Board

TRANSPORT FOR LONDON EVERY JOURNEY MATTERS

Date: 24 September 2014

Item 7: Delivering Stage 3 of the Tour de France

This paper will be considered in public.

1 Summary

1.1 The purpose of this paper is to provide a summary of TfL's delivery of Stage 3 of the Tour de France.

2 Recommendation

2.1 That the Board notes the paper.

3 Background

- 3.1 TfL last hosted the Tour de France Grand Départ in 2007, with great success.
- 3.2 The Tour de France returned to the UK in 2014. TfL managed the delivery of Stage 3 from Cambridge to London on Monday 7 July 2014.
- 3.3 The Grand Départ began in Yorkshire the most northerly Grand Départ ever within the UK. There was huge national and international press coverage of Stage 1 (Leeds to Harrogate) and Stage 2 (York to Sheffield). An estimated 2.5 million people (equivalent to half the population of Yorkshire) lined the route to enjoy the spectacle.
- 3.4 This paper explores the opportunity, costings, challenges and successes of hosting Stage 3 of the Tour de France and the legacy it leaves behind.

4 The Opportunity

- 4.1 The Tour de France is the world's largest annual sporting event, generating 5,000 hours of TV coverage, broadcast in 190 countries, watched by 3.5 billion people.
- 4.2 Hosting Stage 3 of the Tour de France (Cambridge to London) offered an unmissable chance to remind a global audience that London is capable of delivering successful large-scale world renowned events, whilst achieving economic benefits through increased tourism.
- 4.3 Bringing the Tour de France to London also offered a huge opportunity to inspire new cyclists of all ages. Research has shown that cycling events have contributed significantly to the increase in cycling in recent years. TfL research after the Tour de France Grand Départ in London in 2007 indicated that cycling increased by eight per cent as a direct result of London hosting the event. This is one of the key reasons TfL supports the delivery of cycling events.

5 Financial Position

- 5.1 The total cost of the three UK stages of the 2014 Tour de France was £26m. Yorkshire County Council contributed £10m, as did the Department of Culture, Media and Sport. TfL budgeted £6m to cover the cost of stage three inside London.
- 5.2 The £6m was allocated from the non infrastructure part of TfL's cycling budget, which includes provision for promoting and delivering cycling events. The total cycling budget this year is around £100m, which is broadly split 2/3s infrastructure and 1/3 non-infrastructure.

The final London cost reconciliation will be completed in October 2014, however, TfL expect the total cost to come in under budget at £5.8m.

6 The Challenges

- 6.1 Delivering Stage 3 of the Tour de France presented a number of challenges:
 - (a) Race delivery required the largest ever set of road closures in London on a weekday, with 37km of peak time closures.
 - (b) There were as many road closures for Stage 3 as Stages 1 and 2 combined, representing a huge traffic management challenge.
 - (c) Business-as-usual operations were required to continue for all emergency services, alongside minimal disruption to businesses and schools.
 - (d) Stewarding: there were five separate groups of volunteers (Tour Makers, TfL Travel Ambassadors, London Legacy Development Corporation (LLDC), London Boroughs and Network Rail) to coordinate.
 - (e) Delivery involved a complex governance structure including a host city contractual relationship with the Amaury Sport Organisation (ASO, the event organiser), a partnership agreement with TdFHub 2014 Limited (a new company set up by UK Sport to oversee government funding for all three days) and 20+ pan-stage local authority and delivery partnerships.
 - (f) TfL was responsible for the entire stage from Cambridge to London, by agreement with the TdFHub 2014 Limited, without jurisdiction for roads outside of London.
 - (g) TfL was responsible for ensuring the team cyclists were able to leave the finish on the Mall after the race and reach City Airport in time to make their flight for the next stage in Le Touquet.

7 Road Closures, Traffic and Travel Management

- 7.1 Delivering the Tour de France in London required a huge traffic and travel management operation:
 - (a) 1,366 London roads were closed, leading to the diversion of 74 bus services. There were also several hundred secondary road orders (for example, the reversal of one way systems) to facilitate local access.
 - (b) Advanced warning signage was erected 14 days before the Tour's arrival, on the race route and other affected roads at 285 major junctions in London.

- (c) TfL worked alongside seven London boroughs to suspend parking along the race route. In the week before the event, 18,000 flyers were posted on cars parked on the race route, informing drivers of the road closure to come. Finally, thousands of parking suspension signs were placed along the route a week in advance. Due to these efforts, only seven vehicles from the entire London route had to be removed on race day.
- (d) Traffic management teams closed all roads within 30 minutes and all were reopened within five minutes of the 18.00 deadline.
- (e) All London Underground stations remained open but many, including Westminster, Tower Hill, and Embankment, prepared to operate as 'exit only' or other special entry/exit systems to cope with road closures adjacent to stations. In the event, only Westminster and Green Park stations required these local arrangements on the day.
- (f) Road closures also affected river services, with some services rerouted away from Westminster Pier due to the difficulty of passengers exiting near a road closure on Victoria Embankment.

8 Travel Demand Management

- 8.1 The road closures and related transport impacts were supported by the largest Travel Demand Management (TDM) communications campaign since the London 2012 Games.
- 8.2 An extensive programme of public engagement and communication was developed to raise awareness of the event, provide travel alternatives and advice and encourage changes to customer travel behaviour.
- 8.3 To help businesses and the public plan and get around on the day, eleven drop-in sessions were held in the seven most severely affected boroughs and leaflet drops ensured every household and business within a 400m radius of the race route received information.
- 8.4 Detailed travel information including heat maps, route closure information and bus diversions were made available online at tfl.gov.uk/tourdefrance. This URL received over one million hits, over 25 per cent more traffic than the previous Monday.
- 8.5 Radio ads were played nearly 3,000 times across 15 radio stations in London, Essex and Cambridgeshire, more than 4,500 posters went up across the transport network and 38 press ads featured in print titles. Furthermore, over nine million customers received bespoke emails and messaging was coordinated across 30 teams within TfL and event partners.
- 8.6 In addition, over 12,000 businesses were contacted in advance via e-newsletters, through Business Improvement Districts (BIDs), business groups and via door-knocking in the areas most affected.
- 8.7 Detailed information packs were sent to almost 1,000 London schools within a three mile radius of the route. The 59 schools on the route itself were directly engaged. TfL worked with schools that closed to facilitate opportunities to watch the race as it passed their school.

8.8 A detailed wayfinding strategy was deployed based on that used during London 2012. Magenta signage was installed along the route, at crossing points and at London Underground stations to help guide crowds to the best views of the Tour de France riders, which was supported by TfL Travel ambassadors at stations.

9 Governance and Partnership Working

- 9.1 Delivering the Tour de France involved complex governance. Event delivery was facilitated by a close working relationship with the ASO, TdFHub 2014 Limited and local authorities.
- 9.2 Monthly Licensing, Operation, Safety Planning Group (LOSPG) meetings were held for each sector. These brought together representation from planning sub groups for local planning, health, crowd and transport management, and communications. LOSPG meetings were chaired by the Event Management Company (Innovision) and attended by the TfL Road Events Team by way of assurance. The LOSPG objective was to issue a letter of no objection on behalf of all delivery stakeholders. This was achieved.
- 9.3 Additionally, a monthly steering group chaired independently by the LLDC provided input from major event stakeholders.

10 Inspiring New Cyclists

- 10.1 At 100 days to go, 101 yellow Barclays Cycle Hire (BCH) bikes were released into circulation to celebrate the capital hosting a stage of the 101st Tour de France, boosting the profile of BCH and raising awareness of the Tour.
- 10.2 London marked the return of the Tour de France with a 'Fête du Tour' a cycling festival held in May at Queen Elizabeth Olympic Park (QEOP). This included a road show for cyclists of all abilities, mountain bike stunts, bicycle security marking, French food stalls, TfL cycling activation hubs and the busiest ever Exchanging Places event.
- 10.3 Hosting the Tour de France on a Monday during term time offered an opportunity to engage children through schools. A curriculum pack for Key Stage 2 was produced and four competitions were held for various Key Stages, including the opportunity to design a jersey and banner for the route. Winners were chosen by Disney's Art Attack presenter, Lloyd Warbey and displayed in Fan Parks attracting good press coverage.
- 10.4 TfL worked with students in Waltham Forest to produce a huge Land Art creation on Whipps Cross roundabout, which was seen by the global TV audience as riders passed by.
- 10.5 There were two official Fan Parks over the Tour de France weekend alongside a spectator hub at the QEOP. The race action was shown on giant screens and other cycling related activities and sponsor stalls were available for all to enjoy.
- 10.6 TfL cycling activation hubs were at each Fan Park and the QEOP spectator hub, offering information and advice in an interactive way. Bike security marking and Exchanging Places were offered by the Metropolitan Police Service.

10.7 The race itself was preceded by the Caravane Publicitaire, a spectacular publicity carnival of 170 highly decorated and customised vehicles. TfL entered four specially branded vehicles and volunteers distributed reflective slap wraps containing the tfl.gov.uk/cycling URL.

11 Successes

- 11.1 The result of all the planning and engagement activity mentioned above was that London successfully hosted the finale of the third stage of the Tour de France:
 - (a) Stage 3 was delivered on time and to budget, despite an increased scope (volunteer training, guest management and Fan Parks).
 - (b) Traffic volumes in central London were 15-20 per cent lower than usual, representing a 6-7 per cent reduction London wide.
 - (c) Despite cutting through some of the busiest areas of London, the impact of the road closures was minimal, largely due to the extensive programme of public engagement and communication that TfL carried out. The bespoke access arrangements made for high profile stakeholders ensured London kept moving and disruption was minimised to maintain business as usual on a working Monday.
 - (d) Emergency services were able to operate a business-as-usual service with minimal disruption.
 - (e) There was continued operation of the London bus network with minimal increase to journey times, despite large scale disruption to 73 services.
 - (f) The closed roads reopened only five minutes late, despite riders crossing the line 18 minutes slower than expected. All riders arrived at City Airport on time despite a delayed departure from the finish.
 - (g) Safe operation of London Underground stations was achieved despite increased passenger volumes during the PM peak.
 - (h) Over 3,000 volunteers from five organisations were deployed, a 95 per cent volunteer turn out rate. These worked alongside almost 6,000 stewards to support event delivery.
 - (i) The TDM posters created to increase awareness of the likely travel disruption have become much sought after items of memorabilia. Requests by the public have led to the artwork, created by Adrian Johnson, being made available to purchase at the Transport Museum. To date 2,000 posters have been sold and more are being printed.
 - (j) There were more than 250,000 visitors to the Fan Parks and spectator hubs over the weekend and over 5,000 people were directly engaged at one of the three TfL activation hubs.
 - (k) The ASO complimented London as being 'at least as good as days one and two and on a weekday', and remarked on a noticeable improvement in stewarding and road closures when the Tour entered London.

12 Long Term Benefits to London

- 12.1 The detailed planning and preparation meant the whole day ran smoothly, reinforcing London's reputation as a world-class host of cultural, sporting and business events.
- 12.2 One million spectators came to view Stage 3 of the Tour de France; including school groups, tourists and city workers. Visitors came to the Capital, delivering direct and indirect economic benefits, showcasing London to a much wider audience. The return of the Tour de France helped boost the UK economy by around £100m with a proportion of this directly linked to London.
- 12.3 Early results from spectator surveys indicate that the Tour de France coming to London has helped to encourage more cycling; 52 per cent of attendees said they were inspired to cycle more frequently than they would normally as a result of attending Stage 3 of the Tour de France¹. This summer's cycling events are likely to inspire thousands more Londoners to take to two wheels, building on the Mayor's ambition for cycling to be an integral part of the transport network.
- 12.4 The strong working relationship developed between TfL and the ASO, begun in 2007, quickly resumed for 2014 delivery. The success of 2014 has resulted in representatives from the ASO stating they are keen the Tour de France returns to London at the earliest opportunity.

List of appendices to this report:

Appendix 1 – Presentation slides

List of Background Papers:

None

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¹ From SPA Future Thinking survey – TdF 2014 Economic Impacts Evaluation



The Tour de France is the largest annual sporting event in the world

It typically attracts 12 million spectators along the route. A worldwide television audience of 3.5 billion people watch the event annually. Footage is broadcast by 190 countries and there are 5,000 hours of TV coverage annually.

Transport for London (TfL) last hosted the Tour de France in 2007 with great success. The Tour de France returned to the UK in 2014. TfL managed the delivery of Stage 3 from Cambridge to London on 7 July 2014.

Its return to the UK this summer was great news for London and the economy of the country as we once again welcomed visitors from around the world and the nation



Click on link to play film.



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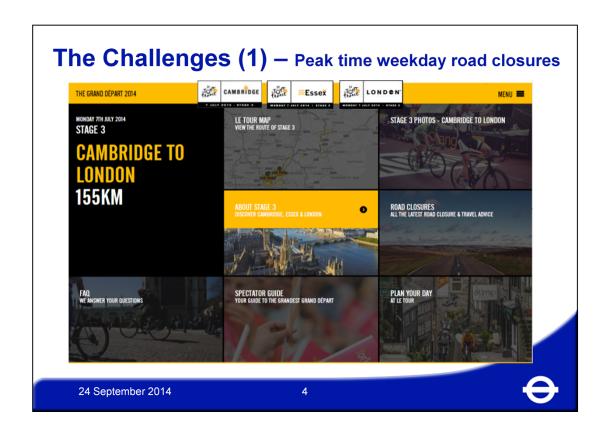
It presented a massive opportunity to inspire new and lapsed cyclists

Hosting Stage 3 of the Tour de France (London to Cambridge) offers:

an unmissable chance to demonstrate that London is capable of delivering successful large-scale world renowned events to a global audience

economic benefits through increased tourism

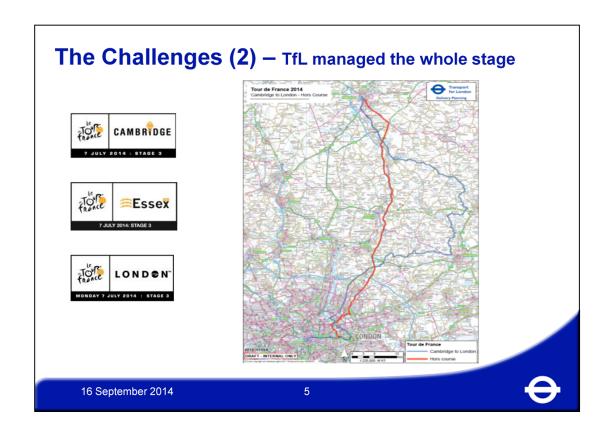
a huge opportunity to inspire new cyclists of all ages, building on the success of the 2007 Grand Depart when cycling levels in London increased by eight per cent



Delivering Stage 3 of the Tour de France was a traffic management challenge.

The secured route required the largest ever road closure on a weekday - 37km of peak time closures on a Monday in London

A business-as-usual service had to be maintained for emergency services during the closures and race.



The routes passed through 11 different highway authorities within the M25 – TfL route network, roads of seven boroughs and private land (Royal Parks, Queen Elizabeth Olympic Park, Westfield Stratford)

TfL was responsible for the entire stage from Cambridge to London, by agreement with the TdFHub 2014 Limited, without jurisdiction for roads outside of London.

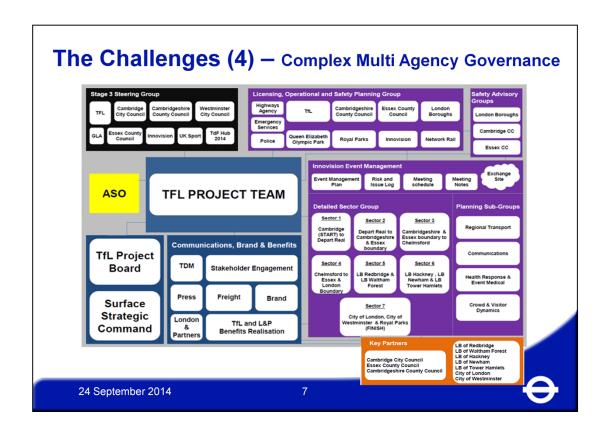


1. Alongside the complex governance structure was a huge number of delivery partners and stakeholders, here are just a few.

In addition, there were five separate groups of volunteers (Tour Makers, TfL Travel Ambassadors, London Legacy Development Corporation, London Boroughs and Network Rail) to coordinate.

2. Following the delivery of the event, London's roads had to be open by 6pm, during this time the riders had to reach City Airport for departure flights leaving at800, 1815, 1830 and 1845 to France for Stage 4 the following morning.

If these flights were missed the riders would not get sufficient rest and the continuation of the tour would be jeopardised- this was a high reputational risk to TfL.

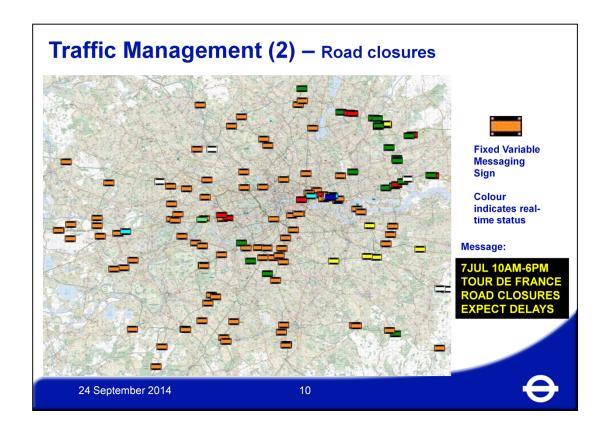


Delivery involved a complex governance structure including a host city contractual relationship with the Amaury Sport Organisation (the event organiser), a partnership agreement with TdFHub 2014 Limited (a new company set up by UK Sport to oversee government funding for all three days) and 20+ pan-stage local authority and delivery partnerships.





Advanced warning signage was erected 14 days before the Tour's arrival, on the race route and other affected roads at 285 major junctions in London.



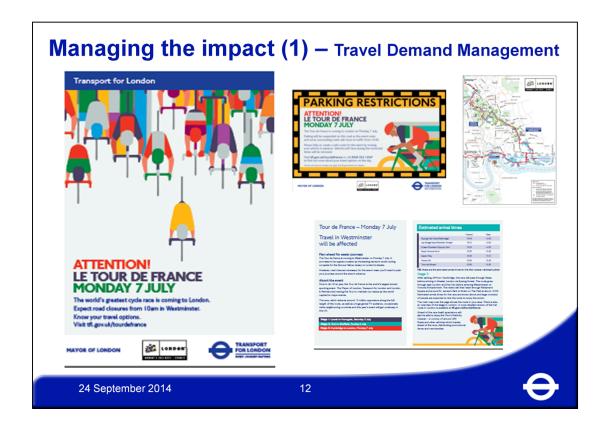
In the week before the event, 18,000 flyers were posted on cars parked on the race route, informing drivers of the road closure to come and variable messaging signs were used to warn of possible delays.

Due to these efforts traffic management teams closed all roads within 30 minutes and only seven vehicles from the entire London route had to be removed on race day.



1,366 London roads were closed leading to the diversion of 74 bus services.

There were also several hundred secondary road orders (e.g. reversal of one way systems) to facilitate local access.



The road closures and related transport impacts were supported by the largest Travel Demand Management (TDM) campaign since the London 2012 Games.

An extensive programme of public engagement and communication was developed to help businesses and the public plan and get around on the day. Eleven drop in sessions were held in the seven most severely affected boroughs and leaflet drops ensured every household and business within a 400m radius of the race route received information (pictured here).

In addition, we provided information via:

- •38 press ads featuring in national regional and freight transport titles
- 4500 posters across Tube, bus and DLR networks
- 530 digital screens in petrol station forecourts
- 18,000 parking restriction flyers distributed on cars along the route
- almost 1000 packs to schools
- and engaged with over 12,000 businesses

There were over 1 million hits to the tfl.gov.uk/tourdefrance webpage on Monday 7 July.



A detailed wayfinding strategy based on that used during London 2012 was deployed. Magenta signage was installed along the route, at crossing points and at London Underground stations to help guide crowds to the best views of the Tour de France riders.



Over 3,000 volunteers from five organisations were deployed, a 95 per cent volunteer turn out rate.

These worked alongside almost 6,000 stewards to support event delivery.





The Tour de France gained a great deal of media interest.

At 100 days to go, 101 yellow Barclays Cycle Hire (BCH) bikes were released into circulation to celebrate the capital hosting a stage of the 101st Tour de France, boosting the profile of BCH and raising awareness of the Tour.



Hosting the Tour de France on a Monday during term time offered an opportunity to engage children through schools. A curriculum pack for Key Stage 2 was produced and four competitions were held for various Key Stages, including the opportunity to design a jersey and banner for the route. Winners were chosen by Disney's Art Attack presenter, Lloyd Warbey and displayed in Fan Parks attracting good press coverage.

TfL worked with students from Leyton 6th Form College in in Waltham Forest to produce a huge Land Art creation on Whipps Cross roundabout which was seen by the global TV audience as riders passed by.

Their design was inspired by the local English textile designer, William Morris.





Fan Parks were set up at three locations over 12 days to encourage visitors to get into the spirit of the event. They included a wide range of activities such as live Tour de France racing on the big screen, the sale of official Tour de France merchandise and *TfL activation hubs*.

Wide range of activities including

- live Tour de France racing on a big screen
- Sale of Tour de France merchandise
- Bike marking
- •Exchanging Places
- •*TfL Activation Hubs (next slide)*



The aim of the TfL hub was to turn 'inspiration to participation' and to reach a diverse cross section of Londoners through "normalising" cycling and encouraging trial.

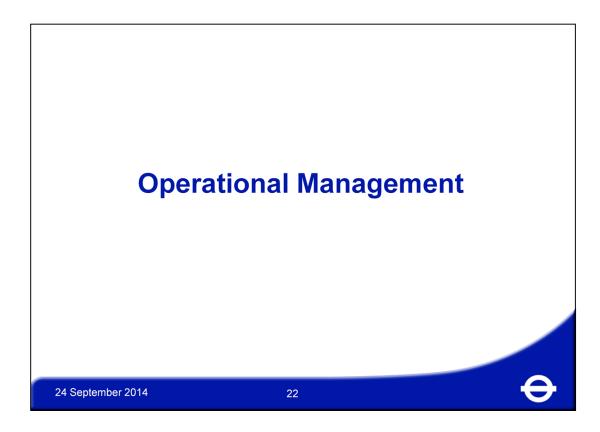
The hubs were interactive and aimed to promote TfL products and services and provide information in engaging and interesting ways.

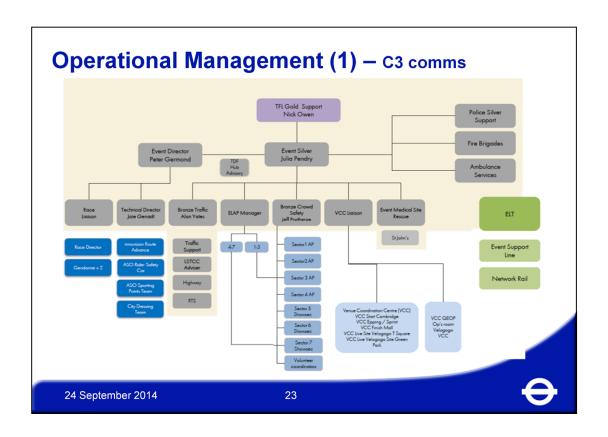


Within the TfL activation hubs, staff were on hand to provide advice on cycling related matters including training and safety.

People were encouraged to make a cycling 'pledge' and share it on social media, and also given the opportunity to pose on a bike in front of a screen with a variety of backgrounds

Bike security marking and the chance to sit in the Exchanging Places cab were also available. Security marking was offered to act as a deterrent to thieves.





To provide the maximum level of command, communication and coordination throughout the event, C3 was divided into five sections

- 1. Event Control Room (ECR)
- 2. Police Operation Room, Cambridge, Essex, London (POR)
- 3. Event Liaison Team (ELT)
- 4. Community Hubs
- 5. Venue Co-ordination Centre (VCC)

Gold- Silver – Bronze command levels were used throughout the C3 planning stages to reflect the three levels of event delivery- strategic, tactical and operational level to ensure:

Delegation – command decisions made at a local level and staff empowered to make spontaneous decisions

Consistency – existing command facilities, structures and processes used including using Palestra as the core Event Control facility

Clarity – clarity in information sharing across all stakeholder groups



Securing the route required the deployment of:

- 41km of barriers
- -1373 stewards within London
- 242 toilets
- and coordination of the arrival and set up of the ASO finish infrastructure travelling down from Sheffield after Stage 2 in parallel with London's own build.
- This all happened in live traffic prior to road closures at 10am.

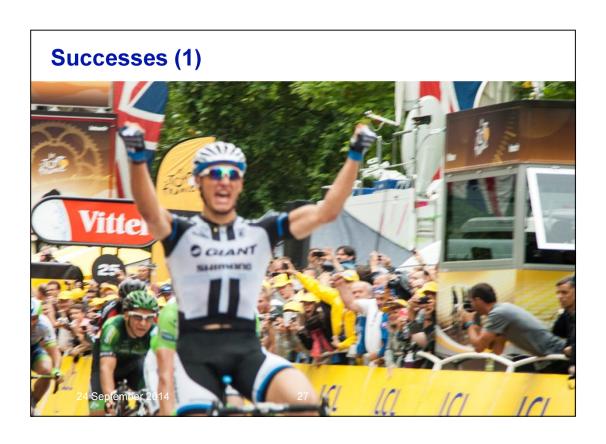


The race itself was preceded by the Caravane Publicitaire, a spectacular publicity carnival of 170 highly decorated and customised vehicles. Transport for London entered four specially branded vehicles (a lorry and three London cabs driven voluntarily by London cabbies (including one that played the harmonica as he drove!).

They were decorated using the theme of 'See London by Bike' agreed by TfL, London and Partners and the GLA.

Three lucky TfL staff that won a competition were strapped to the back of the lorry to distribute reflective slap wraps containing the tfl.gov.uk/cycling URL.





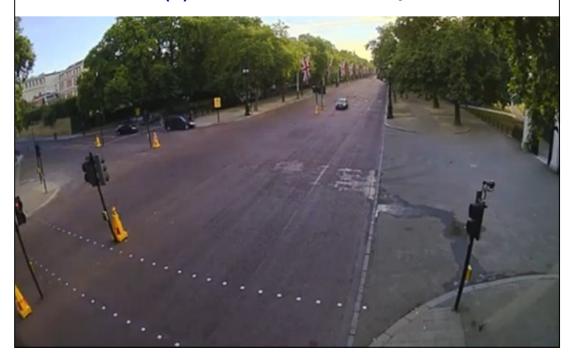
Stage 3 of the Tour de France was successfully delivered – on time and to budget.





TfL promoted the work of Marie Curie to help raise money for charity.

Successes (4) — Roads cleared naturally



- Roads were cleared ahead of schedule (physical checks of the route began on Sunday afternoon)
- By 9.30 the roads were spookily quiet, despite closures not coming in until $10\mathrm{am}$
- Only seven vehicles had to be lifted and moved across the route.
- Clear that TDM was successful



With any large scale event, there are issues to overcome on the day. There were three key unexpected challenges dealt with by TfL staff:

- -1. Radio communications between the control room at Palestra and steward leads along the route were lost for 45 mins approx due to a technical fault.
- Comms were maintained via mobile phone to steward leaders and sector leaders, with stewards able to rely on their briefings to handle any BaU issues.
- 2. A few vehicles at the start of the Caravane Publicitaire went off course

These were found by the control room and redirected before too many vehicles could follow

3. Crowd management

The huge crowds also made it extremely difficult for the riders to get from the finish line to team buses and for team buses to move once riders were on board. The control room enabled decisions to be made quickly to move stewards towards the area to bring crowds under control and clear roads for buses to depart.



- -Riders (pictured above entering LCY terminal) crossed the finish line at 16.11 (18 minutes behind schedule) but still made the first flight from London City Airport at 18.00.
- -Road reopening across London had to be complete by 18.00. This was achieved by 18.05, despite riders being 18 minutes slower than expected, huge crowds and the logistical challenge of removing large quantities of street furniture.
- -It was due to detailed traffic management plans, GPS trackers, thousands of marshals, constant monitoring by LSTCC and the use of a sector by sector reopening plan that made this possible.

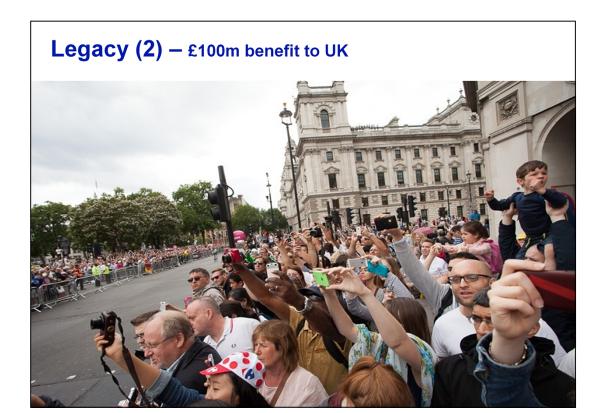
All flights left on time and arrived on schedule in France ensuring the cyclists were able to prepare for the next days stage.





The planning and preparation meant the whole day ran smoothly, demonstrating London's ability to host large scale world renowned events.

This reinforced London's reputation as a world-class host of cultural, sporting and business events.



Thousands of visitors came to the capital, delivering direct and indirect economic benefits and showcasing London to a much wider audience.

The return of the Tour de France helped to boost the UK economy by more the £100m with a proportion of this directly linked to London.

Results from the evaluation suggests that 2/3 of those surveyed believe holding the Tour de France in the UK has enhanced the image of the UK overall as a visitor destination.



Early results from spectator surveys carried out in London indicate that the Tour de France coming to London has helped to encourage more cycling; 52 per cent of attendees said they were inspired to cycle more frequently than they would normally as a result of attending Stage 3 of the Tour de France.

This summer's cycling events are likely to inspire thousands more Londoners to take to two wheels, building on the Mayor's ambition for cycling to be an integral part of the transport network.