

Date: 15 July 2014

Item 10: Resilience Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to update the panel on developments on resilience matters relevant to TfL since the last meeting, covering the period of Quarter 4 2013/14.

2 Recommendation

- 2.1 **The Panel is asked to note this report.**

3 Forthcoming Major Events

- 3.1 This summer sees a number of major cycling events in London including the Tour de France, Ride London and Tour of Britain. Planning is well advanced for these events, and the Palestra Event Liaison Facility (PELF) will be stood up as Event Control for all three. The Tour de France will also feature a number of fan parks (Green Park, and Trafalgar Square), which will open for a number of days over the weekend of the event.
- 3.2 There are also a number of major music events taking place including the Wireless Festival at Finsbury Park, British Summertime Festival at Hyde Park and London Calling Festival at Clapham Common - the latter is particularly significant as this is the first time the Common has been used for an event of this capacity. The Notting Hill Carnival will also take place over the August Bank Holiday weekend. Other major events over the coming months include the Invictus Games predominantly within the Queen Elizabeth Olympic Park in September and the Tall Ships Regatta in Greenwich, both of which will attract significant numbers of spectators.

4 Recent Events of Note

- 4.1 The State Opening of Parliament resulted in traffic disruption from the road closures and a lessons identification exercise is ongoing in order to mitigate future impacts from this annual event.
- 4.2 Several major events have been successfully delivered over recent months including the London Marathon and the Bupa 10k and Westminster Mile both of which were run from the PELF. The management of the events featured a number of trials aimed at improving information sharing and control ahead of the Tour de France and Ride London, including the use of a number of management tools initially developed for the Transport Coordination Centre at the 2012 Games.

- 4.3 There have been a small number of short duration strikes by London Fire Brigade personal. None have impacted upon TfL operations.
- 4.4 Taxi drivers in London staged a protest over the Uber smart device application. The protest created significant disruption in the roads surrounding Trafalgar Square, however, mitigations were put in place that minimised the disruption as far as practicable to the bus and road networks.

5 London Resilience Forum

- 5.1 The London Resilience Forum (LRF) met in February 2014 with the focus of the meeting being the review of the London Resilience Dashboard and confirming approval of a re-launch of the London multi agency command and coordination protocol.
- 5.2 The next scheduled meeting of the London Resilience Forum was held on 2 June 2014, outside of this reporting period.

6 National Threat Level

- 6.1 The National threat level has not changed since 11 July 2011 and continues to be assessed at 'Substantial' for international terrorism. Northern Ireland related terrorism in Great Britain (England, Scotland and Wales) is assessed at 'Moderate'. This advises that Northern Ireland related terrorist attacks in Great Britain are considered to be possible, but not likely.

7 Business Continuity Management

- 7.1 There have been no business continuity plan invocations during this period.
- 7.2 Specialist Services and Surface Transport have submitted their Business Impact Analysis reports for approval to the Surface Resilience Management Group. Due to organisational change within LU and the integration of Tube Lines, the Business Impact Analysis for those areas has been delayed until the new business structures are in place.
- 7.3 The lessons identified from the Windsor House power outage in October 2013 have been implemented.
- 7.4 Across TfL departmental business recovery plans have been reviewed and updated as required. The Integration of Tube Lines business continuity management processes and plans are being consolidated into LU departmental business recovery plans.
- 7.5 TfL's Business Recovery site has had its telephone infrastructure upgraded to offer Voice over Internet Protocol (VoIP) telephony.
- 7.6 TfL participated in the international Business Continuity Awareness Week, which was well received and produced good feedback to be taken forward.

8 TfL Information Management

- 8.1 During this period, Information Security activities focused on the Government's IL3 security level accreditation of the Criminal Justice System Network CJX interface.

This work included the assessment, remediation and accreditation with the Home Office.

- 8.2 A cyber security gap analysis was completed in IM and presented to the Information Management Steering Group in January, and an action plan is currently being developed.
- 8.3 IM data rooms within LU stations currently experience power issues on a weekly basis. This is causing service outages, and therefore incidents being raised on a frequent basis to the IM Service Desk. The Power Stabilisation and Remediation work carried out by IM will reduce these failures and produce a design that all IM data rooms within LU Stations should adhere to for the provision of power. TfL will continue to derive benefit from these improvements which provide a lasting legacy for current and future IM network deployments together with a reduction in on-going support cost for network services at LU Stations.
- 8.4 Building on the delivery of TfL's secondary data centre, IM has continued to develop capability for hosting services that require geographic resilience across sites. IM has been working with Customer Experience to identify requirements for hosting of external, public facing, services such as Oyster 2014 and other customer 'self-service' facilities. IM is now delivering resilient capabilities for high profile internet facing services by developing infrastructure in both strategic data centres across the Internet Services Zone of TfL's corporate data centre network. By autumn 2014, IM will have in place web hosting infrastructure, together with high-speed internet connectivity at both sites, to fulfil customer demand for increased levels of self-service and users management of their accounts online.

9 Surface Transport

- 9.1 During February 2014 Southern England experienced significant rainfall with significant flooding across the Thames Valley and Surrey. The London Borough of Croydon declared a major incident due to flooding and the risk of loosing the use of community infrastructure such as the Kenley water treatment works. The road network was largely unaffected by flooding other than the A22, which was closed with some minor bus route diversions in the local area. TfL provided support to the multi agency response by deploying high capacity pumps, sandbags and had buses on standby in the event of an evacuation being ordered. Staff from Surface Transport's Asset Management and Buses Directorates represented TfL at multi agency meetings at Gold (Strategic), Silver (Tactical) and Bronze (Operational) command levels.
- 9.2 Surface Transport staff were also involved in supporting a number of flooding incident responses but these events had minimum impact to Bus and road operations.

10 London Underground and London Rail

- 10.1 London Underground and London Rail were also impacted by the significant rainfall and the associated wind in February. The impact was more from the wind than the water, with damage to overhead lines from falling trees, in particularly those on third party land. There was also impact on the National Rail system, which in turn affected Rail and Underground services. The tree surgeon contractors employed by TfL

worked well in clearing routes, and the work to manage line side vegetation by London Underground during in the past few years highlighted the benefits of this approach with far fewer impacts from fallen trees on LU than on the London serving Main Lines.

- 10.2 Between 4-6 February 2014, London Underground experienced industrial action on a network-wide basis by members of the RMT trade Union. Detailed planning undertaken across TfL mitigated the impacts of the strike action, with Surface Transport deploying extra buses, actively managing traffic flows and ensuring river services were enhanced to reinforce routes across London and London Rail running some additional services too. The detailed planning, with significant utilisation of TfL Travel Ambassadors across TfL's transport networks, ensured that a significant service was delivered on London Underground with over 50 per cent of the scheduled service operating. A second dispute was called by RMT on 29/30 April where the TfL planning proved even more successful with a higher service of 60 per cent of LUs service operated.
- 10.3 London Underground is currently in discussion with the Trade Unions on a number of unrelated potential disputes that could lead to industrial action, and the lessons from the February and April disputes are being used to further strengthen resilience of the service.

11 Crossrail

- 11.1 The 2014 Crossrail exercise and training programme includes further site desk top exercises, executive incident management training and a full simulation exercise later in the year. A meeting room at the Crossrail headquarters has been enhanced for use as a control room in the event of an emergency by incorporating multiple screens and video conferencing to improve the existing command and control facilities. Senior management and support staff have been trained to use the new equipment.
- 11.2 Since the beginning of this period liaison has been taking place with the transport team at London Fire Brigade HQ to ensure familiarisation visits to Crossrail sites by local LFB teams continue following the recent reorganisation. These visits are being monitored by the team and report to Crossrail every six weeks. The LFB has offered to support a programme of training for Crossrail 'Silver' responders allowing the use of their control vehicles in the sessions. In March the Metropolitan Police provided CT training for Crossrail managers within their Operation Argus programme to raise management awareness of this type of incident. During this period Crossrail has provided site visits and briefings to MPS managers and emergency planners who in turn have assisted Crossrail by supporting desktop exercises held on sites.
- 11.3 The tube strike bulletins provided by TfL provided helpful information to enable Crossrail staff and sites to plan their journeys, the strikes did not affect Crossrail operations. The Crossrail business continuity management system and incident response facilities were audited by the Crossrail auditors during this period and recommendations for improvement have been accepted and will be completed within the next period.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Mike Weston, Director Buses
Number: 020 3054 0231
Email: mike.weston@tfl.gov.uk