

TRANSPORT FOR LONDON

SAFETY, HEALTH AND ENVIRONMENT ASSURANCE COMMITTEE

**SUBJECT: 2012 GAMES RESILIENCE ASSURANCE**

**DATE: 5 OCTOBER 2011**

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**1 PURPOSE AND DECISION REQUIRED**

- 1.1 To provide the Committee with an overview of TfL's resilience assurance strategy implemented for the London 2012 Olympics and Paralympic Games (Games). Members are asked to note the paper.

**2 BACKGROUND**

- 2.1 A coherent transport strategy has long been recognised as a key element of the successful 2012 bid and TfL has played a core role in developing this since the bid.
- 2.2 Earlier in 2011, a revised governance structure was developed to reflect the transition from the delivery of physical transport infrastructure improvements to service planning and Games time operation.
- 2.3 Under these governance arrangements, the Commissioner chairs the London Operations Board (Transport), which co-ordinates and leads on the resolution of all transport operational issues in London associated with the Games.
- 2.4 The London Operations Board (Transport) is supported by a series of sub-groups, each chaired by a senior TfL manager and focussed on specific challenges associated with delivering the Games and keeping London moving during the summer of 2012. These include the Road Space Management Board, Rail Operations Steering Group, Travel Demand Management Board and Games Communication Board.
- 2.5 The Olympic and Paralympic Transport Board remains the body empowered by the Secretary of State for Transport to undertake overarching Games transport assurance.
- 2.6 To maintain a high level of confidence in TfL's ability to meet its Games obligations successfully, an assurance regime has been developed. The framework builds on the existing, well established TfL assurance mechanisms, while recognising the unique challenges and opportunities that the Games present.
- 2.7 Self assurance is central to the strategy, with each Managing Director assuring that their business area is on track to be ready for the Games. This involves due consideration of resilience.

- 2.8 A series of TfL-wide 2012 Games Resilience Workshops have been conducted to identify inter-modal resilience risks. These resilience risks have been compared to the risks already appearing in the TfL 2012 Strategic Risk Register.
- 2.9 Previously unidentified Games time risks have been assigned to appropriate owners. Resilience risks not naturally belonging to an operational part of TfL will be managed by the TfL Games Team.

### **3 STRATEGIC APPROACH TO GAMES RESILIENCE**

- 3.1 Games time resilience will be assessed under three different “Operating Conditions”, these are:
- (a) business as usual during the Games, which includes catering for the extra demand expected during the Games (sometimes referred to as the “Games increment”);
  - (b) response to a transport service disruption (eg, a failure in a different TfL service area); and
  - (c) response to a major incident in London (eg, major flooding, industrial accident, terrorism).
- 3.2 Each TfL operating business is developing its own detailed resilience plans for the transport links under its control. Where there are interfaces with other transport operations, both internal and external to TfL, plans are being developed collaboratively.
- 3.3 To provide additional assurance, the TfL Games Team is also leading a piece of work to assess resilience on a venue-by-venue basis. This will provide assurance of resilience plans from both an operator and customer-centric perspective.

### **4 DELIVERING ASSURANCE ON THE GAMES RESILIENCE STRATEGY**

- 4.1 Good progress is being made on the development of TfL’s Games resilience plans. This includes sharing these plans and agreeing command and control structures with other Games stakeholders.
- 4.2 TfL is an active participant in various Games readiness groups helping to coordinate this activity. These groups include the Transport Domain Readiness Working Group (coordinated by the ODA), the Integration and Readiness Steering and Working Groups (led by Government Olympic Executive), and the London Prepares Series (led by LOCOG).
- 4.3 TfL is also a player in the numerous exercises and test events being carried out by these groups. Lessons are being captured and used to improve resilience plans where required.
- 4.4 Overall preparedness for the Games is being tracked through a series of Assurance Letters covering each part of TfL involved in the Games. These letters contain a specific section on resilience.

4.5 The first letters are in the process of final sign-off. These will be submitted to the Committee in due course.

4.6 Further iterations of the Games Assurance Letters process will be provided in December 2011, March/April 2012 and June/July 2012.

## **5 RECOMMENDATION**

5.1 The Committee is asked to NOTE the paper.

## **6 CONTACT**

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