

Date: 17 March 2015

Item 9: 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 3 of financial year 2014/15.

2 Recommendation

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

3 Forthcoming Major Events

- 3.1 Planning for the London Winter Run in February 2015 was in progress during this reporting period. The event was successfully delivered.
- 3.2 The London Marathon is scheduled for 26 April 2015 with routing and other activity similar to previous years.
- 3.3 TfL is fully engaged in the planning process with the 2015 Rugby World Cup event organisers and partner agencies.

4 Recent Events of Note

- 4.1 The 2014 New Year's Eve event was ticketed for the first time. The event was very successful with some minor proposals for changes identified for subsequent years. The joint planning and operations allowed for a greater degree of control and oversight of the events and ensured that lines of communication were shortened to improve operational efficiency. The joint communications and Travel Demand Management provided very effective messaging which contributed to a reduction of an estimated 150,000 attendees at the event. There was a substantial reduction in arrests, members of the public requiring medical assistance, debris left after the event and the demand on the transport system. Roads were kept open longer than anticipated and a quicker dispersal allowed for the removal of the increased amount of event infrastructure to facilitate the opening of the roads at a similar time to that in previous years. The ticketing process exceeded expectations in respect of the reduction in numbers of un-ticketed spectators in the area. It had originally been forecast to take a few years to bring numbers outside of the event footprint under control to the degree achieved in 2014. The planning process for the 2015 event will begin in the next reporting period.

- 4.2 During this reporting period, concern over the Ebola disease developed as the problems in West Africa connected to the Ebola virus become clearer. Guidance was issued to staff across TfL with respect to staff travelling to and returning from West Africa and also to station staff dealing with the possible risks from members of the public with symptoms travelling on the system. The guidance was developed by TfL Occupational Health through close discussion with Public Health England to provide a consistent position. A working group was brought together with representatives from across TfL, with input additionally from the British Transport Police and the Metropolitan Police Service to monitor the situation, and keep the business informed. Contact was also made with the New York Transit Authority to align with their experience from having a customer with Ebola symptoms ride on their system. TfL has also taken part in a number of London Resilience strategic coordination group meetings and exercises. As the concern has reduced we have updated our guidance, and the working group remain available if the position changes. Overall our current state of planning and readiness is good.
- 4.3 Work was done with the Emergency Response Unit to review and strengthen the protocols applied to their staff to ensure their safety when dealing with persons injured during suicide attempts, and who may be carrying blood born infection including Ebola.

5 London Resilience Forum

- 5.1 The London Resilience Forum (LRF) met on 6 October 2014, which had briefings on extreme space weather and cyber security risk. The meeting agreed the proposal for the London Resilience Team and its functions to transfer from the GLA to the London Fire Brigade and reviewed the LRF Dashboard report, which covers the LRF's key issues and work streams.

6 National Threat Level

- 6.1 The current threat level from international terrorism for the UK is assessed as SEVERE.
- 6.2 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 MODERATE.
- 6.3 SEVERE means that a terrorist attack is highly likely; MODERATE that an attack is possible, but unlikely.

7 Business Continuity Management

- 7.1 During this reporting period, the business continuity functions across TfL have reviewed and updated their business continuity plans.
- 7.2 A contract was been awarded to Witt O'Brien's Limited to develop and deliver a Business Recovery Management Team (BRMT) exercise, which was delivered during this reporting period. A report following the lessons identification process for this exercise will be produced in due course.

7.3 There were three minor business continuity recovery plan invocations where impacted staff were relocated to other TfL business locations by releasing workstations as part of TfL's mutual aid business recovery arrangements.

7.4 The Ashfield House business recovery site was successfully tested.

8 IM Resilience and Security

8.1 TfL makes extensive use of information technologies and automated computer systems to deliver our services. Cyber security is a significant challenge to all organisations. TfL is working with various bodies to ensure we are robust and resilient to cyber security issues and threats. Work has commenced to understand the TfL's cyber security position with workstreams including utilising HM Government cyber guidance and regulation from Critical National Infrastructure, of which TfL is part, Cabinet Office – Office of Cyber Security and Information Assurance, Information Commissioner's Office, Regulators – DfT – Land Transport Cyber Security (Rail) 2015, Centre for the Protection of National Infrastructure and Communications Electronics Security Group and CERT UK. IM has also established an Information Security Controls Framework which is aligned to the SANS 20 and HM Government Security Policy Framework.

9 Surface Transport

9.1 During this reporting period, there were two taxi demonstrations held in central London. The Surface Coordination Unit led contingency planning across TfL, producing mitigations and liaising with partner organisations to minimise the impacts to London. There were significant impacts to central London roads as a result of the demonstrations, however, traffic cleared quickly once the demonstrations ended.

9.2 The Fire Brigades Union (FBU) carried out industrial action including strike action and working to rule during this reporting period. TfL business units have in place contingency plans for FBU industrial action. The FBU strike action during this reporting period did not impact TfL services.

9.3 Winter preparations began during this reporting period with contractors confirming readiness, with gritting routes and the resilience road network being checked. During this reporting period, cold weather precautions have rarely been needed.

9.4 The Surface Transport Bronze Incidents and Events Manager training course, piloted in July 2014 by the Resilience Planning Team, commenced roll-out from September 2014 with two one day training courses being delivered per month with an anticipated 30 courses to be delivered.

9.5 A multi-agency one day workshop hosted by Surface Transport and opened by Leon Daniels, was held to discuss and review arrangements for major ceremonial events within London with their impacts and consequences considered and what mitigations could be put in place to keep London moving safely.

10 Rail and Underground

10.1 During this reporting period, London Rail undertook an emergency exercise designed to explore how the Docklands Light Railway and London Overground

networks would cope with a significant power outage, a failure that removed both traction and station power. This highlighted important operational interfaces between the London Rail and Surface Transport, in particular buses and road signalling systems, and with London Underground (LU), which need to be actively managed in such a scenario. The approach in London Rail to management of such an emergency, and the operation and communication challenges were tested, as well as passenger welfare, detrainment and service recovery. The emergency plans and On-Call system were reviewed throughout the exercise and lessons learned have been incorporated in revised plans. The exercise has been further developed for London Overground, which will run a modified version with Supplier involvement in the New Year.

- 10.2 During this reporting period, London Rail developed and revised operational plans to ensure as normal service as possible was operated during planned industrial action by NHS, Fire Brigade and LU. There was some impact due to greater customer numbers, but overall a good service was operated.
- 10.3 Rail and Underground work in preparation for the winter months was concluded during this reporting period. Winter weather plans were reviewed in each business, and the infrastructure improvements made since last year on infrastructure improvements, including points heaters were all checked. These plans have been used since the end of this reporting period, and have so far proved robust. The LU 54321 countdown approach to winter weather preparation, supplemented this year for the first time with an embedded Meteogroup forecaster, was again mandated and has so far proved to be effective. Summer weather plans are now being reviewed and refreshed ahead of implementation.
- 10.4 LU experienced some threats of industrial action and the now established Network Industrial Action Plan (NIAP) was deployed on each occasion to ensure that had the action proceeded, the best possible service to customers would have been delivered.

List of appendices to this report:

None

List of Background Papers:

None

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