

Date: 30 June 2016

Item: 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 of financial year 2015/16.

2 Recommendation

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

3 Major Pre-Planned Events

- 3.1 The period saw the delivery of several London wide events including New Year's Eve marking of Midnight celebrations and the Lumiere Festival of Light covering the West End and King's Cross areas. Crowd control measures for these events were reviewed in detail with event organisers and stakeholders to ensure passenger flows and transport networks were adequate and safely managed.
- 3.2 The TfL Events Team continues to work closely with major event organisers to provide event resilience for command and control and to ensure the minimum impact on business as usual activities across London. These events place a substantial additional demand upon the transport networks. The importance of minimising impact is recognised as is the essential requirement to joint planning and delivery of successful events, in consequence both reducing, and hopefully eliminating, adverse implications and providing the ability to jointly respond with a higher level of resilience providing longer term sustainability.
- 3.3 TfL has kept event organisers aware of the other activity being carried out on the transport networks to de-conflict activity and maintain network resilience by minimising multiple demands. In addition to its involvement in pre-event planning exercises, TfL conducts spot-event reviews to identify areas for improvement.

4 London Resilience Forum

- 4.1 The forum met on 8 February 2016. The agenda covered progress against the published London Resilience Partnership strategy, updates from agencies and working groups and an update on projects.

5 National Threat Level

- 5.1 The national threat level was reviewed by national government following the terrorist attacks in Brussels in March 2016. The threat level from international terrorism for the UK is assessed as **SEVERE**.
- (a) The threat level for Northern Ireland-related terrorism is set separately for Northern Ireland and Great Britain (England, Wales and Scotland). In Northern Ireland it is **SEVERE** and in Great Britain **SUBSTANTIAL**.
- (b) **SEVERE** means that a terrorist attack is highly likely; **SUBSTANTIAL** that an attack is a strong possibility.

6 Business Continuity Management

- 6.1 The January bi-annual Business Recovery Plan review was successfully carried out across all business units in this Quarter and the business recovery database updated accordingly.
- 6.2 Planning was completed for the annual business continuity awareness week (16-20 May 2016) with the focus on the key preparedness actions everyone can take. Reviews are also being undertaken of the current templates for both business recovery plans and the business impact assessment with the view to being able to roll them both out ready for the next business recovery plan review in July 2016.
- 6.3 There have been no business recovery plan invocations within this quarter, but there was a short evacuation of Victoria Station House in February 2016 following reports of an unexploded bomb. The pan-TfL Business Recovery Management Team was alerted of the incident however the incident was quickly resolved with business as usual activities being restored within the hour.

7 Surface Transport

- 7.1 Surface Transport's Bronze, Silver and Gold Commander training continued to be delivered during this period, ensuring that those participating in Exercise Unified Response had the opportunity to attend this training and refresh and update their major incident management training and knowledge.
- 7.2 The planning and delivery for Exercise Unified Response, a European Union funded multi-agency Search and Rescue exercise comprising live and command post exercises was successfully delivered between 29 February and 3 March 2016. Surface Transport hosted the London Strategic Coordination Centre Transport Cell within the Palestra Event Liaison Facility. Directors undertook the role of TfL Gold Commander with a full incident command structure established as part of the Command Post element of the exercise. This was comprised of multiple transport organisations ranging from Train Operating Companies, the Department for Transport to Highways England as well as deploying staff and incident response vehicles at the scene of the incident as part of Surface Transport's participation in the live exercise.

- 7.3 The exercise went well with major incident management and response training refreshed and lessons learnt which will be incorporated into Surface Transport's continual improvement activities as part of the annual incident command training and exercising programme.

8 London Underground and Rail

- 8.1 The operational planning for the Easter period was completed to account for the significant Engineering works across National Rail, London Rail and London Underground (LU) infrastructure. This ensured multiple agencies' works were monitored and any potential engineering overruns had a robust operational plan in place to prevent passenger disruption.
- 8.2 Exercise Unified Response was supported by LU and Rail. A mixture of senior managers, operational staff and Emergency Planners participated in the event. The LU managed TfL Care Team was deployed to the Live Exercise site and participated in the exercise working with the National Rail Care Team. As with the other transport organisations, the exercise refreshed major incident management response training and lessons learnt which will be incorporated into our continual improvement activities.
- 8.3 LU Station congestion control and emergency plans were fully reviewed and updated as required to ensure their suitability for the new "fit for the future - stations" staffing model. A further review will be completed in Quarter Two to ensure plans are in place for Night Tube operation.
- 8.4 This period closes the first year of a three year Resilience Improvement Plan for the London Rail businesses (London Overground, Trams, Docklands Light Railway and Emirates Air Line). The plan covers a range of people, equipment and process resilience issues. Activities planned for 2016/17 include:
- (a) understanding lessons learnt from industrial action over the past year on London Rail and other parts of TfL;
 - (b) preparing for adverse weather scenarios;
 - (c) addressing cyber security issues; and
 - (d) ensuring major event plans are in place.
- 8.5 London Rail business teams also undertook the second annual assessment against the British Standard on Organisational Resilience (BS 65000:2014). The results of the assessment will be available in Quarter Two.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Leon Daniels, Managing Director, Surface Transport.
Number: 020 3054 0231
Email: leondaniels@tfl.gov.uk