

SAFETY & SECURITY

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Peter Cushing
Metrolink Director, Transport
for Greater Manchester

Fall in Metrolink crime creates rise in passenger satisfaction

2013 promises to be a key year for Greater Manchester's light-rail system – Metrolink – as it marks the half-way point of a major expansion of a network that has catered for more than 300 million journeys since it opened 21 years ago. Once complete, the expansion will deliver a network three times the size of the original, covering a total of 60 miles of track, with 93 stops served by a fleet of 94 trams.

I became the Metrolink Director for Transport for Greater Manchester (TfGM) in January 2013 and being in this midst of all this positive change is both challenging and exciting. As you can imagine, a lot of things cross my desk each and every single day, but one of the most important issues is passenger safety on our trams.

CCTV use

The size of the network is already consider-

able and it's going to continue to grow in the coming years. We now cater for almost 26 million journeys a year – that's more than 70,000 journeys a day.

With that comes the challenge of tackling crime and antisocial behaviour and our CCTV network has a major part to play in providing both a deterrent and a means of taking action against anyone behaving in such a way.

All of our Metrolink vehicles and stops

boast high quality recordable 24/7 CCTV. They are viewable by drivers, and are used as part of prosecutions.

Safer tram stops

We received recognition for our passenger safety efforts in autumn 2012 when six Metrolink stops were awarded 'Safer Tram Stops' status by the Association of Chief Police Officers. The stops are Salford Quays, Exchange Quay,

Harbour City, MediaCityUK, Anchorage and Old Trafford, which were recognised for their low crime rate and safety and security features.

Among the criteria for the award are design features such as CCTV, lighting, well-defined stop boundaries, good visibility, a light, spacious environment, anti-vandal measures and clear signage.

The surveys used as part of the assessment process revealed that more than 80% of people using the stops, including passengers who use the stops after 7pm, felt good about their personal security.

People-power

It is not just technology that has helped us challenge crime on the Metrolink network – but people-power too.

Our tram operators, MRDL, employ Passenger Service Representatives who patrol the network day and night to act as a formal point-of-contact for passengers and to provide a reassuring presence.

Again, just as the network has grown, so too has the PSR team – with more than 100 now employed. Their role on the network is crucial to deterring antisocial behaviour in the first place and the marriage of PSRs and our advanced CCTV network means we are well placed to deal quickly with any incident on the network.

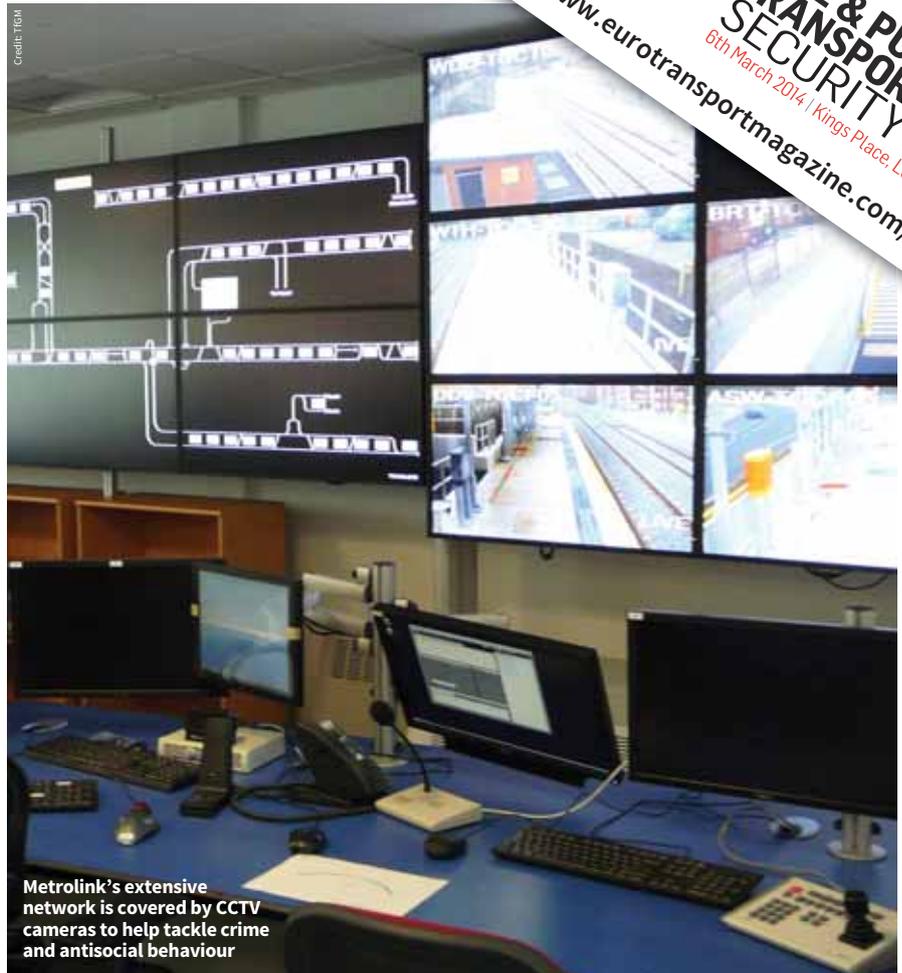
But we’ve not stopped there

The sterling work of our PSRs is supplemented further by a dedicated team of 12 Special Constables through the Greater Manchester Travel Safety Scheme (GMTSS). These officers carry out regular police patrols on Greater Manchester’s buses and trams and at stops and stations.

Metrolink background

Metrolink opened to passengers on 6 April 1992 running between Bury and Altrincham. The service now covers an expanded network serving many more areas of Greater Manchester – direct tram services run between Bury and Altrincham, Bury and Droylsden via Piccadilly, Altrincham and Piccadilly, Eccles and Piccadilly, MediaCityUK and Piccadilly, and East Didsbury and Rochdale via Victoria. RATP Dev UK – a subsidiary of the French state-owned company which runs the Paris Metro – took over the contract to run the Metrolink network in August 2011. The company is also responsible for the maintenance of the network. RATP Group has a span of expertise covering 12 countries and the experience of carrying 12 million passengers a day.

www.tfgm.com



The scheme is run through a partnership involving TfGM, Greater Manchester Police (GMP), Stagecoach Manchester, First Manchester and MRDL.

Representatives of the team were recently presented with a ‘highly commendable’ certificate as part of the Home Office’s Lord Ferrers Awards.

The certificate was given to GMTSS members at the House of Commons by Chief Constable David Whatton, of Cheshire Police, after the group was nominated in the ‘Employer Supported Policing’ category.

The Lord Ferrers Awards is an annual awards ceremony, named after the late Home Office Minister, which recognises the role of policing volunteers in the line of duty.

To give you a taste of the measure of service, GMTSS officers boarded 3,231 Metrolink services and spoke with almost 85,000 people during 2012-2013.

This work has resulted in the confiscation of drugs, weapons and other harmful contraband leading, in some circumstances, to ASBOs and criminal prosecutions.

The accolades our initiatives have secured

would suggest that our security efforts are made of the right stuff.

A drop in crime

But the figures back-up the honours: crime on the Metrolink network has dropped over each of the past three years – by approximately 17% overall – and it continues to fall.

As Metrolink grows and advances in the future, I can promise both the public and transport enthusiasts that our resolve and determination will not weaken and the efforts to prevent crime and antisocial behaviour on the system will continue to be one of our top priorities.



Peter Cushing was part of the team involved in the Department for Transport’s remapping of the heavy rail network in the UK that saw the creation of East Midlands, London Midland and Cross Country franchises. Peter has also worked on several rail franchise bids, winning three. He brings a wealth of expertise and experience in the rail industry to his role as TfGM’s Metrolink Director, not least in rejuvenating Central Trains as Operations Director between March 2003 and January 2005.



Thomas Kritzer
Chairman, UITP Security Commission

Staff: essential for improving the perception of network security?

Public transport security is provided in many different approaches. Technology like CCTV might be the first thing people think of when speaking about security in public transport, but experiences show that ‘the human’ is playing an increasing key role in customer perception and their positive travel experience. For customers, security is not just about being safe, but about feeling safe. Public transport is generally safe and secure – you are 10 times more likely to be involved in a fatal incident travelling by car than by public transport – but the perception among customers is often worse than reality. What are the reasons for this and how can perception be improved?

What influences customer perception?

To improve customer perception, it is essential to first understand what their needs are. Passengers rate the feeling of safety and security as increasingly important. A high perception of security is essential for a public transport operator. However, perception often differs from reality – the perception is usually

not influenced by objective numbers – for example, a crime statistic. How do we debunk the myth that public transport is unsafe?

Customer perception is influenced by a number of things. For some users it is a well illuminated station, but for others it is the use of CCTV cameras. There are also an increasing number of passengers who think staff presence is

essential. Creativity is needed to come up with alternatives on raising perception, but small changes can sometimes make a big difference – i.e. station lighting, cleanliness of stations, on-board vehicle features, etc.

However, customers are not one uniform group but a variety of profiles according to age and culture, regular commuters or first-time

users. Actions taken by the operator should be inclusive of as many groups as possible. Engaging with different profile groups like young people, school children or senior citizens with specific campaigns, ambassador projects, etc., cost money but can be very effective.

A major factor in improving the perception of security is staff presence. However, in times of budget restrictions, providing this is increasingly difficult.

The perfect front-line employee

Having recognised that staff presence is important for customer perception, ideally, employee skills should be a good balance between customer service and security. More and more customers now expect one vis-à-vis person who is able to give them all relevant information and help them in all their travel concerns. Therefore, if a public transport operator has front-line security-related members of staff, then they must be trained in non-security related duties like customer service and travel information, etc. However, it seems to be easier to train customer service staff on security, than security staff on customer

“A high perception of security is essential for a public transport operator”

service. Public transport operators have to develop strategies to reach the customer’s demands on training their staff in the best possible way, while also keeping their eyes on their budgets.

One strategy being discussed among operators is the question of in- or outsourcing staff. Insourcing makes it easier to help employees absorb the company’s culture. Insourcing might give more need for discussion with unions whereas outsourcing might reduce the risk of strikes. With outsourcing, the challenge of not losing knowledge with contract changes must be taken into account – this can be solved with long transfer periods. An important general issue is the overall reduction of police in many countries – due to this, public transport operator employees – no matter if they are dedicated to security or overall customer service – are becoming more and more important.

As already mentioned, it is important for employees to have a good balance between customer service and security focus. This has an impact on staff training as training security staff on customer service matters seems to be a



Wiener Linien ‘Nightline’ staff on a metro train during night time operation

bigger challenge than vice versa. It is important that staff approach customers first with a service motivation – a too ‘tough’ security attitude may cause problems. In any case, corporate security staff may become more important as police become less active in public transport networks. Experiences show that human presence, apart from police forces, improves customer perception.

Customers find it important for public transport staff to be dressed in a uniform as it reflects an attitude and a motivation. However, uniforms should not look too ‘military’ in style otherwise it could be interpreted as too strong and scary.

For motivated staff, adequate salaries are important – taking part in a high level of customer service and security training does not come cheap.

Adequate human resources policy

Security is everyone’s business: this is the first principle that must be incorporated into the culture of an organisation. It is important that security becomes a common concern in a company.

Front-line staff, not only service and security staff but also drivers, should be seen as the ‘ambassadors’ of the company – they are key to a positive perception of the passenger. Therefore, Human Resources and Management policy play

an important role in setting the scene for a successful staff policy. Service-minded profiles need to be developed together with the relevant experts (security department, operations department, etc.) prioritised in the recruitment of employees at all levels (including managers).

A successful approach starts from the beginning of the career with basic training for the relevant position. Employees must learn and engage in the role of a service provider towards the customer, plus learn how to ‘act on stage’ during the training and education process – their ‘stage’ is the general public transport environment with customers as their audience

“Front-line staff, not only service and security staff but also drivers, should be seen as the ‘ambassadors’ of the company – they are key to a positive perception of the passenger”

members. Uniforms and equipment shall be functional for the staff to support their necessities on the job – and also conceived as ‘accessories’ to win customer perception. From the managers’ perspective, careers should include clear objectives, performance reviews and career reviews.

Good experiences are also made when employees are supported by giving them the possibility to regularly exchange experiences among their teams. Speaking with likeminded

colleagues and ‘acting on stage’ together opens their approach to new ideas and gives self-confidence in their partly challenging work. Also important is a good ‘line-manager’.

In cases of aggression against front-line staff, employees must be supported by all levels of management to help after incidents to review and find measures and solutions for their work.

Return on investment?

Customer perception surveys are an excellent tool to measure the level of satisfaction and to monitor needs. Customer opinions help companies to adapt their measures to the demands of the passenger and react on changes. However, results can be impacted by

“In cases of aggression against front-line staff, employees must be supported by all levels of management to help after incidents to review and find measures and solutions for their work”

single events beyond the control of the operator – for example media reporting of a single incident or a strike. These impacts are growing due to the ‘information age’ that we now live in which hugely influences customer perception.

Apart from surveys, it is extremely difficult to quantify the return on investment of security measures. Direct costs on investments are easily to quantify, but more difficult are the indirect costs, like maintenance (on technology). Especially on staff presence the benefits are very difficult to quantify ‘in money’ – a holistic approach on the benefit of security measures and especially on staff should be part of a company’s security strategy.



A member of Wiener Linien metro patrol staff

Credit: Christoph H. Brenns / Wiener Linien

But what if there is no money available to invest? As already mentioned, small changes like investing in adequate lighting does not have to cost the earth. The main issue is that the perception of security be faced on the strategic level and a constant consideration in communication and other basic operational activities. Improvements can be noticeable which can prove that measures do work, no matter what the budget.

However, focusing on improving perception and responding to the needs of customers does

not mean that preparedness for real security threats should be neglected. It is imperative that operators take into account preparedness for bigger threats – often together with other stakeholders and authorities like the police. Investment in both is necessary.

In conclusion, the main challenge is to ensure safe and secure public transport for all users. There is no doubt that staff is essential when it comes to improving customer perception during daily use. Improvements do not necessarily have to cost a fortune, but it’s all about the human factor: making it a priority at the corporate level, training, communication and a focus on customer service are important key points for a positive perception.

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Following the great success of Eurotransport’s Rail & Public Transport Safety & Security 2012 conference, we are pleased to announce that the event will be back in 2014 with some new highlights.

Sponsored by Axis Communications, Syrtem, Fluidmesh and Bosch, the 2012 event provided attendees with unrivalled access to leaders of safety and security from rail and public transport operators, infrastructure owners, and authorities, who came together to talk about best practice to safeguard passengers and infrastructure against threats to safety and security.

Bookmark and visit the website above for regular updates.



Thomas Kritzer joined Wiener Linien in 2004 and is the Deputy Head of the Metro Operations Division. He was responsible for the operational implementation of CCTV recording procedures, the implementation of ‘HelpU’, a mixed de-escalating patrol in one of Vienna’s Metro stations, and the planning of Vienna’s metro operation during the European football cup 2008. Thomas has been a Member of the UITP Security Commission since 2008, was its Vice-Chairman between 2009 and 2011, and was elected as its Chairman in April 2011.

Security for local transport: BVG relies on Axis network cameras

Berlin's main public transport company, Berliner Verkehrsbetriebe (BVG), is installing network cameras from Axis Communications at 21 of its stations. The number of people using public transport in Berlin is increasing, but so, unfortunately, are incidents of vandalism, theft, and violence. One of the initiatives being rolled out to provide higher levels of public security is CCTV monitoring.

Approximately 3.5 million people live in the capital of Germany. Many of them use the public transport system managed by public utility Berliner Verkehrsbetriebe on a daily basis. BVG transports a remarkable 1.5 million passengers a day by underground rail alone. However, in addition to transporting vast numbers of people, the company must deal with the vandalism, petty theft, and acts of violence that take place in stations throughout its network. Statistics recently released by the Berlin Senate show that increased use of video surveillance throughout the city's public transport infrastructure has begun to produce results: the number of reported incidents of violent crime has fallen.

More than 670 cameras already installed

BVG is reacting to this rise in criminal activity by modernising the existing security infrastructure in Berlin railway and metro stations. Network cameras from Axis Communications are currently being installed in 21 stations. "We made a careful analysis of the stations chosen before installing new cameras as we had many questions. What needed to be covered at these particular stations? Which points attracted large numbers of people? These questions and many others were important to us," explains Ingo Tederahn, the BVG's Head of Security. All images captured by on-site cameras are transmitted to the BVG security centre in Kreuzberg, where six BVG staff members and a police officer remotely monitor activity that takes place in the stations around the clock. "Since September 2012, all our cameras have had the capacity to save 48 hours of data. That makes our work a lot easier", says Ingo. Currently, more than 670 cameras ensure



the safety of BVG passengers in Berlin, and more will be installed later in 2013.

CCTV monitoring is nothing new for transport systems. On the contrary – analog cameras have been used for quite some time, but the trend is to upgrade to digital systems. Analog CCTV monitoring systems are principally designed to be used in investigations. Network cameras, on the other hand, offer far more options, higher image resolution and can be easily integrated into existing security systems.

Quicker decisions with remote access to live video

Another major advantage of using these cameras is that they facilitate remote access to real-time video images and sound. In most situations, real-time IP video images can be accessed by security staff and management from any location, even by means of mobile devices. This on-the-spot access facilitates rapid decision-making, allows incidents to be ranked in order of priority, and supports rapid response efforts.

Cameras installed in local public transport

facilities need to be certified, are subject to other special regulations, and must meet the system's long-term supply needs. The installation of a monitoring system in such public facilities implies meeting numerous EN standards. As a market leader in the field of network video, Axis Communications has worked with transport companies and public transport operators for years. Its comprehensive range of cameras and solutions geared to the specific needs of this sector reflects its on-going commitment to both the transportation sector and public safety.



Patrick Anderson is the Director of Business Development Transportation at Axis Communications AB

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Demand for lone worker protection set to rise in the transport sector

More than six million people in the UK work either in isolation or without the safety net provided by direct supervision – often in places or circumstances that put them at potential risk. In the transport sector, lone workers often include ticket office and platform staff, train managers, engineers and delivery drivers. However, the transport sector is wide-ranging and employees in many other job roles can also benefit from lone worker protection. For *Eurotransport*, Patrick Dealtry, Chairman of the Lone Worker Section of the British Security Industry Association (BSIA), explains further.

Almost by definition, lone working can be both intimidating and at times dangerous, so the protection of lone workers involves a twofold approach; not only to provide safeguards but to also offer reassurance to the individuals involved. In the transport sector, many of the security measures already in use safeguard the vehicle rather than the individual, and many companies are now coming round to the fact that making sure employees feel safe while

going about their day-to-day business should also be a key factor in their decision to implement a lone worker protection policy. For transport sector employees, the very transient nature of some employees' roles, coupled with long, often antisocial working hours, place them at particular risk.

According to members of the British Security Industry Association (BSIA) – the trade body representing the UK's private security industry –

and its dedicated Lone Worker Section¹, the groups facing the highest levels of risk within the sector are drivers, including those working in long-distance HGV road haulage as well as LGV or local delivery drivers. Also at risk are those working on the railway network, at marinas and on buses and coaches.

“Drivers in the UK are required by law to take statutory rest breaks under the Working Time Directive, but often find there's a lack of suitable

and secure haulage parking,” says Will Murray of BSIA member company, Skyguard. “As a consequence, drivers can find themselves alone in lay-bys or industrial estates, leaving them extremely vulnerable.”

According to a survey of BSIA member companies, physical violence is the biggest threat facing lone workers in the transport sector, in addition to armed robbery and verbal threats. Will continues: “Organised criminals use increasingly sophisticated methods to carry out attacks, posing as police or security officers, or even causing deliberate accidents to force the driver to get out of the vehicle. This problem is not limited to UK shores, with attacks on British drivers abroad often unreported.”

Taking care of such employees is a key driver of purchasing decisions in the transport sector, according to research commissioned in 2012 involving members of the BSIA’s Lone Worker Section, who also reported that demand from insurers providing employee liability insurance is also causing transport companies to sit up and take notice of the issue of lone worker protection.

Employers are also becoming increasingly aware of their own responsibilities towards safeguarding their staff, as claims under the Corporate Manslaughter Act become increasingly widespread, and it is for this reason that 100% of BSIA Lone Worker Section members are expecting demand from the transport sector to increase in the next 12 months.

This increased awareness of employers’ legal responsibilities was also highlighted in other research released in early-2013, which revealed the growing importance of robust health and safety measures to protect staff and businesses from potential Corporate Manslaughter claims, arising when deaths are caused by management failures that are deemed to constitute a gross breach of duty of care.

Figures published by law firm Pinsent Masons show that the number of corporate manslaughter cases rose to 63 in 2012, compared with 45 in 2011 – an increase of 40%. The firm also warns of an increased focus by the Crown Prosecution Service on corporate manslaughter claims, claiming that momentum is growing around enforcement of the 2007 Corporate Manslaughter and Corporate Homicide Act, with a number of new cases in the pipeline.

Providing vulnerable employees with a mechanism to call for help if they feel threatened should be a key element of a company’s health and safety policy, and also provides reassurance

that employers are fulfilling their duty of care. The UK’s private security industry has been working with the police and end-users in order to develop a combination of practice, technology and standards capable of providing an effective solution to the risks that lone workers face.

The development of technology and practice in the field has focused on encouraging and enabling lone workers to assess the risks they might be facing and provide them with the means both to summon aid in an emergency and collect information that can be used in evidence, if necessary. This has led to the creation of lone worker devices equipped with mobile phone technology that connect employees quickly and discreetly with an emergency response system

“According to a survey of BSIA member companies, physical violence is the biggest threat facing lone workers in the transport sector, in addition to armed robbery and verbal threats”

that has direct links to the police. A number of products are commercially available from BSIA member companies, ranging from applications on smartphones to dedicated GPS/GSM Lone Worker devices.

Lone worker products are connected to an Alarm Receiving Centre (ARC), which receives and manages the alarm call and can quickly request emergency services or other response if required. Sending a pre-activation message allows users to inform the ARC when they are entering an area with a potential risk. If the user then experiences a problem or encounters a situation that seems likely to escalate into something more serious, then the lone worker device can be activated to summon help.

Activating the lone worker device automatically triggers a voice call to the ARC, where operators monitor the audio channel in real-time, enabling them to assess the situation and alert the police if the user needs help or protection. No further action is required by the user as the device effectively functions as an open microphone. This procedure allows the police to optimise their response to genuine emergencies by providing a ‘moving picture’ of the incident, including an increase or decrease in risk as it happens. The very knowledge that this is taking place is, of course, a major boost to the user’s confidence. The ARC captures an audio recording of the incident for future action such as police investigation of legal proceedings.

Responsible employers will consider the

health and safety of their lone workers as a top priority, and the use of BS8484 compliant lone worker devices/applications can help by connecting such employees with an emergency response system that has direct links to the Police. BS8484 is the basis on which police respond to lone worker systems, so it’s important for employers to choose a supplier who works to these standards. A police response cannot be guaranteed by a supplier who isn’t audited and compliant with BS8484.

To help transport companies make informed decisions when sourcing a lone worker service, the BSIA has produced a guide to lone worker services for the transport sector, which includes information on best practice, employers’ legal obligations and relevant British Standards. The guide also includes real-life examples of where lone worker solutions have helped transport companies to reduce the risk faced by their employees.

References

1. www.bsia.co.uk/lone-workers
2. www.bsia.co.uk/publications



Following an education at Edinburgh University and a 22-year career in the army, **Patrick Dealtry** has spent the last 21 years in the security industry. For 10 years, until 2009, he acted as Chairman of the British Standards Institute (BSI) Committee GW3 for manned security services. An interest in personal safety started in 2000 following a chance comment from a nursing friend. In 2001 he formed the Lone Worker Steering Group, with representation from the Suzy Lamplugh Trust, the NHS Security Management Service, the Health & Safety Executive, the TUC and others. During this period Patrick, with a couple of others, founded company Skyguard, which started trading in September 2003. From an initial complement of four employees, the company now employs over 20 staff. In 2006, at the request of ACPO (the Association of Chief Police Officers for England and Wales) Patrick completed the draft of a new British Standard for Lone Workers and saw it through to becoming a British Standard in September of 2009. Patrick left Skyguard in 2010 and now operates mostly on a consultancy basis concentrating on his long-term interest in the protection of those at risk. In 2010, Patrick received the coveted British Security Industry Association’s Chairman’s Award for services to raising standards in the security industry. He remains part of various organisations, chairing some of them, including a committee to transform the British Lone Worker standard into an international standard.



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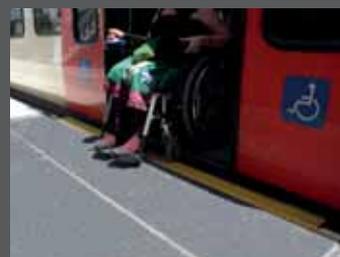
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