even greater boost. The success of Britain's cyclists on the road and the track is set to inspire more people to cycle, and this summer has already seen record numbers using Barclays Cycle Hire.
- 7.18. In the run up to the Games, £10m was spent on enhancing 75km of paths to and around the Olympic Park, benefiting the local community for years to come.
- 7.19. TfL will continue to improve infrastructure, including further expansion of Barclays Cycle Hire, the construction of additional Barclays Cycle Superhighways, the implementation of a junction review programme, and continuing support for cycle training.
- 7.20. A major new elite and cycling participation event, RideLondon, will also seek to encourage more cycling and promote London from August 2013.

TDM and Communication to Businesses and Customers

- 7.21. One of the key reasons the transport network operated so smoothly during the London 2012 Games was that businesses and many Londoners followed the advice of TfL, London 2012 and transport partners to change the way they travel, avoiding the busiest times and places.
- 7.22. TfL is keen to learn the lessons from the Get Ahead of the Games campaign, to see how communication and relatively modest changes in behaviour could help make the most of the available capacity on transport networks.
- 7.23. TDM could also provide benefits during planned closures of the Tube or rail network for upgrade works.
- 7.24. Much greater and more effective use was made of digital and social media channels (particularly Twitter) for the provision of real-time travel information and advice during the Games. TfL will look to build on and seek to maintain after the Games.

Thank you

By changing the way you travelled, you helped us keep London moving and supported a great London 2012 Games.

We couldn't have done it without you.

Peter Hendy, CBE
Transport Commissioner

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MAYOR OF LONDON



Transport for London



Working together:

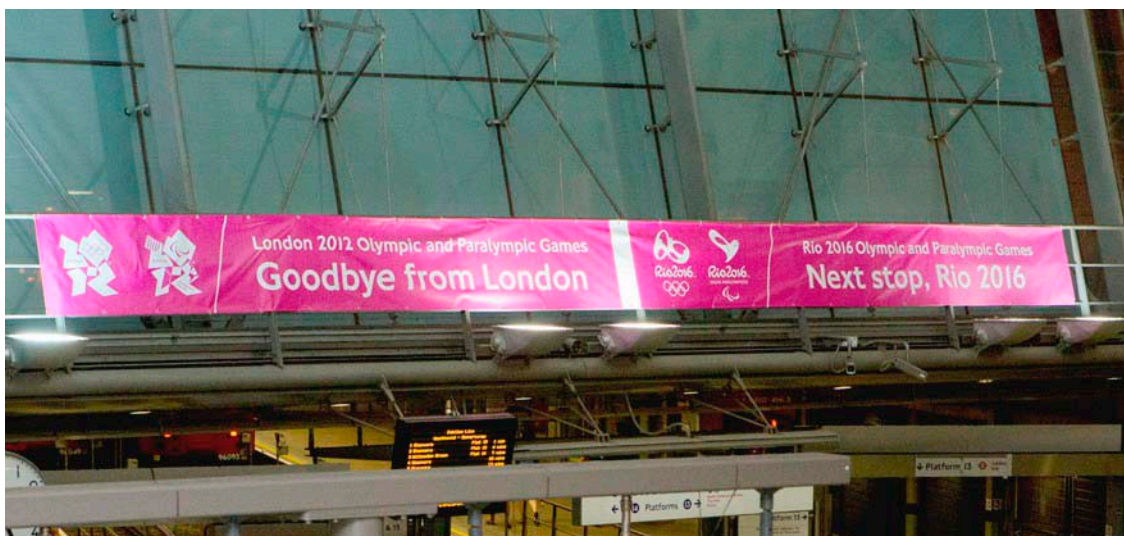
MAYOR OF LONDON



Transport for London

Reputation

- 7.25. However, perhaps the most valuable legacy from the Games is that TfL has proven that it can plan, build and operate a transport network able to support the most challenging logistical exercise any city can undertake.
- 7.26. This demonstrates that TfL can support anything else that is proposed for the city in the future, and provides further evidence that London is a great place to live, work and invest in.



List of appendices to this report:

None

List of Background Papers:

None

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