

**Date:** 10 December 2015

**Item:** Resilience Report

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## **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 2 of financial year 2015/16.

### **2 Recommendation**

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

### **3 Major Pre-Planned Events**

- 3.1 There were several commemoration events, including Victory over Japan Day 70<sup>th</sup> Anniversary (15 August) and the Bicentenary anniversary of the Battle of Waterloo (weekend of 18 – 19 June). The building of the north east and south west Cycle Superhighways required that new routes were identified for a number of high profile events including the BUPA 10k race (24-25 May), the final stage of the Tour of Britain (13 September), FreeCycle (1 August) and the Classic professional race for RideLondon (2 August). These new routes have proven to be suitable as the events have been successfully delivered. The start of the professional race in Horse Guards Parade allowed the road closures in east London to be opened much earlier than in previous years following the departure of the mass participation riders. These routes will be reviewed to determine whether the events can or should return to the routes used prior to the commencement of the Cycle Superhighway building programme.
- 3.2 Test events for the Rugby World Cup 2015 commenced in July and August at Twickenham and the Olympic Stadium which was utilised for a high profile event for the first time since 2012.
- 3.3 The Opening ceremony and first match took place on 18 September at Twickenham. The first weekday closure of the A316 Chertsey Road was implemented to support the additional transport provision of up to 120 buses, shuttling spectators to central London to ease the impact on mainline train services from Twickenham. The Palestra Events Liaison Facility (PELF) has been fully operational to successfully coordinate the multi-agency transport response to the event within London and monitor spectator movement to and from other venues outside London. Through integrated planning with London Underground and Surface Transport, rugby fans and London's daily passengers did not experience any significant delays on our network throughout the tournament.

## **4 London Resilience Forum**

- 4.1 The forum met on 12 October. The forum was updated on progress of the Situational Awareness project which has Home Office funding until March 2016. The forum considered the Metropolitan Police Service debrief report of Exercise Strong Tower and was updated on the development of Exercise Unified Responder (see paragraph 8.2).

## **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 Resilience Steering Team**

- 6.1 The Resilience Steering Team is a pan TfL senior management group coordinating resilience matters across TfL.
- 6.2 The Resilience Steering Team met on 28 September and approved the TfL Resilience Management Policy and TfL Business Continuity Policy. It is expected that the Team will use the policy as a basis for agenda items at further meetings.

## **7 Business Continuity Management**

- 7.1 Walkthroughs of business recovery plans with departmental recovery teams to ensure the readiness of teams for any potential building disruption or incident are ongoing across TfL.
- 7.2 A new Business Recovery policy has been developed and will be proposed to the Resilience Steering Team at the next meeting for review.
- 7.3 The Business Impact Analysis (BIA) project across LU and London Rail to ensure plans are aligned with the latest organisational position is ongoing, Surface Transport and Specialist Directorates are supporting this project and will launch their BIA projects later in the year.
- 7.4 The development of a Business Recovery Management Team exercise to be held in November is ongoing.

## **8 Surface Transport**

- 8.1 The Silver (Tactical) Commander training programme commenced on 21 September 2015, primarily to operational staff employed in a Silver command level capacity. Planning has commenced for the Gold (Strategic) Command training with provisions for further Gold “seminars” for senior managers and directors. Bronze Command training continues to be rolled out to operational staff.
- 8.2 Exercise Strong Tower, a “live play” national counter terrorism exercise took place on 30 June and 1 July 2015 with full TfL participation including standing up the LU Control Centre and the PELF with Highways England, DfT and LU joining the PELF.
- 8.3 Industrial action – of the three proposed LU strike actions, two took place on 8 July 2015 and 5 August 2015. An operational plan was produced for both with a full command structure headed by the Surface Transport’s Managing Director as Gold Commander supported by a Silver Commander and a number of Bronze Commanders.

## **9 London Underground and Rail**

- 9.1 During this period, the effective delivery of preparedness plans to ensure maintenance of interchange stations during the LU industrial action in early July and again, in August was demonstrated. Lessons identified during the planning and implementation of the Industrial action will be delivered during future strike periods.
- 9.2 The Walthamstow Blockade undertook a major junction rebuild from 8 to 29 August, which proved to be an excellent example of pan-TfL coordination. Throughout the three weeks TfL delivered a joined up alternative transport service during the closure of part of the north end of the Victoria line. An excellent Travel Demand Management campaign enabled passengers to plan for and take alternative journeys throughout the blockade. The successful blockade was completed two days ahead of schedule. It was noted that Surface Transport staff who managed the Rail Replacement Bus Service excelled throughout the blockade and provided practicable solutions to overcome the various challenges over the three week period ensuring minimal disruption to TfL’s customers.
- 9.3 To test the London Rail’s Directors’ response to an unplanned scenario during the Rugby World Cup, London Rail conducted an Emergency Planning Exercise based on one of the London games of the Rugby World Cup that took place on 2 July. Representatives from each of the business unit’s Operators attended, adding value to the exercise. A similar, bespoke exercise was delivered to test London Overground’s On-Call Team in September. To aid prompt egress from the high risk games, both London Overground and DLR put on additional services where possible.

## **10 TfL IM Resilience and Business Continuity**

- 10.1 The IM team has continued to build on, and deliver new initiatives to ensure the continuity of the services delivered to TfL and the reliance of business critical systems. As part of the technical refresh activities, IM has been moving business services to its strategic data centres from legacy computer rooms, ensuring that services are hosted in the most resilient, purpose built hosting locations and exploiting investments made in highly available shared service platforms.
- 10.2 A focused team within IM has implemented new processes and enhanced review of technical change to assure that when services are upgraded, changed or maintained unintentional service impacts are minimised. IM has also mobilised an initiative to look at TfL's messaging platforms and email. This is to ensure TfL has the right infrastructure and capabilities to ensure it can provide reliable, high performance service as the organisation grows with the addition of JNP and demand from initiatives increasing user numbers.
- 10.3 IM teams continue to refine monitoring and management that assist technical teams to spot and rectify problems before staff are impacted, and help guide technology investment decisions. Key to IM's future strategies is to ensure TfL continues to exploit contemporary technologies to achieve the most cost effective solutions with high levels of resilience. In recent months significant steps towards cloud hosting of solutions and platforms has been achieved and will be developed to minimise delivery times whilst maximising agility.

## **11 Crossrail**

- 11.1 The Gold Response Team members, as well as other senior members of staff, attended training sessions to ensure their knowledge was up to date. The meeting room used at the Crossrail headquarters at Canary Wharf for emergency incidents Gold Control is fully functional and additional members of support staff have now been trained and exercised in setting up the room for use at short notice.
- 11.2 The seconded London Fire Brigade (LFB) officer continues his work within the Crossrail Health and Safety Assurance team; liaison takes place on a daily basis. The programme of site visits focussing on fire safety has almost been completed, as well as ongoing familiarisation visits by local LFB teams. Multi-agency work with Crossrail and the Emergency Services continues with regular meetings being conducted to advise the emergency services of the project progress and to discuss any project risk profile changes. Crossrail continue to be offered counter terrorism awareness training through Project Griffin and Argus (City of London Police and Metropolitan Police initiatives working with public and private sector organisations) events across London.
- 11.3 TfL continues to provide helpful information to enable Crossrail staff and sites to plan their journeys; the recent Tube 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.

11.4 A recent 'Emergency Services and Fire Safety' seminar was held at Crossrail and attended by a number of directors, project managers and other senior staff across the project. The seminar included presentations in relation to the emergency services response to the recent Alton Towers incident and a presentation by a senior LFB fire investigation officer.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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