

## Transport for London

### STRATEGIC PLANNING ADVISORY PANEL

**Meeting No. 2 to be held on Monday 14 May 2007  
Windsor House, 14<sup>th</sup> Floor Boardroom at 2pm**

#### AGENDA

A Meeting of the Panel will be held to deal with the following business:

1. Apologies for Absence
2. Minutes of Previous Meeting held on 16 January 2007
3. Matters Arising and Outstanding Items

#### **Business Items**

#### **Sponsor**

- |    |   |   |
|----|---|---|
| 4. | SPAP Work Plan 2007/2008                          | Peter Hendy, Commissioner                             |
| 5. | Mayor's Transport Strategy -<br>Progress Update   | Steve Allen, Interim MD Finance<br>(Barry Broe)       |
| 6. | Olympic Transport Projects                        | Steve Allen, Interim MD Finance<br>(Richard Browning) |
| 7. | Travel Demand Management -<br>Emerging Priorities | Ben Plowden, Programme Director, TDM                  |
| 8. | Any Other Business                                |   |

**Date of next meeting (Combined): Wednesday 3 October 2007**

## TRANSPORT FOR LONDON

### STRATEGIC PLANNING ADVISORY PANEL

**MINUTES** of the Panel meeting held in the Boardroom, 14<sup>th</sup> Floor Windsor House, at 10.00am on Tuesday 16 January 2007

**Present:** Peter Hendy (Chair)  
Dave Wetzel  
Honor Chapman  
Stephen Glaister  
Sir Mike Hodgkinson  
Ben Plowden  
Jay Walder

<b>In attendance:</b>	Steve Allen	Director of Corporate Finance
	Barry Broe	Director of Group Transport Planning & Policy
	Richard Browning	Dir. of Group Business Planning & Performance
	Howard Carter	General Counsel
	Gareth John	Director of Legal & Compliance
	Jeff Pipe	Corporate Governance Adviser
	Elaine Seagriff	Head of Policy & Strategy
	Shashi Verma	Director of Oyster Card

**Secretary:** Horatio Chishimba

#### **01/01/07 Apologies for Absence**

Apologies for absence were received from Lynn Sloman and Eva Lindholm.

#### **02/01/07 Declaration of Interests**

None declared.

#### **03/01/07 SPAP Terms of Reference**

The Panel noted the content of the SPAP Terms of Reference as agreed by the Board on 25 October 2006.

Peter Hendy informed Panel members that both the Corporate Advisory Panel and the Strategic Planning Advisory Panel would be open to attendance by other non-Panel members to encourage wider discussion and input from Board Members and Advisers.

**Action: Secretariat**

#### **04/01/07 SPAP Work Plan 2007**

The Panel noted the content of the SPAP Work Plan 2007 and **agreed** to include Marketing and Ticketing Strategies as items for discussion at a

future meeting.

**Action: Jay Walder**

**05/01/07 Mayor's Transport Strategy**

Barry Broe introduced the report and presentation which informed the Panel that the Mayor was likely to delegate his powers to prepare a revision to the Mayor's Transport Strategy (MTS) to TfL and to formally direct TfL to exercise those powers.

TfL was considering the scope, timescales, approach and resources with a view to delivering this. Barry Broe explained the MTS legal framework and its relationship with other strategies e.g. Housing and the environment strategies and Local Implementation Plans.

The Mayor is required to keep his Transport Strategy under review. Since the first Transport Strategy was published in July 2001, there have been two minor revisions facilitating the WEZ and LEZ. It was also noted that since the last strategy EU developments required that if TfL prepared a revised MTS then a Strategic Environmental Assessment (SEA) was also required.

The MTS2 would sit beside the London Plan as they were two of the Mayor's key strategic documents, with a time horizon and implementation milestones to 2026. The MTS2 would contain proposals and policies for infrastructure and service improvements to support the London Plan.

Peter Hendy told the meeting that much of what was contained in the first Strategy document has been achieved or is ongoing. Barry Broe agreed to circulate a summary of the analysis which has been undertaken to report progress on individual policies and proposals contained in the existing MTS document.

**Action: Barry Broe**

Important decisions will soon need to be made as part of TfL's approach to the CSR (Comprehensive Spending Review) which will impact upon the MTS.

Sir Mike Hodgkinson commented on the interrelation between affordability and land use plans. In reply Barry Broe informed the Panel that the costs of the proposals in the document will need to be taken account of in preparing the revised Strategy. Jay Walder added that the MTS needs to consider reasonable funding and that the funding landscape has changed dramatically since the first MTS.

Peter Hendy suggested that key issues will be the speed of development in areas of London, such as the Thames Gateway, and potential funding sources for transport.

Honor Chapman commented that London South Central is a growing area of commercial development and that the aspiration to build up commercial centres in London is a great opportunity that should be seized.

Jay Walder said that TfL's funding priorities are clear – including Crossrail and PPP. Barry Broe informed the Panel that the London Plan would also have a list of transport investment items.

Stephen Glaister told the Panel that it would be helpful to incorporate contingencies into the document to show what the Plan would be like with and without, for example, significant growth in the Thames Gateway. Dave Wetzel stressed the importance of dealing with outer London issues and TfL being proactive to ensure that bus priority remained high on the agenda.

Peter Hendy informed the Panel that he was keen to see that work on Travel Demand Management (TDM) was included in MTS2 to ensure we demonstrate we are addressing demand. A “predict and provide” approach would not be acceptable. Ben Plowden confirmed that work in certain aspects of TDM e.g. tele-working, was being undertaken in Sutton and would be considered for inclusion in MTS2.

**Action: Barry Broe/Ben Plowden**

Peter Hendy said that MTS2 would go further in breaking down the issues to a sub-regional level, and in doing so would demonstrate the key interrelation between land use and transport decisions. We need to build on the work done by the land use planning team on influencing planning decisions and extend this approach. Barry Broe told the Panel that some analysis had been done to define the range of work that could be done regarding land use. Peter Hendy confirmed that a paragraph mentioning land value capture would be included in the document.

**Action: Barry Broe**

Sir Mike Hodgkinson raised the issue of the role of London in the national economy. Jay Walder suggested that T2025 raised many of these strategic issues. Stephen Glaister said that T2025 was a very good place to start with drafting the MTS2.

Dave Wetzel suggested that safety and security needs to be mentioned across all transport modes in the document.

Sir Mike Hodgkinson commented that this Panel should tackle significant strategic issues for a future London Plan.

Barry Broe agreed to take all the comments made by the Panel to further scope work and develop ideas for inclusion in MTS2.

The Panel **noted**:

- That TfL anticipated commencing work on revising the MTS once the relevant Mayoral Direction and Delegation had been received; and
- That as required by TfL Standing Orders, the Direction and Delegation would be reported to the Board.

**06/01/07 Olympics Update**

Richard Browning introduced the report and gave a presentation on the progress made on Olympic transport schemes.

The Panel was informed that a good relationship with the Olympic Delivery Authority existed and that by the end of February 2007 a funding agreement with the ODA will hopefully have been reached.

Richard Browning outlined the significant achievements on committed schemes in TfL's Olympic Transport Portfolio and tabled a Period 9 Executive Report for the Panel to note.

Dave Wetzel told the meeting that good signage for pedestrians and cyclists will be very important during the games and that efforts should be made to ensure that proper signs directing the public were clear and easily understood. Richard Browning confirmed there is funding in the budget for walking and cycling. The Olympic operating cost budget is less defined as the scope of requirements has not yet been agreed.

Ben Plowden said that work on 'Legible London' was underway and, in response to Dave Wetzel's question on TfL encouraging people to walk between stations, informed the Panel that work on a map showing distances between stations was being undertaken.

Peter Hendy informed the Panel that the ODA has started looking at fleets of vehicles to transport athletes to and from the Olympics village and the various sporting events.

The Panel noted that there was a minor delay in the completion of phase 1 of the Stratford Regional Station. Richard Browning reported, however, that a proposal for meeting the shortfall of £54m had been agreed by the LDA. Jay Walder reassured the Panel that the Stratford Regional Project would continue to be reported on and confirmed that financing issues would not stand in the way of making progress on the project.

Richard Browning agreed to provide Panel members with an extract from TfL's Investment Programme containing details on delivery and progress of a number of major projects for the 2012 Olympic Games.

**Action: Richard Browning**

The Panel **noted** the progress on the Olympic transport schemes, the content of the presentation and the Olympic Transport Portfolio Executive Report.

**07/01/07 Transport Innovation Fund Bids**

The report was taken as read. The Panel **noted** the contents of the report on the progress of bids made to the Department for Transport on the Transport Innovation Fund.

## **08/01/07 Crossrail – Presentation**

Shashi Verma gave a presentation on Crossrail.

The planned population growth in London, congestion currently experienced and the deteriorating travel conditions on some over-ground routes has focused the transport industry as well as government on the need to add capacity in London.

Shashi Verma explained that Crossrail will relieve Central Area congestion. This was the main objective of the 1990s scheme, but the new project has been re-scoped to achieve a broader range of strategic objectives and therefore better value for money. There is a very positive business case which meets all the objectives.

The presentation also gave a view of what London would be like in 2016 without Crossrail. This was compared with slides showing it with Crossrail revealing that effects would not only be on the route but would reach the north and south taking into account passenger interchanges and resulting effects on other lines.

Jay Walder confirmed that discussions between TfL and BAA on options regarding extensions to the west were ongoing.

The Crossrail Bill Scheme: The Panel was informed that there was a long and complex selection process to decide the route. The route plan showed in the presentation gives the best benefit/cost ratio, and would make the greatest impact to the greatest number of people in the shortest time.

It was noted that Richmond and Kingston options were dropped after the last round of consultation, following representations from residents along the route, and the high cost of tunnelled sections. The Ebbsfleet route was dropped in November 2004 over concerns regarding operational delivery to Crossrail's London tunnels.

The Shenfield route is a major travel axis into the City and Crossrail would alleviate pressure on platforms at Liverpool Street, creating expansion opportunities there for other services e.g. Stansted Airport services. Shenfield is also the natural terminating point of inner suburban services.

The key features of Crossrail were outlined, including rolling stock, frequency in the central section of Crossrail and use of tunnelling spoil e.g. land remediation.

Hybrid Bill Timetable: It was noted that without the issues regarding Woolwich, Crossrail could be in the House of Lords in summer 2007.

Funding: Jay Walder informed the Panel that there is every intent/possibility to deal with Crossrail through the Spending Review process.

The Panel thanked Shashi Verma and **noted** the content of his presentation.

**09/01/07 Any Other Business**

There being no further business the meeting closed.

**TRANSPORT FOR LONDON  
STRATEGIC PLANNING ADVISORY PANEL**

**SUBJECT: SPAP WORK PLAN 2007/2008**

**MEETING DATE: 14 MAY 2007/2008**

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**1. Purpose**

1.1 The purpose of this paper is to provide the Panel with a Work Plan which provides an indication of the type of issues to be addressed in the next 12 months. It reflects further developments since the last meeting of the Panel.

**2. Decision Required**

2.1 The Panel is asked to note the SPAP Work Plan for 2007/2008.

**3. Work Plan**

<b>SPAP Work Plan 2007/2008</b>	
Date	Specific Agenda Items
14 May	<ul style="list-style-type: none"> <li>• Mayor's Transport Strategy Update</li> <li>• Olympics Transport Projects</li> <li>• Travel Demand Management</li> </ul>
3 October	<ul style="list-style-type: none"> <li>• Joint Meeting of all Panels</li> </ul>
11 December	<ul style="list-style-type: none"> <li>• Mayor's Transport Strategy Update</li> <li>• Sustainability Framework</li> <li>• Travel Demand Management</li> </ul>
2008	<ul style="list-style-type: none"> <li>• Crossrail Update</li> <li>• Olympics Update</li> <li>• Travel Demand Management</li> <li>• Fares &amp; Ticketing Strategy</li> <li>• Marketing Strategy</li> </ul>

**4. Recommendation**

4.1 The Panel is asked to note the SPAP Work Plan, subject to any changes agreed by this meeting.

**TRANSPORT FOR LONDON**

**STRATEGIC PLANNING ADVISORY PANEL**

**SUBJECT:                   MAYOR'S TRANSPORT STRATEGY  
                                  PROGRESS UPDATE**

**MEETING DATE:         14 MAY 2007**

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**1.     Purpose**

- 1.1. At the Strategic Planning Advisory Panel on 16 January 2007 it was noted that a summary of the analysis undertaken to report progress on individual policies and proposals contained in the Mayor's Transport Strategy (MTS) would be circulated to panel members. This document provides that summary.

**2.     Decision required**

- 2.1. No decision is required.

**3.     Background**

- 3.1. The Mayor's Transport Strategy (MTS) was produced in 2001 and covers the period to 2011, with a broader outlook to 2016. It has since been revised twice to provide the basis for plans for the western extension to the central London congestion charging zone, and the London Low Emission Zone.
- 3.2. TfL has implemented the MTS via its business plan, and has worked with stakeholders such as the boroughs, National Rail, the Department for Transport, the Police, private sector and community groups to co-ordinate their contributions.
- 3.3. Year-on-year progress on elements of the MTS is reported in TfL's annual reports, and in the two Achievements documents produced since 2001. This paper provides an overall progress report on the implementation of the MTS by all delivery partners across the entire timescale of the MTS to date.

## **4. Information**

- 4.1. This review of the MTS provides an overview of the substantial progress that has been made in its implementation. The resulting performance outcomes (which have been reported elsewhere including in the Business Plan and annual reports) include an unprecedented 4% mode shift between 2000/01 and 2005/6 from the car to public transport, walking and cycling. More recent surveys suggest this trend may be continuing, with record levels of Underground usage – passing the 1 billion passengers per year level for the first time ever this year – and sustained increases in bus and rail use, and in cycling.
- 4.2. Highlights of policies / proposals achieved, grouped by MTS priority area, as set out on page 97 of the MTS, include:
1. Reducing traffic congestion - world leading initiatives introduced:
    - Central London Congestion Charging Scheme introduced in February 2003 leading to a reduction in congestion intensity within the zone of 30% during its early years of operation, compared with pre-charging trends.
    - Western Extension Zone introduced in February 2007 has reduced traffic levels in line with expectations.
  2. Improving journey time reliability for car users:
    - London Traffic Control Centre created in 2003, for the first time bringing together traffic managers, police and bus controllers under one roof.
    - LondonWorks database created in 2006, to help co-ordinate roadworks across London.
    - Increased levels of traffic enforcement supported by the creation of TfL's Transport Policing & Enforcement Directorate in 2003.
  3. Making radical improvements to bus services – leading to a 40% increase in bus patronage:
    - A 30% increase in service volume and quality across all of London, including outer London and in socially deprived areas.
    - Excess wait times on high frequency routes dropped to 1.1 mins.
    - Roll-out of 'cashless bus' initiatives in central London Zone.
  4. Tackling the backlog of investment in the Underground:
    - Train service and station upgrades programmes are in place, with substantial progress already made, such as a seventh car on Jubilee line trains.
  5. Better integration of the National Rail system – building a strong foundation for future service improvements:
    - Co-operation with DfT's Rail Group, Network Rail and train operating companies.
    - London Overground created - TfL will let the franchise for a London Overground network from November 2007.
  6. Making the distribution of goods and services more reliable, sustainable and efficient:

- Draft London Freight Plan published summer 2006.
  - London Construction Consolidation Centre (opened March 2006).
7. Increasing the capacity of the transport system – large improvements across all modes:
- 30% increase in bus service volume as mentioned above.
  - Underground service volume increased by 6.7 million train kms operated per annum (an 11% increase), notably including Northern Line and Central Line enhancements.
  - National rail scheduled services increased by 6% in London and south-east region.
  - East London Line Extension construction work commenced.
  - DLR City airport extension completed; other extensions and 3 car upgrade underway.
8. Supporting local transport initiatives:
- London Road Safety Plan published in November 2001, resulting in a 45% reduction in overall KSIs, and 58% reduction for child KSIs.
  - The Walking Plan for London & London Cycling Action Plan both published February 2004. Cycling rates on TLRN have increased by 83% since 2000.
  - £1 billion funding provided by TfL and invested by the boroughs since 2002/3 on a diverse range of projects. Examples include: the first of the Mayor's 100 Public Spaces at Gillet Square, Dalston; School Travel Plans, encompassing 20mph zones around schools; improvements to Thames Road, Bexley, jointly funded with DCLG (previously ODPM); urban realm improvements associated with strengthening the Kilburn High Road bridge; and support for cycling initiatives, complementary measures to support congestion charging schemes.
  - Trafalgar Square completed as the first scheme of the World Squares for All programme.
9. Improving the accessibility of the transport system - to deliver an improved service to all Londoners:
- An additional ten step free Underground stations (on top of the Jubilee line extension step-free stations), and over 100 accessibility initiatives at National Rail stations.
  - All bus services are now low floor (with the exception of the two heritage routes).
  - Enhanced Dial-a-Ride services.
10. Enhancing integration, safety and security across all modes:
- Oyster launched January 2004, with now over 10 million cards issued, including 100,000 free cards aimed at socially deprived target groups.
  - TfL Interchange Plan published and implementation underway.
- 4.3. A more detailed, though not exhaustive, report setting out progress against individual policies and proposals is provided in Annex 1.

- 4.4. Progress will be kept under review to help shape further policy development. Continuing from the T2025 launch in November 2006, a programme of policy development, transport planning and engagement has been developed and is progressing.
- 4.5. The Mayor recently delegated authority and directed TfL to draft and consult on a revised Mayor's Transport Strategy (MTS2). TfL agrees there is a need to update the Mayor's Transport Strategy given the progress made in delivering the current Strategy, and welcomes the opportunity to build on its success and the T2025 Vision, taking account of the Mayor's new target for a 60% reduction in CO2 emissions by 2025 and the higher projected population and employment levels for London. A programme of work, encompassing Assembly & Functional Body consultation and a later public consultation, is currently being developed.

## **5. Equalities Implications**

- 5.1. Good progress has been made towards making London Underground, DLR and London's streets more accessible to all. Notably, all London's bus services (with the exception of the two heritage routes) are now low floor wheelchair accessible. Improvements in safety and security have made the network more accessible for all groups, especially women, older and young people. A review of door-to-door services has been completed, and progress made on ensuring that services are able to meet the needs of London's diverse communities.

## **6. Crime and Disorder Implications**

- 6.1. Improvements have been made to personal security at National Rail and Underground stations, and at key transport interchanges. The Transport Operational Command Unit (TOCU), a joint TfL/ Metropolitan Police Service Unit, has been established.

## **7. Sustainability**

- 7.1. TfL and the boroughs have consistently worked towards the Mayor's vision of a sustainable London, supporting economic development by improving public transport and managing the road network, and tackling climate change and enhancing the environment by reducing the impact of its transport activities (as detailed in Environment Reports in 2002, 2004, 2005 and 2006).

## **8. Recommendations**

- 8.1. It is suggested that the panel notes the progress reported in this paper, and that the findings will be considered when developing policies and proposals for the revision of the MTS.

**Meeting: STRATEGIC PLANNING ADVISORY PANEL**

**Date: 14 MAY 2007**

**Title: MAYOR'S TRANSPORT STRATEGY PROGRESS UPDATE**

**Version: 1**

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## Mayor's Transport Strategy - progress on policies and proposals

**NOTE:** *In this document the policies and proposals text, and the progress updates, are a short summary and are not an exhaustive list of all progress made.*

Area	Policy / Proposal No	Policy / Proposal Summary	Summary	
Objectives and Linkages	Policies	3.1	To work in partnership to deliver the Mayor's Transport Strategy	TfL works in partnership with the Boroughs and other key external stakeholders
		3.2	Involve wider range of stakeholders (i.e. user groups)	TfL consults widely with a wide range of stakeholders e.g. T2025 events, GLA events, formal consultations
		3.3	Transport investment will support sustainable growth	Investment has led to a mode shift of 4% away from the car
		3.4	LDA & TfL to work with Sub regional agencies to deliver sustainable growth	Creation of Thames Gateway Integrated Land and Transport Study (GILTS). Continues work with sub-regional partnerships.
		3.5	GLA & TfL will work with boroughs to support sustainable town centres	Local Implementation Plans (LIPs), borough programming, circa £150m p.a. funding
		3.6	Transport to improve the cultural life in London (i.e. support sport or tourism)	Support provided for cultural and sporting events e.g. Olympics, Trafalgar Square, Notting Hill Carnival, Tour de France
		3.7	Improved land use planning to help promote attractive alternatives to the car	Pak and Ride framework produced, LIPS, London Plan input, sub-regional network planning.
		3.8	Development of high quality, mixed use developments	Developments include: Stratford development, Thames Gateway, Lea Valley, other regeneration areas
		3.9	Transport to support social inclusion and enable people to access jobs & services	Initiatives include: bus improvements in deprived areas, East London Line extension, free bus travel for children, lower PT fares
		3.10	TfL to lead by example and adopt environmental best practice	Includes: CCAP, hybrid/hydrogen fuel cell buses piloted, Sustainability & TDM Units, bus fleet 100% EURO II/III engines & particulate traps
		3.11	GLA & TfL to assess the impact of the MTS on sustainability, health & equality	Annual Environment Report published - Social Inclusion indicators in Annual Report/ Business Plan
	Proposals	3.1	Proposals to support access to jobs, facilities and services	Increased bus services in socially deprived areas e.g. Route 38 to Hackney, East London Line extension
		3.2	TfL will ensure initiatives are taken forward to improve air quality	Hydrogen fuel cell (HFC) bus pilot, bus fleet 100% EURO II/III engines & particulate traps, Low Emission Zone
		3.3	TfL will contribute towards reducing CO2 emissions in London	Investment has led to a mode shift of 4% away from the car; central London Congestion Charging 16% reduction
3.4		TfL will reduce traffic levels and traffic noise	Traffic levels reduced by 13% in central London, and stabilized elsewhere; HFC bus trial, quieter road surfaces	
3.5		TfL will contribute towards enhancing open space & biodiversity	Urban Realm unit created; biodiversity surveys; tree planting	
3.6		TfL will minimise the impact of the transport of waste.	Water freight initiatives. Investigation of multi-modal refuse collection vehicle.	
3.7		TfL will contribute towards improving the health of Londoners	Walking and cycling increased	
Fares & Tickets	Policies	4B.1	London to retain a larger proportion of its net contribution	TfL agreed 5 year funding with Gov't (previously every year). TfL allowed to issue bonds & borrow money
		4B.2	Fares policy to make transport more attractive & affordable	Introduction of free and reduced child/ student travel; reduced fares for the unemployed. Freedom Pass supported.
	Proposals	4B.1	Bus fare freeze & capping of LUL fares	Initially bus fares frozen and LU fares capped. Oyster pay-as-you-go introduced providing discounted fares.
		4B.2	Development of Smartcards across the modes	Introduction of the Oyster card in 2003. Oyster to be introduced on National Rail services.
		4B.3	Introduce flat rate single bus fare 70p	Flat rate single bus fare of 70p introduced. Proposal has evolved since.
LU	Policies	4C.1	Transfer LU to TfL	Completed
		4C.2	Address unreliability and overcrowding, increase capacity	Programme in place based on PPP and TfL Investment Programme.
		4C.3	Mayor's principles for Underground, inc. unified management	PPP contract in place. Investment commenced. LU is managing the Infracos through the PPP contractual mechanisms
	Proposals	4C.1	Improve the worst performing lines	Reliability increased across the system. % of scheduled kms operated in 05/06 returned to same level as that during the late 1990's
		4C.2	Increase train km's	Train kms have increased from 64 million in 2000/01 to 69 million in 2005/06
		4C.3	Address engineering deficiencies	Engineering deficiencies being addressed under the PPP
		4C.4	Long term stable financial regime to fund LU	Government has committed to PPP and PFI contracts
		4C.5	Benchmarking LU performances in Europe	LU is a member of COMET, which benchmarks international metro systems
		4C.6	Halving delays caused by equipment failure	PPP in place to renew existing infrastructure including signalling, track & stations
		4C.7	Achieving core improvements to current lines	Line upgrades underway and due for delivery over next decade. Success to date incl. 7th car on Jubilee line (17% more capacity)
		4C.8	Solve the problem of out of service escalators and lifts	Ten lift and sixty four escalator refurbishments to end of 05/06
		4C.9	Improve conditions of congested stations	Congestion relief programme implemented. Completed at Wembley Park, Canary Wharf (East), Kings Cross (phase 1)
		4C.10	Station and Interchange improvement	Station refurbishment programme in place - 34 stations refurbished to end of 05/06
4C.11	More accessible stations	LU working to Mayoral target of 33% step-free stations. Completions incl. Wembley Park, Hounslow East, Earls Court		
4C.12	Address safety issues and personal security	Improvements at all stations by 2010 (inc CCTV, help points, mirrors); increasing CCTV on trains		
4C.13	Substantial increase in capacity	PPP improvements will provide a 28.5% increase in peak capacity by 2020. Extra car added to Jubilee line trains.		
DLR / Tramlink	Policies	4D.1	Reliable and accessible DLR	Excess wait time reduced from 4.2 mins in 2002/03 to 3.3 mins in 2005/06
		4D.2	Reliable and accessible Tramlink	97.4% of scheduled services operated and all carriages and stations fully accessible
	Proposals	4D.1	Review of DLR capacity	Extensions to the DLR network have taken place and planned. Doubling of train lengths has occurred
		4D.2	Better DLR integrated with local transport networks	DLR stations included in TfL Interchange Plan. Full integration of stations (e.g. Stratford & Canning Town)
		4D.3	TfL & boroughs to improve accessibility around DLR stations	All DLR stations 100% accessible. Network is expanding to areas of East London without rail provision.
		4D.4	City Airport extension by 2004/5. Potential for additional extensions to be explored.	London City Airport extension opened in Dec 2006. Woolwich Arsenal extension under construction
		4D.5	Integration of tram link with other services	Croydon Tramlink integrates with NR and buses. New extensions will seek to integrate further
4D.6	TfL & boroughs to improve accessibility	Improvements being implemented through LIPS process		
4D.7	Explore potential for extending Tramlink	Consultation on options for routes of Crystal Palace tram started. New Addington extension assessed.		
National Rail	Policies	4E.1	Improving safety, overcrowding and unreliability	TPWS introduced, improved reliability (PPM), new rolling stock ordered, plans to increase length of trains and frequencies
		4E.2	Increased rail's contribution to freight & passenger movement	Passenger rail km up by 19% between 1999/00 and 2005/06. Freight up 28% over same period. London Rail Freight Strategy to be published in June.
		4E.3	Consider increased car parking at rail stations if increases sustainable mode share	Park and Ride framework developed and published in 2005.
	Proposals	4E.1	SRA to work closer with TfL and obtain a greater involvement of TfL	London Rail concession being let by TfL. TfL liaises closely with DfT, which has taken over SRA's role.
		4E.2	SRA to take in account of the MTS	SRA abolished in 2005, role taken on by DfT
		4E.3	Bring forward a Rail Plan for London which includes the MTS objectives	Cullen recommendations mostly implemented. 'Rail 2025' developed by London Rail.
		4E.4	Improve safety & security	CCTV on trains & stations, better lighting at stations & surrounding areas. Additional British Transport Police on National Rail in London
		4E.5	Improved performance of franchises	TfL involved in franchise renewal. Public Performance Measure back to pre-Hatfield level (approx 90%).
		4E.6	Improve reliability and tackle overcrowding	Major rolling stock fleet renewals completed including elimination of slam door stock on routes to the south of London
		4E.7	Implementation of London Metro and OrbiRail	London Overground established and major enhancements planned
		4E.8	Providing additional capacity for rail freight	London Rail Freight Strategy will be published as part of the London Freight Plan. TIF bid made on Gospel Oak - Barking line

Area	Policy / Proposal No	Policy / Proposal Summary	Summary	
	4E.9	Provide secure rail stations across London	Improvements made / planned at London Overground stations - help points, CCTV etc South East station improvements funded.	
	4E.10	Improve interchange with National Rail	TfL Interchange Plan produced Aug 2002, covering all interchanges. A number of interchange schemes delivered including Finsbury Park and Vauxhall.	
	4E.11	Standards for station facilities	SRA produced Modern Facilities at Stations guidelines and funded station facilities. TfL has set higher standards for London Overground	
	4E.12	Redeveloping stations to maximise benefits for the transport system	Ongoing programme for NR stations.	
	4E.13	Improved accessibility at National Rail stations	Ongoing programme to increase step-free access - over 100 initiatives implemented. Schemes delivered through the Railways for All funding stream.	
	4E.14	Develop a Park & Ride framework	Park and Ride framework developed and published in 2005.	
	<b>Policy</b>	<b>4F.1 Improve reliability and journey times</b>	<b>Bus service transformed - TfL still working to improve and protect reliability and journey times. Excess wait time at an all time low.</b>	
<b>Bus Network</b>	Proposals	4F.1	Provide a more rigorous system of bus contracts	Quality Incentive contracts introduced with rigorous targets
		4F.2	Greater resources to review & improve performance	Quality Incentive contracts include standards regarding routes performance that are reviewed annually
		4F.3	Improved garage & standing facilities	Bus garage design manual produced. More and better facilities for drivers and staff
		4F.4	Improve pay & conditions for bus staff	Increase in pay and improved T&Cs. BTEC qualification for bus drivers and better staff facilities at stations
		4F.5	More conductors on DD buses	Routemasters were removed from service except on two Heritage routes
		4F.6	Bus priority - current phase of LBPN by April 2004	480% increase in bus lanes since 1992 . Traffic signal Selective Vehicle Detection (SVD) priority introduced
		4F.7	Improve bus lane enforcement	Transport Policing & Enforcement Directorate (TPED) created. Street and on-board bus CCTV cameras
		4F.8	Enhanced priority routes & bus plus	TPED created. Street and on-board bus CCTV cameras
		4F.9	Bus network expansion	30% increase in the bus service volume. A review being undertaken re: the number and location of accessible stops
		4F.10	Expansion in frequency & coverage of 24 hour network	Continual expansion of the London night bus network where demand exists. There are now 101 night bus routes.
		4F.11	Increase bus stops with facilities for low floor buses	Number of accessible bus stops has increased to approximately 30%
		4F.12	Countdown - expansion & improved reliability	Forthcoming implementation of iBus will replace existing automatic vehicle location (AVL) system in 2009.
		4F.13	Plan for accelerating introduction of low floor buses	100% of London buses are low floor and fully accessible
		4F.14	Options for improving bus design	Introduction of articulated buses. All buses have step free access, and space for wheelchairs / child buggies
		4F.15	High level risk assessment of bus operations	Major review of LB's safety management system arrangements completed
		4F.16	Improve safety & security	CCTV on all buses. Greater provision of bus shelters with lighting.
		4F.17	Reduce harmful emissions from the bus fleet	40% of buses have Euro II engines, other 60% are Euro III. 100% have particulate traps. Hydrogen fuel cell bus trial completed
		4F.18	Greater provision of bus information	Introduction of spider maps and stop specific proximity maps. On-line journey planner
		4F.19	Criteria for London service permit to be aligned with MTS objectives	Criteria for London service permit aligned to meet MTS objectives
		4F.20	Extending the role of commuter coach services	Worked with boroughs to implement coach parking at local facilities. Work to plan and implement new facilities is ongoing.
4F.21	Arrangements for coach parking, facilities and terminals	The London Coach Forum is now well established and their work is ongoing.		

Area	Policy / Proposal No	Policy / Proposal Summary	Summary	
Streets	Policies	4G.1	Assist the movement of people, goods and services	Measures have been put into place to help improve reliability & reduce environmental impact (i.e. CC, LTCC, Londonworks)
		4G.2	Balancing the use of street space	Increased bus lane enforcement. Increased segregation of cycling routes and widening of footpaths
		4G.3	Improving personal security and reduce crime on streets	Lighting enhancements, greater provision of CCTV, increase in policing, STAN campaign. Development of 24hr transport network
		4G.4	Managing parking and loading fairly & effectively	Loading bays incorporated in road design / red routes to allow loading and unloading without disrupting traffic
		4G.5	Creation of new CPZ's	CPZ's included as part of the complementary measures to the CC. Many boroughs have introduced CPZs
		4G.6	Limit public off street car parks	Working with the boroughs through LIPS process
		4G.7	Develop intelligent transport systems to make PT more attractive & roads safer	London Traffic Control Centre uses ITS to keep buses moving, monitor traffic flow and respond quickly to incidents
		4G.8	Road assessments to be made against the MTS objectives	Road Plan and TfL's Investment Plan have assessed and prioritised accordingly against MTS objectives
	Proposals	4G.1	Enhance and extend parking for motorcycles and improve safety	The London Motorcycle Working Group was set up in October 2001
		4G.2	Improved traffic enforcement and vehicle registration	Transport Policing and Enforcement Strategy completed. TPED established.
		4G.3	New legislation to allow non-endorsable offences to be enforced	New legislation introduced.
		4G.4	Improving bus lane camera enforcement	Increases in roadside and bus mounted cameras
		4G.5	Increasing the use of speed & red light cameras to reduce accidents	London Safety Camera Partnership set up
		4G.6	Potential for dedicated enforcement & decriminalisation powers	Decriminalised powers introduced in April 2001 have been used to enforce bus lanes on TLRN
		4G.7	Develop a London Road safety plan	London Road Safety Plan produced Nov 2001, resulting in drop in serious accidents of 58% for children & 45% for adults over decade
		4G.8	Secure compliance with speed limits	An increase in the number of speed cameras on London's roads
		4G.9	Introduce 20 mph zones and speed limits	£10m pa budget established. All schools to have safety plan via LIPS. Speed limits reviewed on TLRN.
		4G.10	Streets for people - design and manage appropriate local streets	Streets for People project developed as part of the BSP process
		4G.11	Plan to improve the attractiveness of London's town centres	TfL have produced the London Streetscape Guidance to improve streetscape design and practicality
		4G.12	15% reduction in traffic levels in Central London, zero to 5% growth elsewhere	15% reduction achieved in Central London - traffic levels stable elsewhere
		4G.13	Continue to monitor and assess the performance of the London CC scheme	An annual congestion charge report is published monitoring the performance of the CC.
		4G.14	Investigate the potential & the impacts of extending the CC zone.	London CC zone has been extended west
		4G.14a	Any necessary supporting measures to the western extension to be introduced by TfL	Supporting measures introduced prior to scheme.
		4G.15	Review parking & loading controls	All TLRN roads are now operating as Red Routes where parking and loading restrictions apply
		4G.16	Review of provision and pricing of off-street parking	A review of monitoring off-street tariffs began in December 2002.
		4G.17	London boroughs to submit parking & enforcement plans	Controlled parking zones are supported as part of the CC. Parking Guidance for London produced 2004
		4G.18	Red Routes to be applied to the whole of the TLRN	All TLRN roads are now operating as Red Routes
		4G.19	Set up the London Traffic Control Centre	London Traffic Control Centre set up in August 2002
		4G.20	Identify major congestion bottlenecks on the TLRN	Study undertaken to identify major bottlenecks on the TLRN. Pinch point program implemented.
		4G.21	Develop revised Road schemes for the North Circular, A40, A23 & A205	Schemes either completed or planned.
4G.22	Produce guidance re: local signing and street name signing	Streetscape guidance provides consistent guidance		
4G.23	Establish a street works taskforce	Street works taskforce set up		
4G.24	Increase powers to highway authorities to control streetworks	Street works taskforce set up to co-ordinate street works more efficiently across London		
4G.25	Boroughs to produce 3 year Street Maintenance Priority Plans	Survey of TLRN/ borough roads completed in Dec 2001. Plans introduced via LIPS process.		
4G.26	Long term approach to the funding and management of street maintenance	Street works taskforce set up to co-ordinate Streetworks more efficiently across London		
4G.27	Greater London should be designated as an LEZ	LEZ announced for Greater London will be operational by 2009.		
4G.28	Consider the impacts of a proposed LEZ (in particular environmental & health)	Strategic Environmental Impact Assessment was undertaken during the development of the LEZ.		
4G.29	TfL will investigate further options for a proposed LEZ	Options being consulted on.		
4G.30	TfL will monitor & assess the performance of an LEZ	Monitoring and assessment will start when scheme implemented.		
Car User	Policy	4H.1	Car journeys safer and journey times more reliable	Car user casualties down between 1995 and 2005 by 40%. Journey Time reliability improved in Central London.
	Proposals	4H.1	Review options for extending real time information	TfL journey planner launched. TfL jam cameras on the TfL website
		4H.2	Review current provision of LU and NR station car parking	Park and Ride framework developed
		4H.3	Support development that encourages car sharing and city car clubs	Car clubs encouraged as part of the Travelwise programme
Walking	Policy	4I.1	Promote safe and attractive walking environments	Walking Plan published, Investment via BSP process, increase in walking target enshrined in LIPs
	Proposals	4I.1	Develop means of monitoring the extent of walking	London Walking Plan includes a monitoring plan for walking in London
		4I.2	Promotion and delivery of better conditions for pedestrians	TfL launched "Improving Walkability" to make London more pedestrian friendly. Pedestrian phasing improved at crossings/ junctions.
		4I.3	Produce a London Walking Plan	London Walking Plan produced February 2004
		4I.4	Progress the World Squares For All project	First stage of the World Squares project complete (pedestrianisation of Trafalgar Square)
		4I.5	Develop north to south and east to west pedestrian routes	Existing route network already includes these routes. Walking groups suggest targeting more strategic routes
		4I.6	Completions and promotion of six strategic walking routes	Six strategic walking routes together with riverside and canal paths completed
		4I.7	Review all traffic signal junctions and implement a pedestrian phase	Additional pedestrian phases at signalised junctions and new pelican and puffin crossings
		4I.8	More accessible streets including the removal of barriers	Ongoing programme in progress to make streets more accessible (inc removal of barriers)
		4I.9	Establish streetscape guidelines	Streetscape guidance produced
4I.10	Develop best practice guidance on audits of pedestrian facilities	Best practice set out in TfL's streetscape guidance.		

Area	Policy / Proposal No	Policy / Proposal Summary	Summary	
Cycling	Policy	4J.1	Promote safe and attractive cycling environments	Cycling centre of Excellence established, Cycle Action Plan published, cycling target enshrined in LIPs
	Proposals	4J.1	Establish a Cycling centre of excellence	London Cycle centre of excellence established
		4J.2	Cycling Centre of Excellence to set up an Advisory Group	Advisory group to the London cycle centre of excellence set up
		4J.3	Co-ordinate the LCN+	TfL is co-ordinating the LCN. In the 2006 TfL Business Plan, TfL plan to deliver 850km by 2009/10
		4J.4	Extend the choice of high quality cycle routes	Expansion of the LCN on an annual basis. Inclusion of segregated lanes and advanced stopping lines
		4J.5	Look at problems cyclists encounter (i.e. key accident locations)	Problems assessed - specific projects implemented i.e. new traffic lights; cycle routes introduced to reduce casualties at roundabouts
		4J.6	New highway and infrastructure to be cycle audited	London Cycle Design standards published providing guidance to urban planners & engineers
		4J.7	Developments to include provision of cycle facilities	Installation of 4,500 cycle parking facilities at schools. New secure facilities inc Finsbury Park, Walthamstow Central
		4J.8	Support effective cycle training for safer cycling	TfL working with boroughs and National Cycling Strategy Board to establish training. Rolling out 'Bikeability'
Freight, Delivery & Servicing	Policy	4K.1	Ensure freight / servicing movement needs of business & people met	Freight Plan written to improve the movement of goods across / in London
	Proposals	4K.1	Set up the London Sustainable Development partnership	London Sustainable Development Partnership set up
		4K.2	Encourage freight quality partnerships	Freight Quality Partnerships established as part of the London Freight Plan
		4K.3	Review the London Lorry Ban's exempt network and access routes to it	Review of the London Lorry Ban completed
		4K.4	Ensure the environmental impact of freight is minimised	The London Freight Plan was released for public consultation to improve freight's efficiency
		4K.5	Ensure suitable sites & facilities to transfer of freight to rail	All sites have been identified and are being currently reviewed by London Rail and the boroughs
International	Policies	4L.1	London's international links should be improved and expanded	CTRL implemented, London City Airport expansion
		4L.2	Support the development of a London area airport system	Sustainable ways of accessing London's airport expansion takes place
		4L.3	Ensure a balanced assessment of any further runway capacity is undertaken	Environmental Impact Assessments taken into consideration when new runway / extra expansion of airports takes place
		4L.4	The sustainable building of Heathrow Terminal 5	Additional PT capacity (i.e. Piccadilly line spur to Heathrow 5), Proposed Crossrail link & Heathrow Express)
		4L.5	Support the implementation of Channel Tunnel Rail Link (CTRL)	CTRL due to be complete by November 2007. Kings Cross/ St Pancras station refurbishment completed
		4L.6	Development of high levels of PT access to London's airports	Piccadilly line extension to Heathrow T5, Stansted Express and Gatwick Express
		4L.7	Aviation industry to pay for surface access to reflect the benefits it provides	BAA funded the Heathrow Express
River	Policies	4M.1	Safe use of Thames for passengers and freight to be developed	Greater quality of piers and boat fleets. London Freight Plan will address issues for freight on Thames
		4M.2	Support the retention of freight interchange facilities on the Thames	Wharf Strategy produced. Policies included in the London Plan and Supplementary Planning Guidance
	Proposals	4M.1	Options to extending the use of passenger services & integration with modes	33% discount for Travelcard holders on most fares. New vessels, services and piers with more facilities
		4M.2	Increasing freight use of the River Thames	LSDP considering water based freight options. A review of Wharf Strategy proposals included in the London Plan
Taxi	Policies	4N.1	Taxi availability and quality improved	Taxi usage up by 5% between 1999 and 2005
		4N.2	Private hire vehicles to be safe and reliable	All private hire operators are now licensed
		4N.3	Community transport sector encouraged to contribute towards transport services	Review is being conducted as part of Door-to-Door strategy development.
	Proposals	4N.1	Extensive review of taxi & private hire trade	Review completed on the conditions governing the licensing standards for taxi vehicles
		4N.2	Forums for taxi and private trade	PCO continues to consult regularly with taxi trade representatives
		4N.3	Reduction of harmful emissions from taxis	Taxi Emissions Strategy produced to ensure taxis meet Euro III engine specification by July 08
Accessible Transport	Policies	4O.1	Transport system to be made more accessible	Increase in step free stations, 100% accessible bus fleet, improvements to LU stations (i.e. tactile paving)
		4O.2	Greater availability of door to door services	Dial a Ride provision enhanced, with improved fleet of vehicles. Review of door to door services being conducted.
	Proposals	4O.1	Review of door to door eligibility criteria	A review of the eligibility criteria for dial-a-ride has been completed
		4O.2	Review of Dial-a-Ride organisation and future functions	Dial-a-Ride review completed September 2001. New Dial-a-Ride structure began operation - April 2002
		4O.3	Londonwide taxicard scheme to meet minimum standards	Minimum standards implemented from November 2001
		4O.4	Increase supply of taxis & private hire vehicles and evenly distributed	TfL has worked with Hackney Community Transport to help boroughs where the licensed taxi supply is poor.
		4O.5	Undertaking of Commission for Accessible Transport door to door pilot projects	Door-to-door review carried out
		4O.6	Review the cost to disabled people using door to door services	A review of door to door services is being undertaken
		4O.7	Disability & equality & customer care training introduced to staff	TfL wide training course covering all aspects of equality and diversity introduced, including disability equality modules. BTEC training for bus drivers.
		4O.8	Review the accessibility of recent infrastructure and learn lessons	TfL design standards and the Urban realm works has led to new developments and refurbishments including access features.
		4O.9	Accessibility/mobility forums to be developed	Mobility forums established across boroughs - part of LIPs assessment. London Mobility Advisory Panel (LMAP) now a joint TfL/ALG body.
		4O.10	Schemes, measures & initiatives for easier travel	Number of LU step free stations increased. 100% accessible bus fleet. Improvements to other modes, including taxi access, completed
		4O.11	Information in range of formats	Accessible communications guidelines have been introduced and information is available in braille, easy read, large print, audio and a range of language
		4O.12	Increased provision of powered wheelchairs & mobility aids	Review undertaken with DfT to determine which powered wheelchairs/ scooters are allowed on buses - 100% accessible bus fleet enables this to happen
4O.13	Existing and new facilities to be reviewed to allow sufficient disabled parking	London Plan requires all new developments to provide parking/car-based access for disabled people. Red-route/ blue badge parking review underway.		
4O.14	Effective operation & enforcement of blue badge system	New blue badge rules introduced and training provided by TfL to over 1000 parking attendants using disabled trainers.		

Area	Policy / Proposal No	Policy / Proposal Summary	Summary	
Integration	Policies	4P.1	Ensuring co-ordinated approach across modes	Interchange Strategy published 2002, 95% of Londoners within 400m of a transport node. Integrated ticketing.
		4P.2	Improve interchange between modes	Development of high quality interchanges (eg Vauxhall Cross, Finsbury Park, Kings Cross St Pancras)
		4P.3	Address the complex interfaces between operators & infrastructure re: safety	Interchange Strategy produced which includes TfL's approach to safety
	Proposals	4P.1	Promotion of travel awareness programmes, travel plans etc	Dedicated TDM unit created; strategy developed; ongoing progress with boroughs - enshrined in LIPS targets
		4P.2	Produce an agenda for action on interchange inc identification of key locations	TfL interchange plan published in August 2002 - identifies and prioritises locations for improvement
		4P.3	Develop and implement a network wide Travel Information Plan	Multi-modal journey planner became operational on TfL website in July 2002
	4P.4	Develop programmes to encourage people to adopt more sustainable modes	Walking and cycling improvements (i.e. Safer routes to schools); TDM pilots commenced; PT - Safer Travel at Night campaign.	
	4P.5	Implement initiatives for reducing transport related crime	More CCTV, passenger help points, enhanced lighting and info systems; Crime and Disorder Strategy produced; TOCU set up	
Major Projects	Policy	4Q.1	Increase the capacity of London's transport system	New projects developed (i.e. East London line extension [ELLX]) and existing infrastructure renewed (i.e. PPP)
	Proposals	4Q.1	Support the development of Thameslink 2000	Support for Thameslink continued - T2025 document and work undertaken for Rail 2025
		4Q.2	Facilitate an early start to Crossrail, inc establish an agreement on financing	TfL is working with the DfT and Cross London Rail Links to advance progress of Crossrail
		4Q.3	Confirm a precise NE-SW rail route after examining all options	Crossrail 2 route safeguarded - further work being undertaken
		4Q.4	Implement the ELLX as an early priority; to be followed by other orbital services	Phase 1 of the ELL extension due for completion in 2010
		4Q.5	Identify & plan infrastructure to provide a metro service on the West London Line	West London Line to be included in the new orbital NR services branded "London Overground"
		4Q.6	Carry out wide consultation on the river crossings proposals	Public inquiry for the TGB held and inspectors report submitted to government
4Q.7	Consult on each of the intermediate mode proposals to decide to take forward	Public consultation takes place for all intermediate mode proposals (i.e. West London Tram)		
Making it Happen	Policies	5.1	The Mayor to press Government for funding to implement the MTS	SR04 settlement - 5 year deal + bonds. Further funding required through SR07 process.
		5.2	Ensuring all resources used for transport provide value for money	Value For Money report issued. T2025 benefits published. Audit Commission assessment passed. AA credit rating.
		5.3	TfL's plans reflect the Mayor's Transport Strategy	TfL Business Plan aligned with MTS. T2025 builds on MTS policies.
		5.4	Partnerships in boroughs to develop & implement transport plans & policies	Agreement of LIPS with Boroughs
		5.5	Partnership encouraged between SRA, Railtrack & TOCs - more co-ordinated	Reorganisation of National Rail. Establishment of London Rail within TfL, working closely with DfT Rail.
	Proposals	5.1	Ensure value for money by using rigorous management & business plan processes	Use of Business Case development. Advisory panel review for individual projects. Annual review of Business Plan by Board..
		5.2	Ring fence congestion charging revenue for transport spending	Revenue ring fenced and money buses, cycling and other transport initiatives.
		5.3	Pursuing transport investments to be partly funding by the means of bonds	TfL investment programme partly funded by bonds
		5.4	TfL will draw together a summary annual strategic assessment for transport in London	Transport Challenges and Policy Options for London drawn together in T2025/ TfL Achievement documents
		5.5	TfL will lead an audit of the MTS requirements. Draw up action plan to address gaps.	T2025 has identified policy options
		5.6	TfL, and others, will review, develop and implement overall MTS performance indicators	Performance Indicators reported in Business Plan and Annual Report and in LIPs Guidance
		5.7	The Mayor will set additional targets for implementation of the MTS as appropriate.	Additional targets set in 2004 and incorporated into LIPS and the TfL Business Plan

**TRANSPORT FOR LONDON**  
**STRATEGIC PLANNING ADVISORY PANEL**

**SUBJECT: OLYMPIC GAMES AND PARALYMPIC GAMES UPDATE**

**MEETING DATE: 14 MAY 2007**

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**1.0 INTRODUCTION**

This paper updates the panel on progress made since the last briefing on 16 January 2007, highlighting achievements and issues going forward.

The Olympic Games is the world's largest sporting event and the Paralympics the second. From 27 July to 12 August (16 days) the Olympics Games will have up to 800,000 ticketed spectators per day needing to be transported. Then there will be cultural events focused around Notting Hill Carnival (25 to 27 August) followed by the Paralympic Games from 29 August to 9 September (12 days). The Paralympics will have up to 145,000 spectators of which 20% are mobility impaired requiring transport. In addition, the Olympic family of 55,000, Olympic Workforce of 140,000 and the Paralympic family of 16,500 will have special transport arrangements. The central Games venues include the Olympic Park, Central Zone, River Zone, Wimbledon and Wembley Stadium as shown in Annex 1. The London Olympics start with the handover from Beijing on 24 August 2008 that fall on the Bank Holiday weekend of Notting Hill Carnival. This marks the commencement of a four year Cultural Events programme leading up to and continuing during the Games themselves as shown in the timeline Annex 2.

Transport for London (TfL) is investing £5.6bn in capital projects that are specifically Games related, of which £229m is funded by the ODA or LOCOG. A further £94.1m of operational enhancements, fully funded by the ODA and LOCOG, will supplement the capital investment.

Relationships and plans for delivery of the capital projects are well developed and proceeding satisfactorily. Operational plans and arrangements are in gestation and are now the focus of attention.

## 2.0 FUNDING AGREEMENT

After lengthy discussions with ODA, the Funding Agreement was finally signed on 26 March 2007. It includes all capital and operational schemes that are TfL's responsibility to deliver and are either fully or partially funded by the ODA or LOCOG. The agreement contains provision for further schemes to be added by mutual agreement and includes a schedule of some such 'possible' schemes. The outstanding issue with the ODA about whether the North London Railway was a 'possible' or 'definite' scheme was resolved in favour of the latter and the ODA will provide a fixed and capped capital contribution of £81.72 at Q2 2004 prices, subject to certain agreed conditions being met.

TfL's Olympic schemes are therefore split into three parts:

- Annex 3: Schemes that formed part of SR2004, were already included in TfL's Investment Programme, and would be delivered in time for the Games.
- Annex 4: Additional improvements, requiring separate funding (or part funding), that TfL committed to deliver in the event of a successful bid.
- Annex 5: Operational enhancements to ensure the effective running of the transport network during Games time.

It should be noted that the Funding Agreement includes funding at constant Q2 2004 prices, in accordance with current ODA planning. The original MoU between TfL and the Mayor includes schedules at outturn prices. In summary:

	Total £m (05/06-11/12) (outturn prices)
Schemes TfL was committed to prior to winning the bid	5,018.8
Additional capital improvements requiring separate funding that TfL has committed to deliver	569.6
ODA funding for additional capital schemes	229.2
Operational enhancements, fully funded by ODA or LOCOG, that TfL has committed to deliver	94.1
<b>TOTAL OLYMPIC INVESTMENT</b>	<b>5,682.5</b>
<b>TOTAL ODA/LOCOG FUNDING</b>	<b>323.3</b>
<b>TOTAL TfL FUNDING</b>	<b>5,359.2</b>

## 3.0 THE OLYMPIC TRANSPORT PLAN FOR THE OLYMPIC GAMES AND PARALYMPIC GAMES(THE PLAN)

ODA produced a consultation draft of the Plan in October 2006, which will result in the first Plan being produced in September 2007. Further updates will be issued in 2009 (post Beijing) and early 2011.

TfL commented extensively on the draft OTP at both detailed and strategic levels. TfL has provided detailed comment and made requests for further information including the principles and objectives behind delivering an effective and efficient transport network for the Games. The draft was considered to be largely a capital plan at this stage and detailed comments were provided to aid clarity of understanding.

TfL requested that the principles of operational integration and contingency planning development with a timetable be included in the final Olympic Transport Plan (September 2007). It was also recommended that a 2012 event baseline be defined, roles and responsibilities clarified and agreed.

The Parliamentary Select Committee gave their response to the draft OTP in a report issued on 20 February 2007. The ODA have sent their reply addressing the Select Committee's principle concerns. These concerns were:

- Cross-modal delivery plans are vague and there is a lack of a sense of urgency;
- Systems need to be put in place that are robust enough to allow for major failures without the entire system collapsing. They remained to be convinced that such plans are sufficiently developed;
- Contingency planning needs to be at the heart of the OTP and the ODA must now prioritise its work in this area;
- Assumptions about background demand pose a significant risk and the strategy is not currently robust enough to cope;
- There is no clear strategy for the use of waterways and this must be rectified;
- Minimising the number of cars entering London is consistent with stated aims but they wanted to know details of how park-and-ride schemes would contribute to this being achieved;
- Legacy should be a fundamental criteria of success.

#### **4.0 COMMUNICATIONS AND BRANDING**

TfL is currently producing a booklet detailing and explaining our Games plans. This has been developed from the '2012 Olympics Projects' booklet distributed at the January Panel Meeting which did not conform to LOCOG's rules on using the Olympic brand, meaning TfL could not use it externally. The opportunity has been taken to include the operational schemes outlined in the Funding Agreement. In total if the PPP station modernisations and line upgrade schemes are included, this has the effect of increasing the value of the schemes TfL was already committed to deliver from the previously stated £1.7bn to £5.0bn. This more accurately describes the scale of TfL's overall contribution to the Games.

The intention is to use this booklet, once sanctioned by the ODA and LOCOG, as part of TfL's and GLA's communications strategy around our preparation for the Games. TfL and GLA are in the process of agreeing a 'Joint

Communication Strategy' promoting the benefits to London, particularly transport, and maximising the opportunity afforded by the Olympics. TfL will take the lead on transport issues' with the GLA talking more about sustainability and legacy in general.

The branding relationship between the Olympics and partners (including TfL) will be clarified when the London Games brand is launched in June 2007.

## 5.0 GOVERNANCE

Governance is an evolving structure as we learn from working together and seek to fill any gaps that are identified as a result. TfL and ODA are in regular dialogue at all levels in moving joint activities and the resulting plans forward. Meaningful dialogue with LOCOG has recently commenced following their recruitment of relevant posts.

Each TfL Project/ Programme Manager links to their ODA counterpart on a day to day basis and there are monthly co-ordination meetings at a modal level. There is also a need to bring all TfL's activities together and more importantly to ensure that consistent messages are being received from the numerous ODA parties. This is key to controlling any scope changes that would result in TfL being committed beyond the funding agreement unless, additional finance and resources are in place to meet the timescales.

Currently, an Olympic Project Coordination Group has been established, chaired by Richard Browning and meeting monthly. This meeting includes all modal Programme Managers, along with representatives from the Legal and Communications teams. The Chief Officers are updated at the quarterly IP COM.

## 6.0 PROGRESS ON PROJECTS

Overall progress against schedule remains on target with no projects forecast to adversely impact on the Olympic Delivery Plan.

Major milestones achieved since the last quarter include:

- Approval by the HMRI of North Greenwich Congestion Relief project
- Acceptance of the first painted car body for DLR Woolwich railcars
- The final (94<sup>th</sup>) DLR vehicle to be refurbished, returned into service
- Completion of Boring the Woolwich Arsenal extension up-tunnel
- Agreement with the London Borough of Barking on the way forward for the East London Transit scheme

Other significant developments since the January update include:

**Stratford Regional Station Upgrade:** Further to a meeting between David Higgins and Peter Hendy, it has been agreed that the ODA will fund and manage this project. Transition of programme management from TfL to ODA has commenced with a projected completion date of end June 2007.

**Bus Garages:** Relocation of the three bus garages that need to be vacated from the Olympic site are progressing, but agreement has taken significantly longer than anticipated owing to complex issues in obtaining the new sites.

**Olympic Route Network (ORN):** Work on the ORN is progressing with modelling traffic flows, identifying hotspots and reviewing the results of gap analysis. The ODA are reviewing some elements of the route itself and are in the process of considering potential alternatives. TfL is now coordinating the Highways Agency work for the A4/M4 corridor into central London as it makes sense to view the ORN as one network and so ensure both consistency and simplicity. TfL have further agreed to manage the notification process on ODA's behalf as we have the necessary systems and processes in place. It has been agreed (but not quantified) that ODA will fund this extra work. In addition, ODA have approached TfL regarding the notifications process for venues outside London, which will involve additional survey work. Again, it appears sensible to have one system in operation rather than setting a separate process.

**Olympic Transport Operation Centre (OTOC):** The TfL lead stakeholder kick off meeting held on 7 February 2007 focused on provision of a dedicated 2012 Transport Control Centre based at Palestra alongside the LTCC, CentreComm and MetroComm. This becomes the Olympic Transport Operation Centre during the Olympic test events prior to 2012 (a year in advance of the Games) and during the Games in 2012, when the Olympic Route Network will be operating.

**Olympic Station Step-free Access:** Green Park, Baker Street and Southfields stations are critical for the Olympics. These stations are reporting delays in completion of 6, 18 and 24 months respectively due to more complicated feasibility issues than originally anticipated. This pushes the completion of Green Park and Baker Street into summer 2011, which is butting right up against the start of the Olympic test events. TfL have commissioned Independent Engineer reports to validate the robustness of the new plans, as well as reviewing the LUL programme process for these stations. Any findings will be shared with the ODA.

**Freight and Workforce:** Concern at industry briefings such as 'Games Briefing' – Construction Procurement Opportunities - and the Security and Safety of the 2012 Olympics Briefing has been raised over the need in modelling and planning of the construction traffic and passenger flows associated with permanent venue site access during the construction phase. Similar concerns were raised about the temporary venues in the centre of London. There will also be a need to understand the impact on congestion both locally and in central London and what effect this is likely to have on our operations over the next five years.

**Crossrail:** Work will be needed under the Greenway at Pudding Mill Lane where DLR is extending the platform. TfL are not able to fund this as yet as the Crossrail bill has not gone through parliament, any rework later should be avoided if at all possible.

## 7.0 DEVELOPMENT OF TRANSPORT OPERATIONAL PLANS

The focus of the Olympics Transport Plan has been to outline the event venues and supporting transport infrastructure during the Olympics and Paralympics. The ODA are now clarifying the 'Games' transport operational challenges. TfL has taken the initiative to investigate the broader event picture of 2012. This event picture has been promulgated to event stakeholders such as the GLA, Local Authorities (Westminster), Police, transport agencies involved, the ODA and now LOCOG.

All are aware that London in 2012 will be a major event rich year that includes the Diamond Jubilee, Notting Hill Carnival, New Year's Eve celebrations, other cultural events and the normal sporting fixtures. On top of this the Olympic Games and Paralympic Games, linked with cultural events, require sustained intensive transport provision, crowd management and emergency service support operations for up to 60 days. All these events require extensive operational safety and planning effort by the stakeholders.

A first clarification meeting was held with LOCOG on 25 April 2007, giving visibility of the cultural events. The timeline in Annex 2 highlights the four year culture programme. LOCOG had the following significant desired outcomes:

- Beijing handover of the Olympics to London will be at 2pm on Sunday 24 August – a bank holiday over the Notting Hill Carnival weekend – with a possible follow up big icon event demonstrating that London can party in the evening in the heart of the city.
- Mandatory Ceremonial events for the Olympics and Paralympics have strict guidelines. LOCOG have a budget for this but are looking to third party funding for the other activities. (Transport arrangements have not been considered in budgeting).
- The Opening and Closing Ceremonies for the Olympics and Paralympics are deemed to have equal status. Transport arrangements requiring overnight running apply to all four opening and closing ceremonies.
- LOCOG is in the process of arranging for 7 'Live Sites' (Permanent large video screens). There will also be temporary screens during Games.
- Open free concerts or street corner type theatre is the better approach during the 'Games' such that everybody should feel they can join in / be entertained whilst queuing.
- Running through all events is the need to create a positive London visitor experience as part of the Olympics legacy for London.

Operational and Safety planning work will be translated into progressive training and testing of an integrated transport approach up to and during 2012. The basis will include lessons learned from the Golden Jubilee Weekend held in 2002, the London Marathon (that demonstrated the need for integrated contingency plans when the DLR was shut down for 4 hours), and any lessons from the Tour De France.

The timeline Annex 2 also shows the ODA milestone for Draft Transport Service Plans to be produced by December 2007. The catalyst for this work was the Rail Transport Group meeting of 23 April 2007. A similar meeting will soon be held for the Surface Group that includes the Olympic Route Network and Olympic Transport Operation Centre work. In the meantime the Metropolitan Police Service is required to develop the Security Road Map that will influence the ticketing and Command and Control Strategy. All of this work will need to come under the umbrella of the Olympic Communications strategy.

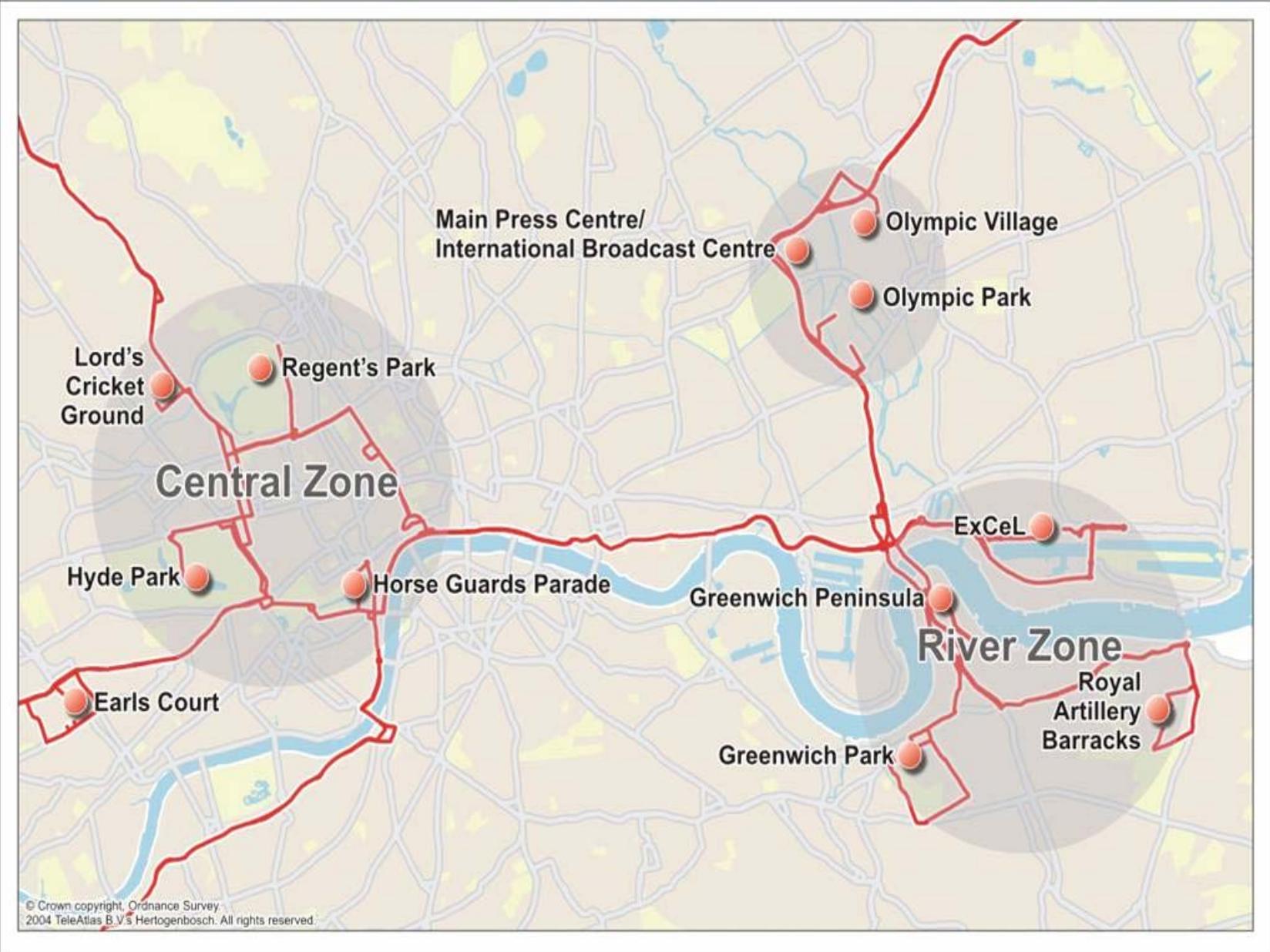
Lessons learned to date show that major events require effective internal and external transport communication prior to, during and after the period they occur. Operational strategies need to be appropriate to the many events and be seamless across the modes. In addition, validated ticketing for transport and events will provide a secure, safe and smooth flowing experience. Once service and contingency arrangements are made, they have to be scenario tested to ensure they are robust. The Olympic Games adds yet another planning dimension in that the International Olympic Committee wants to see test events a year in advance.

In summary, TfL is working hard to understand what will be required and ensure its operational arrangements will be in place. At the same time TfL is doing all it can to help ODA and LOCOG formulate their plans and, more importantly, establish their own people and operational arrangements.

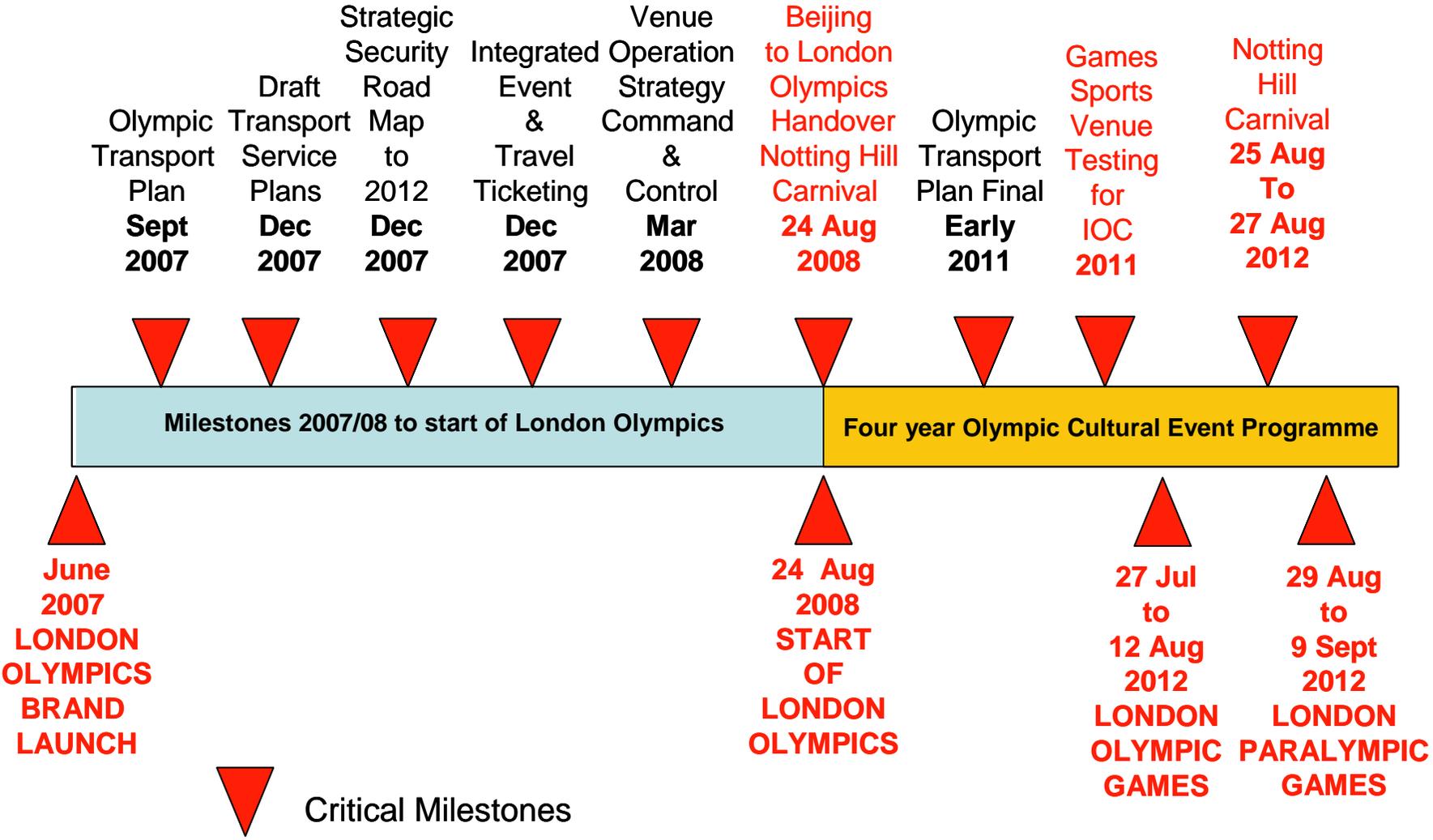
## **7.0 RECOMMENDATION**

The Strategic Planning Advisory Panel is asked to note the progress on Olympic transport schemes requirements for supporting the Games.

Annex 1: Map of Central London Olympic Venues



Annex 2: Olympic Event Milestones up to 2012



**Annex 3: Improvements required for the Games where TfL was committed to delivering before winning the bid**

Games MoU Scheme Description	TfL mode responsible	Total 05/06 - 09/10	Total 10/11 - 11/12	Total 05/06 - 11/12
Docklands Light Railway (DLR) London City Airport extension in service.	LR	22.6	0.0	22.6
Second DLR platform at Stratford Regional station.	LR	18.8	0.0	18.8
DLR Woolwich Arsenal extension.	LR	198.6	0.0	198.6
18 additional DLR rail cars (6 for 2 car train service to Woolwich Arsenal, 12 for 3 car train service on Bank-Lewisham section).	LR	51.0	0.0	51.0
15 tph 3 car DLR train service on Bank-Lewisham section, and converting North London Line to DLR operation, including 3 new stations, and extension to Stratford International station. Total of 15 additional rail cars.	LR	163.5	0.0	163.5
Central Line upgrade. Journey time improvement (from 9% increase in train kms)	LU	62.6	0.0	62.6
Piccadilly Line extension to Heathrow Terminal 5	LU	19.4	8.3	27.7
Jubilee Line Upgrade: Journey time improvement of 22% (from increase in service frequency from 24tph to 33tph and 48% increase in train kms)	LU	326.8	14.7	341.5
Northern Line Upgrade: Journey time improvement of 18% (from increase in service frequency from 30tph to 33tph and an 18% increase in train kms)	LU	263.6	75.2	338.8
Improvements to the A13	ST	102.8	58.7	161.5
East London Transit - Phase 1	ST	16.6	0.0	16.6
Greenwich Waterfront Transit - Phase 1	ST	28.4	0.0	28.4
East London Line extension	LR	953.0	16.0	969.0
* Olympic Route Instrumentation	ST	10.1	7.0	17.1
* London Rail Concession Stations upgrade	LR	26.9	0.0	26.9
* DLR 3 Car North Route	LR	17.7	0.0	17.7
* DLR Railcar Refurbishment	LR	12.2	0.0	12.2
Refurbishment/Modernisation programme for all 246 stations	LU	2,213.3	331.0	2,544.3
* CTRL at King's Cross (Northern Ticket Hall)	LU	<b>Financial figures for these schemes are included under Station modernisation programme above</b>		
* Wembley Park Congestion Relief	LU			
* North Greenwich Congestion Relief	LU			
* Green Park Step Free Access	LU			
* SSL Step Free Access (Baker Street and Southfields)	LU			
<b>Pre-existing TfL Funded Schemes (£million)</b>		<b>4,507.9</b>	<b>510.9</b>	<b>5,018.8</b>

\* Subsequently added post MOU.

**Annex 4: Additional improvements, requiring separate funding, which TfL has committed to as part of winning the bid**

<b>Funding Agreement Scheme Description</b>	<b>TfL mode responsible</b>	<b>Total 05/06 - 09/10</b>	<b>Total 10/11 - 11/12</b>	<b>Total 05/06 - 11/12</b>
Conversion of North London Line to DLR operation, including 4 new stations, extension to Stratford International Station, platform for revised national railways North London Line service at Stratford (£29.1M total ODA funding)	LR	199.5	11.5	211.0
50% of the cost of 22 additional rail cars to provide 24tph 2 car train service for the London Olympics on converted North London Line, and 3 car train service for the London Olympics to Woolwich Arsenal (50% ODA funded)	LR	42.0	0.0	42.0
Signalling and infrastructure works for North London Line (£102.4M ODA funding)	LR	194.2	45.7	239.9
Infrastructure upgrade at Blackwall and East India stations and signalling, communications and power modifications between Poplar and Woolwich Arsenal to allow 3 car train operation to and from Woolwich Arsenal during the Games.	LR	9.0	0.0	9.0
Increase to station capacity at Prince Regent (second exit to serve ExCel) and other network stations.	LR	6.3	0.0	6.3
Provision of new signal loop between Westferry and Royal Mint Street to improve perturbation recovery time.	LR	0.4	0.0	0.4
Modification to the junction at Royal Mint Street to improve system recovery time.	LR	9.9	0.0	9.9
Enhancement of London Cycle network to provide cycling opportunity for Spectators and workforce	ST	6.4	1.1	7.5
Enhancement of walking routes in vicinity of London Olympic Park and Venues	ST	2.1	0.4	2.5
^ Olympic Transport Operations Centre (OTOC)	ST	9.4	0.0	9.4
^ Temporary and Permanent works required to the Olympic Route Network	ST	0.0	7.0	7.0
Junction improvements to the TfL road network to support the	ST	0.0	11.0	11.0
LUL Stations: Upgrade of West Ham station to increase capacity and upgrade of station operations rooms at key interchanges	LU	10.7	2.5	13.2
LUL Resilience: Construction of two new sidings on Central Line to enhance system recovery time (Discontinued in favour of Operational solution)	LU	0.5	0.0	0.5
<b>TOTAL ODA FUNDED SCHEMES (£million)</b>		<b>490.4</b>	<b>79.2</b>	<b>569.6</b>

^ LOCOG (London Organising Committee for the Olympic Games) funded

**Annex 5: Operational enhancements, funded by the ODA (or LOCOG) which TfL has committed to deliver**

<b>Funding Agreement Scheme Description</b>	<b>TfL mode responsible</b>	<b>Total 05/06 - 09/10</b>	<b>Total 10/11 - 11/12</b>	<b>Total 05/06 - 11/12</b>
Additional DLR staff required to operate the London Olympics service plan.	LR	0.0	2.9	2.9
Provision of DLR network wide signage for London Olympic games wayfinding.	LR	0.0	0.7	0.7
Signalling and infrastructure works for North London Line	LR	0.0	2.2	2.2
Earlier start (0530) and late finish (0230) to services across the network; Network wide 24hr running to cater for opening and closing ceremonies; Additional LUL staff.	LU	0.0	21.4	21.4
Recruitment and training of LUL volunteers	LU	0.0	1.3	1.3
Additional station and train cleaning	LU	0.0	2.5	2.5
Provision of network wide signage for London Olympic games wayfinding	LU	0.0	2.5	2.5
Operational resilience on the Central Line to enhance system recovery time and in the event of an incident and additional network maintenance to improve resilience	LU	0.0	12.5	12.5
Rescheduling of planned LUL network enhancements to minimise risk of disruption to the London Olympic services	LU	0.0	10.0	10.0
Provision of enhanced bus services and bus station management at Greenwich for O2 Arena	ST	0.0	1.3	1.3
Shuttle buses for workforce & volunteers	ST	0.0	2.8	2.8
Olympic Transport Operations Centre (OTOC)	ST	0.0	0.9	0.9
Enforcement required for Olympic Route Network (LOCOG funded)	ST	0.0	1.9	1.9
Enhancements to existing TfL bus services for specific transport requirements during the London Olympics period (LOCOG funded)	ST	0.0	4.9	4.9
Background Travel Demand Management (initiatives to suppress background transport demand during the London Olympics period) (all modes)		0.0	12.5	12.5
Transport arrangements (all modes) for those attending opening/closing Ceremonies		0.0	1.4	1.4
Transport arrangements (all modes) for test events prior to the Olympics Period		6.3	6.3	12.5
<b>TOTAL ODA FUNDED SCHEMES (£million)</b>		<b>6.3</b>	<b>87.8</b>	<b>94.1</b>

**TRANSPORT FOR LONDON**

**STRATEGIC PLANNING ADVISORY PANEL**

**SUBJECT: TRAVEL DEMAND MANAGEMENT – EMERGING PRIORITIES**

**MEETING DATE: 14 MAY 2007**

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**1. Purpose**

The purpose of this paper is to update the Panel on key highlights of TfL's Travel Demand Management (TDM) programme during 2006/7 and to outline emerging priorities for the programme in the light of the recent changes to TfL's corporate departments announced by the Commissioner in March 2007.

**2. Decision Required**

No formal decision is required but the Panel's views on the emerging priorities for the TDM programme would be welcome.

**3. Background**

3.1 Travel Demand Management (TDM) is generally understood as the use of marketing, information and other "soft" techniques to encourage and enable people to change their travel behaviour. Such changes might include:

- Not travelling at all (e.g. working at home some of the time rather than commuting, shopping on line);
- Changing the time of travel (e.g. travelling out of the peak);
- Changing the length/destination of a trip (e.g. shopping at local shops rather than in a large out-of-town supermarket); and
- Changing the mode of travel (e.g. travelling by public transport, walking or cycling rather than by car or by foot or bike rather than by public transport).

3.2 "Soft" TDM measures are distinct from but complementary to other TfL activities, including use of "hard" TDM measures (e.g. Congestion Charging, parking restrictions, traffic management) and provision of

new/improved services and infrastructure (e.g. bus service improvements, cycle lanes).

3.3 Transport for London has been involved in Travel Demand Management since 2003. In its early days, the programme focused on a small number of activities including School Travel Plans and wider travel awareness campaigns (including the “Good Going” campaigns). The programme was managed by a small team within the Borough Partnerships group and most of TfL’s relatively small TDM budget (£7m in 2002/03) was allocated for use by the boroughs via the annual Borough Spending Plan (BSP) process.

3.4 There have recently been a number of important changes to the scale and profile of TfL’s TDM efforts. These have been due to a number of influences including:

- A clear view from the TfL Board, expressed over an extended period, that TfL should give a much higher priority to TDM activities and a corresponding increase in both staff and financial resources;
- Agreement to increased TDM resources as part of discussions on the Mayor’s budget;
- The clear role identified for TDM in the Transport 2025 (T2025) analysis, as part of a wider package of activity and investment designed to meet the challenges for London’s transport system arising from population and employment growth;
- The need to cut carbon emissions from London’s transport as part of the wider targets in the Mayor’s Climate Change Action Plan (CCAP); and
- The growing interest in promoting consumer behaviour change in relation to other issues such as climate change, waste management and public health.

3.5 As a result of these pressures, and informed by a review of TDM by the Commissioner’s Policy Unit in 2005/6, there has recently been a step-change in the resources devoted to and profile of TfL’s TDM effort. This has included:

- An increase in the TDM budget from £12.1m in 2005/6, to £24.2m in 2006/7, to £30m in 2007/8;
- An increase in staff in the TDM team from 7 FTE in 2005/6 to 24 FTE in 2006/7;
- The appointment of a new TDM Programme Director reporting directly to the Commissioner as part of the wider changes to TfL’s corporate departments, announced in March 2007.

#### **4. TDM programme update and emerging priorities**

4.1 The set of changes outlined above will allow TfL to build on its existing experience and expertise in TDM delivery and take a national, European and potentially global lead on travel behaviour change. In order to achieve this outcome, TfL's TDM activities need to fulfil two strategic priorities. These are:

- Delivery and evaluation of the existing TDM programme; and
- Development of new areas of activity, both supporting and supported by the existing programme.

##### Delivery and Evaluation of the existing TDM programme

4.2 TfL's current TDM programme is divided into 6 separate but related workstreams. These are:

- School Travel Planning;
- Workplace Travel Planning;
- Personalised Travel Planning;
- Travel Awareness;
- Sutton Town Centre Pilot; and
- Car Clubs.

4.3 Despite the significant growth in the team's activities during 2006/7, the main programmes were delivered on time and to budget. Highlights of the year include:

- adoption of School Travel Plans by 1635 (ie over 54%) of all schools in London In year, 551 school plans were developed;
- reported average reductions in car use for school travel of 5-6%;
- 57 firms with a total of over 250,000 employees signing up to deliver Workplace Travel Plans;
- assessment of 40 major development proposals by TfL and resulting adoption of travel plans, in addition to over 500 travel plans being secured by boroughs supported by TfL funding;
- nearly 60,000 households contacted through Personalised Travel Planning;
- successful launch by the Mayor of the Smarter Travel Sutton project in September 2006, following a rigorous process of selection based on borough bids;
- integration of TfL's Travel Awareness campaigns with the GLA's "DIY Planet Repairs" campaign; and
- further work to focus TfL support for development of Car Clubs.

4.4 The priorities across all six workstreams going forward are:

- continued delivery of agreed workstreams on time and to budget;
- integration of these workstreams with TfL's wider activities (e.g. coordination with both corporate and modal marketing campaigns);
- rigorous monitoring and evaluation of the impacts of the projects within each workstream to identify the nature, extent and duration of their impact on travel behaviour; and
- adjustment of activity over time both within and between workstreams to ensure a focus on the highest impact/value-added activities.

#### New Priorities

4.5 Alongside delivery of the existing TDM programme, TfL needs to develop new areas of activity. In many cases, these will be extensions and developments of elements of the existing programmes. The main themes identified for the new areas of activity are set out below.

- Understanding Consumer Behaviour Change
- Understanding Travel Behaviour Change
- Making the connections – wider policy and delivery links
- Business Planning and Performance
- Telling the TDM Story – promotion and dissemination

#### Understanding Consumer Behaviour Change

4.6 A significant body of expertise exists on how to effect consumer behaviour change in both the public and private sectors. The health sector, for example, has been trying to influence behaviour change for many years (e.g. smoking cessation, AIDs awareness). This expertise needs to be understood and exploited to avoid reinventing any wheels. Key activities to achieve this include:

- Establishing contact with other public agencies responsible for awareness raising and promotional campaigns aimed at changing consumer behaviour (e.g. Energy Savings Trust, Central Office of Information);
- Identifying and establish contact with private sector organisations involved in influencing consumer behaviour change (e.g. major retailers, advertising agencies, marketing agencies);
- Developing understanding of “appetite for change” for regulations/fiscal measures to encourage behaviour change amongst key private sector organisations (e.g. employer attitudes towards fiscal treatment of workplace parking provision vs cycle purchase schemes);
- Using knowledge acquired to inform design and execution of TDM programmes.

## Understanding Travel Behaviour Change

4.7 Existing knowledge regarding travel behaviour and motivation within and outside TfL needs bringing together into a coherent knowledge base to inform both current and future TDM activity. Key activities to achieve this include:

- Identifying and meeting key contacts within TfL who “own” knowledge on travel behaviour (e.g. Group Marketing, Congestion Charging, Oyster/Fares and Ticketing);
- Establishing internal working group on travel behaviour knowledge in order to review existing TfL research into travel behaviour, travel motivation and mode shift;
- Identifying and establishing contact with key personnel in cities and transport authorities, researchers, thinktanks, NGOs and other bodies in the UK and overseas to establish extent of knowledge on travel motivation and behaviour; and
- Identifying key gaps in the existing knowledge base and commission research to address these where appropriate.

## Making the connections – wider policy and delivery links

4.8 The activities of many individuals and organisations both within and outside TfL are complementary to/supportive of TfL’s TDM programmes. These activities need to be understood and where possible brought together to ensure maximum benefit in terms of travel behaviour change. Key activities to achieve this include:

- Identifying key individuals and teams across TfL corporate and operational departments working on issues/projects relevant to the TDM agenda (e.g. CCS, Policy Unit, Walking and Cycling Team, Group/modal marketing teams, Oyster/F&T);
- Using the existing TDM Programme Board to coordinate and integrate effort across the organisation;
- Providing input to key TfL policy processes to ensure maximum integration (NB: MTS2, Walking and Cycling Review, Travel Budget development);
- Identifying existing contacts with key agencies and organisations including Govt departments, other public agencies, local authorities, European Commission and other EU institutions, business organisations and NGOs; and
- Developing and maintaining programme of appropriate contact.

## Business Planning and Performance

- 4.9 TDM needs to move from the fringes to the centre of how TfL plans, invests and operates. This requires continuing development of robust KPIs for the TDM programmes and of TfL metrics and KPIs that reflect wider consumer satisfaction outcomes. Key activities to achieve this include:
- Working with TfL Group Business Planning and Performance to identify to what extent TfL's current business planning processes and performance indicators capture, reflect and reward the TDM agenda;
  - Developing possible "travel outcome" metrics that reflect the social/economic purposes served by travel undertaken on TfL's networks;
  - Developing/piloting new KPIs and other performance metrics, ensuring KPIs and methods of appraisal allow transparent evaluation of TDM initiatives against other TfL investment decisions to understand value for money and trade-offs; and
  - Ensuring TfL KPIs reflect wider Mayoral priorities supported by successful TDM measures (eg social inclusion, CO2 abatement, public health etc).

## Telling the TDM Story – Promotion and Dissemination

- 4.10 The TDM agenda needs to be clearly and widely understood by politicians, policy makers, opinion formers and organisations involved in helping to deliver travel behaviour change. Targeted publicity also needed to stimulate/reinforce take-up of TDM interventions. Key activities to achieve this include:
- Working with Group Marketing and Communications to identify scope for re-branding of TDM programme and team to reflect new emphasis on TDM priorities within TfL's overall planning and delivery;
  - Working with Group Marketing and Communications to identify a programme of activities to promote and disseminate the TDM agenda, activities and outcomes to the widest possible audience, within London, within the UK and overseas;
  - Continuing to work with Group and Modal Marketing teams to develop a programme of marketing and promotional activity to encourage travel behaviour change, including through alignment with major project/service delivery and network management (e.g. Network Management Plans roll-out);
  - Working with the New Media team to develop the TfL website to reflect TDM priorities, e.g. including third party providers of information/consumer services (e.g. home delivery).

## **5. Equalities implications**

The GLA Act 1999 requires the Mayor to have regard to the principle that there should be equality of opportunity for all people. TfL has also been directed by the Mayor to adopt this approach. A core principle of Travel Demand Management is to maximise access to the widest range of possible goods and services for all those living in, working in and visiting London. Successful delivery of the TDM priorities outlined above will therefore contribute directly to fulfilling the Mayor's duty in this regard.

## **6. Crime and Disorder Implications**

Tackling crime and fear of crime is a key element of wider efforts to encourage and enable people to make sustainable travel choices (e.g. travel by public transport, foot or bicycle). The TDM programmes are already well-integrated with TPED (e.g. via the School Travel Oversight Group) and all the programmes take explicit account of crime and disorder issues where relevant.

## **7. Sustainability**

The over-riding aim of the TDM programmes is to encourage and enable people to make the most sustainable travel choice for any particular journey. Achieving sustainability is therefore a fundamental goal of the programmes.

## **8. Recommendations**

The Panel is asked to note this report.