

# Rail Security and PTS

Cable Protection - An Effective Strategy

Senator provides security protection for rail construction, maintenance and property against attack, theft vandalism and trespass.

**senator** 

Protecting your people, property and assets

# Cable Protection - An Effective Strategy

It is a well published fact that cable theft costs the rail industry millions of pounds per year. When cable is stolen or damaged the consequent disruption and cost implications can be far greater than might be imagined. The cost of replacing the cable is one thing (currently around £6,000 a tonne); penalties charged by train operating companies for resultant delays to passenger services, together with the huge ramifications of missing a commissioning deadline, take the costs into another dimension altogether. It therefore follows that the strategy to protect cable should be preventive not reactive. Security is an investment - an investment that contributes directly to the successful completion of works or maintenance - and it isn't just the copper that is the target for the criminal element. Telecommunications cabling and the tools, equipment and plant needed to keep the system working are also targeted. Any occurrence that compromises the works, lives and property of rail workers, passengers and stakeholders carries a cost... A cost that often outweighs the investment required to secure and protect. Security is too often seen as a low priority in both the planning and costing of a project and, worryingly, the security plan is often common knowledge throughout a project, thereby significantly reducing its effectiveness. Often the security is deployed sometimes several weeks after the project has started, leading to a situation where the security team are trying to play catch up rather than being an integral part of a well-planned and effective operation.

There is also a myth that one size fits all. In fact, every project is different with its own unique threats and operational challenges - topographical, demographic, history of the area, type of project, etc. The industry appears reluctant to accept that a significant percentage of cable theft can be attributed to, or indirectly involves, staff working on the project or the supporting supply chain. This may be controversial but it is a fact of life in the security industry. Although by no means unique to the rail security sector, it remains a feature we are aware of in our day-to-day operations and surveillance activities.

Technology is evermore advanced, evaluated and deployed, but, alarms and CCTV, irrespective of cost, sophistication and quality, only inform of an act in progress and may provide evidence after the fact. The use of technology and ever more sophisticated devices may have a limited deterrent factor but they certainly do not prevent the act.

An often overlooked and undervalued element of effective security is intelligence and communication. Too many rail projects lack a defined communication and intelligence gathering strategy, collaborative data

capture, analysis or focus - this is an area that requires attention as it has a direct effect on a successful security operation and indeed the effective co-operation of supporting agencies such as the British Transport Police.

An effective security strategy needs to take the above into account. Senator Security strive to establish best practice - working seamlessly with all involved to improve and enhance service delivery, communications and the performance of the security operation by utilising the following operational model:-

## Site Survey and Risk Assessments

During this process we visit all areas of the project; assessing the threat, which includes collaboration with the BTP, local authorities, law enforcement and Police. We work closely with the client; identifying their requirements and resources while evaluating potential opportunities to add value. We identify the staff requirements (numbers and necessary training levels) the equipment (4x4 vehicles, communication, PPE etc.), electronic protection requirements, policies (search policy, vehicle control, etc.) together with a topographic and localised intelligence survey - from this we are able to produce and present a robust security plan. This is a tactical 'prevention plan' with inbuilt deterrence and an efficient response/reaction strategy.



## Deployment of security plan

The agreed plan is deployed and monitored by GPS, Patrol Recording Systems, supervisor and management visits, search registers etc. However, we understand that projects are always changing; they will have their 'pinch points' and 'target times' and the security operation will need to closely mirror the dynamics of the project if it is to maintain its effectiveness. Forward planning and a close working relationship with the client is therefore imperative as this has been proven to eliminate or, at minimum, reduce the security threat during these crucial times.

We recommend security measures such as the lawful introduction of search policies for personnel and private vehicles, and the use of the correct security processes, procedures, methods and techniques to maintain and encourage the confidentiality and non-disclosure of the security plan and mission critical sensitive information.

We encourage and promote good communications with local land owners and the population around the project to encourage them to approach us with information – you can never have too many eyes and ears - and to promote a good working relationship to aid the effectiveness of the localised security operations. We maintain a consistent link with the BTP and other agencies in the sharing of information.

### **So how do we achieve consistently high performing security operations?**

This is achieved by:

- High profile security presence and visibility - dominate the ground and surroundings
- Correctly trained staff - SIA, PTS, Geographical and hazardous waste, etc
- Continuity of staff - consistency is key - personnel having a working knowledge of the project, names and faces, etc
- Correct and lawful use of search policy - vehicle, personal and area
- Good communication and proactive use of intelligence - and intuition to gather intelligence
- Positive and professional approach to local landowners, community and local population
- Positive, decisive, well planned but flexible, integrated and well managed operation
- Overt use of electronics (CCTV) along with signage

### **Our operation is further enhanced by:**

- Strategic placing of covert electronic equipment
- Quick reaction to activations
- Good lines of reporting and communication
- Good working relationship and liaison with supporting agencies
- Continuous evaluation of efficiency - consistent improvement and enhanced performance to be proactive - agreed adjustment to plan to further introduce initiatives and strengthen the 'preventative' operations.
- The ability to evaluate and advise on best practices - 'knowledge transfer' among stakeholders

### **Examples:**

On the Trent Valley 4 - Tracking and Erewash Signalling projects the security was high profile - marked patrol vehicles, flashing beacons and plenty of signage together with concentrated and unpredictable foot and mobile patrol routes. This resulted in the contractors and the local community having a consistent awareness. A comment from a worker on TV4; "we never knew from where, or when, you would turn up."



### **Operational personnel:**

Having PTS trained operatives goes beyond the classroom training... These operatives need to be 'rail streetwise'. Under Senator management and mentoring they become attuned to the environment and continuity - they are able to see when something is out of place, understand and identify if a contractor is out of place, understand rail language and rail mapping, check contractors PTS cards through SACC and NCCA, local traffic movements/timings and possess an intuitive ability to notice if cable, plant or even natural features have been disturbed or 'positioned'. Also, good geographic and topographic training means we can use the landscape to our advantage; enabling fast response, unpredictability and efficient manpower deployment. Our personnel are trained to be effective and clear communicators with well briefed procedures for reporting to the correct stakeholders. They are further trained in follow-up reporting and documenting reconnaissance and surveillance activities.

### **Search policy:**

This policy is often difficult to deploy for two primary reasons: 1. Instinctively people don't want to be searched, or 2. Have previously had a bad experience due to the policy not being correctly introduced, communicated and conducted. This is often compounded by the operating staff not being trained to a high level. On the TV4 and Erewash projects, Senator advised the Client on the law pertaining to search procedures, had meetings with all contractors to explain the law and their rights under a search policy, trained the staff, maintained a search program and the search register. This is a sensitive issue and presents many challenges but unfortunately the 'root cause' of many incidents can be attributed to 'insiders'. Introducing the Client to, and implementing, area searches have resulted in a number of fines and convictions. Again, this is a high visibility and demonstrable deterrent and provides additional 'word-of-mouth' awareness of a proactive security operation.

### **Good communication:**

This is in two ways; 1. Internal: patrols, access points and gates talking and passing information quickly on, say, movements of travellers, dedicated cable carrying trucks, etc. 2. External: constant communication with the Client, contractors, BTP and local community during and beyond working hours for operational and intelligence purposes.

### **Approach to land owners and the public:**

Any project is likely to cause issues and challenges with the local community so establishing and maintaining good public relations builds up a good rapport - information relating to localised 'unusual behavior' is extremely valuable. Senator encourages the public, local businesses and farmers to report sightings or suspicious movements with clear signage providing a number that the public can see, identify with and use. Land owners are often reluctant or resistant to cooperation or collaboration with rail, but by acting as an intermediary Senator have built relationships that have provided the opportunity to be more operationally effective while being a more visible deterrent.

### **Planning and flexibility:**

Making a plan and using it to include search programs, patrol programs, vehicle targeting, route searching etc. has two effects:

1. It makes the security unpredictable while optimising the resources available.
2. It keeps the security staff interested and engaged.

Constructive pre-planning, ongoing project knowledge/progress allows for best use of resources - this is achieved through good communications, effective interpretation and use of intelligence and a strong working relationship with the Client and supporting agencies.

### **Contingency and adapting to change:**

Plans change; projects change... We know this happens; often this is expected and inevitable.

Example 1: Whitson blockade TV4 2008: a plan was in place for this 30 days in advance. However, due to an intelligence report, the plan was brought forward a week which meant that staffing was doubled - this was achieved to a level of 98% in the first 12 hours and maintained for 14 days by Senator. Example 2: Erewash: there was a staged plan but due to commissioning concerns Senator were requested to cover the whole area again. Senator was operational to that request inclusive of geographical training within 48 hours! Senator are familiar with change management, versatile and adaptable for changing circumstances, environments, locations and operating situations.

### **Overt use of electronic deterrents:**

Senator are continually evaluating new and emerging technologies that can be implemented, or specifically developed, to enhance security operations, aid the 'man on the ground', improve communications and safety and gain an advantage over the ever more resourceful and innovative perpetrator of rail related crime.

### **Reactive:**

Covert electronic equipment. Covert does not just mean it is hidden from the perpetrator, but the knowledge of its use and location must be kept to a minimum - if this operational aid becomes common knowledge it is immediately rendered obsolete.

**Tremblers are a case in point:** These devices are known to the criminals. They know how to disarm and work-around with considerable amounts of cable known to have been stolen, with multiple devices attached, at locations not protected by Senator. Senator provisions against this with counter measures - changing location and specification as well as taking into account the landscape, all potential access points and targets of opportunity.

An alarm only tells you something is happening. However, quick reaction can prevent, detain and/or deter. Once perpetrators know that all alarms trigger immediate and swift reaction they will be deterred and/or move on - this has been proven to be the case at many locations across the South East.

Reporting is vital to the success of security operations. Senator personnel are briefed to inform all necessary stakeholders and to send accurate reports to the appropriate agencies. This also enables Senator to follow-up on incidents, provide evidential and auditable information, documentation and communication records. This reporting procedure and clear communication lines have resulted in perpetrators being caught 'red-handed' with stolen goods in their possession - this action was prosecuted in full cooperation with the BTP.

### **Good working relationship with agencies:**

During the time we have been working in this sector we have established good relations with the BTP, the Environmental Agency and HM Customs and Excise along with local groups formed as part of the PR to the project.

### **Area Searching:**

The effective use of area searching is often misunderstood, not targeted correctly and under-utilised in gathering localised intelligence or in deterring theft, vandalism or trespass. This applies to opportunist criminals, organised criminal gangs and often 'inside' informants or associates of the perpetrators. Detecting a 'find' provides vital information but it takes intuition and experience to identify latent or active intent - correct procedures, an established system of reporting and an appropriate response according to the circumstances and timing can result in capture of the culprit(s) or law enforcement involvement leading to a larger investigation.

### **The targeting of area searching is important and needs the following considerations:**

Reports of problems in the area, local disturbances, unwelcome individuals and likely targets?  
Are there other contractors working in the area?  
Access to the area (nearby roads, farm tracks etc)  
The geographical area  
Obvious natural markers (trees, telegraph poles etc)  
Man placed markers

When was the area last searched?  
Can the area be observed from vantage points (look-outs are often part of an organised gang)?  
Consider how you would hide or conceal and possible escape routes

All the above is employed when applying the Calthrop theory.

### **When conducting the search ensure:**

The staff know what they are looking for - environmental awareness training is essential  
What the actions should be on a find - record and report etc

The staff respect the land and crops they may be walking over (including historic or endangered species areas)

Only use experienced staff where livestock may be involved

Actions to take when confronted with wild life (snakes, rodents, wasp nest, bird nest, poisonous plants etc) - Local flora & fauna (Giant Hogweed?)

Are any of the staff allergic to stings, bites (Anaphylactic shock)?

Limits of exploitation (tight control over the area)

What to do if confronted by hostile individuals

Handling hazardous waste - hypodermic needles, drug paraphernalia, sites used by prostitutes etc

### **Actions on a find:**

Due to the likelihood of a find becoming evidence in a criminal prosecution or investigation the ideal process is to not react to the find! These 'locators' and areas/routes are often watched from a distance - the item, location and observations of the immediate area will be recorded and reported whereupon a reactive procedure will be initiated and the instructions of the search coordinator followed according to Senator's operating guidelines.

### **Advantages/disadvantages of who we are employed by:**

Ultimately, whether employed by the client directly, principle contractor or even a sub-contractor, the cost/investment of security is part of the overall project budget. For the security element to be valued, integrated and effective it is important to note that security provision is most successful when only a few key stakeholders are aware of the operation - fewer still aware of the finer details of the operation. The ideal scenario is for Senator to report directly to the client - operating as an independent, impartial and autonomous entity. In addition, Senator can provide security to contractors for protecting and securing their people, property and assets.

### **Safety:**

When working in the project we have two areas of safety we must consider, these being 'The Rail Environment' and 'The Security Environment'.



**The Rail Environment:** Senator works to the basic principle of "if you don't need to be there - don't be there". However, there will be times when security operatives need to go trackside or near the track areas. To this end, Senator deploys PTS Staff on the patrolling duties, preferably with a COSS qualification which allows access to the track when required with the ability to set up a Safe System Of Work. It must be noted that the BTP and other agencies cannot go on or near the track without an escort. Foot patrols have limited use, being slow, predictable and with little deterrent factor. They can occasionally have value but at the negotiation of each contract it will be agreed with the Client if we, or they, supply the coordinator of SSOWP. Sometimes there is a belief that non PTS personnel or operatives can patrol using access points; however, we strongly suggest that, particularly where there are embankments or cuttings, an access point often ends in a separated green zone within three metres of the track - therefore a PTS qualification is definitely required.

**The Security Environment:** Working in the rail project environment provides unique challenges not often seen elsewhere within the security industry. Often the work is in remote and perhaps deprived areas, dealing with perpetrators that have little to lose, scant regard for the law and may resort to violence to achieve their objective. To reduce the associated risk, we only employ SIA qualified staff who are trained in conflict management. The risk assessment will instruct the staff to withdraw or stay away from possible conflict, call police, watch and report and then to assist police on their arrival. Staff check calls to a remote central control centre will be set in accordance with the risk - the higher the potential or perceived threat; the more check calls made. Patrol vehicles are also GPS tracked by the control centre and staffing levels will be determined and adjusted according to the potential threat. Staff are reminded of all safety aspects by the assignment instruction, risk assessments, tool box talks and task briefings.

### **The environment:**

When employing experienced security staff you are getting eyes, ears and an intuitive system of communication. The job of a security officer is to observe, evaluate, interpret and adapt to the local environment - from the immediate rail areas and compounds to checking rivers/streams,

boundaries, abandoned machinery etc. On TV4 our staff won several awards ranging from the protection of a bird nest to the prevention of the River Tame being subject to pollution. With regard to Senator's environmental impact - the job and the terrain requires the use of 4x4 vehicles but, where possible, the patrols are planned for best use taking into account respect and consideration of the surrounding areas. All vehicles deployed carry 'spill kits' for use throughout a project. Additionally, all staff are briefed as part of the Assignment Instructions as to any local environmental issues, historic sites, listed buildings, endangered species, trees and fauna; the work program will be designed accordingly to take these into account.

#### **Covert operations:**

These will come in two sections - electronic and manned. The deployment of covert CCTV can collect good surveillance and evidential information and, providing a fast reaction force is in place, can lead to a successful result. If the CCTV is monitored at all times there is the need for monitoring staff and infrastructure - this applies to black screen only alarm trigger/response activities. Manned covert operations are proven to be very effective and there is more to this operation than hiding in a bush. A covert operation requires a lot of planning, the right staff, very good communications, the right equipment, the right training and back up. Logistics for a longer term operation needs consideration such as dead letter dropping of food, water, batteries and disposal of waste. If conducting covert operations in vehicles, these need to be changed on a regular basis. Senator have the capability and personnel to plan, coordinate and conduct such operations but clearly, strict non-disclosure and confidentiality is essential.

#### **Business case:**

Security is a cost until something happens! Security is often perceived as unquantifiable; low on the priority list; under-valued or even unnecessary! Until something happens. But what price/penalty a delayed project or line commissioning? At what cost the inconvenience of stolen plant or machinery? Cable? Telecommunications? Corporate manslaughter? Security is an investment, a vital part of the integrated operating infrastructure of a project - able to contribute to the success of a project and enhance the operational performance and integration of the project team, contractors and local community. Until the practice of 'buying on cost' rather than quality, contribution and experience changes then these procurement issues and associated challenges will persist.

#### **What do we offer:**

Multi-tasking officers (security, environment, traffic management, scrap recovery control, intelligence gathering, local community relations etc).

Hands-on proactive management that understand and work within the rail environment - management that has good relations with outside agencies.

Correctly trained staff and on-going training.

Advice in security matters, planning and law.

Cooperation and consistent communications between security staff, security management, stakeholders and the client.

Having the above in place has proved itself at projects such as Erewash where Senator proposed significant changes to the original project security specification. This resulted in significant savings to the client and, on completion, the security was under budget with zero cable loss.



**Protecting your people, property and assets**

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