

Chapter 6

Games Family transport

6.1 'Games Family' is the term used to describe all the people who play a part in making the Olympic and Paralympic Games happen. Generally, they will receive official accreditation during the Games. The Games Family is categorised into six client groups. These are:

1. athletes and team officials;
2. technical officials;
3. press;
4. broadcast;
5. Olympic and Paralympic Family; and
6. marketing partners.

6.2 LOCOG is responsible for planning and delivering safe, secure and reliable transport services for these client groups. In most cases, these transport services will be in official vehicles using the ORN and the PRN. However, members of the workforce will mostly use public transport.

6.3 This chapter gives further detail relating to these client groups and focuses on their transport requirements to allow them to carry out their work during the Games.

Athletes and team officials

6.4 This client group comprises around 18,000 Olympic and 6,000 Paralympic athletes and team officials. It includes supporting team officials, such as coaches, medical, technical and administrative personnel, training partners and press officers.

6.5 The athletes and team officials participating in the Games are accredited as members of an NOC or NPC. The NOCs and NPCs are responsible for bringing their athletes and team officials to the Games. They will be encouraged to plan their travel arrangements carefully to take account of communicated journey times and changing traffic conditions.

6.6 Athletes are at the heart of the Games. An athlete's primary concern is his or her performance on the day of their event. LOCOG's objective is to ensure that all services provided recognise this priority. This is especially true for athlete transport services, which must allow athletes to get to training and competition venues on time and with predictable journey times.

6.7 LOCOG will provide bus and coach services to transport athletes and team officials to and from their accommodation to training and competition venues. Reliability of service and consistent journey times are crucial for these clients and the operation of the ORN and PRN will play a vital part in ensuring that each athlete can perform at their best.

Technical officials

6.8 The technical officials at the Games (around 5,000) will be drawn from the different ISFs and IPSFs. They officiate in the field of play and athlete areas.

6.9 This group includes Technical Delegates (TDs) who are generally considered the highest International Federation authority in relation to all technical sport matters. It also includes International Technical Officials (ITOs), who are the independent international judges, referees, umpires and jury members nominated to perform senior officiating positions for competition, and National Technical Officials (NTOs) who play an important support role to the ITOs.

6.10 Technical officials support the delivery of a fair and timely competition for athletes. They need to be at the venue on time so that they can start each competition promptly for athletes, spectators and the hundreds of millions of viewers around the world. LOCOG is committed to providing technical officials with comprehensive, comfortable and efficient provision of support services including transport.

6.11 Bus and coach services for technical officials will use the ORN or PRN between accommodation and competition venues.

Press

6.12 Press comprises representatives of the photographic and written press from the UK and overseas, as well as broadcasters that are not part of rights holding organisations. It includes IOC-recognised international news agencies, journalists, photographers (including technicians and photo editors) and accredited non-rights holding broadcast organisations, who are treated as press because they are granted similar access and services. This client group of accredited press totals about 8,000 people.

6.13 Press operations run 24 hours a day during the Games and start several weeks before the Opening Ceremony. Many people work long shifts across different time zones with early and late starts to meet the deadlines for sport specific coverage across the world. The press must be able to perform their duties efficiently and in a trouble-free environment.

6.14 Around-the-clock bus services using the ORN and PRN (on Games Lanes only during their hours of operation) and an all-night high-speed rail service (between St. Pancras International and Stratford International stations) will transport press and their equipment between accommodation and competition venues and the Main Press Centre (MPC) where they will work to record and share the stories of the Games with the world.

Broadcast

6.15 There are two main parts of the 20,000-strong broadcast client group. The OBS is chiefly responsible for providing the pictures and images of the Games as a service to all broadcast organisations who purchase the right to transmit pictures and images provided by OBS. The group also includes the rights holding broadcasters who purchase the right to transmit pictures and images provided by OBS in certain countries. This also includes the Paralympic Games broadcasters.

6.16 Like the press, operations for broadcasters start weeks before the Opening Ceremony and often operate on a 24-hour basis across many different time zones. Most broadcasters operate daily out of the same venue for the duration of competition. They also work from the International Broadcast Centre (IBC) where many of the rights holders have studios and to where the TV signals from all the venues are sent back. Broadcasters must be able to perform their duties efficiently and effectively to provide the best viewing experience.

6.17 Around-the-clock bus services using the ORN/PRN and a night-time high-speed rail service (between St. Pancras International and Stratford International stations) will transport broadcast clients between their accommodation, the IBC, and competition venues.

Olympic and Paralympic Family

6.18 The Olympic and Paralympic Family comprises a diverse population of around 6,000 participants at both Games, including the members and staff of the IOC and the IPC. However, it also includes international and domestic dignitaries, such as Presidents and Secretaries General of the NOCs/NPCs, ISFs and IPSFs, WADA, CAS and the IOC Medical Commission.

6.19 This client group plays a vital role in the lead-up to and during the Games and has a range of different and varied service needs and expectations. They may represent a country, a sport or a specific organisation and, in many cases, a combination of these at the same time. The Games provide a unique opportunity for whole organisations to come together in the same city. As a result, many executive board meetings and business meetings are held, often in transit between venues where they are required to present medals to athletes across a number of sport disciplines and locations.

6.20 The Olympic and Paralympic Family will be provided with fit-for-purpose, cost-effective services to support them leading up to and during the Games. Games Family members therefore require a flexible and efficient transport service that meets these requirements.

6.21 A mixture of bus, shared car and dedicated car services will help the Olympic and Paralympic Family clients to conduct their roles during the Games. A car is often used as a mobile office, and ease of travel and flexibility of journey times between venues and other key locations is essential.

Marketing partners

6.22 Almost all of LOCOG's budget to stage and host the London 2012 Games is raised from the private sector. This commercial revenue comes from several sources, including a significant amount from the worldwide Olympic partners and the domestic sponsorship programme. The marketing partners' client group of around 25,000 people includes guests of worldwide partners and guests of the domestic partners.

6.23 Marketing partners typically arrange for their guests to visit the Games in sequences that last about four or five days. During this time they will experience many aspects of the Games and the Host City, including the sport competitions and the Cultural Olympiad. Depending on their programme, marketing partners, and their guests, may travel in cars and coaches arranged by their hosts, or by public transport.

Workforce

6.24 The Games workforce comprises LOCOG and ODA paid employees, volunteers and suppliers contracted by London 2012 to directly deliver Games services. They will be distributed across every competition venue and non-competition venue where services for accredited Games Family and spectators are being delivered. The workforce will work shifts, which might start early in the morning before public transport has started, or might end after the last public transport services run.

6.25 The workforce provides services to other client groups and therefore will be provided with the training, information, and infrastructure support that enables them to perform their duties.

6.26 The Games workforce is likely to consist of approximately 200,000 people in total across the Olympic and Paralympic Games. The workforce will be able to use public transport for work-related activities during the Games 'free of charge'. For some people working certain shifts at certain locations, there may not be a public transport service available. In these cases, a suitable alternative will be provided.

Public transport

6.27 In addition to the services described above, Games Family members will be entitled to travel as part of the travel included arrangements within zones 1–9 of London's public transport network. They will be given information on public transport services and encouraged to use it where possible.

ORN and PRN

6.28 The ORN has been designated by the Secretary of State for Transport for the purpose of facilitating travel to and from Olympic events or for other purposes connected with the Games. Enabling powers for the ORN-related traffic control measures are contained within the London Olympic Games and Paralympic Games Act 2006 (the '2006 Act'). The ORN includes a subset of roads, known as the PRN, on which traffic control measures will be required for the Paralympic Games.

6.29 The ODA is delivering the ORN and PRN in partnership and collaboration with those highway and traffic authorities through which it will pass, which includes TfL, the Highways Agency, county councils and borough councils, coupled with the emergency services and industry service providers, such as freight and taxis. The Highways Agency will work in a partnership led by the ODA to deliver and operate the ORN and PRN outside London. TfL will lead the design, delivery, and operation of the ORN and PRN inside London. Both delivery partners will work with local highways authorities, who will act as delivery agents to operate and enforce the ORN and PRN.

6.30 The ORN and PRN comprise a network of roads linking all competition and key non-competition venues. The non-competition venues include the accommodation clusters of IOC hotels at Park Lane and media hotels around the Media Hub in Bloomsbury. Individual hotels will be linked by shuttle bus services and many of these hotels will not lie directly on the ORN/PRN.

6.31 Almost all the roads will still be available for use by everyday traffic during the Games and, apart from Games signage and branding, the ORN and PRN will be indiscernible to other road users. However, the Games Family must be moved safely, quickly and reliably between the competition venues, accommodation and other key locations. Therefore, on the busiest sections of the ORN and PRN, there will be traffic lanes, known as Games Lanes, dedicated for official vehicles, which will operate in a similar way to the bus lanes we have today. This means that road space will be managed to provide routing for both the general public and official vehicles. Such priority for Games Family members can only be achieved by reducing the priority for other users, and hence non-Games traffic volumes need to be decreased or delays should be expected by other road users. Games Lanes will only be used for specific periods of time, when and where they are needed, to meet the Host City Contract.

6.32 Figure 6.1 shows a map of the ORN and Figure 6.2 shows a map of the PRN. While the PRN uses some of the same network of roads as the ORN, the linear coverage is a lot smaller and consequently will have less impact, especially in London.

6.33 The ORN and PRN were formally designated by the Secretary of State for Transport in 2009. The ODA has a range of powers, defined in the 2006 Act, to manage traffic and ensure the smooth operation of the road network during the Games. The 2006 Act also amends the powers of the local traffic authorities to take account of the Games.

6.34 Since the previous Transport Plan was published, the ORN has been amended to accommodate changes to venues, such as the addition of Wembley Arena and The Mall and the removal of Regent's Park as a competition venue. Other amendments have been identified as venue access strategies have developed in recognition of feedback from the designation process, such as the removal of Chiswick High Road.

6.35 The ORN/PRN is made up of four different categories of route.

1. Core: comprises the main roads between Games Family accommodation, the Olympic Park and other main venues and will be heavily used by Games traffic throughout the Games period. These roads are entirely within London.
2. Venue-specific: routes to other London venues and venues outside London, such as Weymouth and Portland, Eton Dorney, Lee Valley White Water Centre, Hadleigh Farm and the route to Heathrow Airport. A number of these venues will be in use for only part of the Games period.

3. Alternative: routes included as a contingency against disruption on one of the core or venue-specific routes and only used if needed, for example on days where road events are using part of the ORN/PRN.
4. Preferred training venues: includes roads that are off the other ORN/PRN routes and need to be free from obstruction prior to and during the Games so that athletes can get to and from their training venues.

6.36 The PRN has been developed simultaneously with the ORN. The scale of the PRN is relative to the smaller number of competition and non-competition venues, although official vehicles have similar requirements. With the IPC hotel location in the City and most of the competition taking place in the 'river zone' in east London, there is less emphasis for official vehicle movements through central London.

ORN programme

6.37 The ORN programme consists of a number of different, but connected, projects that will collectively assist journey times for the Games Family. The objectives of the ORN programme are to enable safe, secure and efficient transportation of the Games Family between venues and accommodation, while minimising the impact of the Games on residents, businesses and visitors to London and the rest of the UK. To ease the impacts of the ORN/PRN, a number of supporting activities have been undertaken both before and during the Games. The various elements of the programme are related to modified infrastructure and project coordination, as set out below:

- designation of the ORN/PRN
- junctions and carriageway improvements (temporary traffic measures)
- traffic signal technology upgrade
- communications and travel information – Travel Advice for Businesses and a separate ORN/PRN campaign
- management of third-party projects
- management of utilities' street works and highway roadworks
- traffic compliance with ORN/PRN legislation
- stakeholder engagement, building on the original 2006 publication of the ORN/PRN draft route maps and subsequent engagement with an extended range of stakeholders and third parties

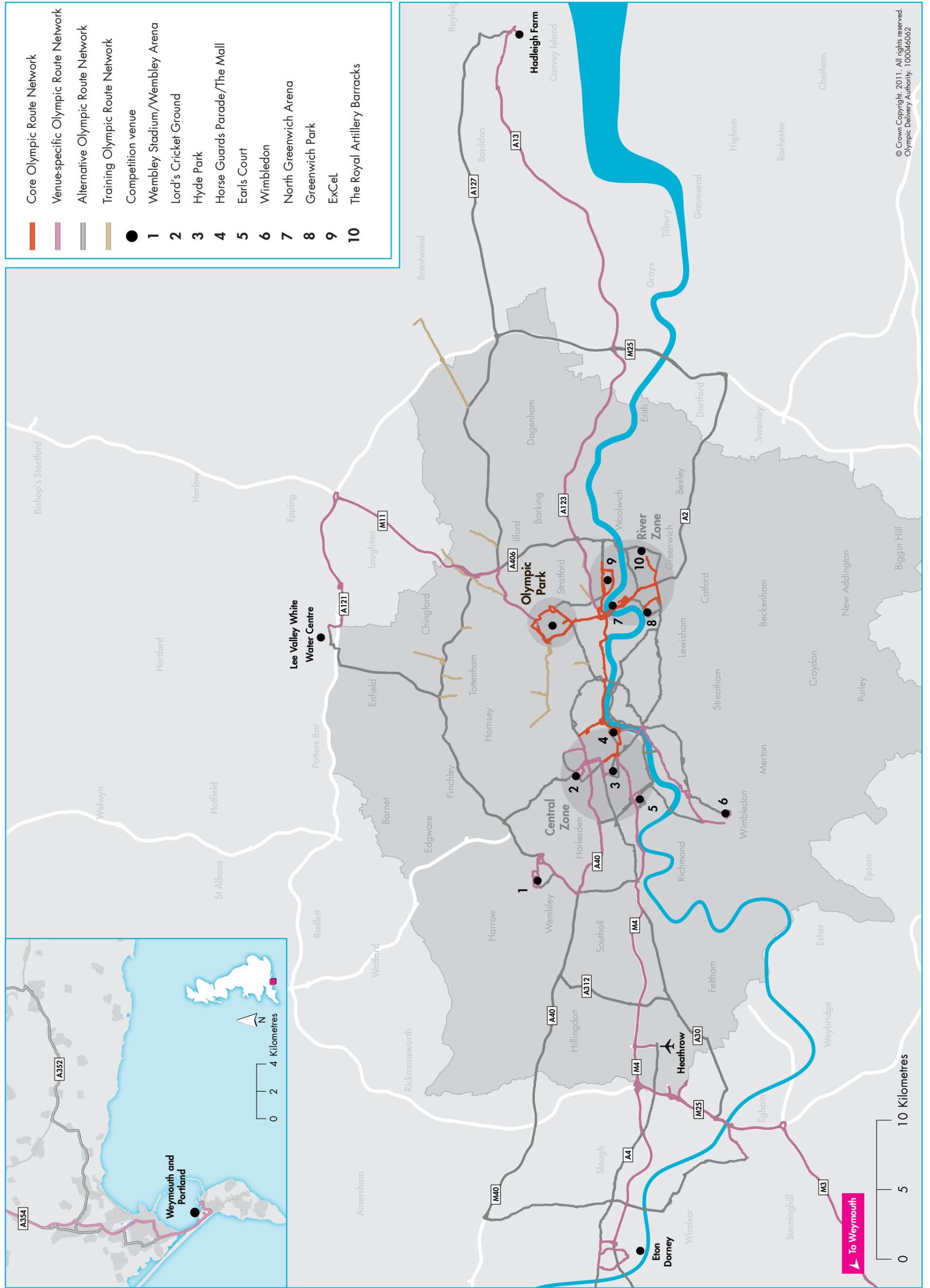
Designation of the ORN and PRN

6.38 The ORN was formally designated in summer 2009 by the Secretary of State for Transport in a Statutory Instrument under the provisions of the 2006 Act. The Statutory Instrument for the initial designation of the ORN came into effect on 22 July 2009.

6.39 A number of the suggestions made during the consultation prior to designation required further information or investigation before a final decision could be taken. Having investigated these suggestions in conjunction with LOCOG and local authorities, the ODA and TfL have proposed a small number of changes to the ORN and PRN. A few additional changes have been identified as the plans for competition and training venues have developed and in the light of the work to design the traffic measures on the ORN and PRN.

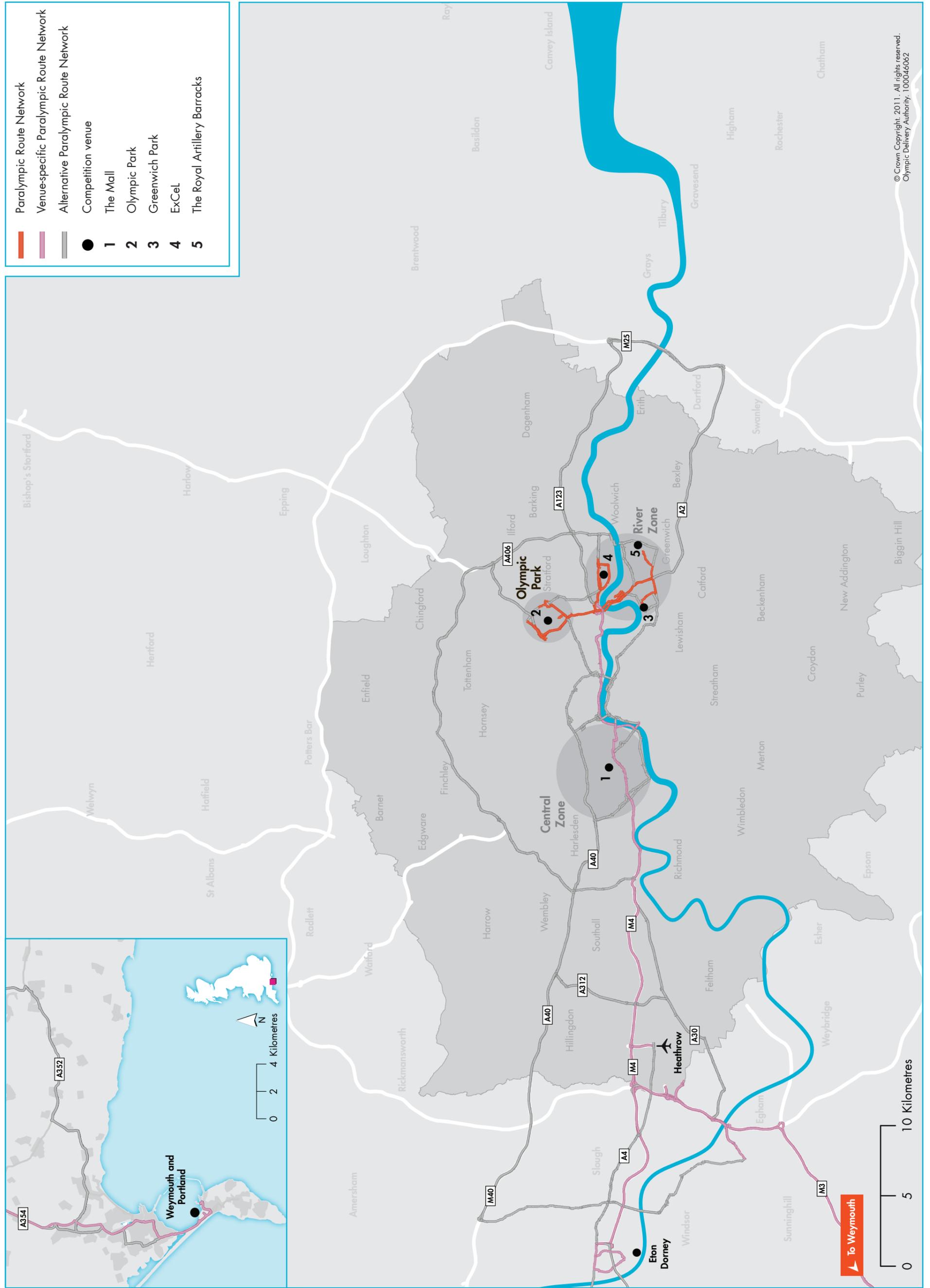
6.40 The ODA has consulted on these proposed changes and, subject to the results of that consultation and the consent of the Secretary of State, an amending Statutory Instrument has been placed before Parliament. Figures 6.1 and 6.2 show the ORN and PRN.

Figure 6.1
Olympic Route Network



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Figure 6.2
Paralympic Route Network



6.41 A final round of changes may need to be made to the network in 2011 as the finer details of the venues are worked out, as training venues are finalised, and as the detailed design of ORN and PRN measures is completed. Any further changes will be subject to consultation, as required by the Act, and consent from the Secretary of State.

6.42 The experience of previous Host Cities has shown that the key to a successful ORN/PRN is good preparation and early and effective communication with those who may be affected, even though the network is primarily an operational measure for the Games. The early designation of the route has:

- created certainty, allowing utility companies, local authorities, the public and businesses to see well in advance which roads are part of the ORN/PRN and to plan accordingly;
- highlighted any proposed changes that might affect the network, so the proposed changes can be addressed well in advance of the Games; and
- provided time for the ODA and its delivery partners to work with stakeholders, including businesses and individuals, to mitigate any impact of the ORN/PRN.

6.43 The 2006 Act gave the ODA a range of powers to help manage traffic on the ORN and PRN roads during the Games, including:

- powers to make Traffic Regulation Orders (TROs) for the ORN/PRN, subject to the agreement of the Secretary of State; and
- the power to approve the exercise of highway, traffic or street authority functions that could have an effect on the ORN/PRN or the delivery of the Transport Plan (with power to revise or change if a contravention occurs).

6.44 The 2006 Act also included a requirement for a number of bodies to cooperate with the ODA to help deliver the Transport Plan and facilitate transport for the Games. The Secretary of State has a power of direction over an authority that fails to comply with this.

6.45 The first two powers are of particular relevance to the ORN and PRN. Key stakeholders, such as local highway authorities, have worked together to develop the processes by which those powers are progressively implemented in the run up to and during the Games. All powers associated with the ORN and PRN will expire after the Paralympic Games.

Traffic management measures

6.46 Detailed design and operational planning of the Olympic Route Network in London will be led by TfL in collaboration with the relevant boroughs and the ODA. Outside London, the ODA will enter into agreements with the Highways Agency and the relevant county councils, setting out the activities to be undertaken by the parties in respect of the ORN and PRN.

6.47 A variety of temporary traffic management measures will be implemented along the ORN and PRN. These measures will ensure reliable journey times for official Games vehicles and minimise the impact of Games traffic on other road users. These measures may include:

- changes to traffic signal timings;
- restricted turns and/or road closures (except for local residents and businesses, where possible);
- junction improvements;
- alterations to kerbside controls;
- suspension of bus lanes, bus stops and pedestrian crossing facilities;
- parking restrictions;
- Games Lanes;
- diversion routes; and
- traffic signs and road markings.

6.48 All these measures have been scrutinised by highway, traffic and street authorities and the ODA, including a full assessment of the journey time benefits gained from them and proposals for mitigating measures where required. They have also been subject to the same safety audit procedures that are applied to permanent schemes and checked with the original commitments to the IOC.

Traffic signal timings

6.49 London benefits from having one of the most advanced traffic management systems in the world. About 3,000 sets of London's traffic signals can be controlled and signal timings can be adjusted remotely.

Over 1,800 key sets of traffic signals have Split Cycle Offset Optimisation Technique (SCOOT) adaptive software, which constantly monitors traffic flows and adjusts signal timings at each junction. Other supporting dynamic traffic management technology is also used.

6.50 Traffic signal timings will be developed for the Games to provide greater capacity and journey reliability for Games vehicles. These measures will be carefully developed taking into account, and mitigating as far as possible, the impacts on other road users. These Games-time plans will conform to current road safety standards. The Surface Transport and Traffic Operations Centre (STTOC) is a fully integrated traffic control centre responsible for controlling London's road traffic, including London's bus emergency control centre and police operational command unit.

Restricted turns and road closures

6.51 Where required, temporary restricted turns will be implemented to improve traffic flow along the ORN and PRN. It may also be appropriate to lift existing restrictions temporarily, where there is a benefit to either Games or other traffic.

6.52 To give priority to Games Family vehicles, side road closures to general traffic will be required (except for local residents and businesses, where possible). These proposals will be subject to further development and consultation as part of the formal statutory consultation process for TROs.

6.53 Most of these restricted turns and closures will need to be in place for 24 hours a day so that they can be operated safely and not confuse the public. However, some locations have been identified where there are particular access issues that will be mitigated by lifting the restrictions for part of the day. Where possible, turns for cyclists will be maintained.

Junction improvements

6.54 The ODA and its partners have identified some locations that will benefit from junction improvements such as kerb realignments to assist the reliability of the ORN and PRN. Some changes will contribute towards permanent schemes that will improve junction operation after the Games.

Kerbside controls

6.55 Much of the highway that comprises the ORN/PRN is already subject to parking, waiting and loading restrictions. Further temporary restrictions will be implemented to maximise the efficiency of the ORN/PRN when necessary. The requirements for special parking arrangements, such as Blue Badge parking and parking for local residents and businesses, are being considered in consultation with highway authorities and other stakeholders, such as residents. Alternative facilities will be provided where appropriate to maintain a balance between the ORN/PRN requirements and to keep traffic moving. Plans for the strict enforcement of stopping, parking and waiting restrictions are being developed in consultation with the relevant enforcement agencies.

6.56 Where additional controls are required, they may be in place for longer than the Games Lanes.

Games Lanes

6.57 Temporary Games Lanes have been successfully used in previous Games to ensure safe, fast and reliable journeys. They will only be for official Games vehicles and blue-light emergency vehicles on call. The lanes will only be used for fixed and specific periods of time, where and when they are needed, to ensure the reliability of journey times for Games vehicles.

6.58 The vast majority of temporary Games Lanes will generally be located in offside lanes, as this has been shown during previous Games to cause less disruption to general traffic.

6.59 Games Lanes on the busiest parts of the ORN/PRN are planned from 6am to midnight, but routes to many of the venues are planned to operate for reduced hours to reflect competition hours, arrivals and departures. In such cases, the lanes may operate from 7am to 4pm or 7am to 7pm, for example.

Suspension of some bus lanes, bus stops and pedestrian crossing facilities

6.60 Most bus lanes and bus stops will remain. However, where the road width is narrow, some bus lanes and bus stops will need to be temporarily suspended to maintain access for all road users. Most suspended bus stops will be relocated in the usual way for temporary works, and some lightly-used bus stops will be monitored during the Games and only relocated if problems become apparent.

6.61 About 90 per cent of the pedestrian crossings on the Core and Venue ORN and PRN are planned to be kept open, and their timings will be coordinated with adjacent traffic signals so that Games vehicles do not get held up with a series of red lights. At the small number of crossings that will need to close during the

Games, pedestrians will be directed to safe alternative crossing facilities nearby. The temporary signing for such closures is being developed in consultation with highway authorities and other stakeholders.

Diversion routes

6.62 Where required, some or all non-Games traffic may be diverted away from the ORN and PRN on to other suitable routes. Advance publicity and clear diversion route signing will be implemented where necessary. Variable message signs and other driver information systems may be used at key locations, both within London and on motorway and trunk road sections of the ORN and PRN, to inform drivers of traffic conditions and implement diversion routes where required.

Traffic signal technology upgrades

6.63 The London Streets Traffic Control Centre (LSTCC) has access to 1,200 roadside CCTV cameras, providing a live picture of traffic movement. It is also fed by an automatic traffic monitoring system from over 3,000 points on London's road network. This monitoring allows an incident management team to respond to accidents, breakdowns and other obstructions quickly and take the necessary action.

6.64 TfL is delivering signal upgrades to enable the ORN and PRN in London to be managed in real time through remote computer control. This will make it easier to react swiftly to congestion during the Games. The work includes the connections back to the LSTCC, which will in turn provide an information feed to the new Transport Coordination Centre (TCC) being set up for the Games (see chapter 15).

6.65 Considerable work has already been completed. Additional signal upgrades and CCTV installations have been identified, taking account of changes to the network as a result of the designation process.

Traffic Regulation Orders

6.66 Traffic Regulation Orders (TROs) are required to ensure that proper enforcement of the various types of measures and restrictions, introduced for the control of traffic during the Games, can be undertaken. The 2006 Act has given powers to the ODA to make TROs on the ORN and PRN, subject to the Secretary of State's consent, and local traffic authorities will be making Games-related TROs for measures that are off the ORN and PRN.

6.67 Inside London, TfL is managing and coordinating the TROs, including the related public engagement and consultation. The process in London is being coordinated across all requirements resulting from ORN, Venue Transport Operations Plans (VTOPs)/Local Area Traffic Management Plans (LATMPs) and Movement Management Areas (MMAs).

6.68 Outside London, the ODA will make the TROs for the ORN and PRN in consultation with the Highways Agency (for trunk roads) and the local traffic authorities (for non-trunk roads).

Movement management in central London

6.69 As well as the road events during the Games, there will be a great number of events and festivities happening in London during the summer of 2012. There will be significant numbers of extra people moving around, especially in central London. The additional pedestrian activity this will generate presents some unique challenges in planning and managing transport requirements. In recognising the need to prepare for this concentration of pedestrians in central London, TfL is leading a project to focus on the challenges posed by the extra movements, known as Movement Management. This has been adopted as a coordinated response to the unusual circumstances expected to affect transport, with the aim that pedestrian-vehicle conflicts will be minimised while, at the same time, maintaining effective movement of people and goods. The Movement Management work stream is led by TfL, working with their partners in Games planning.

6.70 This work is largely centred round the Horse Guards Parade, The Mall and Hyde Park venues. This same area of London is also the focal point of a number of proposed road events that will generate large numbers of spectators and require traffic measures to support the events and manage spectators around and along the 'field of play'. These measures will be subject to statutory consultation.

6.71 In terms of managing and guiding spectators between key public transport hubs and the venue sites and road events within and adjacent to this area of central London, the careful planning of the route between the transport hub and the venue will ensure spectators can travel to/from the venues and road events in safety. In addition, there will be numerous events taking place within this area of London that will require coordination from a pedestrian and traffic management perspective. Movement Management will assist by providing a coordinated approach, with all interested agencies working together to ensure the events can take place in safety, and that disruption to the overall transport system in the area is minimised.

Implementation and Operational Management

6.72 The ODA is working in partnership with TfL, the Highways Agency and local highway and traffic authorities to implement the temporary traffic management measures on the ORN and PRN.

6.73 As sponsor for the overall ORN and PRN programme, the ODA is discharging the implementation and operational management of the ORN and PRN to those highway and traffic authorities through which it will pass, which include TfL, the Highways Agency and local highway authorities.

6.74 Inside London, TfL will undertake the overall road-space management programme for implementing, operating and maintaining the measures on the Transport for London Road Network (TLRN); where measures are not on the TLRN, the highway authority will have the option to undertake the work themselves in coordination with TfL, or exercise the function to TfL under local agreement such as Section 8 of the Highways Act (1980).

6.75 Outside London, the relevant highway authority will lead on the delivery of temporary measures on substantial sections of the ORN/PRN (such as the strategic road network, for example, motorway sections), while the relevant local highway authorities may also deliver measures on other sections where appropriate. The Highways Agency will lead on incident management and recovery services on the ORN and PRN outside of London.

6.76 The ODA will provide funding where necessary but seeks assurance from local highway authorities that the necessary traffic management designs and requirements needed to implement, maintain and operate the ORN/PRN are delivered on time, to programme, and meet the London 2012 objectives.

6.77 The Highways Agency and TfL will be concerned with keeping the UK moving and this will be achieved through a reasonable balance between competing demands. On the national roads network, the Highways Agency will make full use of the existing infrastructure to assist Games Family, spectators and other road users in selecting the best route and time of travel.

Management of third-party projects

6.78 Where projects promoted by other parties affect the effective operation of the ORN, PRN or events related to the Games, TfL is seeking to agree mitigation of any potential impacts.

6.79 The objective is to engage promoters early and ensure that such projects are carefully managed to make sure they do not adversely impact the ORN or PRN. Some key third-party projects identified and currently under review include the Crossrail project, the Thames Water upgrade project and the Victoria station upgrade.

6.80 In particular, TfL is seeking to ensure that major and minor projects affecting the ORN and PRN are managed effectively to avoid disruption.

Management of network operator (utility) works

6.81 On behalf of the ODA, TfL is leading on the sharing of information and the communication to network operators on the roads and street work requirements for the ORN/PRN in London through the Clearway 2012 work stream.

6.82 With the voluntary collaboration of network operators, their regulators, the police, emergency services and local highway and traffic authorities, the Clearway 2012 group provides advice on the necessary road network restriction requirements, to enable effective stakeholder planning of their operations where it affects the ORN or PRN and other roads that will be critical to the success of the Games.

6.83 The Clearway 2012 group is also working with utility companies to seek ways to improve the management of utility emergencies during the Games.

6.84 Outside London, the ODA will set out the Clearway Plan approach for the ORN and PRN; it provides non-London local highway and traffic authorities with guidance on the exercise of special controls under normal regulations relating to works and traffic management on the ORN and PRN.

6.85 An embargo will be placed on planned road and street works between specified dates during 2012.

Traffic compliance

6.86 The compliance project aims to ensure that the ORN and PRN are free of obstruction and to maximise the compliance of road users with the terms of the TROs. A safe and effective ORN and PRN will be achieved through:

- an effective communications strategy so that drivers are less likely to contravene the TROs;
- a visible presence through on-street civil enforcement officers to deter potential offenders on the ORN and PRN and enforce kerbside contraventions using the civil enforcement powers in the Traffic Management Act;
- CCTV enforcement of Games Lanes and restricted turns; and
- a vehicle removals service to rapidly remove illegally parked, broken down, accident damaged or abandoned vehicles.

6.87 There will be statutory ORN and PRN traffic signs and road markings in place to inform road users of the rules of the highway, such as where drivers can and cannot park or drive. Highway authorities will be responsible for day-to-day traffic enforcement on the ORN and PRN, including issuing penalty charge notices where necessary.

6.88 The responsibilities of each highway authority will be set out in detail in Service Level Agreements detailing where, when and the extent of services to be deployed. Highway authorities will need to describe these in operational plans covering the life of the services.

6.89 The London Olympic Games and Paralympic Games Act (2006) makes the ODA responsible for setting the penalty charge levels for contraventions of TROs made under the powers in that Act, subject to the Secretary of State's approval. The London Olympic Games and Paralympic Games Bill currently before Parliament includes provision to ensure that the scope of that power extends to all such Orders, as originally intended. In 2010, the ODA consulted on a single penalty charge level of £200 for all such contraventions.

Stakeholder engagement and consultation

6.90 The ODA is committed to engaging with those who may be affected by the operation of the ORN and PRN during the Games.

6.91 Engagement since 2006 has allowed for the knowledge and views of partners and interested stakeholders to be fed into the development of the ORN and PRN. This will continue to take place up to, and throughout, summer 2012.

6.92 Inside London, engagement will be the responsibility of TfL. Outside of London, engagement will be led by the ODA.

6.93 Throughout 2011, and up to and throughout the Games, the focus will be centred on public engagement and consultation. During this time the ODA and TfL will be encouraging feedback about the temporary traffic measures from the general public. Any vital comments will be fed back to the ORN and PRN design team.

6.94 An ORN and PRN awareness-raising publicity launch took place in July 2010, where the proposed locations of the Games Lanes were announced. Consultation also took place on the Penalty Charge Notification level and amendments to designated routes. Both consultations finished in October 2010. Engagement with the 900 stakeholders involved in the previous editions of the Transport Plan continues and uses a wide range of techniques, including the regular Borough Transport Forum – which involves all London local authorities covered by the ORN and PRN – frequent conferences, workshops and meetings. Prior to the launch, the ODA provided special briefings to political stakeholders, such as local authority leaders and members.

6.95 As part of the launch in July 2010, an ORN microsite (london2012.com/orn) was developed. Stakeholders and members of the public can contact the ORN team using a dedicated email address. The website also provides information on the progress of the consultation process.

6.96 The ODA and TfL continue to engage with transport mode specialists and holds regular workshops to share ORN/PRN detailed plans and seek views about the proposals. These include groups representing walking and cycling (active travel), the UK road freight industry, taxi networks and accessible transport groups. Subsequent engagement will continue to ensure that all modes affected by the ORN and PRN are covered.

6.97 There is also a focus on engaging with key operators and organisations affected by the ORN and PRN. This includes involving the police and emergency services and other key site-specific organisations and institutions. Site-specific briefings for local business and resident organisations may also be provided.

6.98 Public engagement plans for different sections of the ORN and PRN will be developed in partnership with each affected local authority. The public engagement plan will identify the different categories of

stakeholder (for example, political, key operators and the public) and how they will be engaged. The following range of methods will be used to engage with ORN and PRN stakeholders, including the general public:

- existing resident and business forums;
- publicity on the local authority website;
- information on the London 2012 website;
- specialised briefing sessions;
- public drop-in sessions; and
- publicity in the local authority’s publications.

Testing

6.99 As part of the overall transport operations testing, there is a need to test the ORN and PRN to provide assurance that journey time reliability will be achieved for the Games Family.

6.100 The testing programme will comprise operational process and communications testing, carried out in a desktop environment, and live on-street testing of operations and proposed ORN and PRN traffic management measures. The focus will be on new or different processes and measures for the Games. However, as it is difficult to create Games-time conditions and it is acknowledged that any 'live' test will be disruptive, live tests will only take place where there is a significant level of benefit to be realised in terms of increased knowledge and understanding. Wherever possible and appropriate, comprehensive traffic modelling and desktop exercises will be undertaken to reduce the need for live on-street testing.

6.101 Where there is uncertainty around journey time reliability, it is expected that some standalone test sites will be required. However, opportunities will be taken to test the ORN and PRN in conjunction with wider Games test events to maximise the level of knowledge gained both in regard to the ORN in isolation, and its relationship with other Games-related activities.

Contingency planning

6.102 Each highway authority operating the ORN and PRN will have contingency plans in place for managing the network in the event of problems occurring.

Activity timetable – overview

6.103 Delivery partners will work to produce detailed implementation plans for temporary measures on the ORN and PRN, which will systematically introduce measures according to need.

6.104 Figure 6.3 summarises the key dates for the implementation, operation, decommissioning and close-out phases of the ORN and PRN. These may be adjusted subject to design development, or testing.

Figure 6.3: Summary of ORN and PRN activity and milestones by date

Activity/milestone	Date
Rolling programme of implementation of temporary measures	June 2011 – July 2012
Complete ORN and PRN operations plan	April 2012
Ramp-up of operation of ORN and PRN temporary measures	July 2012
Planned road and street works embargo on Core and Venue ORN and PRN and A501	1 March 2012 – 30 Sept 2012
Planned road and street works embargo on Alternative ORN (other than A501), Training ORN, 'A', 'B' roads and key bus routes	1 July 2012 – 9 Sept 2012
Operations during the Games	27 July 2012 – 14 Sept 2012
Decommissioning of the ORN and PRN and removal of temporary measures	2 August 2012 – end 2012