Structure

• London’s transport challenge
• Transport response to 7/7
• Major transport issues
• What went well (and what didn’t)
• Lessons learnt
Transport for London

- Operates London Underground (subway)
- Contracts out bus services
- Operates Docklands Light Railway
- Manages the strategic road network
- Operates infrastructure for river services, coaches
- Regulates taxi and private hire industry
- Progress major transport infrastructure projects
London’s daily transport challenge

• 3 million daily journeys on Underground
  – 13 lines; 251 stations; 20,000 staff

• 6 million daily journeys on buses
  – 700 routes; 8,000 buses; 20,000 staff

• 1.4 million passengers journeys on overground rail
  – 10 operating companies; 304 stations

• 11 million daily journeys by road
  – 11,000 km roads; managed by 34 traffic agencies
Thursday 7 July; 08:45

Central London

• End of the morning peak

• All Underground, Rail and Bus services are running normally

• 1.5 million people have come in to work in central London
At 08:50 life changed…

08.50 Liverpool St
08.51 Edgware Rd
08.53 Kings Cross
09.47 No. 30 Bus
08.50 Liverpool St
How the picture unfolded

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:51 – 09:12</td>
<td>Multiple reports of power failures, loss of traction current, explosions and casualties on Underground</td>
</tr>
<tr>
<td>09.12</td>
<td>Assessment that multi-site terrorist actions are taking place</td>
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<tr>
<td>09.15</td>
<td>London Underground Control Centre Complete System Evacuation “CODE AMBER” Declared</td>
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<td></td>
<td>Other transport operators informed.</td>
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<tr>
<td>09.19</td>
<td>First Underground line confirmed evacuated</td>
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<tr>
<td>09.47</td>
<td>Explosion on No.30 bus at Tavistock Place, near Euston.</td>
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<tr>
<td>10.03</td>
<td>All London Buses withdrawn from Central Area</td>
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<tr>
<td>10.06</td>
<td>Last Underground line confirmed evacuated</td>
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</tbody>
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When the bombs exploded...

- Over 500 Underground trains in service with 200,000 passengers
- Around 2,500 staff on duty at stations
- 7,000 buses in operation with around 200,000 passengers
- These were all evacuated or re-routed in 1 hour
Immediate transport concerns

• Obtaining information on what is happening
• Supporting rescue efforts at four scenes
• Identifying any other potential devices
• Getting hold of key people (operations and decision makers)
• Keeping staff working
• Reinstate transport services

... 1.5 million people in the central area want to get home
What TfL did – first three hours

• **Review and plan**: full joint planning and deployment with Police

• **Stabilise remaining services**: Instructions to all stations and buses to do full visual check every 30 minutes

• **Obtain accurate information**: Deployed staff to all incident sites to report back via dedicated comms link

• **Reassure the public and staff**: Deployed operations and police personnel to all major interchange points

• **Reinstate services**: Senior liaison with bus operators and trade union leaders

• **Communicate**: Joint press conference with police and transport leaders
What we managed to deliver

• Bus services reinstated to central London by 15:00
• Some rail services reinstated around central London
• High transport and police presence at all major loading points
• Orderly movement of people away from central London through late afternoon/early evening
• No panic or mass stranding of passengers
• Significant collapse of SOC cordons – almost all closures lifted by close of day
Subsequent recovery of service

• All bus services ran normal schedule from 8th July
• 80% of Underground services operated (full service 4 August)
• All other transport services ran normally
Major issues for TfL

• Four major incident sites with their own rescue, recovery and Scene of Crime (with cordons and access restrictions)
• Complicated jurisdiction with multiple agencies
• Damage to infrastructure
• Major road closures (although quickly lifted)
• Address real safety and security concerns across network (multiple alerts in following days)
• Staff and Union reassurance
• Passenger and public reassurance
• Getting the service reinstated
What worked well...

• Close working relationship with Transport Police:
  – Understood our business
  – Understood our concerns
  – Provided information
  – Influenced recovery and reinstatement
  – 24/7 dynamic two way working relationship

• Experience of joint working between key agencies and previous contingency exercises

• No turf wars (that came later)

• Superb response from operational staff

• Superb response from public
What worked well...

• Operational communications infrastructure held up

• Response and recovery plans largely worked

• Some services were kept running; and we restarted all others by following day

• CCTV evidence capture essential to investigation

• Public confidence in the transport system remained strong
What did not work so well…

• No useable intelligence on these attacks (would this have made a difference?)
• Role of higher level decision makers was unclear (to them and everybody else)
• Everybody wanted to help; channelling their commitment
• Initial public communications led to staff confusion
• Mobile communications infrastructure essentially failed
Lessons learnt

• Critical importance of resilient communication systems and back up arrangements

• Importance of wider transport perspective (as opposed to modal operations)

• Intelligence is key – but be realistic on useability for mass transit systems

• Importance of swift, effective information gathering

• Crucial role of the media – the most influential (and often best informed) source
Lessons learnt (cont)

• Need to revise our planning to deal with multiple events
• Focusing on staff welfare and reassurance
• Preparation and training for volunteer staff
• Build partner agencies into the planning and preparation work
• Easy to stop transport services; very hard to restart
• Media is a crucial partner in handling major events
Reducing the threat of future attacks

- Energise all staff to be alert, aware and engaged
- Engage passengers to be alert and responsive
- Reassurance policing and visible security
- Explore potential technology around detection of people and materials
- Effective utilisation of CCTV
- Robust and reliable communication systems
- Ongoing inter-agency planning and preparation
- Establish effective 24/7 command and control arrangements
- Keep services running; keep the city moving
ANY QUESTIONS?

www.tfl.gov.uk
21ST JULY 2005
FAILED TERRORIST BOMB ATTACKS

No 205 Hackney
Warren St (Victoria Line)
Shepherds Bush (H & C)
Oval
Situation at 10:15 (90 mins)

- Underground closed and evacuated
- Buses withdrawn from central area (still running in inner and outer London)
- Most operators not running rail services into central London
- Major road closures around incident scenes
- Multiple further alerts and response
- Strong indication of terrorist activity; no intelligence on potential further attacks