



# An ambition to drive down crime

The Northern franchise was let in December 2004 on a no growth, no investment model by the Department for Transport (DfT). Since then, passenger growth has grown by 42%, with passenger journeys now exceeding 94 million per annum. For *European Railway Review*, Northern's Head of Crime Management, Martyn Guiver, showcases his responsibilities and achievements in helping the train operator reduce crime on its network.

I joined the rail industry in 2000, starting work as a train driver, which provided invaluable knowledge and experience for my current role. Since that time, I have undertaken a number of roles including operations management, safety management and then taking on the more specific role around crime management and business continuity.

My responsibility spans the whole of the Northern network, which has 463 stations, 2,800 train journeys per day and almost 5,000 employees.

With no identified security investment, it was necessary to develop new, creative and innovative solutions to improve the security of our network for our people and customers.

## Network patrol officers

In 2006, I ensured approval of a business case in introducing 14 rail response officers, expanding them in 2008 to 20 officers, and again in 2011 to 22. The officers patrol our network as a visible deterrent dealing with low-level disorder and working with the British Transport Police (BTP). Through strategic deployment, the team evicted almost 300 people from the network in 2013 – individuals that would have caused issues for employees and passengers.

## CCTV

In 2008, I developed the concept of introducing a CCTV vehicle and, whilst not a new concept in the country, Northern was the first train

operating company to introduce such a vehicle and it has been a phenomenal success. It is deployed to events, football matches, demonstrations and it is often requested by the BTP and Home Office forces to support their work.

I was the first, and remain the only industry representative, to successfully remove ownership of CCTV from Network Rail, thus reducing costs for asset maintenance and installations. Additionally the introduction of the single maintenance contract also improved the asset condition and by delivering all CCTV installations, costs were reduced for each installation by around 40%. This enabled my colleagues and I to secure over



£4 million of investment in just three years for CCTV and as a result, despite nothing being mandated in the franchise, the number of systems has increased from 85 in 2004 to 209 at the end of 2013, with more investment planned in 2014.

In 2013, I also developed a business case to bring the maintenance team in-house, to reduce costs further. This was approved and in April 2013, the team started working for Northern, which has ensured greater control over the team and delivery of new schemes.

### Car park enforcement

I introduced a car park enforcement programme in 2009, having seen an opportunity to improve car park security across the network delivering consistency for the first time across our business. The patrol and enforcement programme has also reduced car crime on the network by 30% since its introduction.

### Student anti-social behaviour

In 2009, I developed a specific initiative

implemented by one of my team – this was aimed at reducing anti-social behaviour involving school children, who often didn't pay to travel. The Charter was trialled at a local school where over 200 children travelled by train to and from school. The effect of this trial was that 93% of students started to buy a ticket, thus we were collecting the revenue we were due and over a period of four months, anti-social behaviour was reduced by 90%.

Since that time, a further seven schools have been processed through the scheme with similar results.

### The 'Real Ale Trail'

The Real Ale Trail is the name given to the line of route between Manchester and Leeds, where a number of real ale pubs had become the places to visit by individuals and groups.

Over time the route became more popular, advertised as far away as the South Coast, and has seen a significant increase of passenger numbers as well as it being popular for Stag and Hen parties.

Serious incidents were limited, however key issues identified included:

- Abuse and potential assaults on staff
- Trespass
- Anti-social behaviour, including urination
- Ticketless travel and over travelling beyond the destination station
- Crowd management issues
- Complaints from other passengers not on the Real Ale Trail
- Complaints from local residents
- Northern being blamed for the issues faced in the communities.

I therefore set out to establish a long-term strategy and approach to this route back in June 2012 to work with the community and our industry partners, to improve the environment for passengers and staff as well as supporting the local community deal with their issues also.

In 2012, the rail industry and Northern were blamed for the issues the community faced from the Real Ale Trail, despite the fact that the reason people were travelling was to visit pubs in the

**Martyn Guiver will be speaking at Safety and Security 2014. For details on other speakers, a list of topics on the agenda and information on how to book your delegate position, visit [www.europeanrailwayview.com/rptss](http://www.europeanrailwayview.com/rptss)**

community. This pressure not only came from residents but politicians alike.

The whole inclusive way in which the issues were dealt with is a testament to the success of community working – the rail industry being part of a community rather than a separate entity.

I have personally spoken face-to-face with upset and angry residents and had to deal with the range of political views and manage the expectations of our people, passengers and TransPennine Express.

Using innovative ways including the use of our CCTV vehicle, deployment of body-worn CCTV cameras and engagement with the publicans themselves have all ensured the success of the plans.

The introduction of queuing systems has controlled the space and there has been a 95% reduction in anti-social behaviour affecting the residents. One resident had put their house up for sale as a result of the issue, but they have now changed their minds.

Demonstrations in the community on how Northern, our passengers and staff are affected by the route, has enabled a slow but definite shift in attitude around blame culture, where Northern are now seen as a key component of the solutions, not the problems.

Through meeting with a large majority of the Landlords, I was able to secure a ban on Stag and Hen parties, as well as a ban on lager and 'shot' sales by the pubs, which over a period of time in summer this year has seen a massive reduction in large groups travelling and a slow return to the concept of the Real Ale Trail.

On average on a Saturday in 2012 we were seeing approximately 1,100 persons alighting and boarding at these small stations with an hourly service in each direction. This has now reduced to around 600.

Northern staff were historically extremely concerned about working the line of route, and following the introduction of simplified reporting in early-2012, we were receiving approximately 35 reports per period. Over time and with the introduction of our longer-term initiatives, we now receive only one or two per period and the route is no longer raised on Health and Safety meeting concerns.

The BTP have additionally confirmed that since operation respect and the partnership response to the concerns posed by the Real Ale Trail began in May 2013, there has been 39% less crime recorded between Stalybridge and Dewsbury when directly compared to the same period in 2012.

### Support

I believe in understanding the issues our front-line people face on a day-to-day basis and will take the opportunity to go and see issues for myself, including working with the rail response team.

I don't think twice about working out of hours, through the weekend or even when on leave to make our network a safer place. I engage with industry partners and trade unions as well as dealing with community partners, local authorities and passenger transport bodies.

Through a number of transport security

groups, I have supported other industries to achieve improvements in security, including bus operators, where my knowledge and experience was shared to develop their reporting processes and introduce DNA swab kits, to support bus drivers around Manchester.

For more than six years now, I have attended community safety partnership meetings, neighbourhood policing meetings, council meetings as well as presented at national and local conferences, all done to share experience and assist colleagues in developing and improving their security management. This has resulted in joint operations being planned by or with me, involving the British Transport Police, Home Office forces, other rail operators, bus operators and local authorities.

Through my close liaison with BTP senior officers at Area Commander and Assistant Chief Officer level, I have driven improvements in their organisation, including introducing joint policing operations with our rail response team, and the BTP data confirms crime is down by 55% since 2005 and 25% of Northern stations have no recorded crime.



Inside the CCTV vehicle



**Martyn Guiver** has had a varied career, starting in hotel management and then taking a decision to move onto coach driving. After a period of driving, his career changed direction, moving into road safety and road traffic accident investigation, as well as general management skills. Martyn joined the rail industry in 2000, starting work as a train driver, and then taking roles including operations management, safety management and more specific to crime management and business continuity. His ability to generate new and innovative ideas on a regular basis to support the needs of Northern has ensured that the team has been recognised in a number of award entries and his personal efforts ensured he was awarded In-House Security Manager of the Year 2012 in the International Fire & Security Awards.