

Date: 13 October 2015

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 1 of financial year 2014/15.

2 Recommendation

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

3 Major Pre-Planned Events

- 3.1 The TfL Events Team has continued with the detailed planning and coordination of major events impacting upon London, including the London Marathon and London to Brighton Cycle ride, to ensure effective delivery and the minimisation of the potential disruption caused by works and events. Relationships with partner agencies have been strengthened and the planning process is becoming more standardised. The Palestra Event Liaison Facility (PELF) has continued to be instrumental in the delivery of major events and other sporting, commemorative and ceremonial events. This was the first year of the Formula E motor racing season which brought the concept of electric vehicle racing to London's Battersea Park as the culmination of the first season of this new international event.
- 3.2 Preparations for sporting, charity and public celebration events, including the 2015 New Year's Eve event, took place against a challenging background of significant construction activity across London. This activity extends to the planning of new and existing events which will take place bringing with them requirements for new routes and traffic and crowd management plans, including the 2015 Prudential RideLondon and the Aviva Tour of Britain.
- 3.3 Particular planning emphasis has been placed on the preparations for the Rugby World Cup, which commenced on 18 September. The PELF will be the coordination point for transport activity across the 17 London matches including the opening and medal matches for what is recognised to be the largest sporting event in England since the London 2012 Games.
- 3.4 Planning for the Notting Hill Carnival is underway with partner agencies with meetings being chaired by the Royal Borough of Chelsea and Kensington.

4 London Resilience Forum

- 4.1 The Mayor of London has appointed Gareth Bacon (London Assembly Member and Chair of the London Fire and Emergency Planning Authority) as the new Chair of the London Resilience Forum (LRF).
- 4.2 The forum met on 8 June. It approved the London Strategic Flood Response Framework, London Mass Fatalities Framework and the off-site plan for the King George V Reservoir Plan developed by London Borough of Enfield.
- 4.3 The LRF received a brief from the Metropolitan Police on the threat from terrorism, in particular the continued threat to the Police, Military and Jewish community.
- 4.4 The London Fire Brigade (LFB) has bid for and received funding from the Home Office to establish a London Coordination Centre. The London Coordination Centre concept is being considered as two elements, a physical location and also a virtual environment for partnership member organisations to share information. The physical location of the facility will be LFB Headquarters..
- 4.5 The Transport Sector Panel (TSP), a sub group of the LRF, met on 24 April at Palestra. Attendees included Network Rail, Highways England, Port Of London Authority and Heathrow Airport. Chaired by TfL, the TSP fulfils the Transport Sector's London Resilience obligations.

5 National Threat Level

- 5.1 The current threat level from international terrorism for the UK is assessed as SEVERE.
- 5.2 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.
- 5.3 SEVERE means that a terrorist attack is highly likely; MODERATE that an attack is possible, but unlikely.

6 Business Continuity Management

- 6.1 The twice yearly review of business recovery plans across TfL are in the final phase. A new and more user friendly business recovery plan has been introduced through the review process.
- 6.2 Walkthrough exercises of business recovery plans with departmental recovery teams continue to ensure the readiness of teams for any potential building disruption or incident.
- 6.3 Development of new Business Continuity Management policy and strategy is being developed and will be submitted to the pan TfL Resilience Steering Committee for review in due course.

- 6.4 The commencement of the planning for the delivery of the pan TfL Business Impact Analysis project to ensure plans are aligned with the latest organisational position is ongoing with the project anticipated to start in autumn 2015.

7 Surface Transport

- 7.1 At the beginning of this quarter a fire within the utility tunnels under the Kingsway in Holborn resulted in the declaration of a major incident by the Fire Service. TfL had representatives on site and the Surface Transport Traffic Operations Centre managed the incident response to impacts upon the roadway.
- 7.2 The Bronze (Operational) Incidents and Events Manager training programme continues primarily to operational staff employed in a Bronze (Operational) level capacity as well as some Silver (Tactical) level managers. Planning has commenced for the delivery of both Silver (Tactical) and Gold (Strategic) Command training programmes.
- 7.3 Planning assumptions were finalised for Exercise Strong Tower, a “live play” national counter terrorism exercise that took place on 30 June and 1 July 2015 with full TfL participation including standing up the PELF and the London Underground Control Centre for use by Resilience Partners.

8 London Underground and Rail

- 8.1 During the quarter, London Underground (LU) prepared for the commencement of Night Tube. This involved extensive risk assessments, safety reviews of all relevant assets and the maintenance impacts, training development, and the production of briefing materials and work with stakeholders to ensure the new service could commence.
- 8.2 A key focus during the quarter was directed to preparation and planning for possible LU industrial action expected in early July. Due to the Trade Union’s mandate for industrial action in LU, it was decided that the priority would be to focus on the interchange stations to ensure London Rail and the Train Operating Companies services would be maintained as far as possible, and this also assisted the Bus services as a number of these interchange stations are also key Bus interchanges. Lessons were also learned about the importance of getting clear and early customer demand messages and impacting on Social Media. The proposed strikes took place in Quarter 2 where the plans were delivered effectively.
- 8.3 Rail and Underground and Surface Transport were also preparing for the Walthamstow Blockade on the Victoria Line 8-29 August and for the 17 Rugby World Cup games in London from 18 September to 31 October. Both have gone well and an update will be reported on in the Quarter two report.

9 Crossrail

- 9.1 The 2015 Crossrail exercise and training programme includes further executive incident management training and a full simulation exercise later in the year. A large meeting room at the Crossrail headquarters at Canary Wharf has been enhanced for use as a control room in the event of an emergency; this room contains multiple screens and video conferencing facilities to improve the existing command and control facilities. Senior management and support staff have been trained to use the new equipment. It is now planned to train additional staff to set up the room for the use as a control room at short notice.
- 9.2 A LFB officer has now been seconded to the Crossrail Health and Safety Assurance team; liaison therefore now takes place on a daily basis. A programme of site visits focussing on fire safety has been undertaken, as well as ongoing familiarisation visits by local LFB teams. Multi-agency work with Crossrail and the Emergency Services continues and regular meetings are now being conducted in order to advise the emergency services of the project progress and to discuss any project risk profile changes. Crossrail continue to be offered CT training through attendance at Police project Griffin events across London.
- 9.3 TfL continue to provide helpful information regarding industrial action 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 are currently being updated to acknowledge the changing risks to the project.

List of appendices to this report:

None

List of Background Papers:

None

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