

Case Study: Secure Stations Award Scheme

Purpose

The Secure Stations Scheme is an opportunity for station operators to demonstrate how they are working with partners to reduce crime and play a greater role in safeguarding vulnerable people who might be at stations. Having an accredited station provides reassurance to both passengers and staff that the station is a safe and secure environment.

Scope

This national scheme covers all rail networks which are policed by the British Transport Police (BTP). It establishes standards of good practice and accredits individual stations which have worked with the BTP and other local partners to improve safety and security for all

The scheme recognises that security and safety can be improved through management practices, including placing a firm emphasis on the importance of well-trained frontline staff. Security and safety can also be improved through physical design measures, making such improvements as are possible, and managing the remaining risks.

The design of a new station or a major refurbishment provides an opportunity to incorporate best practice into the station design, and it is advisable that the BTP are consulted on any such plans as this will increase the likelihood of that station successfully gaining secure station accreditation once the works are complete.

Best Practices

Currently there are 4 accreditation criteria:

- Crime statistics for the 12 months prior to the assessment compared to the annual passenger footfall of that station – have fallen due to the improvements
- A survey of users taking account of passenger perceptions and the operator response to this – That they feel safe and secure whilst on the station and their Journey
- The Train operator's management practices must promote and conduct crime reduction and prevention measures, ensure appropriate responses to incidents
- The safeguarding of vulnerable persons and effective communication with passengers - Management practices and station the design of the station must conform to standards which prevent and reduce crime and facilitate the safeguarding of vulnerable people, as assessed by the authorised Assessor

Secure Stations Project



Train Operating Companies

National Express, Midland Line, C2C, Scot Rail, Midland Main Line, South Coast
Virgin Railways, Stage Coach, First Great Eastern plus several others

Station Reviews started in 2007

It all began with National Express being under threat by the Department of Transport (DfT) as they had failed to meet their franchise obligation, with regards to gaining a specific number of Secure Stations Awards and improving the passenger perception within the required time frame. In the previous 4 years National Express had only achieved four Secure Stations on its franchise. With these previous four stations likely to fail their renewal inspection, Martin was asked to work with DfT, BTP and the TOC to gain a minimum of 10 Secure Stations within six months so National Express could meet its franchise commitments.

At the time, the scheme required each Train Operating Company (TOC) to provide information on the design and management of each station being put forward for the award, whilst being able to answer and prove a total of 66 questions relating to passenger safety, Management and Design Features for each elected station on their franchise.

1. Initial Project Phase

- To Survey 150 Stations believed to be acceptable for the project
- Provide an interim report on any Repairs, Requirements and Security Issues
- Work with British Transport Police in understanding Crime Figures.
- Work with other departments and forces to reduce railway crime
- Visit all stations by train to understand the Passenger Experience as a Mystery Shopper
- Review Management, Staff and Security Protocols in line with DfT requirements
- Advise on emergency requirements and other details to improve the status.

2. Main Accreditation Phase

Ensure each section of the Accreditation process was answered in line with the Department of Transport's requirements, and enhanced the passenger experience to feeling safe and secure whilst on the station or travelling by train:



- a. Problem Solving
- b. Analysis of Alternatives
- c. Recommended Solution
- d. Implementation
- e. Results

A. Problem Solving

- Focusing on the customer perception and the impact of them feeling safe whilst travelling.
- Dramatically reducing any perceptions of feeling unsafe or vulnerable
- Implementing Safety protocols and installing call points, Defibrillator's, Fencing and signage to ensure swift movement from A to B
- Identifying the role of each stakeholder involved in the initiative.
- Implementing Security Provision where physical security failed to address the security issues or concerns
- Communicate with local groups and companies to aid in making the station look more pleasing and provide services for waiting passengers
- Outline the environment that the solution had to fit.

B. Analysis of Alternatives

- We discussed the approaches involved whilst providing potential solutions that would be cost effective.
- Worked with Stakeholders and Train Operators to forage new relationships with local business and conservation groups where appropriate
- Clearly explained the urgency in relation to the DfT deadlines.

C. Recommended Solution

- Provided the business cases for those solutions that would be financially difficult
- Recommended alternatives that could be acceptable to all concerned

D. Implementation

- We explained the relevant and specific challenges that would arise during the implementation. Enabling the TOC's to plan for future disruption and any passenger inconvenience
- Ensured each phase was meticulously planned to ensure maximum effect within the shortest time period

E. Results

- Over 500 stations were assessed during the entire program 32 of which became accredited within the first six months ensuring a better customer experience throughout the railway network
- Customer Satisfaction Surveys were carried out by us and then became a regular requirement for customer service staff to request feedback from customers ensuring a regular monitored review would continue after accreditation.
- Dramatic reductions in crime and hostility on and around the accredited stations due to the implementation of CCTV Cameras, Patrolling Security and engagement by employees
- A positive return on invest was seen by 98% of train Operating Companies in relation to positive customer experience, and a reduction in assaults on employees.
- Implementation of self-defence training for specific railway operators working with law enforcement

