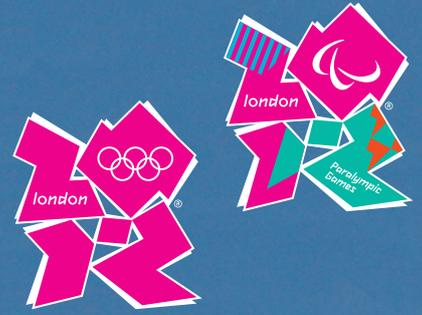


Olympic Delivery Authority  
Transport Plan for the London 2012  
Olympic and Paralympic Games  
Second edition

June 2011



MOVE

## **The Transport Plan**

This second edition of The Transport Plan for the London 2012 Olympic and Paralympic Games incorporates feedback from the consultation completed following the publication of the draft consultation edition of the plan in December 2009.

Further information on the results of the consultation is available at [london2012.com/transportplan](http://london2012.com/transportplan) or by email: [transportplan@london2012.com](mailto:transportplan@london2012.com)

# Foreword

London 2012 will be the first 'public transport' Games, aiming for 100 per cent of spectators to arrive by public transport, walking or cycling in the summer of 2012. With just over one year to go, a significant programme of transport upgrades across the capital has been completed.

The London 2012 transport 'Big Build' is complete and is increasing capacity and delivering an early legacy for Londoners before the Games. These range from the additional westbound platform for the Central Line and the installations of nine lifts at Stratford station, to longer trains on the Docklands Light Railway, and the extension of the East London Line on London Overground. The improvements to Stratford station make it one of the most connected rail stations in London.

Plans for managing travel demand and extra train services that will run later across the country during the Games are in place, along with the blueprint for the Olympic Route Network (ORN) and Paralympic Route Network (PRN).

The Olympic Games will be the equivalent to hosting 26 World Championships simultaneously, followed by a further 19 for the Paralympic Games, along with hundreds of cultural celebrations. Moving hundreds of thousands of spectators and tens of thousands of athletes, media, officials and Games workers is a huge logistical challenge. Although there has been significant investment in transport enhancements, the ability to provide extra capacity is finite.

Transport and road networks during the Games will be busier and under more pressure than normal. We have planned for the increased demand for capacity and have determined the operational requirements for transport during the summer of 2012.

We are now moving into the detailed operational planning phase. This means moving from infrastructure to concentrating on the services that will operate during the Games. We are now contracting with the most appropriate and experienced transport delivery partners in the UK to make sure spectators and the Games Family can get to their events, while keeping the rest of London and the UK moving.

This has been and remains a partnership effort. Much has been achieved, but there is clearly still work to do as we get ready to stage a fantastic Olympic and Paralympic Games.



**John Armitt**  
Chairman  
Olympic Delivery Authority



**Seb Coe**  
Chair  
London Organising Committee of the  
Olympic Games and Paralympic Games



**Philip Hammond**  
Secretary of State for Transport



**Boris Johnson**  
Mayor of London



**Peter Hendy**  
Commissioner  
Transport for London

# 'We're backing London 2012 Games transport'



**Gary Beckwith**  
Chairman  
City Cruises



**David Brown**  
Deputy Group  
Chief Executive  
Go Ahead



**Sean Collins**  
Managing Director  
Thames Clippers



**Tony Collins**  
Chief Executive  
Virgin Trains



**Graham Dalton**  
Chief Executive  
Highways Agency



**Giles Fearnley**  
Managing Director  
UK Bus Division  
FirstGroup



**Dean Finch**  
Group Chief  
Operating Officer  
National Express



**Tom Franklin**  
Chief Executive  
Ramblers



**John Griffin**  
Chairman  
Addison Lee



**David Higgins**  
Chief Executive  
Network Rail



**Elaine Holt**  
Chief Executive  
Directly Operated Railways



**Ian Morgan**  
Chairman  
Confederation of  
Passenger Transport



**Brian Rice**  
Chairman  
Dial-a-Cab



**Michael Roberts**  
Chief Executive  
Association of Train  
Operating Companies



**Jonathan Sharrock**  
Senior Responsible Officer  
Department for Transport



**Nicola Shaw**  
Chief Executive Officer  
HS1



**Malcolm Shepherd**  
Chief Executive  
Sustrans



**Adrian Shooter**  
Chairman  
DB Regio UK



**Brian Souter**  
Chief Executive  
Stagecoach



**David Stretch**  
Managing Director  
Serco Docklands



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



**Alain Thauvette**  
Chief Executive  
DB Schenker Rail (UK)



**Anton Valk**  
Chief Executive  
Abellio



**Jim Walker**  
Chief Executive  
Walk England



**Steve Whiteway**  
President  
Confederation of  
Passenger Transport



**Stewart Wingate**  
Chief Executive  
Gatwick Airport



**Steve Wright**  
Chairman  
Licensed Private Hire  
Car Association



**Mark Yexley**  
Operations and  
Commercial Director  
Arriva UK Bus

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# Chapter 1

## Introduction

### The Olympic Games and Paralympic Games

1.1 The Olympic Games is the world's largest sporting event. In the summer of 2012, the Games of the XXX Olympiad will be held in London. Around 10,500 athletes from over 200 nations will compete in 26 different sports. Over the 16 days of the Olympic Games, approximately 8.8 million spectator tickets will be available for the various competition events.

1.2 The Olympic Games will be followed by the Paralympic Games, which is also one of the world's largest sporting events. The Paralympic Games provides an arena for competition between the world's top 4,000 athletes with a disability. By 2012, around 150 countries could be represented in 20 sports. Nearly two million spectator tickets will be on sale for the 11 days of the Paralympic Games.

1.3 The Olympic Games and Paralympic Games have been described as a country's largest peacetime logistical operation and present London and the UK with a huge transport challenge. In addition to the hosting of the Games, there is also a series of non-sporting events taking place around London and the UK.

### This document

1.4 This document is the second edition of the Transport Plan for the London 2012 Olympic and Paralympic Games (the 'Transport Plan'). It presents an overview of the proposed transport arrangements during the Games for spectators and public transport users, and of the Olympic Route Network and Paralympic Route Network (ORN and PRN) for the Games.

1.5 The first edition of the Transport Plan was published in autumn 2007 following a comprehensive consultation exercise.

1.6 The second edition draft consultation document was published in December 2009 and was prepared by the Olympic Delivery Authority (ODA) in association with the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG). It presented the vision, objectives and key strategic directions that formed the basis of the emerging arrangements for the planning and delivery of transport for the Games.

1.7 This Transport Plan is an update of the second edition draft consultation document and consists of strategic guidelines and operational principles for transport systems and operations, covering every mode of transport. It contains changes arising from the draft consultation exercise from respondents which included the public, key transport delivery partners and stakeholders. Transport for London (TfL), the Greater London Authority (GLA), the Department for Transport (DfT), the Highways Agency, and Network Rail have also contributed significantly to the development of this plan.

1.8 The Transport Plan for the Games has been refined and increased in detail over this period. This document sets out the transport strategy for the Games and the spectator transport operations plans for each venue as they stand at this point in time. Detailed operational plans have been produced as working documents for the use of London 2012, its stakeholders and delivery partners. Only relatively minor changes are expected for the remaining period until the start of the Games, and, where possible, changes have been anticipated in the text.

1.9 All figures and diagrams in this document are correct as of May 2011, though may be subject to change.

### London Olympic Games and Paralympic Games Act 2006

1.10 The ODA was established by the London Olympic Games and Paralympic Games Act 2006 (the 'Act').

1.11 The Act requires the ODA to prepare and keep under review an 'Olympic Transport Plan' for addressing transport matters relating to the London 2012 Olympic and Paralympic Games. The Transport Plan must, in particular, make provision for the matters set out in Section 10(2) of the Act, as described in Appendix A.

1.12 This document has been developed in response to these requirements. The Act requires the ODA to publish the Transport Plan and any revision to it. The ODA is implementing the Transport Plan in accordance with its powers under the Act.

### Consultation

1.13 Before the Transport Plan is issued, the Act requires the ODA to consult:

- the Secretary of State;
- the Mayor of London;

- the London Organising Committee of the Olympic Games and Paralympic Games Limited;
- the Commissioner of the Police of the Metropolis;
- the Commissioner of Police of the City of London;
- the Chief Constable of the British Transport Police Force;
- the Association of Chief Police Officers;
- the Office of Rail Regulation;
- Transport for London;
- a local highway authority, local traffic authority or street authority for a road in England which the ODA thinks is likely to be affected by the implementation of the plan; and
- such other persons as the ODA thinks appropriate.

1.14 This second edition has been prepared in accordance with six consultation criteria contained within the Cabinet Office’s Code of Practice on Consultation. Appendix B sets out the six consultation criteria.

1.15 Prior to this process and the publication of this edition of the plan, a formal consultation on the consultation draft was launched on 8 December 2009 and ran for a period of 14 weeks until 19 March 2010. In total, 106 written responses were received containing 1,259 individual issues, comments or points. The 106 responses received have helped to shape the content of this second edition.

1.16 The Consultation Report also included further details relating to the consultation responses and how they have been addressed.

1.17 London 2012 is involved in an ongoing process of engagement and continues to work closely with its stakeholders. London 2012 is listening carefully to the views of its client groups, the organisations involved in implementing the plans, local authorities, local communities and many others. Consultations on specific issues are being carried out at the appropriate times.

### Structural changes to this document

1.18 The arrangements for the Paralympic Games were previously covered in a separate chapter, but in this edition, they are included throughout the Plan. This change has made a separate chapter unnecessary.

1.19 Two new chapters have also been added to the second edition of the Transport Plan. The first additional chapter provides increased information regarding the arrangements for arrivals and departures for Games Family client groups and spectators originating from outside of the UK. The second additional chapter covers the overall approach to spectator travel demand management.

### Structure of this document

1.20 Following this introductory chapter, Chapter 2 provides a background to the scale and nature of the transport challenge presented by the Games.

1.21 Chapter 3 describes the roles and responsibilities of the organisations involved in delivering transport for the Games. It also describes how the ODA works with its delivery partners and stakeholders in terms of governance arrangements.

1.22 Chapter 4 outlines the key strands of the transport strategy for the Games.

1.23 Chapter 5 describes the transport arrangements for arrivals and departures for international spectators and Games Family members using air, land and sea routes.

1.24 Chapter 6 describes the transport arrangements that are proposed by LOCOG for the Games Family client groups and outlines the ORN and PRN.

1.25 Chapter 7 describes the proposed arrangements for spectator and workforce transport. An overview of the arrangements for rail, bus, park-and-ride, river, cycle and pedestrian transport modes is provided. A summary of how these modes will be supported by an accessible transport network is also included.

1.26 Chapter 8 sets out the proposed spectator transport services and strategies for competition venues with maps and data.

1.27 Chapter 9 considers the spectator transport for road events. These events include the Marathons, Road Cycling, Race Walks and Triathlons.

1.28 Chapter 10 presents information relating to the spectator transport services for the rounds of the Football competition that will take place at regional football stadia across the UK.

- 1.29 Chapter 11 describes the spectator transport plans for the Opening and Closing Ceremonies, particularly those plans managed by the capital's City Operations, and the cultural events associated with the Games.
- 1.30 Chapter 12 considers the impact of the Games on freight and servicing, particularly in the context of advice to businesses.
- 1.31 Chapter 13 gives the strategic approach to spectator transport safety.
- 1.32 Chapter 14 outlines the transport security arrangements for spectator transport. It also summarises the plans that will be put in place for the Transport Coordination Centre (TCC) during the Games.
- 1.33 Chapter 15 summarises the proposed approach to Games Readiness in relation to testing, training, coordination and contingency planning.
- 1.34 Chapter 16 gives the overall approach to travel demand management.
- 1.35 Chapter 17 summarises the sustainability issues associated with transport for the Games and how they are being addressed.
- 1.36 Chapter 18 draws together all the aspects that relate to transport legacy. It describes the transport benefits and improvements that will remain after the Games.
- 1.37 A glossary is provided at the back of the document, including acronyms and abbreviations used throughout the document.

## Chapter 2 Background

### Introduction

2.1 This chapter presents background information and an indication of the scale of the transport challenge during the Games. It gives the key dates for the London 2012 Games and information relating to the key competition venues. In the build up to the Games, events are taking place in London and around the UK. These events include the Queen's Diamond Jubilee and the Torch Relay.

### History

2.2 In May 2003, the Government announced its decision to support a bid, to be made by the Mayor of London and the British Olympic Association (BOA), to host the 2012 Olympic and Paralympic Games.

2.3 On 15 January 2004, London 2012 responded to the International Olympic Committee's (IOC's) pre-qualification questionnaire. The response gave preliminary details outlining the proposed venues and other information on London's plans to host the Games.

2.4 On 18 May 2004, the IOC announced that five cities had been shortlisted to move into the next round of the competition. The five cities were London, New York, Madrid, Moscow and Paris.

2.5 A Candidate File containing London's formal bid to host the 2012 Games was submitted to the IOC in Lausanne on 15 November 2004. Following that, the IOC's Evaluation Commission visited all five Candidate Cities. The Commission visited London during February 2005 when it heard presentations from the bid team and visited venues and sites associated with the Games.

2.6 In Singapore, on 6 July 2005, the IOC awarded the 2012 Olympic and Paralympic Games to London.

2.7 Immediately after the announcement, a Host City Contract was signed by the IOC, the Mayor of London and the BOA. This contract specifies in detail the obligations incumbent upon London to organise the Games. The commitments made to the IOC in the Candidate File are deemed to be an integral part of the contract. The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) subsequently signed the agreement on 5 October 2005.

2.8 In March 2006, the London Olympic Games and Paralympic Games Act received Royal Assent. The Act puts in place the legal powers needed to deliver the Games.

2.9 The ODA was established on 30 March 2006. It is responsible for delivering the new venues, infrastructure, and spectator transport for the London 2012 Games, while contributing to a sustainable legacy.

### Key dates

2.10 The London 2012 Olympic Games will be officially opened during the Opening Ceremony at the Olympic Stadium on Friday 27 July 2012. The Olympic Games will be held over 16 days from Saturday 28 July, ending with a Closing Ceremony on Sunday 12 August.

2.11 The Olympic Village, where the athletes and team officials will be accommodated, will open on 16 July 2012, two weeks prior to the Opening Ceremony.

2.12 Olympic Games athletes and team officials will leave the Village over a three-day period following the Closing Ceremony.

2.13 Following that, a transition period will begin. This period will last for approximately two weeks before the Paralympic Games start on Wednesday 29 August. The Paralympic Games will run for 11 competition days, ending on 9 September 2012. The Paralympic Village will close on 12 September 2012.

2.14 In the lead up to the 2012 Games, a testing programme will be held to test different competition venues and infrastructure. The schedule for the testing programme will be determined by LOCOG in consultation with the individual International Sports Federations (ISFs). Most of these will take place in the summer of 2011. Olympic and Paralympic sports will be tested. Non-sporting events may also be used to test Games operations. More details are provided in Chapter 15.

### Event schedules

2.15 Figures 2.1 and 2.2 illustrate the event schedules for the London 2012 Games. They also indicate the gross spectator capacities of the venues.

## Competition venues

2.16 The London 2012 Olympic Games will be staged at 34 competition venues across the UK. Figures 2.3 and 2.4 highlight the locations of each venue and the sports to be held there. The competition venues are clustered together into the following groups:

- the Olympic Park;
- the River Zone;
- the Central Zone;
- other venues; and
- regional football stadia.

## Olympic Park

2.17 The Olympic Park will feature eight competition venues for the Olympic Games. Seven of these will be used for the Paralympic Games, as well as Eton Manor.

2.18 The locations of the venues are highlighted in Figure 2.5 along with the main elements of the spectator transport system serving the Olympic Park.





Figure 2.2 London 2012 Paralympic Games daily competition schedule

Zone	Venue	Sport	Discipline	Capacity	August							September									
					Wed 29	Thu 30	Fri 31	Sat 1	Sun 2	Mon 3	Tue 4	Wed 5	Thu 6	Fri 7	Sat 8	Sun 9					
Olympic Park	Olympic Stadium	Opening/Closing Ceremony		80,000																	
		Athletics	Track and Field	80,000																	
	Aquatics Centre	Swimming		17,500																	
	Basketball Arena	Wheelchair Rugby		12,000																	
		Wheelchair Basketball		12,000																	
	Handball Arena	Goalball		6,000																	
		Football Seven-a-side		16,000																	
	Hockey Centre	Football Five-a-side		3,000																	
	Eton Manor	Wheelchair Tennis		10,115																	
	Velodrome	Cycling	Track	6,000																	
River Zone		Boccia		5,500																	
		Judo		10,000																	
		Powerlifting		6,000																	
	ExCel	Table Tennis		5,420																	
		Volleyball (Sitting)		10,000																	
		Wheelchair Fencing		10,000																	
	Greenwich Park	Equestrian	Dressage	21,000																	
	North Greenwich Arena	Wheelchair Basketball		18,000																	
		Archery		2,500																	
	Royal Artillery Barracks	Shooting		5,000																	
Eton Dorney	Rowing		10,000																		
Weymouth and Portland	Sailing		TBC																		
Central London	Marathon		Road Event																		
Brands Hatch	Cycling		Road Event																		
					Day 0	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11					

## Paralympic Games venues

2.19 A smaller number of competition venues will be used for the Paralympic Games. Figure 2.6 shows the locations of these competition venues.

## Non-competition venues

2.20 In addition to transport demands to competition venues, the Games will generate substantial transport demands to and from a number of non-competition venues. These will include accommodation venues, such as:

- Villages – where athletes and team officials will be accommodated. There will be three villages, the Athletes' Village at Stratford, which will accommodate the majority, and two satellite villages. The first at Royal Holloway College, for the athletes and team officials associated with the Rowing and Canoe Sprint events at Eton Dorney, and one at Weymouth and Portland for the athletes and team officials associated with the Sailing events.
- International Broadcast Centre/Main Press Centre (IBC/MPC) – located in the Olympic Park, this will be the working base for press and broadcast clients during the Games.
- Hotels – which will accommodate press, broadcast, technical officials, Olympic and Paralympic Family and marketing partners. During the Olympic Games, Bloomsbury will be a significant hub for press and broadcast clients, and Park Lane for Olympic Family clients.
- Ports (air, rail and water) – where Games Family will enter the Games environment, and which will also see considerable spectator traffic.

## Client groups

2.21 With respect to planning transport services for the Games, there are four main groups of people to consider:

1. The Olympic Family and the Paralympic Family and other Games Family client groups;
2. Spectators, attending both sports and cultural events;
3. London 2012 workforce; and
4. Regular or 'background' transport users, including non-ticketed event users.

## Games Family

2.22 The Games Family describes the people from a wide range of organisations that 'make the Games happen'. The Games Family includes athletes and team officials, technical officials, press, broadcast, International Olympic Committee (IOC) and International Paralympic Committee (IPC) members and staff, World Anti-Doping Agency (WADA), Court of Arbitration for Sport (CAS), IOC Medical Commission, members of National Olympic Committees, National Paralympic Committees and ISFs, and marketing partners.

2.23 During the Olympic Games, the Games Family will number around 78,000 people across the whole period. During the Paralympic Games, the Games Family will number about 12,000 people. LOCOG is responsible for planning and delivering transport services to Games Family client groups. Chapter 6 provides further details on the Games Family.

## Spectators

2.24 Around 8.8 million tickets are expected to be available across the UK and internationally for competition events during the 16 days of the Olympic Games. Around 800,000 tickets are expected to be sold for the busiest days.

2.25 During the Paralympic Games, it is estimated that a total of two million tickets will be on sale, with up to 145,000 spectators attending on the peak day.

2.26 The sports competitions are organised in sessions. The session times will vary by sport and by venue. Some venues will host only one session per day, others will host two or more sessions. The Olympic Stadium, for example, will typically host two sessions per day; one in the morning, then another starting mid-afternoon and lasting through the evening.

2.27 All spectators visiting competition venues will be ticketed. Ticket and security checks will be made at the entrance to the venues. For road events and for the Sailing in Weymouth and Portland, significant numbers of non-ticketed spectators are expected to view the events from public areas.

2.28 Some spectators will purchase tickets for more than one event on one day, particularly for events staged within the Olympic Park. This will affect the actual number of people attending the Olympic Park per day. In the case of the Paralympics, spectators will have more flexibility to purchase tickets for many events for a whole day.

2.29 On certain non-peak days of the Games, non-event tickets may be sold. These tickets will allow people to visit the Olympic Park to experience the 'Games atmosphere' but not view any of the sporting competitions inside the venues.

### Workforce

2.30 For the purposes of this Transport Plan, the term 'workforce' is used to describe accredited London 2012 staff, volunteers and contractors. The workforce is a large group of people that has specific transport requirements during the Games.

2.31 The current working assumption is that there will be a LOCOG workforce of around 200,000 people, including up to 70,000 volunteers, for both the Olympic and Paralympic Games. The workforce will need to travel to various venue locations across London and the UK every day, adding to the demand for transport.

### Background users

2.32 There has been £6.5 billion of investment in transport upgrades ahead of the Games. Even so, the transport system in London will be very busy all days during the summer of 2012, which will mean people have to plan ahead and change their transport patterns. It will be 'business as unusual' in the capital. Background users, including impacts on freight, are considered throughout this plan, but Chapter 16 gives an overview of how we are approaching travel demand management for the Games.

**Figure 2.3**  
**Olympic Games venues**

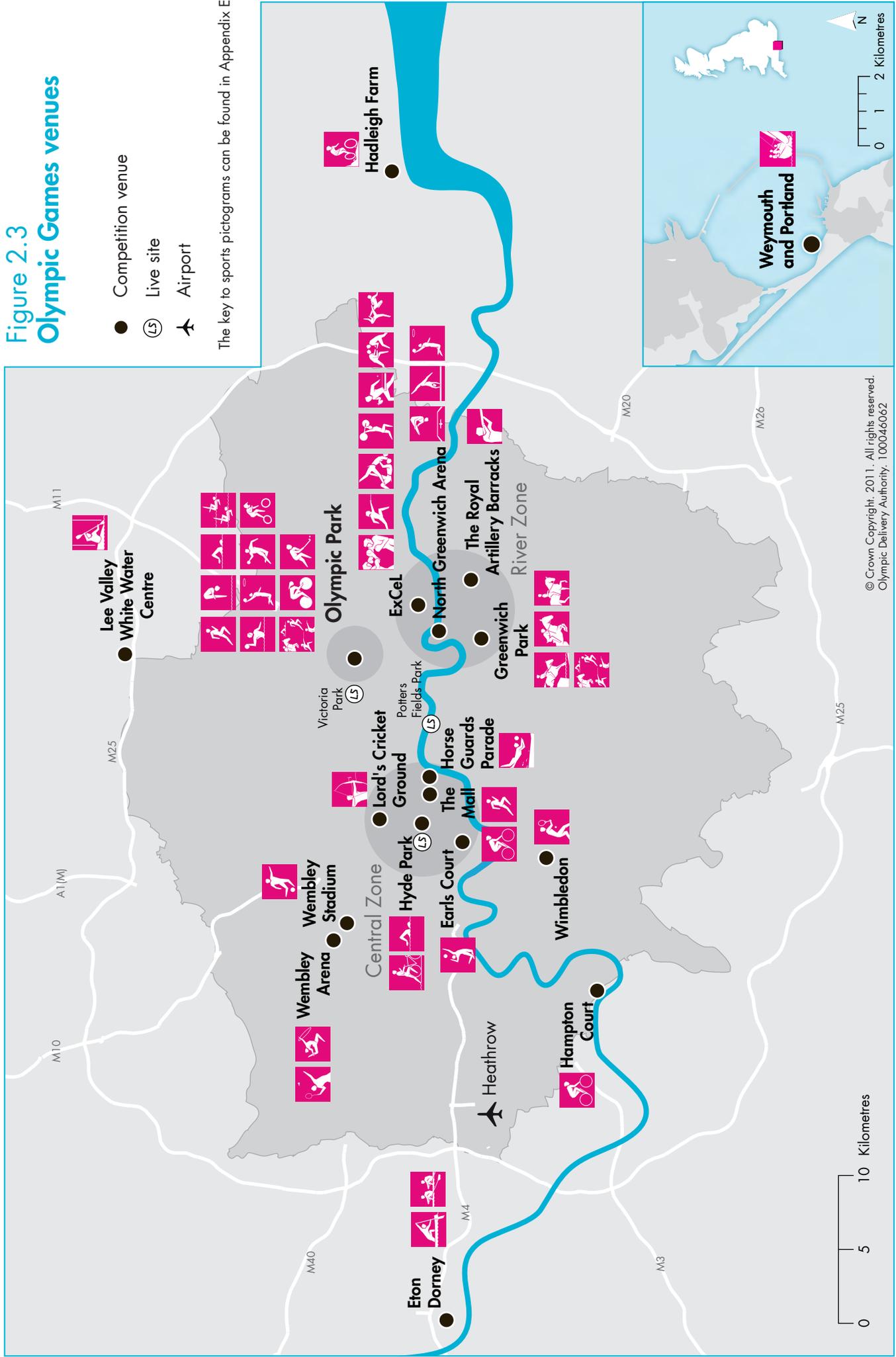
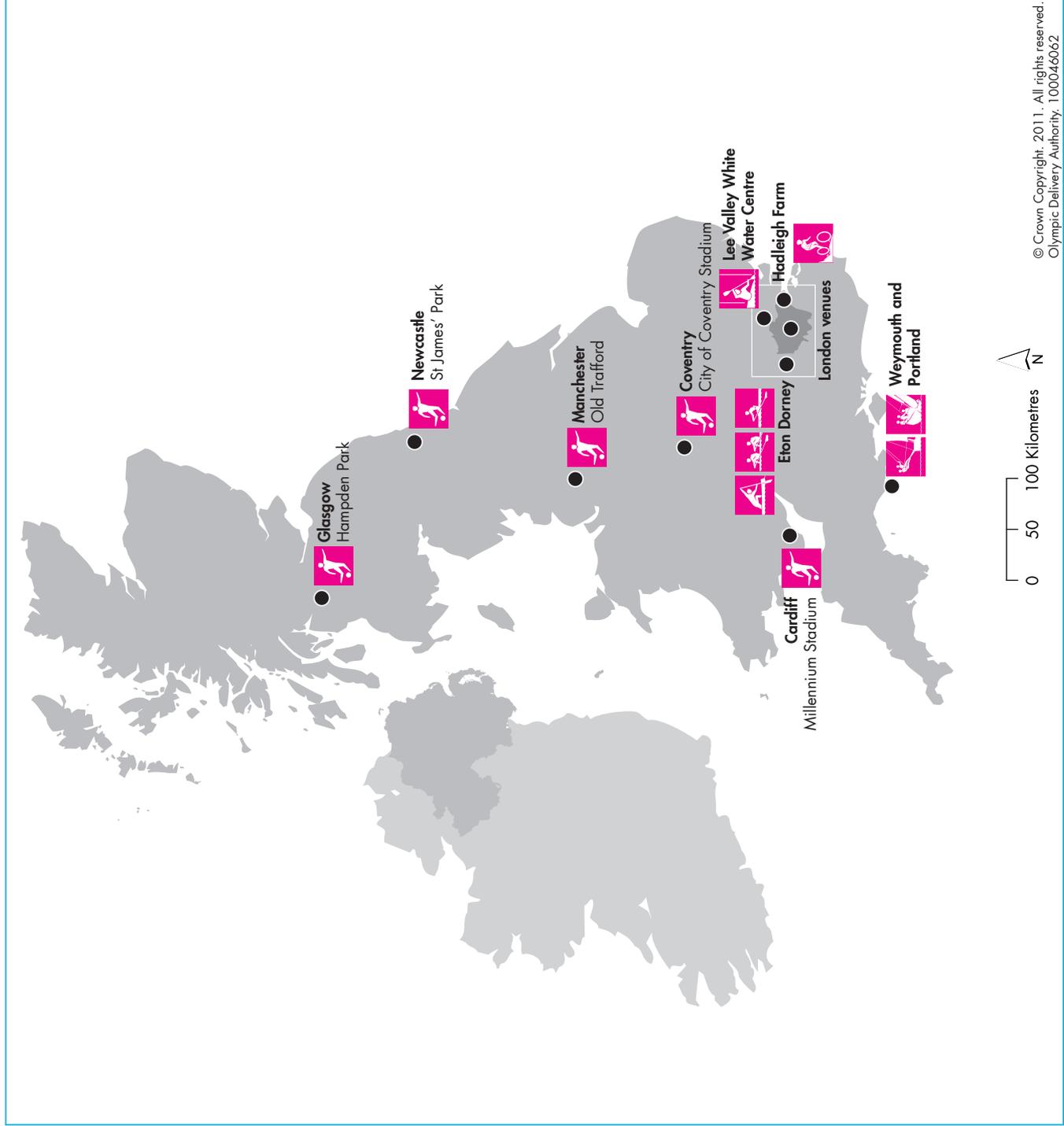


Figure 2.4  
UK Olympic Games venues

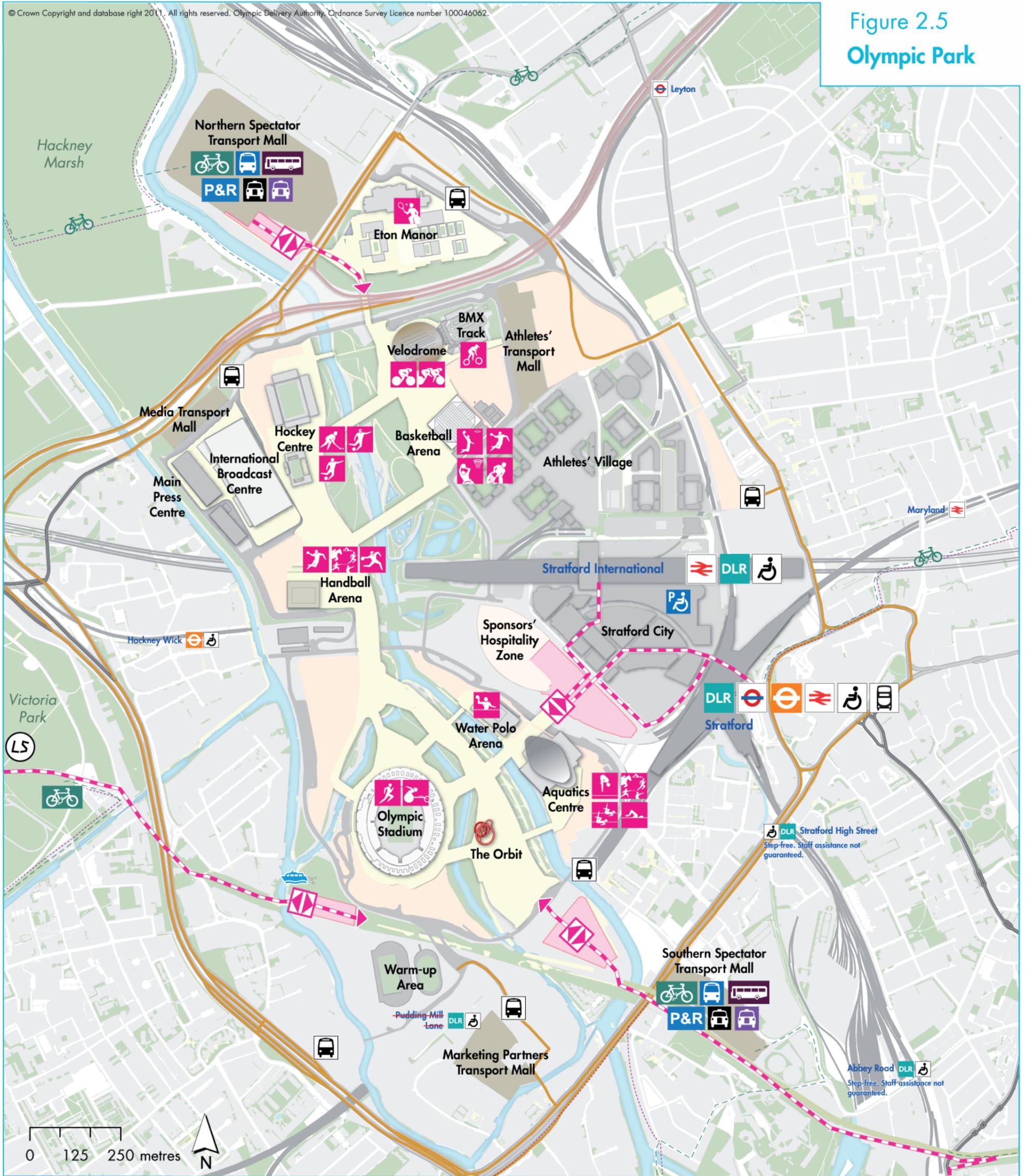
● Competition venue



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Olympic Delivery Authority, 100046062

The key to sports pictograms can be found in Appendix E

Figure 2.5  
Olympic Park



- |  |   |   |
|--|---|---|
| Olympic Route Network – Core   | Docklands Light Railway station         | Taxi rank                                     |
| Olympic Route Network – Venue-specific                                       | London Underground station              | Private hire vehicle pick-up/drop-off         |
| Olympic Route Network – Alternative  | National Rail station                   | Park-and-ride venue pick-up/drop-off          |
| Accredited vehicle access point (Olympic and Paralympic Route Networks only) | London Overground station               | LOCOG games mobility shuttle pick-up/drop-off |
| Spectator access point   | Step-free station with staff assistance | Coach pick-up/drop-off point                  |
| Spectator access route   | Accessible parking                      | Back of house                                 |
| Bus station  | Cycle parking                           | Walking path                                  |
| Live Site  | River services                          | Recommended cycling route                     |

West Ham  
Step-free. Staff assistance not guaranteed.

Stratford High Street  
Step-free. Staff assistance not guaranteed.

**Figure 2.6**  
**Paralympic Games venues**



# Chapter 3

## Roles and responsibilities

### Overview

3.1 The task of providing transport for the Games impacts on the whole of the transport sector across the UK and in London. Many organisations were involved in the development of the transport strategy during the bid to host the Games. These same organisations, and many more, are involved during the detailed planning and operations phases.

3.2 Until spring 2011, emphasis has been on the improvement of infrastructure to meet the demand of the Games. As the Games approach, the transport 'Big Build' is coming to an end and the focus is now switching to operations. In the light of this change, the roles and responsibilities of the organisations have adapted.

3.3 This chapter outlines the roles and responsibilities of the organisations involved in delivering the Games. It explains how roles and responsibilities for delivering Games transport are arranged by the key organisations.

### Games vision

3.4 The overarching vision of the London 2012 Games is:

'to host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.'

To achieve this vision, millions of spectators need to be transported safely, while keeping London and the UK moving.

### Games structure

3.5 A partnership of organisations is involved in the delivery of the Games and their legacy.

3.6 The International Olympic Committee (IOC) is an international non-governmental not-for-profit organisation. It is the creator and umbrella organisation of the Olympic Movement. It owns all the rights to the Olympic symbols, flag, motto, anthem and Olympic Games. Its primary responsibility is to supervise the organisation of the Summer and Winter Olympic Games. The IPC organises, supervises and coordinates the Paralympic Games.

3.7 LOCOG is a limited company responsible for preparing and staging the 2012 Games on behalf of the Olympic Movement under the terms of the Host City Contract. Funding for the Organising Committee comes mainly from the private sector, from sources including ticket sales, sponsorship, broadcasting rights and merchandise sales.

3.8 The British Olympic Association (BOA) is the British representative of the Olympic Movement, and is responsible for British participation in Summer and Winter Games, safeguarding Olympic values and ensuring sports elements are protected. The British Paralympic Association (ParalympicsGB) is responsible for selecting, preparing, funding and managing Britain's competitors at the Paralympic Games and its interests are represented by the BOA on the Olympic Board.

3.9 The ODA is the public body and statutory authority responsible for developing and building the new venues and infrastructure for the Games; and supporting the planning and delivering both transport infrastructure and services to support the 2012 Games. In addition, the ODA is accountable to the Secretary of State for Culture, Media and Sport (DCMS).

3.10 The Greater London Authority (GLA) was one of the bid's three central stakeholders and has committed funding to deliver the Games. The Mayor of London, together with LOCOG and the BOA, is jointly responsible for delivering the Games under the terms of the Host City Contract, agreed with the IOC.

3.11 The GLA family also includes: Transport for London (TfL), London Fire and Emergency Planning Authority (LFEPA), Metropolitan Police Authority, London & Partners (formerly Visit London), and the Olympic Park Legacy Company (OPLC).

3.12 The Olympic Board comprises the Olympics Minister, the Mayor of London and the Chairs of LOCOG and the BOA. The Chairman of the ODA also attends. The Board is responsible for coordinating the work of the key stakeholder organisations, including LOCOG and the ODA, for resolving and determining issues raised by members and for ensuring a sustainable legacy following the Games.

## Delivery partners and stakeholders

3.13 The delivery partners for the London 2012 Games are organisations that will deliver the Games alongside London 2012. These include:

- Government departments;
- Network Rail, TfL, train operators, First Group (Directly Managed Transport provider to the ODA), local authorities and the Highways Agency;
- non-departmental public bodies such as the Office of Communications (Ofcom);
- members of the Games Family, such as The Olympic Partner Programme (TOP Programme), Olympic Broadcast Services (OBS), ISFs/International Paralympic Sports Federations (IPSFs), National Olympic Committees (NOCs)/National Paralympic Committees (NPCs) and the World Anti-Doping Agency (WADA);
- London boroughs (funding via public purse not necessarily directly through Mayor of London);
- the Government Olympic Executive (GOE);
- other UK Host Cities, and Host Councils; and
- organisations reached through the Nations and Regions Group delivering on legacy.

3.14 Other stakeholder groups include:

- Local authorities (particularly those in and around the Olympic Park), the London Thames Gateway Development Corporation and Lee Valley Regional Park Authority, which will help London 2012 provide a sustainable legacy;
- private sector organisations and businesses across the UK, working with London 2012 through contracts or other commercial arrangements;
- voluntary and non-governmental organisations whose continued support and advice will be needed, for example, trade unions; and
- the people and communities who live and work in the areas that will be affected by the Games and whose support will be as critical to successful delivery as it was to winning the bid.

3.15 There are also many groups that will be interested in the development of the transport arrangements for the Games, or will be affected by them. Engagement plans for interest groups are in operation, in conjunction with the development of wider London 2012 strategies for communications and community engagement.

## Games transport objectives

3.16 There are five key Games transport objectives for London 2012 to deliver, which are to:

- provide safe, secure, inclusive, fast and reliable transport for the Games Family client groups;
- provide frequent, reliable, friendly, inclusive, accessible, environmentally-friendly and simple transport for spectators and visitors from all around the UK and overseas;
- leave a positive legacy and to facilitate the regeneration of east London;
- keep London and the rest of the UK moving during the Games and thus make it a positive experience to host the Games; and
- achieve maximum value for money for every pound spent on transport.

## Transport responsibilities

3.17 The final preparations for movement of spectators during the London 2012 Games begins approximately four weeks before the Olympic Games Opening Ceremony and ends five days after the Paralympic Games Closing Ceremony. However, it should be noted that, for example, the decommissioning of some temporary measures may fall outside these dates.

3.18 London 2012 and transport delivery partners have overall responsibilities for:

- enabling almost 100 per cent of ticketed spectators to travel to the venues using public transport, or by walking or cycling;
- delivering the required infrastructure schemes to achieve this target on schedule and on budget;
- planning and delivering or overseeing spectator transport for the Games, including directly managed buses and coaches;

- coordinating transport operations during the Games through the Transport Coordination Centre (TCC) to keep London and the rest of the UK moving; and
- Games legacy responsibilities arising from its preparations for the Games. Legacy is covered in chapter 18 of this plan.

## LOCOG

3.19 LOCOG is accountable to the IOC for the transport services delivered to all client groups. LOCOG is responsible for planning and delivering transport services for Games Family client groups.

3.20 LOCOG has specific responsibility for Games transport, covering:

- transport for all Games Family;
- non-public car fleets (up to 4,000 vehicles);
- non-public bus and coach fleets (up to 1,500 vehicles); and
- managing client transport operations at each venue, including loading zones, staging areas, vehicles parking and access routes.

3.21 Games Family services will operate on the Olympic Route Network (ORN) and Paralympic Route Network (PRN), which the ODA, in conjunction with TfL and its other highway authority partners, will deliver and for which LOCOG is the ODA's client.

## ODA

3.22 The London Olympic Games and Paralympic Games Act 2006 (the Act) requires the following to cooperate with the ODA for the purpose of implementing the Transport Plan and providing or facilitating transport services in connection with the London 2012 Games:

- the Mayor of London;
- Transport for London;
- transport delivery partners;
- the Secretary of State for Transport (in relation to Royal Parks functions (s12(2)(c)2006 Act);
- the Office of Rail Regulation (ORR);
- LOCOG;
- the local highway authority for a road;
- the street authority for a road; and
- the local traffic authority for a road.

3.23 The Secretary of State for Transport has power to issue a direction to an authority which fails to cooperate with the ODA in implementing the Transport Plan and, if the authority fails to comply with a direction, the Secretary of State can exercise the relevant function or make arrangements for the ODA or any other person to do so.

3.24 In addition, the Act requires the local highway, local traffic or street authority to obtain the consent of the ODA in relation to the exercise of any of its functions that might affect:

- the implementation of the Transport Plan;
- any part of the ORN or PRN;
- travel to or from a London 2012 event; or
- other travel for a purpose connected with the London 2012 Games.

3.25 The ODA can take steps to reverse or change anything done in contravention of this requirement and may recover the reasonable cost of doing so from the relevant authority.

3.26 The organisations involved in delivering Games transport have specific responsibilities.

## Transport for London (TfL)

3.27 TfL is the integrated body responsible for London's transport system. It manages London's buses, trams, London Underground services, the Docklands Light Railway, London Overground suburban train services, river services, London's taxis, Cycle Hire and promotes walking initiatives. TfL is also responsible for London's major highways, all of its traffic signals, the Congestion Charge and the Low Emission Zone. As well as keeping London moving during the Games, TfL is responsible for transporting spectators and workforce, managing the ORN and PRN to transport the Games Family in London.

3.28 Since early 2011, TfL has had responsibility for the development and implementation of the ORN and PRN and for travel demand management for the Games, which includes advice to businesses and freight operators in London. TfL is responsible for the coordination of its subsidiaries to ensure that an integrated rail and surface transport service is provided for the Games. In addition, the Mayor's Transport Strategy requires TfL to produce a Transport Legacy Action Plan to ensure the long-term benefits of investment in Games transport.

3.29 Other responsibilities include: planning and delivering the Movement Management Area to ensure that pedestrians and spectators can move around central London in safety; creating the 'field of play' for the Olympic Road Events; delivering a network of Olympic Cycling and Walking Routes in East London; managing road freight in London and travel demand management across the UK.

### Network Rail

3.30 Network Rail is responsible for most of the UK's rail infrastructure and, together with train operating companies, has the shared responsibility of delivering train services to the travelling public. In terms of London 2012, Network Rail has responsibility in several significant areas:

- delivering agreed transport enhancements as part of the Transport Plan;
- facilitating the delivery of the National Rail timetable for the Games;
- planning and managing work on the railway to minimise disruption on key routes during the Games;
- managing the London major stations, working with train operating companies and TfL; and
- contributing to the operation of the Olympic Park Transport Integration Centre and the Transport Coordination Centre.

### Department for Transport (DfT)

3.31 The DfT supports delivery of transport for the Games through funding and delivering specific projects and work streams. In addition, DfT has appointed a Senior Responsible Owner (SRO) who reports directly to the Secretary of State for Transport and is responsible for ensuring that the plan is delivered according to the established objectives.

### Greater London Authority (GLA) City Operations

3.32 The City Operations programme is designed to address the 2012 Games-related work required in London, but outside official venues. Much of this programme will have transport impacts, either by generating demand or by supporting transport solutions.

3.33 The City Operations programme is divided into two main groups; the London Experience, which is designed to show London in the best possible light, and Public Services, which aims to keep services operational. All of the underlying work streams interface and impact on Games transport (and vice versa) to varying extents. Chapter 11 provides more details on this programme.

3.34 The vision for the London 2012 City Operations programme is:

'to provide an inspirational city-wide experience for everyone participating in the Games in London, to safeguard the smooth running of London during the Games, and to maximise the opportunities for legacy from this work.'

3.35 The GLA has a coordination role which is based on acknowledging that neither the Mayor, nor any other single authority, has the powers to deliver all the services on which the programme relies, or the powers to direct the agencies which do.

### City operations outside of London

3.36 City operations outside of London will be led by the relevant local authority, engaging delivery partners and the ODA as required. A similar approach to that developed in London has been adopted in terms of developing an events calendar and engaging public service providers.

### Funding

3.37 The ODA is funded chiefly by the public sector with contributions from the National Lottery, the Mayor of London, London Development Agency (LDA) and central Government. The ODA's Games transport budget is split almost equally between capital and operational expenditure. However, other organisations have also invested significant expenditure related to Games transport, including the Highways Agency, Network Rail and TfL.

3.38 The Games bring a fixed deadline and some specific, temporary, requirements to this investment. To obtain the greatest possible long-term benefits from the investment, Games expenditure is generally made as a contribution to wider schemes, thereby leveraging a far greater overall investment.

## Background schemes

3.39 Some projects included within this Transport Plan have been planned, procured and funded by Government or other transport bodies, such as TfL, outside of Games-specific funding. These projects, known as 'background schemes', have been included in the guarantees to the IOC. These projects would have been delivered irrespective of the Games. Examples include the East London Line rebuilding and extension, Jubilee Line improvements and the delivery of High Speed 1. In addition, highways schemes have been undertaken to improve journey times, for example, to Weymouth and Portland. The ODA has a watching brief over background schemes to ensure that they will deliver the necessary outputs. These schemes are now largely complete.

## Publicly funded schemes under development

3.40 The ODA also has an interest in the progress of some projects that are not included in the guarantees to the IOC, but are under development by Government or other transport bodies. The ODA is working in partnership with promoters of these projects to maximise any potential joint benefits and to minimise any potential risks to the budget, programme or operational plans for Games schemes.

## Transport Plan

3.41 This Transport Plan is likely to be of greater relevance to those people and organisations that will be implementing the Transport Plan or those whose remit may include matters to be addressed by it, rather than to the general public. Customer focused publications and websites and other forms of communications will increasingly come to the forefront. These media will interpret the outputs of this plan for spectators to use on an individual, family or group basis. Therefore, this plan is not a travel guide for planning individual movements during the Games.

3.42 The Transport Plan is the strategic plan detailing the proposed transport arrangements during the Games for spectators, public transport users and the Olympic and Paralympic Route Networks. All partners are working closely on developing the tactical and operational plans necessary to deliver this plan.

3.43 At individual venues, local operational plans are being developed to lay down the detailed spectator transport arrangement for every venue and the areas around them. These plans are being developed in close collaboration with all relevant parties at and around the venues.

3.44 A wide range of people and organisations were involved in the development of this Transport Plan. Further community and public consultation is being carried out by London 2012 and delivery partners during the detailed planning stages and implementation of projects. A number of groups have been established to consult on transport issues. Some of these groups include:

- Borough Transport Forum: This forum of London borough transport officers was established by the ODA in 2006, working in partnership with London Councils. It is a working group that informs, advises and assists London boroughs that host Games venues, through which the ORN or PRN will run on borough roads and through which road events will pass, or boroughs that will be affected by the Games. Work is also ongoing with local authorities to implement and enforce existing and new Traffic Regulation Orders (TROs) that will be required for both the ORN/PRN and local traffic management plans around venues.
- Local authorities will also play a key role in obtaining planning permissions and licences. London 2012 is engaging with local authorities within and outside London to ensure that the planning application process is as smooth as possible.
- Transport Security Steering Group: This group, supported by a Transport Security working group and modal sub-groups, oversees the delivery of the transport security project within the Home Office-led Olympic and Paralympic safety and security programme.
- Accessible Transport Panel: This panel includes individuals with specialist technical and practical expertise in accessible transport issues. The panel provides technical advice and contains representatives from our key delivery partners.
- Transport Sustainability Forum: This forum brings together organisations that will play a part in ensuring that sustainability issues are fully considered during the planning and implementation phases. It comprises a range of transport delivery partners and other stakeholders.

3.45 London 2012 is working with local authorities to combine its programme of improvements with local authority programmes of activity to ensure that both a great sporting event and a transport legacy are delivered.

3.46 In 2009–2010, nearly 550 structured meetings or events were held together with various forums, workshops and seminars. Meetings will develop and intensify in the lead up to 2012.

3.47 The remit of London 2012 extends across the UK. Successful working relationships have been established with a range of local agencies including local authorities, regional development agencies, emergency services, and the Highways Agency.

3.48 Discussions between London 2012 and the regional football stadia which will host the Olympic Football competition are underway.

### Collaborative Board-level working

3.49 Collaborative working is key to the success of Games transport: this is needed at all levels from Board to operational level, with the use of agreed integrated operations plans, effective interface management, transparent risk management and the necessary levels of assurance to ensure successful delivery.

3.50 For transport, a Senior Responsible Owner (SRO) from the Department for Transport (DfT) holds single-point accountability for Games transport on behalf of the UK Government. The SRO role forms part of a wider governance for the Games which is controlled by the Government Olympic Executive (GOE). This Group is known as the London 2012 Senior Responsible Owners Group.

3.51 Given the multiple organisations and delivery partners involved in delivering transport for the Games, a high-level Olympic and Paralympic Transport Board (OPTB) was set up in 2009 to assure success collectively. This Board, led by an Independent Chair, provides a platform for cooperation between delivery partners, operators and Government agencies to give assurance to the Secretary of State for Transport on planning progress, management of top risks and readiness of transport for the Games. The Board reports to the London 2012 Senior Responsible Owners (SROs) Group which oversees the delivery of all operational preparation for the Games. Its focus is on overseeing and resolving key cross-cutting issues that have not been dealt with elsewhere. It will hold the SROs of the individual delivery programmes to account.

3.52 A London Operations Board has been established to ensure successful delivery of integrated transport services throughout London in the run up to and during the London 2012 Olympic and Paralympic Games.

3.53 Outside London and nationally, a National Olympic Transport Group has been established to oversee and assure effective transport for spectators attending events outside London and travelling into London for the Games. At the same time, the group will support Games Family transport on the out-of-London road networks.

3.54 The next section describes how the integrated planning process is used to deliver the Transport Plan. Figure 3.1 provides a hierarchy of how the Boards described above provide oversight of the planning process.

Figure 3.1 Hierarchy of Integrated planning during Games time



### Integrated programme

3.55 To coordinate delivery of this plan and the supporting Games plans, an integrated programme for transport has been developed in close consultation with all stakeholders and transport delivery partners to bring together all the critical milestones and outcomes identified. This is to ensure that the timeline for the overall delivery of transport is transparent to each delivery partner and everyone is able to track progress of activities and understand the dependencies.

### Effective interface management

3.56 The ODA and LOCOG have worked closely with other large projects, such as Crossrail and Thameslink, due to be constructed in the lead-up to and during the Games. Working groups have identified issues and risks occurring at the interfaces between the projects and the Games and developed measures to manage and mitigate them. Where appropriate, the measures have been documented in formal agreements between the parties. This work will be completed prior to the Games. However, during the Games, the interfaces will be monitored and any unforeseen issues will be managed via the strong links established between the parties. Other major projects that have been managed in this way are TfL's Victoria Station Upgrade and Thames Water's London Tideway Tunnels and Victorian Mains Replacement programmes.

### Managing strategic operational risk

3.57 The risks involved with being ready for the Games, as well as with transport operations during the Games, need effective planning and management in the lead-up to the Games. At a multi-organisation level, all stakeholders and delivery partners are working collaboratively to further develop and shape the operational risk profile ahead of the Games to ensure effective and efficient operations.

3.58 OPTB Member organisations collectively identified and prioritised the top Strategic Operations Risks that are pertinent to successful operations of Games transport. OPTB members collectively own the risks and the required mitigation strategies.

### Assurance

3.59 All delivery partners have established robust and industry accepted review processes for delivery of their own operations. To assure smooth delivery of operations during the Games, a Transport Assurance Manager Group has been set up with representative of each relevant organisation to support the OPTB.

## Chapter 4

### Transport strategy

4.1 The importance of transport to the delivery of a successful Games was recognised at an early stage during the bid. TfL and the then London 2012 Ltd, the company set up to bid for the Games, began transport planning in 2003 when TfL established the Olympic Transport Strategy (OTS) team. The current transport strategy is based on, and has been developed from, the work done at that time.

4.2 This chapter outlines the key strands of the transport strategy for the Games.

#### Transport challenge

4.3 Although the Games present significant transport challenges, London and the UK have a fully developed base on which to build the transport strategy. London's public transport system caters for around 12 million trips each day and large events are regularly held in the capital. The existing National Rail, London Underground and Docklands Light Railway (DLR) services provide a comprehensive network of rail services. The Olympic Park will be particularly well-served by rail, with four London Underground lines plus DLR, National Rail and London Overground services operating in the area during the Games. Across London, the well-developed network of TfL's bus routes provides additional public transport. During the Games, some bus services will be enhanced to meet demand. For venues outside London, the ODA is reviewing public transport provision and is working with delivery partners to implement enhancements as necessary.

4.4 During the bid phase, the likely total demand for transport during the Games and the capacity that could be made available to accommodate it was analysed. This included both Games demand and background travel demand. This analysis work is still ongoing and is being continually refined as more detailed information becomes available. The work carried out to date provides confidence that the proposed transport arrangements will accommodate the demands of the Games, while continuing to provide for other users of the UK's transport systems.

4.5 Although there has been investment of some £6.5 billion in transport upgrades, along with the provision of additional transport capacity, such as park-and-ride services, the transport system will be very busy all day during the summer of 2012. This will create stress points and require people to change their transport patterns. London will therefore operate and feel very different to normal: business as unusual.

#### Strategy

4.6 The transport strategy for the London 2012 Games has evolved over the past seven years in response to the requirements of the IOC, the different ISFs, LOCOG and the key objectives developed by the ODA and their forerunners. Each of the following strands of the transport strategy has been adopted to meet one or more of the key transport objectives, described in chapter 3. These are to:

- ensure that the athletes are the top priority;
- aim to achieve almost 100 per cent of ticketed spectators travelling to competition venues by public transport, walking or cycling;
- keep London and the UK moving during the Games;
- ensure that the Games are accessible from all parts of the UK;
- leave a lasting, positive legacy; and
- achieve maximum value for money.

#### Games Family transport

4.7 The needs of the Games Family are at the heart of the transport strategy. The Games will not happen without the athletes and team officials, press, broadcast and other officials. These clients require safe, reliable and secure transport services between their accommodation and their destination. LOCOG will provide bespoke road transport services appropriate to the needs of each client group.

4.8 To keep journey times, especially for the athletes and team officials, to a minimum and ensure the reliability of the journeys, the transport strategy involves using a proportion of journey distance on an ORN and a PRN, similar to those operated at previous Games. The ORN and PRN will comprise a network of roads that will link Games Family accommodation areas with all competition venues and key non-competition locations, such as Heathrow Airport. The Games Family will also use other sections of the road network and this will be in the same way as any other user. A wide range of traffic management measures, including dedicated lanes on some stretches of the network and alterations to traffic signal timings, will be used to ensure Games vehicles can move quickly and reliably to and from venues.

4.9 All Games Family clients will also be able to use the public transport system within Greater London free of charge, subject to specific restrictions which may apply. They will be encouraged to use it where appropriate.

### Spectator transport

4.10 The spectator transport strategy is based around transporting all ticketed spectators to all competition venues by public transport, walking or cycling. There will be no private car parking for spectators at any venue, except for some pre-booked accessible parking. Strict parking controls will be implemented on a temporary basis around each venue.

4.11 The strategy involves making best use of all existing or upgraded public transport services and supplementing them, where necessary, with enhanced service levels or temporary additional services, such as park-and-ride or shuttle buses during the Games.

4.12 Planning for spectator transport is also taking place for parallel events. For example, spectator transport to the Torch Relay is the responsibility of the relevant local authority, but the ODA is engaged to ensure appropriate integration and offer relevant expertise. Chapter 9 provides more detail on the Torch Relay and other road events. Chapter 11 provides more detail on ceremonies and cultural events.

### Competition venues

4.13 Any new venues, such as those within the Olympic Park, have been designed to ensure that adequate provision is made for public transport, walking and cycling to maximise the accessibility of the venue by non-car modes. Indeed, when the existing and planned venues were chosen for the Games, one of the key criteria in the decision-making process was the accessibility of the sites by public transport.

4.14 A further criterion in choosing which venues should be used was minimising journey times between athlete accommodation and their training and competition venues.

4.15 For most competition venues, the strategy for spectator and workforce travel is to maximise the use of the rail networks due to the high passenger capacity that these modes already offer. Bus and coach modes, including local bus services, coach operations, park-and-ride and shuttle bus services, will be used to supplement the rail services or provide a choice for certain identified customer groups. The active travel programme will promote walking and cycling to all venues. Where appropriate, transport opportunities provided by the River Thames will be utilised to provide an additional customer option.

### Managing demand

4.16 To help accommodate the additional travel demand expected during the Games, regular users of the transport network will be encouraged to plan their travel and consider their travel choices in advance, including changing their route, time of travel or mode by which they travel, to avoid the busiest parts of the transport network, and where possible, reduce their need to travel altogether.

4.17 To help regular users of the transport network plan in advance, credible and up-to-date journey planning information will be available prior to the Games, which will provide advice on how best to travel during the Games. Travel advice will also be provided to spectators in the lead-up to and during the Games. A Spectator Journey Planner will be available from summer 2011, which will advise spectators on recommended routes to Games venues, enable them to select their preferred travel options, and direct them to travel booking facilities.

4.18 In the lead-up to the Games, London 2012 will also work closely with businesses to ensure they can continue to operate during the Games. Businesses will be encouraged to plan in advance how their staff will travel during the Games and, where possible, reduce non-essential journeys made by their staff. Information for businesses is available on the London 2012 website, as well as a programme of site-specific advice for businesses located near the busiest parts of the transport network. Further information is given in Chapter 16, which describes the approach to travel demand management.

### Infrastructure

4.19 To meet the immovable deadlines of the Games and to achieve best value for money, the transport strategy is based on the concept of making the maximum use of existing transport infrastructure and services, and building new infrastructure only where it is essential and leaves an appropriate legacy. Wherever possible, cost-effective temporary operational solutions will be used to meet temporary peaks in travel demand generated by the Games. Where new transport infrastructure or services are needed, the strategy is to make use of existing expertise and processes to deliver them. Therefore, the ODA has made agreements with a range of delivery partners in the UK's well-established transport industry to deliver projects on its behalf.

4.20 An important element of the strategy has been to invest in new transport infrastructure where it will have a strong benefit after the Games: to bring forward planned investment in transport infrastructure or services wherever possible before the Games. For example, the ODA has worked with TfL to bring forward the

procurement of new trains for the DLR so that they are available in time for the Games and benefit passengers earlier than would have otherwise been the case.

4.21 The Highways Agency's role in the Plan is reflected in the investment already undertaken into road improvements that will be in place for the Games as part of the National Roads Programme and the Agency's business-as-usual activity. This is particularly important for venues outside of the London area, where direct access by public transport is more difficult. While park-and-ride services will take spectators to the venues, there has been a requirement to review the highway infrastructure arrangements that facilitate many car-based spectators to reach these sites. Highways investment to date includes widening key sections of the M25, investment in the National Traffic Control Centre (NTCC) – that will become the National Traffic Information Centre (NTIC) – and improvements of two junctions on the A35 Dorchester bypass to support better journey times to the Weymouth and Portland Sailing venue.

### Integrated planning

4.22 To achieve best value for money and ensure that transport plans work equally well for both the Olympic Games and Paralympic Games, an integrated approach to transport planning for both Games has been adopted. The strategy is to minimise the need for transition works between the end of the Olympic Games and the start of the Paralympic Games. With regard to accessible transport, the transport strategy will ensure that an accessible network of public and auxiliary transport services is established to provide options to every venue. A limited number of pre-booked accessible parking spaces will also be made available.

### Accessibility

4.23 London 2012 is committed to an inclusive approach in helping everyone with their travel to the Games. As an ODA priority theme, accessibility is integrated throughout all levels of transport planning. The Accessible Transport Strategy, published in May 2008, was developed out of the Transport Plan. The Accessible Transport Strategy can be viewed on the London 2012 website at [london2012.com/publications](http://london2012.com/publications).

4.24 The strategy outlines the ODA's commitments to provide accessible transport for everyone travelling to the Games. There are four key areas that are being developed to deliver accessible transport during the Games. These are:

- public transport infrastructure improvements;
- making the best use of the existing accessible elements of public transport;
- making the best use of existing complementary transport modes; and
- the provision of a Spectator Journey Planner including accessibility information.

4.25 The types of transport and different services that will provide accessible options for spectators relate to: public transport; complementary transport services; and Games-specific transport.

### Consultation

4.26 To develop the transport strategy, the ODA has consulted widely and regularly with all its delivery partners, relevant local authorities and other key stakeholders.

### Testing strategy

4.27 The deadline for the start of the Games is fixed. All transport infrastructure improvements and services need to be delivered in time so they can be adequately trialled during a testing programme before the Games. Chapter 15 provides more detail on the approach to testing in terms of Games readiness.

### Sustainability

4.28 Sustainability principles have been incorporated into the development of the transport strategy from the start of the planning process. The following are examples of these principles:

- all ticketed spectators will travel to competition venues by non-car modes, apart from some disabled spectators;
- the transport strategy makes best use of existing infrastructure;
- the need for transition between the Olympic Games and the Paralympic Games has been minimised; and
- the active travel programme is promoted.

4.29 The consideration of sustainable transport issues is integrated into the transport planning processes. Chapter 17 includes further details.

## Chapter 5

### Arrivals and departures

5.1 Ensuring the smooth arrival and departure of international visitors for the Games represents a major challenge for any Host City. The latest estimates predict that some 660,000 international visitors will be coming to London for the Olympic Games alone.

5.2 London is already a major centre for international tourism and business. The city has good existing international transport connections which are used to coping with high volumes of visitor arrivals and departures on a daily basis. Nonetheless, the additional travel demand, for both the Olympic and Paralympic Games, will represent a significant challenge for the major international transport gateways, especially at peak times.

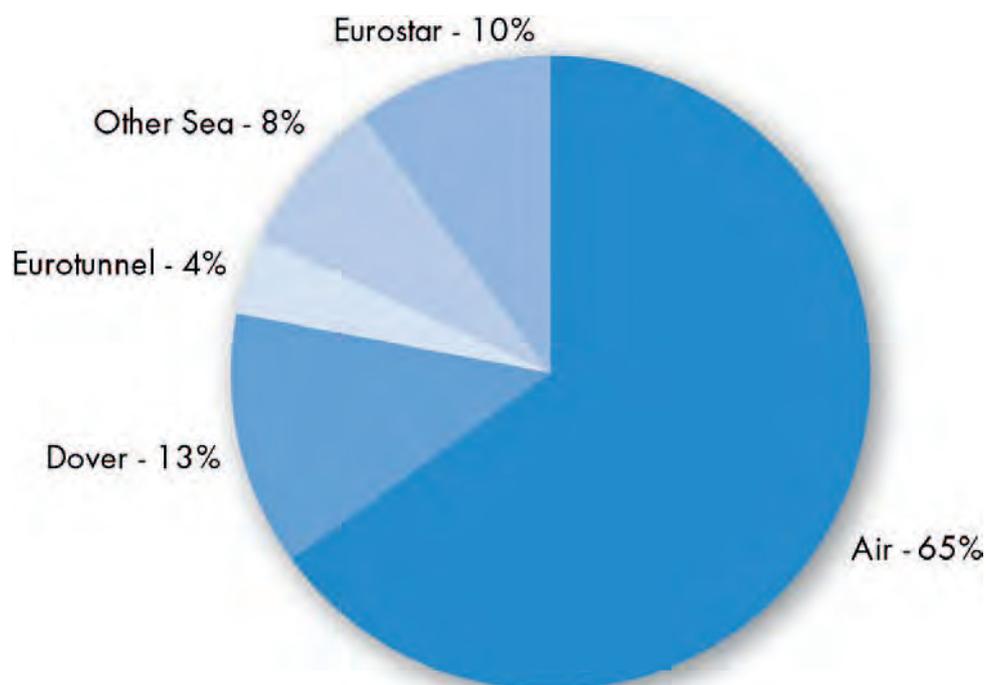
5.3 Experience from previous Games shows that these peaks will be just ahead of the Opening Ceremonies and immediately following the Closing Ceremonies – although the arrivals peak may be reduced to some extent by the expected early arrival of some of the teams to participate in training camps.

5.4 In line with the general strategy objectives set out in chapter 4, the DfT has defined specific objectives for handling arrivals and departures during this period, which are to:

- ensure all who want to come to the Games can do so through efficient use of available capacity;
- avoid negative impacts on other travellers by minimising disruption to normal transport operations;
- ensure high standards of safety and security are maintained; and
- deliver the best possible arrival and departure experience.

5.5 As Figure 5.1 shows, some two-thirds of international visitors are expected to arrive and depart by air, with the remainder coming from other European destinations by sea or by rail.

Figure 5.1: Main mode of travel to the UK



#### Air travel

5.6 London is served by several major international airports with extensive international networks and good facilities and connections. Even at the peak, the number of additional flights into and out of London's main airports is estimated to be only around six per cent above normal base traffic. However, as these airports and the airspace over south-east England are already heavily used, and due to the abnormal numbers of private aircraft expected, careful planning is needed to ensure efficient use of the capacity available and to avoid impacting on scheduled services.

5.7 More than 80 per cent of Games Family members and other visitors arriving by air are expected to travel on scheduled services – which further underlines the importance of avoiding disruption to these services. The largest number of these may travel through Heathrow Airport, which has accordingly been designated by

LOCOG as the 'Official port of entry' for the Games, but Gatwick, Stansted, Luton and London City Airports also have extensive international scheduled services on which many Games visitors will arrive.

5.8 Heathrow Airport already operates close to maximum capacity and will not be able accommodate additional flights during the Games period (though planes are likely to be fuller than normal and there may be some use of larger aircraft). Charter and private flights will therefore need to be accommodated elsewhere. Stansted, Luton and (to a limited extent) Gatwick will have some capacity to take larger types of aircraft, as will other international airports further away from London.

5.9 A number of visitors will wish to use smaller private jets to access the Games, and accommodating these will be a particular challenge. There are a large number of airports and airfields across south-east England able to handle such flights. Details have been set out in a booklet published by the DfT showing their location, facilities, transport links to central London and contact details, which can be viewed on the DfT<sup>1</sup> website.

5.10 To help accommodate the extra traffic, temporary changes to controlled airspace over south-east England will be introduced to increase capacity and improve separation between different types of aircraft. New temporary air traffic restrictions will also be introduced to guard against the risk of airborne security threats, though this should have no impact on scheduled services. It will, however, impose significant restrictions on the ability of smaller private aircraft and helicopters to operate in the London area during the Games period.

5.11 The Government is also introducing measures to control the flow of aircraft into and out of airports in south-east England during the Games. These include the need for prior booking of arrival and departure slots at all airports in south-east England that are likely to take Games-related traffic. This will:

- prevent overcrowding of the airspace, which would lead to flow restrictions and disruption of scheduled traffic;
- help ensure the efficient and orderly use of available airport capacity; and
- underline the need for those wishing to travel on non-scheduled flights to make their arrangements early.

### International rail travel

5.12 Around 15 per cent of international visitors are expected to travel to the Games by rail using the Channel Tunnel. Of these, around two-thirds are expected to use the high-speed rail services operated by Eurostar which link continental destinations directly with Ebbsfleet Station in Kent and St. Pancras International station in central London, both of which have fast rail links to Stratford International station within the Olympic Park. Eurostar is planning to run additional services to London from both Paris and Brussels during the Games.

### Travel by sea

5.13 The ODA, along with its partners and stakeholders, is facilitating engagement with a wide range of operators and agencies with the objectives of:

- sharing information to help them plan effectively for the anticipated volumes of passengers and vehicles, including onward travel from the port of entry to London and other Games venues; and
- encouraging overseas spectators to travel by means other than car – by rail or coach – in support of the public transport aims of the Games.

5.14 Over 20 per cent of visitors are expected to travel to and from the UK by sea. Dover will be the largest port of entry, but others will include Portsmouth, Harwich, Ramsgate and Newhaven.

5.15 Visitors travelling by coach or car can also use the Eurotunnel rail shuttle service.

### Ports of entry

5.16 The arrival and departure process will form an important part of visitors' first and last impressions of the Games. Port and transport operators understand that they have an important role to play in the delivery of a successful Games. They have every incentive to make a good impression on their customers, and will be receiving advice from GOE, LOCOG, Visit Britain and others in developing an appropriate 2012 Games 'look'.

5.17 At the border, the UK Border Agency (UKBA) will contribute to a safe, secure and successful Games by smoothing the passage of the Games Family, while ensuring the border remains fully protected. Working with its partners, the Agency's goal is to deliver a secure, efficient and professional arrival process that will leave a positive impression on those crossing the border.

5.18 Dedicated lanes will be provided at the official port of entry (Heathrow) for Games Family members. Provision of services for Games Family members at other locations will be dependent on arrival information being received in good time and will be subject to operational impact assessments at each location.

5.19 Games Family members will also be able to complete the accreditation process on arrival at Heathrow, allowing them access to Olympic and Paralympic venues and services. LOCOG will be working with airport operators, Eurostar and others to provide support and assistance for the Games Family members with baggage handling, way-finding and onward transportation.

5.20 LOCOG will offer transportation for Games Family members to and from the official port of entry, and may do so by prior arrangement for larger groups travelling through other airports or by Eurostar.

5.21 LOCOG is responsible for the accessible transport needs of the Games Family and workforce during the London 2012 Games.

5.22 Volunteer programmes have a key part to play in facilitating arrivals and departures. LOCOG will recruit volunteers ('Games Makers') to look after the Games Family; and for non-Games Family visitors, 'London Ambassadors' from the Mayor of London's volunteer programme will be available at the major entry and exit points, in addition to the operators themselves, to greet visitors and provide wayfinding and other information.

5.23 Good direct public transport links to central London are available from all main ports and airports. For some smaller airports, taxis or other transport arrangements will be required for part of the journey – details are set out in the booklet referred to in paragraph 5.9.

5.24 International travel demand is expected to peak on the day following the Olympic Games Closing Ceremony. More teams are expected to travel together, and in greater numbers, on departure than during the arrivals process. This is expected to represent the biggest challenge in terms of arrangements for travel to airports and other gateways, check-in processes, and baggage handling and screening.

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<sup>1</sup> <http://www.dft.gov.uk/pgr/regional/london2012/airportoptions/>