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| <b>REPORT TO:</b>   | <b>CABINET<br/>19 NOVEMBER 2018</b>   |
| <b>SUBJECT:</b>   | <b>CROYDON TRAM INCIDENT – SUMMARY OF CROYDON<br/>COUNCIL’S RESPONSE AND LEARNING</b>   |
| <b>LEAD OFFICER:</b>  | <b>RICHARD SIMPSON, EXECUTIVE DIRECTOR<br/>(RESOURCES)</b>  |
| <b>CABINET MEMBER:</b>  | <b>COUNCILLOR TONY NEWMAN – LEADER OF THE<br/>COUNCIL<br/><br/>COUNCILLOR HAMIDA ALI – CABINET MEMBER FOR<br/>SAFER CROYDON &amp; COMMUNITIES</b> |
| <b>WARDS:</b>   | <b>ALL</b>  |
| <b>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON:</b>  |   |
| <b>Corporate Plan 2018 - 2022</b>   |   |
| <i>Our outcomes</i>   |   |
| <ul style="list-style-type: none"> <li>• Everyone feels safer in their street, neighbourhood and home</li> <li>• An excellent transport network that is safe, reliable and accessible to all</li> </ul> |   |
| <i>Our Council</i>  |   |
| <ul style="list-style-type: none"> <li>• Operating Model - a system wide approach</li> <li>• The importance of partnership</li> </ul>   |   |
| <b>FINANCIAL IMPACT</b>   |   |
| There are no direct financial considerations arising from this report.  |   |
| <b>FORWARD PLAN KEY DECISION REFERENCE NO.:</b> This is not a key decision.   |   |

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

## **1. RECOMMENDATIONS**

The Cabinet is recommended to

- 1.1 Note the Croydon Tram Incident - Croydon Council Summary of Response & Learning report and agree to the progression of the recommendations within it.
- 1.2 Request a further Cabinet report in early 2019 which provides a comprehensive overview of the resilience team, their work to date, and projects being implemented throughout 2019.

## **2. EXECUTIVE SUMMARY**

- 2.1 The Croydon tram incident occurred on the morning of 9<sup>th</sup> November 2016. The incident was the worst to occur on a British tramway for more than 90 years.
- 2.2 A multi-agency response was activated following the derailment, with the 'response' phase led by the British Transport Police and the 'recovery' phase led by Croydon Council.
- 2.3 It is common following major incidents for agencies involved to conduct their own debriefs, to identify good practice and areas for improvement. This is sometimes referred to as 'lessons learned'.
- 2.4 The Croydon Council Resilience Team have produced a report, following debrief sessions, which summarises the key activities of the incident and provides a list of 109 recommendations of good practice and areas for improvement.
- 2.5 There are a range of recommendations, which include simple procedural changes or reviews of current documentation and plans. As with the debriefing process, this is normal practice following such a large incident and it is not unusual to have a large number of recommendations.
- 2.6 A large number of the recommendations have been implemented since the incident, and have been used in other emergency incidents such as the Waddon Way gas leak. The remaining recommendations are in progress.
- 2.7 The Croydon Council resilience team, and a number of staff involved in the response, have played important roles in a number of other major incidents, across London since the tram incident. They have been approached by other local authorities and resilience forums to share learning and lend their experience to other incidents from which has been viewed as good practice.
- 2.8 The implementation of the recommendations within the accompanying report will ensure that Croydon Council can provide an even better response to communities in future major incidents.

## **3. CROYDON TRAM INCIDENT**

- 3.1 At approximately 0607hrs on 9<sup>th</sup> November 2016, a tram travelling from New Addington to Wimbledon overturned upon exiting the tunnel shortly before Sandilands tram stop. Tragically, of the 69 passengers, 7 people were killed, 19 were seriously injured and 43 had minor physical injuries (including the driver).
- 3.2 Declared a "major incident", British Transport Police (BTP) led a large multi-agency response at the scene. Croydon Council played an integral role in the immediate hours and following days and months as part of the Strategic Coordinating Group (SCG) and as the lead of the Recovery Coordinating Group (RCG).

- 3.3 The Council has a responsibility to provide the majority of the welfare (humanitarian assistance) to those affected in major incidents. On the day of the incident, Croydon Council established a survivor reception centre and family & friends reception centre on behalf of BTP. From the morning of the 10<sup>th</sup> November, for almost 1 month, the Council hosted a community assistance centre, a space for anyone affected by the incident to access information and support from. Support included representatives from a number of agencies such as the Council's welfare & gateway team, rail incident care teams, British Red Cross, Victim Support and Samaritans.
- 3.4 Croydon Council were the lead agency for the 'recovery' phase. Recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency or disaster. Croydon Council held the first Recovery Coordinating Group meeting on Thursday 10<sup>th</sup> November. The BTP formally handed the incident to Croydon Council (from response to recovery) on Saturday 12<sup>th</sup> November.
- 3.5 Led by Croydon Council, multi-agency recovery and welfare activities continued throughout 2017 and included permanent memorial development and first anniversary commemorations.
- 3.6 Following major incidents, it is good practice to hold debriefs to reflect on the delivery of the response and recovery activities. A number of sessions were held, mainly internally, but some with partner agencies, to explore good practice and areas for improvement.
- 3.7 A report has been produced which provides a summary of the key activities from the incident, most of which Croydon Council were involved with. The report also includes a list of 109 recommendations which have been drawn from the debrief sessions held across council responders.
- 3.8 The recommendations are statements which re-affirm existing good practice, identifies new good practice and recognises areas of learning.
- 3.9 The resilience team continue to progress the implementation of recommendations within the organisation and throughout the Croydon Resilience Forum (the multi-agency emergency planning forum).
- 3.10 Since the tram incident, members of the resilience team and staff responders such as the Director of Public Health, have been approached by other local authorities in the aftermath of other major incidents seeking advice based on the experience and good practice that was delivered during the tram incident.
- 3.11 The resilience team, as well as a number of the Council's emergency response volunteers, provided valued assistance to the Grenfell Tower fire response as part of the London mutual aid programme. This included on-scene, control room, humanitarian assistance and donations support.

- 3.12 The resilience team have also been invited to present at a number of multi-agency resilience forums (Sussex, Kent, Essex) and council's (Southwark) to talk through Croydon's experience. The forums have valued the sharing of key learning and the practicalities presented in the response and recovery phases which has been useful during other responses (i.e. London Bridge attacks).

#### **4. CONSULTATION**

- 4.1 A debriefing process was undertaken amongst Council and multi-agency responders following the incident. The resilience standard when debriefing is to identify "what went well" and "areas for improvement" during the incident. The identified learning resulted in the recommendations within the final incident report. This process is in alignment with the London incident debriefing and lessons process.
- 4.2 The annexed report was circulated for consultation amongst lead members of the corporate response.

#### **5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 5.1 There are no direct financial implications arising from this report.
- 5.2 The recommendations from this Cabinet report and the associated recommendations within the annexed report will be funded from within existing revenue budgets.
- 5.3 If any additional funding requirements are identified in the future, these will be managed through the budget setting process and funded accordingly.

Approved by: Lisa Taylor, Director of Finance, Investment & Risk

#### **6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 6.1 There are no additional legal implications arising from the recommendations within the report.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris Baker, Director of Law and Governance and Monitoring Officer

#### **7. HUMAN RESOURCES IMPACT**

- 7.1 There are no direct implications for staff within the Cabinet report recommendations.
- 7.2 An emergency always has a direct impact on staff who respond on behalf of the Council. The recommendations within the incident report relating to staff

welfare are being progressed and developed with the human resources team and resilience team to the hopeful benefit of all emergency response staff.

Approved by: Sue Moorman, Director of Human Resources

## **8. EQUALITIES IMPACT**

- 8.1 The implementation of the recommendations will have an overall positive impact on groups that share protected characteristics. The resilience team will ensure equalities considerations are incorporated in procedures, plans, training and exercising which will have an overall improved impact to those affected by major incidents.

Approved by: Yvonne Okiyo, Equalities Manager

## **9. ENVIRONMENTAL IMPACT**

- 9.1 There is no environmental impact arising directly from this report.

## **10. CRIME AND DISORDER REDUCTION IMPACT**

- 10.1 There is no anticipated crime and disorder impact arising from this report.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 11.1 To acknowledge the annexed report and the recommendations within it.
- 11.2 To gain an overview of the resilience team and the on-going work in a future Cabinet report in early 2019.

## **12. OPTIONS CONSIDERED AND REJECTED**

- 12.1 Not applicable

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| <b>CONTACT OFFICER:</b>           | Kelly Jack, Resilience Manager, Tel: 0208 604 7295                                    |
| <b>APPENDICES TO THIS REPORT:</b> | Appendix 1 – Croydon Tram Incident – Croydon Council summary of response and learning |
| <b>BACKGROUND PAPERS:</b>         | None  |