
GAMES CHANGER?

An Evaluation of London as an Accessible Visitor Destination

APPENDICES

MAYOR OF LONDON

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A. Case Studies

Report recommendation: Review and consolidate consumer information provision

An industry expert's view on...

Access audits that genuinely tackle visitor accessibility

Virtually every piece of advice on visitor accessibility talks about the importance of businesses undertaking an access audit. Access audits are a recognised means of mapping out the disabled visitor experience and identifying gaps to be addressed.

But what makes a good access audit? How do you make sure that your audit has a robust methodology, reflects current legislation, identifies all the barriers you need to address and helps your business to become more accessible and attract more visitors?

We spoke to Joyce Cook, chair of sports organisation Level Playing Field to learn about the common pitfalls of access audits and their journey in developing an accredited audit programme for sports venues.

Seven steps to successful access audits

1. Find out what others are doing and establish what you're trying to achieve
2. Use a "professional" e.g. an auditor or consultant accredited to the National Register of Access Consultants (NRAC)
3. Use a robust methodology with criteria that is tailored to your customer experience
4. Make sure the audit refers to all current legislation, regulation and good practice relevant to your sector
5. Ensure that the access audit includes a prioritised action plan of improvements
6. Monitor implementation of the action plan and repeat the access audit at regular intervals
7. Share results with customers and engage with them on the priority of improvements

Common pitfalls

- Relying solely on a user-based approach – a "user appraisal" does not constitute an "access audit"
- Using a consultant/auditor who is not up to speed with current legislation, regulation and good practice, is not accredited and does not hold a professional indemnity insurance
- Using an audit system that is not tailored to your particular industry or experience

- Viewing an access audit as a one-off, tick-box exercise
- Perceiving that most access improvements are high cost or that there is no demand for access. “Everyone wins when access is better”.



Joyce Cook
Chair, Level Playing Field

Why are access audits important to you?

Level Playing Field’s role is to champion disabled fans and promote good access amongst the sports industry. Access audits are an essential business tool in improving accessibility, so it has been critical for us to influence how they are progressed.

What is the Level Playing Field access audit?

It’s an access audit programme designed specifically for sports stadia, venues and arenas. The programme was launched in late 2009 following a period of review and consultation.

Venues that undertake the audit and agree to meeting minimum standards receive an accredited logo. Those that demonstrate the highest standards of access and inclusion in welcoming disabled fans are presented with the Level Playing Field Centre of Excellence award.

Audits are undertaken by Level Playing Field access auditors who are accredited by the National Register of Access Consultants (NRAC).

Why develop your own audit programme?

Back in 2007 we started to collate a picture of the types of access audits that sporting venues and the wider service industry were undertaking. We found that because of the Disability Discrimination Act and industry guidance such as the Accessible Stadia Guide, businesses had become increasingly aware of the need to undertake access audits. However what they were describing as an “access audit” varied widely and methodologies were inconsistent. We became increasingly concerned that businesses were not receiving the advice they needed and we decided to get more proactively involved.

What makes an “access audit” an “access audit”?

An access audit takes into account not just the user experience, but also relevant regulations and legislation and the industry’s own accessible standards and guidelines.

All too often, we found that businesses were (and many still are) relying solely on a user-based approach where disabled customers or disability organisations carry out audits. While well

intentioned, they can be limited in their advice or restricted to one disability group, and unscientific in approach. We've seen the impact of poor advice, which can, at best, result in businesses falling behind competitors and at worst, legal challenges.

User consultation is an important business tool and gives an overview of a venue's accessibility, but it should not be the whole basis for an audit. It's necessary to distinguish between user "appraisals" and professional access "audits".

Who should undertake an access audit?

Access audits need to be carried out by a "professional" i.e. an accredited auditor who holds professional indemnity insurance. There are so many people out there that call themselves access auditors and some are very good and well intentioned, but many are no more than self-taught amateurs.

We've taken the route of using NRAC-accredited auditors. NRAC is an independent register of accredited Access Consultants and Access Auditors who meet professional standards and criteria. To become an auditor or consultant member of NRAC you have to complete a rigorous application process to check that you have the core competencies and skills required. Applications are then assessed by a peer review panel. Each year, members are required to renew their membership and demonstrate that they have undertaken a minimum of 15 hours' of continuous professional development. I would advise any business to get in touch with them. You can find out more and search for a NRAC auditor or consultant in your area at www.nrac.org.uk.

How did you develop the audit programme?

Before we did anything, we spoke to lots of people. Football clubs and authorities, the Access Association, disability charities, NRAC as well as our own members which include disabled fans. This provided a huge collective resource of advice and expertise to draw upon.

Because of NRAC's accreditation scheme we started to work with them more closely. Several of their members had already audited a football stadium so that was our starting point. It was clear that while NRAC were experts in their field, we needed to signpost them to what was relevant to our sector. So, for example, we made sure they were familiar with all the relevant stadia guidance and accompanied them on an audit to explain how a stadium operates on a match day – which is very different to a non match day!

NRAC members developed the methodology and created a professional and robust Level Playing Field audit, which references all existing disability/equality legislation, building regulations and good practice within our sector.

How does the audit work?

The auditor follows the supporter's journey, starting with an assessment of the venue's information including its website and ringing up to book tickets as a disabled fan. They will assess

how easy it is to reach the venue and review all aspects of the experience. Not all disabled customers will sit in an accessible area so it is important that the whole venue is considered.

Venue policies e.g. accessible ticketing will be evaluated as well as accessible services such as match day programmes in alternative formats and availability of auxiliary aids such as hearing loops. It's not just a tick-box exercise to see what the venue has – it's important to see that everything works in reality.

The venue is audited on a match day and non-match day so that both situations are assessed. The audit also includes a half day disability awareness training session for all staff but in particular key customer-facing staff. Video interviews with fans on a match day are a recent addition to the programme.

Typically the audit takes at least three days to complete. For large venues such as Wembley Stadium and the Millennium Stadium, the audit can take up to five days.

For more information on the audit, see www.levelplayingfield.org.uk/access-audits.

What happens after the audit?

Venues receive a comprehensive report which includes the full audit with images, recommendations and best practice guidelines, an access statement and an “audit plan” or work programme. It's a substantial report – for some of the largest venues it can be up to 600 pages.

Recommendations are colour-coded red, amber and green to show their priority and are mapped out with timelines. Our responsibility is to advise and recommend; it's not about saying what is right and wrong, it's all about giving suggestions and solutions.

A work plan is important as there is a perception that access audits are a tick-box exercise; just because you've had an audit doesn't give you permission to do nothing.

After completion of the audit, the venue is able to seek continuing advice from the auditor free of charge. We then encourage venues to invite us back in a year to do a walk-round with the venue manager to review progress against the audit plan, see what help is needed and identify any changes in facilities and services. We also take this opportunity to advise on any legislative or best practice changes.

What has the response been from venues?

Very positive. In addition to the audits already completed, we've just been commissioned by the Rugby Football League (RFL) to undertake audits across their stadiums as part of their club's licensing. They will be the first sport to conduct full access auditing at all stadiums and will be followed by the FA of Wales which has also appointed Level Playing Field to conduct audits of its clubs. We've also just presented the first Centre of Excellence Awards, both to London-based venues – Wembley Stadium and Arsenal Football Club.

Many of the changes we've suggested to venues are fairly low cost such as painting the nosing on steps and painting the walls a different colour to improve the contrast. One stadium had a large glass frontage with no markings – they've now added club transfers to make sure the glass is visible to supporters.

There's still a perception that access is expensive and that creates a fear factor. Actually the reverse is true – many improvements are low cost. Some no cost. Making changes puts the business in a better place and helps to improve relationships with customers.

What's next for you?

Going forward we will be encouraging other sports to carry out the Level Playing Field access audits across all their venues. Ultimately we want all sports to be accessible to all fans.

Further information

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Report recommendation: Set up an official London-wide access advisory panel

An industry expert's view on...

Using access forums to improve visitor accessibility

Access forums have become well-recognised as a means of businesses communicating with their disabled customers and gaining feedback on planned developments. Membership of access forums, terms of reference and objectives vary widely. So how do you make sure that your forum makes a meaningful contribution to improving visitor access?

We spoke to Rosa D'Alessandro, Corporate & Social Responsibility Director at The O2 about their "All Access Advisory (Triple AAA) Forum" – how it operates, the challenges involved and recent achievements.

Seven steps to successful access forums

1. Develop your own access forum with the single focus of your business
2. Consult widely to identify who you might include and establish a recruitment process
3. Be realistic about the resource needed to run meetings and to communicate with members in their preferred format
4. Create terms of reference to define the role of the group, scope of work and members' duties – written in partnership with members
5. Paying members a fee shows recognition for their time and expertise
6. Establish a prioritised work programme which is reviewed at each meeting
7. Promote the forum to the rest of the business and externally

Common pitfalls

- Using a group that is not solely focused on your business
 - Not securing the right skills
 - Underestimating the resource involved in running a users' forum
 - Not acting on forum feedback resulting in the group feeling disempowered
-



Rosa D'Alessandro

Corporate & Social Responsibility Director, The O2

Why use an access forum?

I think of an access forum as a strong, critical friend. They are there to pre-empt the customer experience so that we can identify and address issues before the end user experiences them and avoid the need to retro-fit accessibility at huge additional cost.

Having a forum keeps you on your toes and ensures that you continually improve the customer experience. They can also help you formulate thinking about why you do and don't do things. A large building like ours is complex with multi tenants, varying content partners and events every day of the year (except for Christmas Day). So it is crucial that we think through every scenario and be clear in the rationale behind our policies and procedures. Getting our policies and procedures right helps us to deliver the experience our visitors expect as well as developing repeat business.

What is the Triple AAA Forum?

We established The O2 All Access Advisory Forum – or “Triple AAA Forum” in 2008. Essentially it's a user group tasked with appraising and advising us on The O2's accessible visitor experience. We currently have nine members and meet six to eight times a year, plus we have specific development projects which have their own dedicated consultation meetings.

How did you set up the forum?

Since opening The O2, we'd been discussing user group options with a local resident. He was a former member of the Historic Royal Palaces' (HRP) access forum, so we adopted their model for our group. We invited some of the HRP access forum members to join our group, plus a couple of supportive local residents who were already known to the business.

Looking back, it was a fairly organic process and we could have adopted a more formal approach to recruitment. However we do review membership on a regular basis and have just recruited two new members. It's important to maintain the balance between continuity of membership while also introducing some new faces to keep things fresh. We also have the Royal Greenwich local authority officer responsible for access as an observer to ensure we are aligned strategically with local initiatives, as well as sharing best practice from other businesses.

Developing the Terms of Reference for the forum was critical to articulating what the group was there to do and the responsibilities of being a member. The members produced much of the wording and I reviewed and refined it.

Why not use a local access group instead?

The advantage of creating your own access forum is that your business is the sole focus of the group. Having a single project focus allows the forum to be more constructive than an outside group which will inevitably have a wider range of roles and objectives.

Also, we needed a forum that was able to input to our planning consultations. Local groups may not have the time, resource or technical expertise readily available to digest a large planning document and feedback quickly. Having your own forum means that you set the agenda, work plan, deadlines and invite the architects in to talk through the details!

What activities does the forum undertake?

- Input to new developments
- Mystery shop all aspects of the visitor experience
- Offer market intelligence – we don't rely on them to be up to date with legislation but they do input to our market analysis and trends
- Familiarisation visits to check out the competition and identify best practice

Why do you pay forum members a fee?

They are not volunteers; we pay them for their expertise, which is fundamental to the group's success, as well as their time. Members receive £50 per meeting plus expenses; it's recognition of their contribution. The two-hour meetings work really hard – no time is wasted and we try to get as much decision-making as possible out of each session.

Paying a fee also offers some motivation to be involved and to make a meaningful contribution. If you rely on volunteers it can be more challenging to ensure the minimum representation required at each meeting.

It's important for members to remain independent rather than have an employment contract with us. If you're employed you'll be told what to do and the advice we receive would be less objective.

How do you monitor progress?

I've set up a "Visitor Matrix", which is essentially a work programme and monitoring tool for the forum. Focusing on the accessible visitor journey, it plots the forum's work streams with completion dates and review dates.

The Visitor Matrix keeps a record of what we have achieved over the last five years and helps us to plan forward for the next six months. It's an excellent reference document and demonstrates back to the group that we haven't lost sight of issues still to be tackled.

Having a work programme helps to keep a focus on what the group is there to do. All too often, access forums are developed but then not listened to or not empowered.

It's also an internal promotional tool – helping us to sign up staff to present projects at future meetings. Increasingly the business comes to me to ask if they can attend the forum and gain feedback on a planned initiative.

Each year our General Manager reviews the group and sets strategic priorities, which ensures that we have continued buy-in from the highest levels of the business.

What are the challenges of running an access forum?

Don't underestimate the resource you'll need to run an access forum. For example, some of our members are not on PCs and rely on other methods of communication. You can't just throw an agenda together and meet – you have to think through how the meeting will work and make sure everyone has the information they need in a format they can use. I also have to coordinate colleagues from across the business to present projects and initiatives to the forum.

Some of our visually-impaired members use screen readers to review literature for meetings. Screen readers do not read pdfs particularly well, so we send everything in a word document format. If we want members to review architectural plans, I ask the architect to supply a word description of the project or a tactile plan. It's all very achievable, but it does take more time and resource than you initially think.

What have been the forum's biggest achievements?

One of the biggest achievements in terms of impact has been to ensure that third-party contractors use our access standards as their standards. Our access policies are now part of their contracts which ensures a consistent experience for our customers whichever event they attend across the whole of The O2. Our standard policies site-wide include complimentary tickets for personal assistants and ensuring that disabled customers have access to a range of seating options i.e. a range of prices in a range of locations.

Another achievement is mainstreaming wheelchair climbs across the roof of The O2 as part of our new aerial adventure climb, "Up at The O2". See more details at: www.theo2.co.uk/wheelchair-tours.html

We've also recently achieved the gold level in the Attitude is Everything Charter of Best Practice – a scheme for the music venues and festivals sector (www.attitudeiseverything.org.uk). The O2 is the first arena to achieve the gold level, which is a fantastic recognition of our long-term commitment to accessibility and the success of the forum. It acknowledges our efforts to remove access barriers for all our visitors.

What's next?

We're currently the world's most popular venue and our aim going forward is to be the most accessible.

Further information

Rosa D'Alessandro, Corporate & Social Responsibility Director, The O2

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Report recommendation: Actively promote London as an accessible visitor destination and promote the improvements made to London's accessibility

An industry expert's view on...

Improving visitor accessibility in older buildings

Businesses such as venues, hotels, shops and attractions based in older buildings often say it's more difficult for them to improve access to visitors because of the physical challenges of their premises. How can they overcome these challenges and offer a more accessible experience?

We spoke to Mike Hamer, Operations Manager at Camden-based live music venue KOKO about how they have used a combination of physical changes and customer service to transform visitor access to their Grade II listed building.

Seven steps to improving access in older buildings

1. Undertake an access audit to understand where you are now and where you need to be
2. Work with what you have and consider customer service solutions to overcome seemingly impossible physical challenges
3. Create an action plan of change
4. Undertake staff training to increase confidence and knowledge in serving disabled customers. Try Destination London – the free online course to help hospitality staff welcome disabled visitors www.london.gov.uk/destinationlondon.
5. Focus the team on making a disabled customer's experience as enjoyable as everybody else's, if not more so
6. Consider how you can help manage the entire disabled customer experience from planning a visit through to their journey home and keeping in touch
7. Give disabled customers a dedicated point of contact before and during a visit

Common pitfalls

- Doing nothing as access is perceived to be 'too expensive'
 - Focusing solely on physical access improvements and ignoring the importance of good customer service
 - Under-trained staff that lack confidence and are scared to say or do the wrong thing
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Mike Hamer
Operations Manager, KOKO

Tell us about KOKO

KOKO is an independent live music venue based in Camden. Since opening in 2005, we've played host to many of the biggest names in music including Madonna, Coldplay, Thom Yorke and Jonny Greenwood, Roxy Music, Amy Winehouse and Prince. We're located in a Grade II listed building which started life in 1900 as The Camden Theatre. Over the years, the building has seen a number of reincarnations including as a cinema and a BBC

theatre.

When did you start to think about access?

In 2007 about two weeks after I started work here! At that point there was no access for disabled customers, no facilities, no accessible toilets. So we had to start from scratch.

Why decide to improve access?

I have a disabled cousin so, on a personal level, access has always been high on my agenda. Professionally, my background is the service industry. I've worked in branded hotels and restaurants and everything is about looking after your customers. I want everyone to have the best possible time and I see no reason why a disabled customer should be treated any differently to an able bodied customer.

What did you do?

As a Victorian Grade II listed building there were restrictions on what we could and couldn't do. There was no opportunity to install a lift so we had to work with what we had. We tackled some of the physical aspects first. So for example we introduced portable ramps at the front entrance and transformed part of the cloakroom into an accessible toilet. Disabled customers are issued with an access code to the toilet which helps ensure that the facility is not abused by those who don't need it and keeps it available to those who do.

On the balcony we created an accessible viewing area – this is situated underneath the Royal box so has some of the best sightlines of the whole venue.

We've also considered access for performers and the stage is directly accessible from the outside via a portable ramp.

Overall, we've got a fantastic accessible viewing area and an amazing accessible toilet, but I think where we excel is with our customer service. We've tried to work on that as much as possible.

Why is customer service so important?

Most of the feedback I get from customers about other venues is related to poor customer

service. They talk about a “lack of caring”, no help and no one available to advise on their requirements. Offering physical access is obviously important, but receiving good or bad customer service sticks in people’s minds. It also influences whether or not they return and what they tell others about you.

Our role is to make everything as easy as possible for disabled customers to visit.

How do you manage the disabled customer experience?

It starts before our customer leaves home. Again, feedback about other venues suggests that customers find it difficult to gain information in advance – they say it’s “a real chore”, “hard work” or “an uphill battle”. So we’ve developed an access page on our website which covers every stage of the customer experience from booking and getting to the venue, to the accessible facilities and services we offer (see www.koko.uk.com/full-details-disabled-access). Whenever someone calls or emails with a question that isn’t covered on our website, we add it immediately.

We encourage disabled customers to call me in advance to discuss their requirements. I’m the Operations Manager for the whole venue so they can feel confident in the advice I offer – they’re coming straight to the top!

I give customers the name of the manager on duty for their event so they have a direct point of contact on the evening.

If customers are armed with information in advance, it takes the stress away. They don’t have to worry as hopefully we will have thought of everything. We want to make their night as enjoyable as anyone else, if not more so. Why shouldn’t their night be more enjoyable?

On the night, I work closely with the team especially the security staff on the accessible viewing platform and other customer-facing staff to make sure they are fully aware of who is attending and any special arrangements required. Staff are reminded to do anything they need to throughout the evening to make sure our disabled customers are looked after.

What services and facilities do you provide?

We offer a bar tender service where drinks are delivered directly to customers. Our bar isn’t accessible so we’ve had to find a customer-service solution to overcome this.

On request, we arrange early entry for hearing impaired and visually impaired customers so that they can secure a space near to the stage. Wheelchair users can also enter early to allow them to reach the accessible viewing platform before the crowds arrive. We also have induction loops (in the box office, foyer and auditorium) and the accessible toilet.

Did you take any advice?

We started the process on our own but then began to work closely with Attitude is Everything – an organisation committed to improving access to live music venues and festivals (www.attitudeiseverything.org.uk). As a keen festival-goer, I’d come across them before and

invited them in to help. They have expert knowledge in this area and have been instrumental in our journey to improving access.

They started with an access survey, which helped us to identify the next areas to focus on. We then produced an action plan which helped us to achieve the bronze level of their access charter "The Attitude is Everything Charter of Best Practice" (more details at: www.attitudeiseverything.org.uk/the-charter-of-best-practice). We didn't stop there! We put key staff through their Disability Equality Training and created a new action plan. This led to us achieving the silver level of the charter in January 2012.

What stops businesses tackling access?

To be honest I'm not sure what stops businesses. Why wouldn't you want to help your customers?

I expect some think that it will cost too much especially if they have an old building. For us, there was an initial outlay e.g. for the accessible toilet, but that's more than paid for itself by now. Whatever age of your building, you'll always be able to make it more accessible to customers. If we can transform an old Victorian theatre then I don't see why you can't make any venue accessible!

It's also important to think about customer service – often changes can be made at low or no cost that have a huge impact on the experience.

What has been the impact of improving access?

We have some incredible feedback from our customers about how easy we make everything. Feedback is shared around the team which helps to motivate and keep momentum. It is also posted online so that we spread the word and reassure future customers.

Some examples of feedback (many more at: <http://www.koko.uk.com/disabled-complimentary-letters>):

"You guys really made us welcome and nothing was too much trouble."

"It is very rare that customer service exceeds expectations but it is safe to say that you and your staff did just that. I will be telling everyone I know about what good treatment we received."

"Thank you so much for the arrangements you made. For me it is the first ever gig that I've actually been able to see!"

"It's always a bit of a lottery going to new places that claim to be accessible... and more often than not you always get the feeling that you're an inconvenience, but that was certainly not the case at KOKO."

“I've been going to gigs for almost 20 years and the fantastic attitude and helpfulness of all staff made it one the best I've ever been too.”

“We were shown to our seats by staff who were lovely and helpful and moved people out of the way to allow us to reach the seats. The member of security staff posted at the entry to the seated area was incredibly helpful and kind, at one stage even helping me to hold drinks so that I could sit down without spilling it.”

What's next?

We want to continue offering a great service to our disabled customers. We're thinking about expanding and plan to use our work at KOKO as the blueprint for any future venues. Watch this space!

Further information

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Report recommendation: Encourage boroughs to adopt a consistent approach

An industry expert's view on...

Improving visitor access consistently across a destination

Visitors don't always recognise administrative boundaries and inconsistent approaches can leave them confused or unable to access the area. The need for a more joined-up accessible experience that links 'islands of good practice' is well recognised, but how feasible is it to deliver?

We spoke to Matthew Hill, Southwark Council's Public Realm Programme Manager about the £4 million makeover to London's South Bank to transform visitor access along a two-mile stretch of riverside and his advice on delivering public realm access projects.

Seven steps to successful and accessible public realm projects

1. Have clear objectives so that actions can be prioritised in terms of their contribution to the overall vision
2. Create strong governance to set out roles, responsibilities and deliverables
3. Consider accessibility from the outset, using access professionals to audit the destination from 'end to end'
4. Use the findings from the access audit to inform design development. Attention to detail to get things right at the design stage pays dividends down the line.
5. Engage early to make sure everyone is on board with plans and eliminate surprises (and hold-ups) later on
6. Careful selection of materials that tick all the boxes – aesthetics, accessibility, durability
7. Retaining the same team throughout the project gives consistency and allows for smooth post implementation and handover

Common pitfalls

- Lack of clarity about roles and responsibilities results in confusion, duplication and expectations not being met
 - Lack of clarity about objectives makes it difficult to prioritise works. Resource (time and budget) is always limited and having objectives makes it easier to prioritise actions which will have most impact.
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Matthew Hill

Public Realm Programme Manager, Southwark Council

What's your role?

I manage all the capital projects for the public realm in the borough ranging from major initiatives such as the South Bank project, to highways resurfacing and streetscape improvements. Our objective is to deliver a public realm which is accessible to everyone, attractive and well maintained.

Why was the South Bank identified for investment?

Firstly the South Bank is a hugely important visitor destination which links a host of iconic attractions from the Royal Festival Hall and the National Theatre in the London Borough of Lambeth to the Tate Modern, Shakespeare's Globe, Southwark Cathedral and Tower Bridge in our borough. So in tourism terms, it has to deliver.

Secondly, it's an area that has developed piecemeal over time as and when individual pockets of investment became available. With two boroughs involved, private landlords and other stakeholders, no one had ever looked at the area holistically. Some of the projects such as the Clink Street improvements made in the late 90s were right at their time. But things have moved on and the overall environment no longer delivers to modern aspirations.

For visitors, these approaches resulted in an inconsistent environment that didn't feel joined up. There were a lot of gaps from an accessibility point of view as well as hurdles and pinch points. In the public realm you only have to get one small part of the journey wrong and it creates a huge problem in accessibility terms. What might look like a small issue such as a narrow path has a big impact and can be difficult to solve.

What was the aim of the South Bank project?

Ultimately the aim was to make the public realm of the South Bank accessible to everyone from 'end to end'.

Other objectives included, to:

- Achieve a high quality finish in terms of the materials and look and feel
- Improve pedestrian links to some of the bridges on the South Bank. Due to the topography, bridges on the South Bank are typically situated at a higher level than on the north side and are accessed via narrow steps. So if you are not as mobile and can't use the steps, then you were faced with a long detour inland to reach the road so you can cross the bridge.

- Improve the cycle routes which run one block behind the Thames Path, to encourage cycle traffic away from the Thames Path and, in turn, free up more space for pedestrians

Who was involved?

The Greater London Authority (GLA) initiated the project, secured support from key stakeholders and funding from the Public Sector Funding Package for the Olympic Games. We (Southwark Council) and the London Borough of Lambeth were responsible for carrying out the works. A steering group of key stakeholders was set up to make sure the project delivered on its objectives and engaged with businesses and local residents.

The Olympics provided the catalyst for the project to happen and the South Bank was identified as a key deliverable of the London 2012 Games. Like the work done at the Great Wall of China for the Beijing Olympics, the aim was to achieve a tangible legacy for London and future visitors.

What improvements have been made?

A range of measures were undertaken including more seating, enhanced lighting, improved signage, ramps and handrails, tactile paving, dropped kerbs or raised pavements where required. Starting from Hungerford bridge, some of the main areas of work were:

Lambeth – a lot of the effort here was around resurfacing the Thames Path in smoother and higher quality materials which were more accessible, particularly for people with buggies and wheelchair users.

OXO Tower – this was a substantial project. The steps from the Thames Path up to the first level arcade created awkward pinch points with real crowding issues. So we completely redesigned and reconstructed the steps and re-profiled the path to reduce the gradient and, in doing so, freed up more space.

Between Blackfriars bridge and Southwark bridge – this was all about resurfacing. For example in front of the Tate Modern, we replaced the tarmac with a surface that was aesthetically more sympathetic to the environment and we also improved the drainage. When it rained the area used to fill up with water and you'd see visitors trying to dodge the puddles. So again, addressing this issue helped to improve access.

The Founders Arms, near to the Tate Modern – the path at the back of the pub was only two metres wide so was a real pinch point, especially when the area was being used as an impromptu beer garden. The space was redesigned, with some steps and barriers removed and the path made wider. Adding new planting enhanced the environment and also helped to guide people away from the nearby residential blocks.

Steps – in various places along the South Bank there were stepped areas. Some we were able to remove completely, others we made more accessible by adding a tactile element to the paving.

For example corduroy tactile paving was added to the top of the steps along the Thames Path at New Globe Walk, so that blind and visually impaired users could easily identify the steps.

Shakespeare's Globe – a set of rising bollards was installed to restrict which vehicles could access New Globe Walk. Discouraging unauthorised vehicles such as unlicensed traders has helped to reclaim the space for pedestrians.

Clink Street area – here we replaced the granite setts which were uneven and notoriously difficult for lots of people, not only wheelchair users but those wearing high heels! Smoother setts were installed which were more carefully jointed to keep the surface even.

Benches – new benches, with arms and backrests, were installed along the route. These have been much appreciated by older people, disabled people and others who just want to stop and rest now and again and take in the view.

Signage – new Legible London signage has created a consistent look and feel and overcome the issue of lots of random signs not always situated in the best places. Signage was looked at holistically to ensure the right signs were in the right places and pointing to the right destinations. Additionally, photo routes have been created; these are downloadable walking routes illustrated with photos, which are particularly helpful to those with learning disabilities, people whose first language is not English and others who find traditional map reading difficult.

<http://photoroute.com/southbank>

How did you involve disabled users in the process?

At two stages. Firstly during the outline design stage the architects worked with a firm of access consultants who looked at the entire route from end to end and completed an access audit. Their professional knowledge highlighted a detailed list of issues and recommendations which informed the design process. As we developed the designs we referred to the audit and were able to 'tick off' the issues and recommendations one by one.

Later we consulted with disabled user groups within the borough. We took them through the plans and asked for their input to make sure they were on board with the ideas. If any issues had been raised then we would have addressed them, but the feedback was very positive. Because the access audit stage had been so detailed and robust, it meant that we got the designs right in the first place.

Post completion, the project has received excellent feedback. The Olympic Delivery Authority's Built Environment Access Panel visited the walk once the works were completed and praised the improvements. A local wheelchair user said "Finally I am able to independently enjoy a rich and vibrant historic area of London. This project shows that inclusive design can be delivered in historic settings!"

What challenges did the project face?

In the Clink Street area we were working alongside a scheduled ancient monument – Winchester Palace. So we worked with English Heritage to identify surface materials that looked old and in keeping but also ticked all the boxes for accessibility. Part of the attraction of that area is its historic quality so we spent a lot of time, effort and money sourcing the materials.

The stone setts had to come from particular quarries in China which impacted on timescales. A long lead-in time plus delays caused a real headache and the knock-on effect was that we had to do a lot of the work in the winter which is more risky as you can't lay paving materials below certain temperatures. Having the deadline of the Olympics meant we were right up against it but we did deliver on time.

It was challenging but the attention to detail we'd taken in sourcing the materials and briefing the craftsmen on the careful laying of the setts, paid off. At the time you're pulling your hair out looking at different options, but using the right product does make a huge difference to the end result.

What made the project a success?

- A partnership approach – we could never have done this on our own and the two boroughs worked well in partnership and with the GLA
- Having clear objectives from the start
- Strong governance which set out the roles and responsibilities e.g. where the role of the architects stopped and the engineers started
- Having the deadline of the Queen's Jubilee celebrations and the Olympics focused minds and made it happen. We could have talked about some of the issues forever as sometimes there's no right or wrong answers.
- Key stakeholders and businesses, including the local Business Improvement Districts (BIDS), were engaged from the start so when we got to the detailed design and implementation stages there were no surprises. We'd already taken on board their feedback – either by adapting plans or explaining why it couldn't be incorporated.

Having your time again, would you do anything differently?

Have the Olympics a year later! Fundamentally the project went very well which was down to the measures put in place at the start of the project.

One aspect I would change is a greater emphasis on the project team being available for post implementation and handover. As a one-off project we had to bring in a dedicated team to deliver the scheme and as we were nearing completion their time with us ended. This meant that it became more difficult than it might otherwise have been to complete post implementation.

What's next?

We may not have another South Bank-sized project in my career, but we will be taking forward the lessons learned into future projects. Careful choice of materials, high quality workmanship and looking at a project from end to end as the visitor sees it.

Further information

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[www.southwark.gov.uk/news/article/376/southwark council to implement share of mayors 4 m access improvements to londons south bank](http://www.southwark.gov.uk/news/article/376/southwark_council_to_implement_share_of_mayors_4_m_access_improvements_to_londons_south_bank)

www.london.gov.uk/media/mayor-press-releases/2011/05/mayor-to-invest-4m-into-access-improvements-to-londons-south

Report recommendation: Actively promote London as an accessible visitor destination and promote the improvements made to London's accessibility

An industry expert's view on...

Working in partnership to improve visitor accessibility

We all know that partnerships help to make visitor accessibility a reality. And as everyone's resources become more limited, the need to combine skills, expertise and funding is greater than ever. But what makes a partnership approach successful?

We spoke to Mark Hammill, Westminster City Council's Programme Manager for Oxford Street, Regent Street and Bond Street (ORB) about their flagship project to transform visitor accessibility and the public realm at Oxford Circus. Mark tells us what made the partnership project a success and how they involved disabled people in the design phase.

Seven steps to partnerships that successfully improve visitor accessibility

1. Before anything else, acknowledge and understand the issues – a partnership won't be effective unless those involved agree something needs to be done. Define the project and outline how it will benefit visitor accessibility and meet partner expectations.
2. With partners agree a plan that addresses the issues identified and sets out actions, responsibilities and a mechanism for monitoring progress
3. Make sure access is mainstreamed in plans and not an add-on
4. Recruit a focus group of disabled users to 'sense check' plans and advise on the practicality of solutions across different user groups
5. Use a range of media to help communicate plans and engage decision-makers, users and funding bodies. A computer-generated animation can be invaluable in explaining the issues, how to solve them and securing buy-in. Including subtitles and voice-over in the animation will help ensure plans are accessible.
6. Make sure partners get the results they were promised – it's important to manage their aspirations
7. Evaluate results so you can show the return on investment and the impact on visitor accessibility

Common pitfalls

- A poorly defined plan or project brief can result in a project being taken off course or growing beyond its original scope

- Inability to find solutions to meet the needs of different user groups resulting in the project stalling
 - Not considering access from the outset can mean having to rework plans
-

Mark Hammill**ORB Programme Manager, Westminster City Council****What has changed at Oxford Circus?**

The area has been completely reconfigured to improve visitor access, ease of movement and overall appearance.

Central to the new design are two diagonal crossings which allow pedestrians to cross the junction in an 'X' as well as straight ahead. Crossings have an 'all-green man phase' so that all pedestrians cross the junction at the same time. Countdown timings indicate the time left to cross.

We have removed street clutter such as signs and guard railings to free up space, reduce obstacles and give greater freedom of movement. The refuge islands in the middle of each road have been slimmed down and the space recycled to widen the pavements. Previously, we had staggered crossing periods which meant that pedestrians had to stop half way across the road for the next set of lights to change. Now that all pedestrians cross at the same time, refuge islands are not as important so we've been able to reallocate the space more effectively.

The scheme is part of a much wider public realm and access enhancement plan for ORB streets. Plans also include 'oasis spaces' which are being created on side streets to provide areas for visitors to relax away from the crowds.

Why was change needed?

London's West End is one of the world's most popular retail destinations. Estimates show that it generates around 18-20% of London's GDP and 3% of the UK's. But we recognised that, in terms of being a premier destination, key concerns were congestion and a lack of accessibility. Disabled people, elderly people and families were all underrepresented in our visitor mix. They perceived the area to be overcrowded and unwelcoming due to the traffic and a lack of space to move around.

As an entry point to the West End, Oxford Circus did not live up to visitor expectations or our aspirations for the area. Trying to cross the junction was a daunting task, particularly for international visitors who represent around 40% of people in the area at any one time. With more than 200 million visitors a year and the Olympics around the corner it was imperative to improve on what we had.

The aim was to make the area more user friendly, safer and easier for visitors to navigate. Part of the aspiration was to create a sense of place again so it wasn't just a traffic junction. It was difficult to appreciate the architecture and circular quality of Oxford Circus because of the congestion both pedestrian and vehicular.

Who made the project happen?

It was a partnership between Westminster City Council, Transport for London, The Crown Estate (a major landowner) and the New West End Company – the Business Improvement District. The Crown Estate and Transport for London funded the £3.4m project costs. There were many others involved including contractors, stakeholders and not least the many businesses operating in the area.

What made the partnership a success?

Firstly, we had an agreed action plan that set out a clear direction and guided thinking. The Oxford, Regent and Bond Street (ORB) action plan was created in 2008 and outlined the partners' vision to transform the West End into the world's most iconic retail destination.

www.westminster.gov.uk/services/environment/planning/majorprojects/thewestend/orb/

Through this document, partners had already signed up to a series of measures which included the improvements to Oxford Circus. Having an area-wide plan communicates the bigger picture and how individual projects can help achieve the overall vision.

Secondly, all partners and many stakeholders sat on the ORB Strategic Group which was set up to convert the vision of the action plan into reality. This group gave partners and stakeholders a mechanism to review progress and set priorities.

Did you face any challenges?

While there was a lot of support for the project, having good quality consultation materials to communicate plans was critical to securing stakeholder commitment, funding and approvals.

Atkins, part of the design team, helped create a computer-generated animation which illustrated the proposed changes and simulated how visitors would move through the redesigned area. It was a compelling tool and helped us to show the 'before' and 'after' and the dramatic difference the improvements would make to the visitor experience. The simulation can be viewed at:

www.youtube.com/watch?v=C35yJShA_go



How did you involve disabled people in the process?

Accessibility was central to the project. It wasn't an add-on; it was a mainstream part of the plans.

To make sure the plans delivered to disabled visitors we established a dedicated accessibility focus group. Their role was to sense check plans and give feedback from their perspective. With the help of the Greater London Authority and other organisations we pulled together a list of potential candidates. The group had around 12 members representing different interests and with different disabilities.

What was the feedback from the accessibility group?

We shared the initial design with the group and finessed it to reflect their feedback. Naturally there was unanimous agreement to de-clutter, introduce an 'all-green man phase' and increase space for pedestrians.

There were different points of view on whether a dropped kerb (step-free) should be included on the diagonal crossings. Each of the traditional perpendicular crossings running north, south, east, west were step-free with a dropped kerb. Feedback from blind users raised concerns about the unfamiliarity of crossing diagonally. So, as an alternative, we investigated the use of tactile paving but this was rejected as it can be confusing in large amounts and it wouldn't indicate that the crossing was diagonal. As a solution, it was agreed to include a small kerb lip on the diagonal to differentiate between the two crossings: blind users would be guided to the perpendicular routes and wheelchair users could cross diagonally by starting off at a dropped kerb and reverting to the diagonal route.

We had to handle the issue sensitively, explore options and explain thinking. A small kerb lip was identified as the most pragmatic solution. Ultimately, where there are different user groups with different needs, a level of compromise has to be found.

What difference has the project made?

It was an instant success. Transport for London ran a cost-benefit analysis which showed that the scheme had paid for itself in the first nine months. They took into account the time saved and reductions in accidents.

Congestion has decreased and visitor accessibility increased. There is around 70% more useable space to move around. Visitor perception of the area has improved and it now provides a more attractive gateway for those arriving into the West End via Oxford Circus tube station which is situated underneath the crossing.

Pedestrians have a wider choice of crossing options, which offer a more direct and easier way to navigate the space. As a result, the time taken to cross has been halved and safety has improved. The project has ultimately made Oxford Circus, one of the UK's busiest and best-known junctions, better for all.

What's next for the West End?

We're currently continuing our work along Oxford Street to improve the visitor experience with reduced clutter and a simple and consistent layout. The aim is to provide an entirely step-free route along Oxford Street from Marble Arch to Tottenham Court Road.

Going forward we are exploring how we can further enhance the public realm and make the area even more accessible.

Further information

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www.westminster.gov.uk/services/environment/planning/majorprojects/thewestend/orb/

B. Online information review

A recommendation from 2009 was to create an online repository for accessible information. The GLA, in conjunction with Direct Enquiries, developed Inclusive London website and i-phone app. By July 2012, reports state that the website received nearly 12 million hits since its launch.

Measuring website popularity is not an exact science. We measured the Alexa traffic ranking of Inclusive London, which shows the website's level of popularity over a three month period ranked in terms of UK and Worldwide popularity. The lower the ranking number the better – it indicates how many websites are more popular. We also looked at the number of other websites linking to the online resource as this gives a good indication of reputation for quality content.

In November 2012, Inclusive London.com ranked at #2,022,147 in the world and by December that figure slipped to #3,394,839. (The website registers in Australia and therefore doesn't carry a GB traffic ranking which is unusual.)

There are 117 sites linking to InclusiveLondon including BBC; Guardian; TfL; US Embassy; lonely planet; Visit London, Visit England, DCMS, ehow (to book accommodation 2012); and several London's boroughs. These are good quality links.

Approximately 58% of visits to InclusiveLondon.com consist of only one pageview (i.e., are bounces).

After launch the website faced criticism from activists that only 12% of the 1,500 venues listed received a visit for their audit. An alternative website www.inclusive-london.com was set up as the 'unofficial visitor guide' though covers much of the wider diversity issues.

The mobile app currently holds a 3 star user rating in the apple i-store after six reviews. Mainly positive for the free app, users comment on inaccurate information and the inability to feedback when they come across or know the information is wrong.

TimeOut reviewed the app in January 2012 calling it 'a great new download for the iPhone and iPad that allows people with a range of disabilities to search for hotels, bars, restaurants, healthcare facilities and toilets according to location and requirements.'

In 2011 DisabledGo launched MyDisabledGo London website and i-phone app listing restaurants (643); accommodation (159); tourist attractions (109) visited and assessed in person. After launch – Apple made it an 'app of the week'. The app holds a 5 star rating and has 22 user reviews.

For the purposes of comparison we looked at a number of similar London visitor information websites.

Website	3 month GB popularity ranking	3 month worldwide popularity ranking	Number of other sites linking
Inclusive London	No ranking	3,394,839	117
Artsline	No ranking	6,353,563	105
Access London	No ranking	No ranking	No data
MyAccessLondon (DisabledGo)	No ranking	24,056,926	6
DisabledGo	44.061	553,775	666
Visit London	1,726	18,287	6,662
Transport for London	108	3,022	16,895

(No ranking indicates there is not enough traffic to the website to measure.)

A link to Inclusive London shows in the traveller information section and at the foot of the home page on visitLondon.com, however it is otherwise not obvious and information is hard to find unless users put in a specific search query.

VisitLondon website analytics show 6,098 clicks through to Inclusive London over the last 6 months (June 10th to December 9th), and a further 221 clicks to the app which they include in the [Top Ten Free London Apps](#) guide.

Pageviews for visitlondon.com accessibility pages have remained static compared to the 2009 figures; a total of 54,648 pageviews for all pages containing 'accessible', 'accessibility' and 'shopmobility' over the last 6 months (Jun 10th to Dec 9th2012).

VisitLondon reports the following user figures for accessible information pages of the main visitlondon.com website since improvement to the page organisation in October 2012.

Pages AFTER 9th October 2012	Unique Page views
where-to-stay/hotel/accessible-hotels	3,291
traveller-information/essential-information/accessible-london	2,655
things-to-do/sightseeing/tourist-attraction/london-attraction-accessibility	1,651
things-to-do/sightseeing/one-day-itineraries/london-days-out-accessible	1,461
things-to-do/sightseeing/sightseeing-tours/accessible-tours	1,180
things-to-do/whats-on/comedy-and-cabaret/accessible-comedy-clubs-in-london	959
traveller-information/getting-around-london/accessible-public-transport	882
traveller-information/essential-information/accessible-london/index	724
things-to-do/whats-on/sport/accessible-sport-in-london	590
things-to-do/activities/openspace/accessible-outdoor-places	452
things-to-do/activities/shopping/accessible-shops	437
things-to-do/activities/club/accessible-clubs-and-music-venues-in-london	392
traveller-information/essential-information/accessible-london/equipment-sale-hire-repair	302
traveller-information/essential-information/accessible-london/accessible-loos-in-london	327
things-to-do/whats-on/theatre/theatre-accessibility	263
www.visitlondon.com/things-to-do/whats-on/film/accessible-cinema-in-london	285
www.visitlondon.com/things-to-do/activities/shopping/accessibility	262
www.visitlondon.com/traveller-information/essential-information/accessible-london/access-maps	250
www.visitlondon.com/things-to-do/activities/shopping/shopmobility	198
www.visitlondon.com/traveller-information/essential-information/accessible-london/links-resources	193
www.visitlondon.com/things-to-do/activities/food-and-drink/pub-and-bar/accessible-pubs-and-bars-in-london	133
www.visitlondon.com/things-to-do/activities/food-and-drink/restaurant/accessible-restaurants-in-london	124
blog.visitlondon.com/2012/08/accessible-london-top-smartphone-apps/index	78
www.visitlondon.com/traveller-information/essential-information/accessible-london/riverside-highlights-accessibility	53

C. Comparing travel times to London's Top 10 'Must See' Attractions

Travelling to the top 10 must see attractions (as promoted by London & Partners) is a desk research exercise to demonstrate the differences in both the advised route and time required for a disabled person and a non-disabled person travelling using a mainline railway station hub at 10am on a weekday. The chart highlights the level of information required for a disabled person to make an informed decision as to whether they can travel or not. The exercise highlights inconsistent and in some cases, inaccurate information.

Visit London's top ten Attractions	Nearest London Underground station	TfL Travel Advice	TfL Accessible Travel Advice	Percentage time difference
British Museum WC1B 3DG	Tottenham Court Road/not accessible Inclusive London recommends Tot C Road with 'level access'	Underground Waterloo to Tottenham Court Road 6 minutes /Bus 10 minutes Max journey time 23 minutes	Waterloo to Green Park 19 minutes/bus 15 minutes to Tottenham Court Road/ Bus 11 minutes to museum Max journey time 49 minutes	113%
Tate Modern SE1 9TG	Southwark/step free from street to train	Euston to Southwark via Green Park Max journey time 17 minutes	TfL recommends bus x 2 via Kings Cross Max journey time 39 minutes	130%
			*By tube - one suggestion was walk to Euston Square/ tube to	*289%

Games Changer? - Appendices

			Finchley Road/tube to West Hampstead/tube to Southwark/Walk to Tate Max journey time 1hr 06 minutes	
			**Alternatively walk Euston to Kings Cross 23 minutes/tube to London Bridge/walk to Tate 25 minutes Max journey time 59 minutes	**247%
	Blackfriars/ step free from street to platform	Tube from Euston via Embankment Max journey time 30 minutes	Walk to Kings Cross/tube to Blackfriars 21 minutes Max journey time 42 minutes without walk to Tate	Has this been taken out as not a station recommended for Tate?
National Gallery WC2N 5DN	Charing Cross /not accessible	Underground Kings Cross St Pancras to Leicester Square 6 minutes/Walk 9 minutes Max journey time 15 minutes	Bus Kings Cross to Tottenham Court Rd 22 minutes/walk 15 minutes Max journey time 37 minutes	147%
	Leicester Square/not accessible			
Natural History	South Kensington	Paddington to South Ken 10 minutes/walk to	Paddington - No tube suggestion on TfL if need access	90%

Games Changer? - Appendices

Museum SW7 5BD		museum 10 minutes Max journey time 20 minutes	from street to vehicle – walk 38 minutes	
	Knightsbridge		*From street to platform tube to Earls Court via Hammersmith/walk Max journey time 57 minutes	*185%
London Eye SE1 7PB	Waterloo/accessible Jubilee line only	Tube Paddington to Waterloo 15 minutes/walk 10 minutes/ Max journey time 25 minutes	TfL journey planner uses buses only as Waterloo only accessible on Jubilee line Max journey time 51 minutes	104%
	Embankment/not accessible	Paddington to Embankment Tube Max journey time 14 minutes	Paddington Bus to Aldwych 45 minutes/walk 2 minutes/bus to Charing Cross 14 minutes/walk to Embankment 10 minutes Max journey time 1hr08 minutes (excl walk to London Eye from Embankment)	386%
	Charing Cross/not accessible	Tube Paddington to Charing Cross 13 minutes Max journey time 13	TfL recommends buses or walk Max journey time 47 minutes	262%

Games Changer? - Appendices

		minutes		
	Westminster.(from Kings Cross as a good example of accessibility)	Kings Cross to Westminster tube to Green Park 7 minutes/tube to Westminster 2 minutes Max journey time 16 minutes	Kings Cross to Westminster via Green Park Max journey time 38 minutes (accessible from street to vehicle)	138%
Science Museum SW7 2DD	South Kensington/not accessible	Euston to South Kensington via Green Park 11 minutes/walk to museum 16 minutes Max journey time 31 minutes	Euston walk to Kings Cross 23 minutes/Tube to Earls Court 19 minutes/walk to museum 32 minutes Max journey time 1hr 14 minutes	139%
	Knightsbridge/not accessible			
V&A SW7 2RL	South Kensington	Tube Kings Cross to South Kensington Max journey time 25 minutes	Tube Kings Cross to Green Park then bus to V&A/ Max journey time 45 minutes	80%
	Knightsbridge			
Madame Tussauds	Baker Street/not accessible	Euston walk to Euston Square/tube to Baker St	TfL no tube suggestions	10% (longer in this example for travellers)

Games Changer? - Appendices

NW1 5		/walk to venue Max journey time 22 minutes		with no mobility requirements)
	Marylebone/not accessible		Bus 20 minutes	
	Regents Park/not accessible			
Royal Museums Greenwich SE10 9NF	Nearest DLR station is Cutty Sark (accessible) for Maritime Greenwich. This is approx. 2-3 minutes' walk from Cutty Sark, 6-10 minutes' walk from the National Maritime Museum and approx. 18-20 minutes' walk from the Royal Observatory and Planetarium.	Paddington tube to Baker Street 5 minute/tube to Canary Wharf 18 minutes/walk to Heron Quays 5 minutes/DLR to Cutty Sark 8 minutes Max journey time 40 minutes	TfL recommends buses Paddington to Hyde Park 20 minutes/bus the Green Park 8 minutes/tube to Canary Wharf 13 minutes/walk to Heron Quays 11 minutes/DLR to Cutty Sark 8 minutes Max journey time 1hr15 minutes	88%
		(Map says Paddington not accessible		
		Journey planner says it is step free from street to platform)		
Tower of London EC3N 4AB	Tower Hill/not accessible	London Heathrow Terminal 5 tube to South Ken 43 minutes/tube to Tower Hill 20 minutes/walk 2 minutes	LHR T5 (street to platform) Tube to Hammersmith 34 minutes/tube to Westminster 18 minutes/tube to London Bridge 5 minutes/walk to	36%

Games Changer? - Appendices

		Max journey time 1hr10 minutes	attraction 27 minutes Max journey time 1hr35 minutes	
	DLR Tower Gateway Station/accessible	LHR T5 tube Hammersmith 37 minutes/tube to Tower Hill 31 minutes Max journey time 1hr18 minutes	LHR T5 tube Hammersmith 35 minutes/tube Westminster 19 minutes/tube to Canning Town 16 minutes/DLR to Tower Gateway 15 minutes Max journey time 1hr56 minutes	49%

In relation to the previous report and the attractions above the only change is with the Jubilee line access at Waterloo in 2010. But the Jubilee line is still only accessibly connected to

- district/circle (platform to pavement –closest at Westminster)
- Northern (bank branch) London Bridge
- DLR
- Piccadilly – Green Park – street to train
- Metropolitan – Wembley Park with train to street on M line yet only platform to street Jubilee

NB: June 2012 London Underground map does not show Paddington as accessible whereas TfL Journey Planner advises it is step-free from street to platform.

D. Sector Specific Industry initiatives

Tourism & Hospitality

Access Statement Tools – Providing Visitor Information

In partnership with industry bodies such as the British Hospitality Association (BHA) and the Royal Society for the Protection of Birds (RSPB), VisitEngland provides a free online Access Statement Tool for a wide range of businesses. Pubs, Restaurants, Nature Reserves and Football Stadiums are just a few of the types of businesses that can use this tool to create a description of their premises and to inform people with access needs.

VisitEngland is launching a guide to providing access information on destination tourism websites. The guidance will help tourism destination managers to offer ideas, information and signposting for disabled travellers on their consumer websites.

Customer Service Training – Understanding the needs of Disabled Visitors

VisitEngland recently launched a tailored online training course to help tourism businesses deliver excellent service to disabled customers. Designed in partnership with DisabledGo, the course helps those working within the tourism industry. One thousand free spaces were made available to tourism businesses in England, and businesses can register up to 5 places each by visiting:

www.disabledgo.com/tourismtraining

Level Playing Field focus on the disabled supporter experience. Attending a football match is one of the top ten reasons for visiting UK and London's clubs have a huge domestic and international following. Due to the lack of consistency between stadium audits LPF set out an **accredited audit process**. Clubs, stadiums and sporting venues that commission a professional LPF Audit and worktowards meeting the minimum accessibility standards for sports stadia and venues (on match (or event) and non-match days) are presented with an 'LPF Audited' accreditation to demonstrate their commitment to improving access and inclusion standards.

Premier League – developed online access training and business support in 2010 and 2011 for the clubs. The training provides the clubs with practical advice tailored to frontline and management positions. **Open for Business** was shortlisted in the national e-learning training awards 2012.

VisitEngland **accessibility research 2012** focuses on what specific accessibility related information disabled people/carers require about destinations and how and where

they access information.

www.visitengland.org/Images/Accessibility%20Information%20Report%202012_tcm30-33210.pdf

At Your Service, produced by VisitEngland, makes a compelling business case for accessible tourism. The booklet includes easy wins, financial facts and signposts to further information.

www.visitengland.org/busdev/bussupport/access/buscase/index.aspx

Time Out, partnered with Tourism for All, produced the **Open London** guide book, to enable visitors to plan their stay in London, from arrival to departure, as well as planning for and enjoying the London 2012 Olympic Games and Paralympic Games. The guide includes Sightseeing, Walks, Shops, Nightlife and Activities, restaurants and accommodation all with full transport details and divided by location.

www.tourismforall.org.uk/publications.php

The Association of British Travel Agents (ABTA) launched **Accessible Travel Made Easy**, a free online training course for travel agents, tour operators and other front-line travel industry staff. This interactive course provides an overview of the importance of accessible travel and why it makes good business sense to meet the diverse needs of customers. <http://www.abtaelearning.com/>

PhotoRoute London is a new mobile phone app for android and iphone devices. Digital mapping technology enables users to access online or download completely walker-friendly maps of London. The routes are step-free and accessible to people with physical or learning disabilities and to parents with pushchairs or young children. The mobile PhotoRoute is available in two versions; the free PhotoRoute London Lite, which includes a wide range of accessible routes across the South Bank and PhotoRoute London Premium, which provides a wider range of easy-access routes across the capital from Kensington through to Greenwich Park. The premium app is available offline to avoid any data roaming charges for users.

<http://www.photoroute.com/>

'London Beyond Sight' opens up an array of London landmark attractions through audio description. An initiative of Vocal Eyes, expert describers worked with prominent London celebrities to create a script which illustrates through dialogue the history, style and significant facts about their choice of landmark, as well as sharing some personal anecdotes and memories behind their choice.

www.vocaleyes.co.uk/londonbeyondsight

Mainstream guide publisher Lonely Planet promotes **London for Disabled Travellers** on the website. The page includes basic information and signposts users to the

Inclusive London website. www.lonelyplanet.com/england/london/travel-tips-and-articles/77174

British Beer & Pub Association (BBPA) produced **An Open Welcome**– guidance to highlight access issues in pubs and the wider hospitality sector and show what simple steps pubs can take to make a positive difference to customers' pub going experience. Association members own half of Britain's 51,000 pubs.

http://www.beerandpub.com/news/accessible-pubs-new-bbpa-video-featuring-tanni-grey-thompson-now-available-on-line?from_hot_topic=1

A promotional film about the pub access guidance is available.

<http://www.youtube.com/watch?v=bMUxRAxtPJE&feature=youtu.be>

Working with VisitEngland, BBPA promotes **Access statements and pubs: why having an access statement will make a real difference for your pub.**

<http://s3.amazonaws.com/bbpa-prod/attachments/documents/resources/21259/original/How%20to%20guide%20pubs.pdf?1329497880>

Arts & Culture

The Society of London Theatres **Access London Guide** has 2,200 subscribers (up from 2,000 in 2009) and distributes a monthly Access e-bulletin to 22,922 subscribers.

Octavia Housing produced **Assess4Access** following difficulties experienced when searching for venues with good access for its disability arts festival - 'Stay up Late and see disability from a different angle'. This was a one off publication in response to a specific need.

www.tricycle.co.uk/wp-content/uploads/2010/01/top_ten_accessible_venues-41.pdf

The Society of London Theatre hosted **Autism and Theatre: An Industry Inspiration** day for theatre 200 staff and autism experts on 10 October 2011 at the Unicorn Theatre, London. www.solt.co.uk/autism-theatre.html

In September 2011 the Society of London Theatre (SOLT) announced that it will employ an access officer dedicated to work alongside producers and theatre owners to ensure that access provision is as comprehensive as possible.

www.solt.co.uk/downloads/pdfs/pressroom/London_Theatre_increases_access_provision_in_preparation_for_2012.pdf

Relaxed performances make theatre trips possible for people with autism or a learning disability. The Ambassador Theatre Group held relaxed performances of pantomimes, in Bromley and Richmond. If the pilot scheme is successful, ATG hopes

to present a relaxed performance at one of its West End theatres in 2013.

Netbuddy, an online special needs forum of parents, carers, teachers and therapists with experience of learning disability and autism, promotes 10 great accessible shows for the holidays. <http://netbuddytoptips.blogspot.co.uk/2012/12/10-great-accessible-shows-for-holidays.html?sref=bl>

The **Shape Ticket** Scheme enables more disabled people to be part of the arts audience and to participate in arts activities. When people can't get to the participating venue on their own, a Volunteer Access Assistant trained by Shape assists them in their journey from home.

www.shapearts.org.uk/archive/projects/shape-tickets-.aspx

Shape Disability Arts is revising the **Access Card** booking system to be more flexible for both users and venues and a pilot initiative will enable booking across the cultural sector of museums, galleries, concert halls and theatres.

Public Realm

BIDS & Public Realm – how they bring together organisations / championing public realm e.g. Recent work of Paddington BID – Legible London, de-cluttering streets, pavement widening.

In 2009 the Mayor launched the **Great Spaces** Initiative to support the revitalisation of the capital's network of public spaces. Details of the various project updates to celebrate how London is transforming its streets, squares, parks and riverside walks into places people will want to use and enjoy all year round are available at www.urbannous.org.uk/MGSupdate.pdf

Transport

General

Transport for London launched the **Travel Support Card** in February 2012. As of mid-November 2012 it had distributed 2370 information leaflets (including the card), 1950 individual cards. A further 1388 leaflets and 1824 cards were downloaded from the website.

Transport for All launched an updated **Get Moving**, a practical guide to accessible transport in London which is available on line and in print.

<http://www.transportforall.org.uk/services/guide/>

Railways

Rail Travel Made Easy

Passenger Assistance is a service provided by train companies to assist passengers at stations, when boarding or exiting their train and on board the train. It is free and available to anyone who needs assistance due to a disability, temporary impairment, or older age, with no requirement that you possess a discretionary railcard.

When you contact a train operating company to request assistance, your request becomes a 'booking' and the details are recorded and relayed to the appropriate train and station staff of each company involved in your journey, even if this involves multiple companies.

Southern Trains – operate a commuter and main line routes between London and the south coast. They also operate the Gatwick Express. Southern manage 158 stations. Since 2009 they have:

- Partnered 'travel training' an initiative at council/borough level to get disabled people travelling independently
- Improved information provision to people with learning disabilities – the company prioritised this as they felt learning disabilities had been lost a little amongst their access work.
- Produced an easy read version of 'a guide to using southern trains'
- Developed 'try a train day' to help disabled people with the orientation of their journey
- Launched a travel support card that identifies the journey being completed and how a staff member or member of the public can help a disabled person
- Developed a communications board that can be downloaded or available at all stations
- 34 stations have had heavy investment in 2012. Increase in waiting facilities, seating at platforms, induction loops, accessible wc have been increased across many stations.
- A further £1m has been invested in 'minor works' e.g. new handrails and contrasting stair noses
- An additional pot of funding through DfT (now allocated against footfall) has help make additional access improvements
- Updated 'Being Southern' training course which now focuses more on the persons access needs

Buses

- All 700 routes are wheelchair accessible

- All 8,000 buses are fitted with an onboard, next stop audio visual system to let passengers know what bus they are on and when they are approaching their stop
- Destination displays are becoming bolder and simpler. A mix of upper and lower case print makes it easier for people with visual and reading impairments to understand
- Sixty-one per cent of bus stops meet all of Transport for London's (TfL's) criteria to be fully accessible, and TfL is working with the London boroughs and other agencies, towards a target of 70 per cent being accessible by the end of 2012/13
- All buses must enter service with a fully operating wheelchair ramp and the vehicle substituted if a defect develops. Regular on-road checks show that around 99% of buses have fully working ramps
- Staff are better trained to help disabled passengers and in TfL's most recent Accessibility Mystery traveller Survey, 94% of surveyors found the staff interaction 'correct or appropriate'
- **Countdown** is the largest real time bus information system in the world. It provides passengers with information about all of London's 19,000 bus stops. Bus arrival information for each stop is available via text messaging or any device with internet access.
- On-bus visual and audio 'next stop' and destination announcements make it easier for passengers with hearing or visual impairments to travel independently and are useful to anyone making an unfamiliar journey.
- TfL is currently refreshing all bus arrival signs at stops to make them easier for those with visual or reading impairments to use. Five hundred new signs are being added to the system, bringing the total number to 2,500. New features include improved contrast (amber on black), use of upper and lower case letters and increased letter height.

Airports

Heathrow introduces broken wheelchair repair telephone service for airlines to contact a company that specialises in repairs to wheelchairs damaged in transit.

The online **Heathrow Airport Guide** includes a page for passengers with special needs (<http://www.heathrow-airport-guide.co.uk/disabled-facilities.html>) and a link to an external website flying with disability (<http://www.flying-with-disability.org>).

The Association of British Travel Agents (ABTA) produced **Passenger pre-notification guidance** for supporting passengers with a disability or reduced mobility in July

2012.

Taxi

Computer Cab – ComCab reports that all taxis are wheelchair accessible and have a range of features to assist partially sighted and disabled passengers.

ComCab licensed taxi drivers have undergone disability awareness training.

The Government's **Certificate of Professional Competence (CPC)** training for bus drivers and accredited training course for taxi drivers includes a disability awareness module. PATS has five modules, an induction module undertaken by all, then individual modules looking at assisting passengers with disabilities (but not wheelchair users), assisting wheelchair users, assisting children and young people and assisting older people. www.ctauk.org/training/pats.aspx

People 1st **Access For All – Enhancing the Passenger Experience** course supports passenger transport operators and training providers to deliver periodic training that focuses on awareness, improving access and customer service for passengers with disabilities. The course reflects the content and best practice set out in the Disability Equality and Awareness Training Framework for Transport Staff, developed by the Disabled Persons Transport Advisory Committee (DPTAC).

<http://www.people1st.co.uk/business-and-training-support/access-for-all>

People 1st also produced **This Time Every Time** – DVD training course promoting greater awareness of passengers' needs. The DVD costs £125 and has an approximate running time of 22 minutes. <http://www.people1st.co.uk/business-and-training-support/training-aids-for-passenger-transport/this-time-every-time>

Blue Badge Parking

Public Information Exchange (PIE) provides the most detailed provision of London-wide blue badge parking bays. www.parkingforbluebadges.com. The company's new guide to London's blue badge parking (published 2012) is available to order (£5.99) www.parkingforbluebadges.com/shop/bluebadge/bb-london-parking-guide-3rd-ed.html

The four central London boroughs – City of London, City of Westminster, Royal borough of Kensington & Chelsea and London Borough of Camden and offer their own parking concessions. They co-operate in providing a searchable website map of blue Badge parking bays. www.bluebadgelondon.org.uk/bblMaps/baySearch.aspx

E. Accessibility resources and reports researched – by sector

London Policy Title	Author/Publisher	Summary of subject matter
Accessibility for Visitors Work stream Project Evaluation	GLA 2012	Evaluation of the three projects that formed the Accessibility for Visitors work stream
Market research during the Games	GLA 2012	To demonstrate the impact of the GLA work programme on London, visitors to London and London residents.
Working towards an Inclusive Games	GLA 2011	Annual report of the London 2012 Equality and Diversity Forum
Accessible Hotels in London	GLA/LDA 2010	To provide evidence to inform a new London Plan policy on the percentage of accessible hotel bedrooms required to meet demand now and over the next 20 years.
A Legacy of Change	LOCOG 2012	London 2012 Post Games Sustainability Report
Delivering Transport for the London 2012 Games	ODA 2012	Provides the overall picture of how transport for the Games was achieved, what was learnt on the way and the transport legacy provided.
Tourism& Hospitality Title	Author/Publisher	Summary of subject matter
Access Information Research	VisitEngland 2012	Online survey about the ways disabled visitors access information
Winning more visitors	VisitEngland 2012	A guide for destination managers on providing Access Information on destination websites

At Your Service	VisitEngland 2011	Sets out the business case for making the tourism industry more accessible
An open welcome	British Beer & Pub Association 2012	Why being accessible is good for your pub
Access Statements and Pubs	British Beer & Pub Association 2012	Guidance for pub owners and managers for producing an access statement
All Inclusive?	Trailblazers / Muscular Dystrophy Campaign 2010	The Trailblazers investigation highlights factors that can affect young disabled people on holiday.
Transport Title	Author/Publisher	Summary of subject matter
No Go Britain	Channel 4 2012	News investigation into the difficulties faced by disabled transport users in the UK.
Experiences and Expectations of Disabled People	HM Office for Disability Issues 2008	Updated research addressing information gaps on how disabled people's lives have changed and providing detail on their current experiences. Transport Section.
Doing Transport Differently	Disability Rights UK 2011	
Your Accessible Transport network	GLA / TfL 2012	Document plans to increase the accessibility of the transport network over the next few years.
London's Accessible Bus Service	GLA / TfL 2012	
By the River	GLA 2009	River Thames Concordat
Blue Badge Scheme Local Authority Guidance (England)	Dept for Transport 2012	Non-statutory guidance issued in order to share good practice.

Blue Badge Scheme: Best Practice Review	Dept for Transport 2011	Improving Blue Badge administration, assessment and enforcement: good practice review
Blue Badge Scheme - rights and responsibilities in England	Dept for Transport 2010	The blue badge scheme, how it works in England, and a user's rights and responsibilities.
Accessible Train Station Design for Disabled People: A Code of Practice	Dept for Transport 2011	Code of practice protecting the interests of users of railway passenger services or station services who are disabled.
Transport for Everyone Accessibility Action Plan	Dept for Transport 2012	A set of accessibility actions the department plans to implement in the next spending review period and beyond.
River Thames Pier Plan	LDA / GLA 2009	Addresses issues around current and future pier capacity, for serving the leisure cruise, riverbus, and private charter markets.
Attractions/Arts/Heritage Title	Author/Publisher	Summary of subject matter
Autism & Theatre	Society of London Theatres 2011	Report of an Industry day for theatre staff and autism experts.
Top 10 Accessible Venues in West London	Connect Culture for Octavia Foundation Dec 2009	An access audit and focus group to identify the top ten most accessible venues in West London
Shape Venue Assessments	Shape Arts for GLA 2011	130 mystery shopper assessments carried out at venues across London
Museums and Art Galleries: Making Existing Buildings Accessible	Centre for Accessible Environment (CAE)	Making museums and art galleries located in historic buildings more inclusive – includes 14 case

	/ RIBA 2007	studies
Public Realm Title	Author/Publisher	Summary of subject matter
Investigating Disabled Access - Does the redevelopment of the South Bank incorporate the needs of disabled people?"		Project is to find out whether or not the redevelopment of the South Bank incorporates the needs of disabled people.
City of London area strategy consultation	City of London Corporation 2012	Developing enhancement strategies for Bank, Fenchurch and Monument, Liverpool Street and West Smithfield, to improve the streets and public spaces in these areas.
Learning Legacy - Inclusive Design Standards	ODA 2012	Lessons learned from the London 2012 Games construction project
Street book SPG	London Borough Islington 2012	Supplementary Planning Guidance to ensure a more inclusive and accessible environment.
Good loo Design Guide	CAE / RIBA 2004	An inclusive approach to the provision of WCs and their layout
Access for Disabled People in the City of London	City of London Corporation 2010	Designed to help disabled people find facilities when visiting the City of London.
Designing an accessible City	City of London Corporation 2006 + addendum 2010	City of London's planning policies on the provision of access and facilities in developments in the Square Mile.
Non-London Studies Title	Author/Publisher	Summary of subject matter
The tourism needs of people with hearing loss	The New Zealand Tourism Research Institute AUT	This research has three aims: to offer a better understanding of Access Tourism as a legitimate

	University, Auckland, New Zealand – Oct 2011	tourism market, to establish what people with hearing loss want in terms of tourism products and services, and to evaluate the case for the development of a 'Hearing Tick' for tourism businesses that cater for people with hearing loss.
Other Title	Author/Publisher	Summary of subject matter
Public perceptions of disabled people	HM Office for Disability Issues	Evidence from the British Social Attitudes Survey 2009
London 2012: A Legacy for disabled people	HM Office for Disability Issues 2010	Covers At Your Service and disability training for e.g. bus and taxi drivers
London 2012 meta-evaluation	DCMS 2012	Meta-Evaluation of the Impacts and Legacy of the London 2012 Olympic Games and Paralympic Games
Beyond 2012 – the London Legacy Story	DCMS 2012	The story of the first ever Legacy Games
British Standards BS 8300	Revised 2009	Code of practice on designing buildings and their approaches to meet the needs of disabled people.
PAS 88	EHRC / VisitBritain / British Standards Institute 2008	Guidance developed specifically to improve good practice in hotels (specifically large hotels and hotel groups).
Designing for Accessibility	Centre for Accessible Environments (CAE) / RIBA 2012	Support guidance for architects and designers
Access Audit Handbook	Centre for Accessible	Multimedia planning tool for auditing the accessibility of

	Environment (CAE) / RIBA	buildings and services
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F. List of Stakeholders Consulted

Name	Position	Organisation
Xavier Gonzalez	CEO	International Paralympic Committee
Mark Dyer	Accessible Transport Lead Manager	Olympic Delivery Agency
Clare Banham		Association of British Travel Agents (ABTA)
Wayne Trevor	Accessibility & Inclusion Manager	Transport for London TfL
Kirsty Monk	Access Manager	Southern Trains
David Sindall	Head of Disability & Inclusion	Association Train Operating Companies (ATOC)
Roger Flitter	Secretary, Based Hants	Passenger Boat Association (Thames)
Steve Wright	Chair	Licensed Private Hire Car Association
Lianna Etkind	Communications Manager	Transport for All (TfA)
Emma d'Souza	Head of Media & Marketing	Society of London Theatres
Kirsty Holt	Access Manager	Society of London Theatres
Alan Kerr	CEO Artsline	Artsline website
Rosa d'Alessandro	Corporate & Social Responsibility Director	O2
Richard Dickinson	Chief Executive	New West End Company
Robin Hibbert	Head of Operations	New West End Company

Games Changer? - Appendices

Chris Peers	BID Manager	In Paddington
James Robinson	Head of Place Management	Heart of London
Alice Maynard	Chair	Scope
Ross Calladine	Skills, Welcome & Accessibility Manager	Visit England
Peter White	BBC Disability Correspondent	BBC
Peter Lainson	Chair	London Access Forum
Caroline Jenkinson	Head of Arts & Tourism	London Borough Camden
Michelle Horn	Access Officer,	London Borough Camden
Rob Oakley	Head of Access	City of London
Nick Bodger	Tourism Officer	City of London
Chris Mason	Head of Street Scene Improvement	City of Westminster
Clare Goodridge	Inclusive Design Officer	London Borough Islington
Peter Monk	Access Officer	London Borough Hammersmith & Fulham
Angela Ivey	Tourism officer	London Borough Richmond
Anna Borthwick	Head of Marketing	Disabled Go
Robert Smith	Digital Performance Analyst	London & Partners
Sarah Thomas	PR & Marketing	Octavia Foundation
Mark Shrimpton	Deputy Chief Executive	Disability Rights UK/RADAR
Mark Goldring	CEO	MENCAP
Elizabeth Mulligan	CEO	Shape Disability Arts Organisation

Judy Dixey	Executive Director	Vocal Eyes
Laura Matthews	Social research and policy officer	Action on hearing loss/RNID
Gideon Feldman	Project Manager	Attitude is Everything
Brenda Puech	Project Manager	Centre For Accessible Environments
Trisha Wheatley	Director	Disability Arts Online
Henrietta Doyle	Policy Officer	Inclusion London
Margaret Hickish	Mayors Advisor	Prev. GLA
Cathy Long	Head of Supporter Services	Premier League
Joyce Cook	Chair	Level Playing Fields
Jennifer Litman	CEO	Tourism for All
Lucinda Harvey	Head of Employment Relations	Society of London Theatres

G. Glossary of Acronyms used

AIIG	Access and Inclusion Integration Group
ALVA	Association of Leading Visitor Attractions
ATOC	Association of Train Operating Companies
B&B	Bed & Breakfasts
BAA	British Airports Authority
BB	Blue Badge
BBPA	British Beer & Pubs Association
BHA	British Hospitality Association
BID	Business Improvement Districts
BRA	British Restaurant Association
BSI	British Standards Institution
BSL	British Sign Language
BTA	British Toilet Association
CAE	Centre for Accessible Environments
CEO	Chief Executive Officer
DCMS	Department for Culture Media and Sport
DfT	Department for Transport
DLR	Docklands Light Railway
EHRC	Equality and Human Rights Commission
GLA	Greater London Authority
IPC	International Paralympic Committee
L & P	London & Partners
LDA	London Development Agency
LHR	London Heathrow Airport

LOCOG	London Organising Committee for the Olympic Games
LPF	Level Playing Field
LUL	London Underground Limited
NAS	National Accessible Scheme
NKS	National Key Scheme (Radar Operated)
NVQ	National Vocational Qualification
ODA	Olympic Delivery Authority
PAS	Publicly Available Specification
PIE	Public Information Exchange
RIBA	Royal Institute British Architects
RNIB	Royal National Institute for the Blind
SMEs	Small and Medium-sized Enterprises
SOLT	Society of London Theatres
TfA	Tourism for All
TfL	Transport for London
VE	VisitEngland
VL	Visit London

Other formats and languages

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Chinese

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Hindi

यदि आप इस दस्तावेज की प्रति अपनी
भाषा में चाहते हैं, तो कृपया निम्नलिखित
नंबर पर फोन करें अथवा नीचे दिये गये
पते पर संपर्क करें

Vietnamese

Nếu bạn muốn có văn bản tài liệu
này bằng ngôn ngữ của mình, hãy
liên hệ theo số điện thoại hoặc địa
chỉ dưới đây.

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে নিচের ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος
εγγράφου στη δική σας γλώσσα, παρακαλείστε να
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-
δρομικά στην παρακάτω διεύθυνση.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Turkish

Bu belgenin kendi dilinizde
hazırlanmış bir nüshasını
edinmek için, lütfen aşağıdaki
telefon numarasını arayınız
veya adrese başvurunuz.

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى
الاتصال برقم الهاتف أو مراسلة العنوان
أدناه

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

