

Date: 10 March 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 3 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 main activity of note for this period was preparation for, and the delivery of, the 2015 New Year's Eve celebration. This was the second year that the event has been ticketed and the estimate of the public presence in the event footprint and in central London remains at approximately 350,000. Waterloo Bridge was an additional ticketed viewing area and necessitated a slightly earlier bridge closure for pedestrians and vehicles at 1930. Travel Demand Management and joint agency messaging worked well in reducing background demand and traffic movement was maintained outside the footprint. There were a number of additional demands upon planning and delivery this year, which were impacted by Road Modernisation Plan works including Cycle Superhighways, commercial construction in and around the event footprint (including the redevelopment of the Shell Centre in York Road) and the closure of London Bridge (upper level), Cannon Street, Waterloo East and Charing Cross rail stations for planned engineering works.
- 3.2 The event was also delivered against a background of an increased terrorist threat the decision in Paris to restrict the nature of their event and the complete cancellation of the event in Brussels. An enhanced search regime increased the requirement for infrastructure and additional stewarding. There was also a considerably enhanced police deployment at Railway and Underground stations. Ticket holder attendance was down by approximately 3 per cent compared to 2015. This may also have been due to inclement weather earlier in the day. Planning has already commenced for the 2016 event.

4 London Resilience Forum

- 4.1 The forum met on 12 October 2015. 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 Paris and the security alerts in Brussels. The threat level has not changed:

- (a) The current threat level from international terrorism for the UK is assessed as SEVERE.
- (b) 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.

SEVERE means that a terrorist attack is highly likely; MODERATE that an attack is possible, but unlikely.

6 Business Continuity Management

- 6.1 A Business Recovery Management Team exercise at Selbie House in November 2015 was successfully undertaken. As with all exercises, lessons have been identified and the opportunities to incorporate them in to business as usual processes are ongoing.
- 6.2. The Business Impact Analysis (BIA) project across London Underground (LU) & Rail to ensure business recovery plans are aligned with the latest organisational position is ongoing. Surface Transport and Specialist Directorates are supporting this project and will launch their own BIA projects later in the year.
- 6.3. Planning for the forthcoming Business Continuity Awareness week (16-20 May) has started and work is ongoing.
- 6.4. Business Continuity Managers (BCMs) across the Business have agreed and produced a new Business Recovery Plan template, which is being rolled out across TfL.
- 6.5. Several new functional leads have joined the Business Recovery Management Team (BRMT), further strengthening the resilience and experience of the BRMT.

7 Surface Transport

- 7.1 During October 2015 Surface Transport rolled out a Silver Commander duty as part of the renewing of its command and control structures for events and incident management.

- 7.2 The Gold (Strategic) Command training programme commenced 12 October 2015, aimed at senior managers and directors acting in a strategic command incident management role. Bronze and Silver Command training continues to be rolled out to tactical level managers and operational staff.
- 7.3 The Strategic Coordination Unit met with officers from SCO 22 to discuss how the Metropolitan Police Service communicates with TfL during major incidents of the type that are initially fast moving with serious consequences and have a duration of a week or so – e.g. major terrorist attacks and major flooding in multiple locations.
- 7.4 The Docklands Light Railway (DLR) RMT Branch undertook industrial action on Tuesday 3 November to Thursday 5 November 2015. Surface Transport stood up an incident management command structure, headed by the Surface Transport Managing Director as Gold Commander supported by a Silver Commander and a number of Bronze Commanders.
- 7.5 On Monday 23 November 2015, at the Kier Tunnel Avenue Depot, Surface Transport undertook a Severe Weather Exercise. The multi-agency table-top exercise tested the Surface Transport winter maintenance operational programme. Attendees included Highways England, multiple London boroughs, Met Desk and Heathrow Airport.
- 7.6 Pre-planning started for Exercise Unified Response, a European Union funded multi-agency Search and Rescue exercise comprising live and command post exercises, which will be held between 29 February 2016 and 3 March 2016. Surface Transport will be hosting the London Strategic Coordination Centre Transport Cell within the Palestra Event Liaison Facility as part of the Command Post element of the exercise.

8 London Underground and Rail

- 8.1 As described above, the large scale EU partnership collaborative joint exercise “Exercise Unified Response” is currently being planned. This exercise will involve the largest rail crash exercise in Europe. LU have provided the train rolling stock and items of station equipment such as ticket barriers to mock up a rail crash site within a tunnel and a LU station environment. LU will provide staff to participate in the live exercise.
- 8.2 There was a significant amount of engineering work planned for the Christmas / New Year period including three LU and two London Overground closures. Network Rail also had large scale works over this period, four of these impacting London. All these works were identified and, where overlaps and risks were identified, a co-ordinated joint communications message and information plan with Network Rail regarding Christmas engineering works was developed.
- 8.3 LU developed a number of industrial action resilience plans during the period to cover various strikes around the roll out of Fit for the Future stations programme. Fortunately, negotiations to prevent the planned industrial action through the period resolved the strike action.

- 8.4 During this period, the effective delivery of preparedness plans to ensure maintenance of interchange stations with LU during the DLR Industrial Action in early November was demonstrated. Lessons identified during the planning and implementation of the industrial action were captured in a Lessons Learnt Workshop on 11 November 2015 and have been shared with relevant stakeholders, for reference during any future strike periods.
- 8.5 Docklands Light Railway (DLR) undertook a walkthrough of their emergency exercise on 15 November 2015, which was based on a terrorist scenario at the DLR Station at City Airport. Representatives from the Emergency Services attended the exercise.
- 8.6 To test the response to an unplanned scenario of a broken down tram adjacent to a Network Rail running line in winter weather, London Tramlink conducted an Emergency Planning Exercise on 19 November 2015 with their operator, Trams Operations Limited.
- 8.7 A number of London Rail senior managers attended and benefitted from the Silver (Tactical) and Gold (Strategic) Commander training courses led by Surface Transport, throughout this period.

List of appendices to this report:

None

List of Background Papers:

None

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