Managing alcohol risks to personal safety and security on the railway

A good practice guide
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Introduction

Alcohol and the railway are intrinsically linked. Many people use the train to travel to and from their night out and, if not actually in the stations itself, there are often pubs or bars close to railway stations.

Alcohol is also sometimes available on the train itself and it can be an opportunity for a train operator to demonstrate a high level of service that meets passenger requirements and from which the railway can derive revenue. Additionally, for some first class travellers, complimentary drinks can feature as part of the superior service they pay for.

For most people, consuming alcohol doesn’t lead to crime or injury. However, alcohol consumption can also induce a range of behaviours which result in harm and injury to themselves and to others, as well as anti-social behaviour and crime.

For example, research has revealed that:

- 40% of passengers assaulted or abused on the GB railways believe their assailant was intoxicated and on average staff believe that approximately 60% of assaults (of all types) that they had personally experienced were alcohol-related.

- Intoxication was identified as a factor in 66% or 21 of the 32 deaths at the platform train interface (PTI) in the past 10 years.

For the rail industry, the challenge is to strike a balance between providing an appropriate level of protection of the health and welfare of passengers who have consumed alcohol with protecting front line staff from anti-social and criminal behaviour on the part of passengers where alcohol is the inflammatory factor.

To support the rail industry, this guide has been revised and re-issued to supersede the original good practice guide for managing alcohol risks to personal security on the railway (RSSB project T704). While the original guide and associated research is very useful (see page 59), this guide has been revised to provide up to date case studies and links to relevant resources, organisations and websites.

1 RSSB T704 Managing alcohol risks to personal security on the railway 2010
2 RSSB Platform Train Interface Strategy 2015
3 See 1
The guide consists of four main sections:

1. Using the guide – this section provides a matrix to help you relate measures to particular issues you may be facing.

2. Measures to reduce risks from alcohol – this section provides descriptions of general measures to reduce risks from alcohol as well as ten approaches to addressing specific problems with guidance on implementation.

3. Planning your approach – this section provides guidance to help you create a strategic approach to implementation, and work with other stakeholders to achieve maximum impact.

4. Further information – this section provides a summary of useful publications and resources.

It should be noted that this guidance is based on research that looked at tactical measures only and does not consider the question of the industry’s broader strategy or measures that would involve changes to legislation.

A number of the measures described in this guide would work better if implemented nationally as part of a strategic plan. As such, the management of intoxicated passengers is a key theme identified within the national PTI strategy, published in 2015⁴; while the strategy for leading health and safety on Britain’s railways identifies public behaviour and workforce safety as priority areas⁵.
Using this guide

The guide has been developed for anyone who is responsible for directing staff and making tactical decisions that can influence the management of intoxicated passengers. Ideally this would be a senior decision maker, leading in partnership with, for example, station managers, front line managers, staff and relevant partners and stakeholders.

It focuses on ten measures that the rail industry could deploy to manage the risk presented by the contribution of alcohol to passenger and staff safety and personal security. The matrix opposite has been designed so that it’s easy to relate the relevant measures to particular issues your company might be facing. Numbers in **BLUE** indicate that the measure is very relevant to the issue. Numbers in **GREY** indicate that the measure is partially relevant to the issue.

It is important to recognise that implementing a series of complementary measures in collaboration with agencies and partners may well be more effective than implementing individual measures in isolation.

Each measure is considered in detail. Guidance on planning your approach and working with partners is provided on pages 51–58.
<table>
<thead>
<tr>
<th>I want to...</th>
<th>Possible relevant measures</th>
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<tr>
<td>Reduce the number of intoxicated passengers</td>
<td>1  3  4  8  9  10</td>
</tr>
<tr>
<td>Reduce the level of intoxication of passengers</td>
<td>1  2  7  8  9  10</td>
</tr>
<tr>
<td>Better manage intoxicated passengers</td>
<td>3  4  5  6  7  8  9</td>
</tr>
<tr>
<td>Protect staff and/or other passengers</td>
<td>4  5  6  1  3  8  9</td>
</tr>
<tr>
<td>Reassure staff and/or other passengers</td>
<td>1  4  5  6  2  3  8  9  10</td>
</tr>
<tr>
<td>Allow staff to carry out their normal duties</td>
<td>3  4  5  6  1  8  9</td>
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<tbody>
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<tr>
<td>Parties of intoxicated passengers</td>
<td>1  2  5  6  7  8  9  10  3  4</td>
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<tr>
<td>Crowds of intoxicated passengers</td>
<td>1  5  6  7  8  9  3  4</td>
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<tr>
<td>Underage intoxication</td>
<td>2  5  6  10  1  3  4  7</td>
</tr>
<tr>
<td>Young people</td>
<td>5  6  10  1  2  3  4  7  8  9</td>
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<tr>
<td>Older people</td>
<td>5  6  10  3  4  7  8  9</td>
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<tr>
<td>People travelling to and from events</td>
<td>1  5  6  7  8  9  3  4  10</td>
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<tr>
<th>My problems typically occur...</th>
<th>Possible relevant measures</th>
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<td>With a specific event (sporting, celebration etc)</td>
<td>1  3  4  5  6  7  8  9  10</td>
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<tr>
<td>On a particular day or evening every week</td>
<td>1  2  3  4  5  6  7  8  10  9</td>
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<tr>
<td>Everyday</td>
<td>2  3  5  6  8  10  1</td>
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<table>
<thead>
<tr>
<th>My problems occur:</th>
<th>Possible relevant measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>At stations</td>
<td>1  2  3  5  6  10  4  7  9</td>
</tr>
<tr>
<td>At a particular station</td>
<td>1  2  3  4  5  6  7  9</td>
</tr>
<tr>
<td>On trains</td>
<td>3  5  6  8  10  4  7  9</td>
</tr>
<tr>
<td>On a particular train</td>
<td>3  4  5  6  7  8  9</td>
</tr>
<tr>
<td>Anywhere on the network</td>
<td>3  5  6  10  4  7</td>
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<tr>
<th>I want to see...</th>
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<td>1  2  3  4  5  6  7  8  9</td>
</tr>
<tr>
<td>Strategic changes with longer term results</td>
<td>6  9  10</td>
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Measures to reduce risks from alcohol

There are some general measures which are not treated in detail in this guidance, but have been identified as having a role in contributing to managing alcohol-related personal security and safety issues. As such, it would be useful to consider the following broader measures alongside the specific measures described on the following pages.

**General measures**

1. Increased staffing levels: this could help passengers feel more secure when using the railway.
2. Improvements to station lighting: this could help passengers feel safe, and maybe particularly helpful for anyone with impaired mobility, including those under the influence of alcohol, to identify hazards.
3. Improvements to station design to improve visibility of all areas: this could help passengers to feel safe, and help staff to manage the station environment.
4. Removal of graffiti: this could improve the ambience of the station and help passengers feel that they are in a safe and well-managed environment.
5. Increased CCTV coverage: this could improve security for passengers and staff, and can help with detecting and prosecuting crimes. It can also deter some criminal activity, although less so for people who have been drinking alcohol.
6. Measures to reduce slips, trips and falls such as handrails and non-slip surfaces: this can help passengers to avoid common accidents, and will also be of benefit to those under the influence of alcohol and therefore more unsteady on their feet.
Specific measures

There are ten measures described in this guide. They can be grouped as follows.

Legal powers
The first three measures focus on the legal powers available to train operators and their staff, the BTP, local police forces and local authorities to manage alcohol consumption and intoxicated people.

1. Powers for preventing consumption of alcohol in public places and dispersing groups
2. Powers for controlling the sale of alcohol and dealing with problem premises
3. Existing laws and railway bylaws for managing intoxicated passengers

Deployment and training of staff
The next group of measures focuses on how railway staff can be deployed and supported, and the training they need to help them manage risks posed by intoxicated passengers to themselves and others.

4. Controlling access to the network and reassuring other passengers
5. Responding to problems – backing up front line staff
6. Training staff in how to deal with intoxication and use available powers
7. Looking after intoxicated passengers

Restriction of consumption and sale
The next two measures cover options available for duty holders to restrict sale and consumption of alcohol on railway premises, including trains.

8. Preventing consumption of alcohol on board services
9. Restricting the sale of alcohol

Changing attitudes
The final measure is longer-term aimed at changing attitudes of rail users towards alcohol consumption, with the objective of reducing the level of intoxication and the consequent anti-social behaviour.

10. Promoting responsible drinking
Powers preventing consumption of alcohol in public places and dispersing groups

What is the idea?
To protect other passengers and front line staff from nuisance behaviour caused by groups of people who have been drinking alcohol.

Examples include:
- Identifying the station as (or part of) a Designated Public Place (DPP), so that people are prevented from consuming alcohol within it.
- Obtaining a Dispersal Order to prevent groups gathering to drink on the station.
How could this help?

People drinking in groups are felt to be more likely to engage in risky behaviour or become abusive towards staff, perhaps to impress their friends, and may also fight amongst themselves. Other passengers are likely to feel uneasy about travelling with a crowd of people who have been drinking and may be deterred from travelling by train in the future. Legal powers exist that may be used to prevent people from using the rail environment as a gathering place to drink alcohol. For example, introducing DPPs and non-smoking policies on stations is felt by those who have done so to be a key contributor to tackling anti-social behaviour where groups had previously congregated to smoke and drink, easily being drawn into disorderly and nuisance behaviour.

Guidance on application

What to do?

- Identifying an area as a Designated Public Place (DPP) may be used to prevent the consumption of alcohol within a defined geographical area.
- A police officer (including a Police Community Support Officer (PCSO)) can require someone to stop drinking and confiscate the alcohol of someone who is drinking in a DPP.
- The police (including BTP) may issue a Dispersal Order under the Anti-Social Behaviour Act 2003 where there is reasonable grounds for believing that the public is being harassed, alarmed or distressed by the presence or behaviour of groups (of two or more people) of people in a public place, and that anti-social behaviour is a significant and persistent problem in the locality.
- Publicity is seen as critical to the success of a Dispersal Order. This can include posters at the station and its surrounding environment, and use of the local press.

Possible barriers

A Dispersal Order is not designed specifically for problems associated with alcohol consumption, but is a tool for the police to deal with groups who congregate and cause anti-social behaviour. It can therefore only be used to address alcohol-related problems if these criteria are met.

Possible negative consequences

Business and customer satisfaction may be adversely affected where a station has licensed or off-license premises on it, but is also defined as, or included in a DPP. In addition passengers alighting from a train at a station within a DPP, who are unfamiliar with the station and its local restrictions and are drinking alcohol, may come into conflict with members of front line staff at the station. Finally, the problems associated with the consumption of alcohol may simply be displaced to the area immediately adjacent to the DPP.

6 RSSB T704 Managing alcohol risks to personal security on the railway.
Practical examples

Community Alcohol Project (CAP): Tower Hamlets

The Community Alcohol Partnership (CAP) scheme for Tower Hamlets, was introduced in April 2014 to tackle anti-social behaviour associated with underage drinking. Collaboration with local stakeholders including Metropolitan Police, Trading Standards (TS) and Licensing Teams, schools and retailers was key to the success of the initiative. Activities addressed three core areas of Education, Enforcement and Business Engagement.

Young people, adults and retailers benefited from education programmes that focused on effects of underage alcohol consumption on the individual and wider community, while enforcement of laws relating to young people purchasing or obtaining, and consuming alcohol focused on individuals and retailers. The CAP initiative worked closely with local licensees to provide effective training and guidance on how to prevent sales to underage customers, delivered through the ‘Underage Sales and Responsible Retailers Scheme’. Membership increased from 55 to 155 after the introduction of the CAP initiative. The training courses contained guidance on how to identify underage drinkers, and how to ask those who appear under 25 years old for ID under the ‘Challenge 25’ scheme. Training delivered to smaller retailers was enhanced by mentoring from larger supermarket chains, who shared in-house training resources with smaller retailers. Community engagement came through mobile workshops which were delivered to 100 local youngsters and training given to two groups of young people who then achieved NVQ Level 1 Certificate in Employability, followed by work experience with Sainsbury’s. The CAP scheme had a positive impact in the Tower Hamlets area, with a 46% reduction in reports of anti-social behaviour over 6-months, and an 87% reduction in alcohol seizures in the year of 2014.

www.communityalcoholpartnerships.co.uk/home

Nexus

Nexus has used DPPs to ban the possession of alcohol on its Metro property. It is a criminal offence to be in possession of an open container of alcohol anywhere on the network, and offenders are liable to have their alcohol confiscated and face a fine. Crime on the Tyne and Wear Metro fell with incidence of assaults down by 20% and robberies down by almost 40%.

Nexus attributes this to a range of initiatives including increased policing on the system, intelligence-led policing operations (including plain-clothed patrols), and extra staff on trains in the evenings, improved CCTV, and the alcohol ban. Nexus customer satisfaction survey results for personal security on stations and on trains also improved.

Other examples

See also:
• Merseyrail – page 18.
The CAP scheme had a positive impact in the Tower Hamlets area, with a 46% reduction in reports of anti-social behaviour over 6-months.

Next steps

If you have problems with groups congregating at or near stations to drink alcohol and it is feasible to police any restrictions, consideration should be given to using a Designated Public Place Order. These can be an efficient way of tackling such problems since the benefits of having a station included within a DPP outweigh the resources required by the rail operator, as the burden of gathering the evidence falls upon the local authority.

If you are aware of plans to establish a DPP in the vicinity of a railway station where alcohol-related crime and disorder is a problem, use the requirement to consult as a means for having the station included in the DPP.

If you have a problem at a rail station of public nuisance and disorder resulting from the consumption of alcohol, see whether a DPP is being or could be considered as an appropriate course of action.

If you consider that a Dispersal Order would be more appropriate, for example to move on a group who are regularly using the station as a place to congregate, drink and become abusive, then the BTP should be contacted to get one put in place.

Where to find more help

The Violent Crime Reduction Act 2006
www.legislation.gov.uk/ukpga/2006/38

Anti-Social Behaviour Act 2003
www.legislation.gov.uk/ukpga/2003/38/contents

Home Office crime prevention policy
www.gov.uk/government/policies/crime-prevention

British Transport Police
www.btp.police.uk

Designated public place orders guidance

Dispersal orders
www.cps.gov.uk/legal/d_to_g/dispersal_orders

Drinking banning orders
www.gov.uk/drinking-banning-order
Powers for controlling the sale of alcohol and dealing with problem premises

What is the idea?

To use licensing and other powers to encourage premises that sell alcohol to operate in such a way that is responsible and discourages problem behaviour that can spread onto the railway.
How could this help?

Identifying venues that are more likely to serve alcohol to under 18s or people who are already intoxicated, or where no action is taken against unacceptable behaviour, can enable the police and others (including railway operators) to press for tougher licensing restrictions.

A temporary ban on the sale of alcohol at a problematic venue has a direct impact on their revenue and is likely to cause the company and management to respond appropriately. It is also likely to send a message to their customers that rowdy and drunken behaviour is not acceptable.

Promoting areas where a safe and pleasant night out can be enjoyed can encourage people to use venues where intoxication and rowdy behaviour will not be tolerated and could also have a restraining influence on behaviour.

Guidance on application

What to do?

- Identify where those responsible for drunken and rowdy behaviour have been drinking as a basis for advocating stronger licensing regulations for those venues.
- Use the Licensing Act 2003 to pursue a temporary ban on the sale of alcohol at problematic venues and trigger a review of the premises’ licence.
- Work with partners and the British Transport Police (BTP) to influence the licensing conditions for pubs and clubs close to railway stations to reduce problems from rowdy and anti-social behaviour.
- Promote and publicise areas where good management and control of premises contributes to a pleasant and safe night out.
- Work in collaboration with the police and BTP to develop a constructive working relationship with the management and staff of licensed premises to support the provision of safe and accessible transport home in consultation with community safety colleagues, local transport authorities and transport operators.

Possible barriers

It is not always easy or possible to obtain information from intoxicated people on the last venue they visited. Collecting and presenting robust evidence for licensing hearings that will have an impact on a venue’s business viability can be time consuming and resource intensive.

Indeed, costs could include:

- Management and staff time in gathering evidence and working collaboratively with the BTP, local police and other bodies.
- Possible contribution to initiatives and/or publicity for the development of a safer and pleasant environment for the night time economy, its users and staff.

Possible negative consequences

Measures to temporarily ban the sale of alcohol or restrictions on hours of operation and capacity could negatively impact on the viability of a venue and bring about its permanent closure.
Practical examples

Manchester: Responsible Alcohol Sales Project

The NHS Manchester Primary Care trust (PCT), Greater Manchester Police and the Manchester Drug and Alcohol Strategy Team worked together to encourage responsible alcohol retailing in Manchester. The initiative tackled the issue in three ways: training local community safety staff on licensing regulations; teaching licensees and bar staff strategies for responsible alcohol retailing, in particular to drunken customers; and seeking to encourage responsible drinking in on-license premises, through marketing of discounts and promotions on alcohol-free products, and rewarding favorable drink-choice behaviour through ‘Think Safe Drink Safe’ loyalty card schemes.

A half-day workshop titled “Preventing and Managing Drunkenness” was designed by NHS Manchester and Greater Manchester Police, and delivered to licensees and staff of on-license premises. Workshops delivered training on how best to handle drunken customers, knowledge of licensing laws, and insight into alcohol misuse. 128 staff attended the workshops; attendees included glass collectors, bar staff and venue managers and feedback reports showed staff became more confident in their ability to refuse to serve drunk customers, and the opportunity to share knowledge with industry colleagues was considered beneficial.

www.alcohollearningcentre.org.uk/LocalInitiatives/projects/projectDetail/?cid=6495

Other examples

See also:

• Tower Hamlets – page 9.
• Royal Canadian Navy – page 41.
Next steps

Work collaboratively with the BTP, local police, town centre management and other relevant parties to:

- Gather data to identify problematic venues and the type and frequency of behaviour.
- Use the licensing legislation to deal with problematic venues and, if required, to present evidence for the introduction of more stringent conditions on licences.
- Participate in any schemes that help develop safe and pleasant use of the night time economy, and assist in promoting such initiatives through publicity on stations and trains.

Where to find more help


2010 to 2015 government policy: alcohol sales.
What is the idea?

To stop people who are heavily intoxicated from entering railway premises and using railway services, thus potentially preventing harmful, anti-social or criminal behaviour from occurring on the railways.

Examples include:

- Enforcing the bylaws that cover intoxication and/or unacceptable behaviour.
- Issuing Penalty Notices for Disorder to people who are drunk and disorderly in a public place.
- Issuing Drinking Banning Orders against a person who has been engaged in disorderly or criminal behaviour whilst under the influence of alcohol.
How could this help?

Using railway bylaws to prevent and remove people who are intoxicated from entering railway stations and travelling by train could reduce opportunities for an intoxicated person to commit an offence, abuse staff or be a danger to themselves on the railway.

Preventing an intoxicated person from travelling can give them the time and opportunity to sober up and thus enable them to continue their journey later when they are in a fit state. It may also give the person time to reflect on their behaviour.

Both mean other passengers on the station and train will not be subjected to the rowdy and anti-social behaviour of the person prevented from travelling.

A person who receives a Penalty Notice for Disorder will have a financial penalty as well as being prevented from travelling and this may reinforce the seriousness of their behaviour.

Preventing an intoxicated person from travelling can give them the time and opportunity to sober up.

Practical examples:

The results of the National Passenger Survey showed that consumption of alcohol on stations and trains contributed to poor passenger perception of Merseyrail.

See page 18
Guidance on application

What to do?

- The bylaws cover matters such as being drunk, carrying alcohol and unacceptable behaviour. Anyone contravening the bylaws may be required to give their name and address to an ‘authorised person’ (including employees of Network Rail and train operators). They may be asked to leave the station or train, and reasonable force can be used if they refuse to do so.
- Bylaw 4 covers drunkenness and the carrying of alcohol. It states that no person in a state of intoxication shall enter or remain on the railway. It is also used to prevent people from boarding a train service where the required notice has been given that the carrying of alcohol will be forbidden (ie on so-called ‘dry trains’).
- Bylaw 6 covers unacceptable behaviour such as behaving in a disorderly or offensive manner.
- Drinking Banning Orders (DBOs) through the Violent Crime Reduction Act 2006 can be used to address a person’s behaviour associated with alcohol misuse and to protect others and property.
- Under the Criminal Justice and Police Act 2001, the police (including BTP) can issue Penalty Notices for Disorder (PNDs). Penalty offences include being drunk and disorderly in a public place, consuming alcohol in a Designated Public Place and selling or attempting to sell alcohol to a person who is drunk.
- Accredited Persons under the Railway Safety Accreditation Scheme can be authorised to issue PNDs but only for some offences including consuming alcohol in a Designated Public Place and if their accreditation specifies they have this power.

Possible barriers

For their own personal safety, staff may be reluctant to take action under bylaw 4 to prevent an intoxicated person or persons from entering the railway or to remove them if they are already on the station or train. They may also not have been trained specifically to respond to situations where intoxication is involved, and the use of the bylaws and may only be expected or able to take action if there is sufficient back-up from a BTP officer or other accredited person. In some cases the number of people for whom action under bylaw 4 should be taken is too many for such action to be taken (for example at sporting or other events). Finally a person who is required to leave or refused the right of travel when intoxicated may not be capable of understanding the action that is being taken and this may cause confrontation or cause them to return after a short interval in which case staff will need to deal with them again.

Possible negative consequences

A person who is refused entry and/or removed from the station premises and/or a train may cause antisocial or criminal activity in the wider environment or be placed in a situation where their safety is at risk, either because of their intoxicated state or because they are vulnerable to being assaulted or robbed. The action of removing the person may also trigger a greater confrontational response that puts the safety of staff at risk.
The passenger Code of Conduct was introduced to improve passenger perception, and to help reduce anti-social behaviour resulting from alcoholic drink intoxication.

Practical examples

Merseyrail

The results of the National Passenger Survey showed that consumption of alcohol on stations and trains contributed to poor passenger perception of Merseyrail. The passenger Code of Conduct was introduced to improve passenger perception, and to help reduce anti-social behaviour resulting from alcoholic drink intoxication. Merseyrail worked closely with legal staff, the trade union, the contracted security company and local magistrates to share information about the initiative and seek support from all stakeholders. Following the success of the initiative, which also prohibited the consumption of alcohol on trains and stations across the Merseyrail network over the Christmas and New Year period, and during events such as the Orange Lodge annual parade, the operator has moved to make all trains and stations permanently ‘dry’.

From January 2014, an amendment to bylaw 4 (Intoxication and Possession of Alcohol) made it an offence to carry an open container/vessel of alcohol on all Merseyrail trains and stations. Additionally, it was made an offence to consume alcohol on Merseyrail stations and trains. With the support of the British Transport Police (BTP), Merseyrail staff will refuse travel to intoxicated passengers and all instances of anti-social behaviour will be reported.

www.merseyrail.org/media/205064/final%20merseyrail%20byelaws.pdf
Next steps

- Gather data and analyse the problem to identify key locations and the behaviours that require targeted enforcement of the bylaws.
- Identify the steps required to set up an enforcement team (either in-house or contracted in) with the necessary training and accreditation to undertake bylaw enforcement and the use of additional powers such as issuing PNDs.
- Identify whether additional training is required for front line staff on use of the bylaws, including to address the alcohol-related behaviour of rail users (see Measure 6: Training staff in how to deal with intoxicated people and use available powers).
- Identify what publicity is required to inform passengers of the role of the bylaws and any additional steps being taken for their enforcement.

The costs could include:

- Developing a specific enforcement team.
- Additional training for front line staff.
- Publicity for passenger-focused campaign on the bylaws and their enforcement.

Identify what publicity is required to inform passengers of the role of bylaws.

Where to find more help

Railway bylaws
www.gov.uk/government/publications/railway-byelaws

Criminal Justice and Police Act 2001
www.legislation.gov.uk/ukpga/2001/16

Railway Safety Accreditation Scheme
www.btp.police.uk/about_us/in_the_community/railway_safety_accreditation.aspx

Drink Banning Orders
www.gov.uk/drinking-banning-order

Penalty notices for disorder: guidance for police officers


Controlling access to the network and reassuring other passengers

What is the idea?

To reduce the number of people at railway stations who are intoxicated and the number of intoxicated people who are permitted to travel, whilst also re-assuring other passengers.

Examples include:

• Ensuring a visible staff presence at stations, particularly at ticket barriers.
• Deciding who can travel at ticket barriers.
• Installing automatic ticket barriers.
• Removing intoxicated passengers from stations.
• Segregating intoxicated passengers on a train for major events.
• Banning offenders from using public transport for a period of time.
How could this help?

These measures can reduce the risks to passengers and staff, address concerns about personal security amongst passengers, and reduce the time spent by staff dealing with alcohol-related problems. For example:

- The presence of uniformed staff can create an atmosphere of control, providing a calming influence and reassurance to passengers.
- Controlling access to the network is important because problems are usually due to people consuming alcohol before arriving at the station. If passengers who pose a problem when drunk can be identified and dealt with at stations, rather than being allowed to board trains, then both the train and station environments are more controlled.
- Observing passengers before they travel allows staff to decide whether they should be allowed to board a train. People who are drunk and/or disorderly can be advised by staff that they will have to wait until they sober up before they can travel, or told to leave the station altogether. It is easier to detain or remove intoxicated passengers at stations; once passengers are on trains the options available to staff to deal with problems are more limited.
- Staffing barriers provides an opportunity to identify intoxicated passengers and can reduce the likelihood of conflict if tickets are checked later in their journey (when staff may be less supported).

In addition to managing intoxicated passengers, staff can also perform safety checks, direct passengers, manage crowding and respond to emergencies.
Guidance on application

What to do?

- Staff presence can be maximised through, for example, use of glazed facilities, a live public address system, and mobile staff teams. Staff can also wear high visibility jackets, tabards or arm bands.
- There should be a single chain of command from the responsible manager at the control centre (in the case of large crowds at events) or from the station manager (for day to day operations) to the front line staff to avoid conflicting priorities/messages.
- Make a careful choice of where to locate staff, following a risk assessment. Possibilities include gangways, entrances and exits. Staff should not leave their designated location without permission.
- Powers are available to staff to control access or remove passengers if required. These are described in Measure 3: Existing laws and railway bylaws for managing intoxicated passengers.
- Staff need to be supported if they are to act with authority (see Measure 5: Responding to problems – backing up front line staff).
- In addition to managing intoxicated passengers, staff can also perform safety checks, direct passengers, manage crowding and respond to emergencies.
- It is important to ensure that there are female staff present, especially if it becomes necessary to detain drunk and disorderly females. It is worth noting, however, that intoxicated females often respond more positively to male members of staff and the reverse is true of intoxicated males.
- Appropriate staff training is important (see Measure 6: Training staff in how to deal with intoxicated people and use available powers).

Possible barriers

Passengers may not accept that railway staff have the power to remove passengers or refuse travel, therefore staff may be putting themselves at risk if they attempt to use these sanctions. Also this measure can only be effective at staffed stations – where there are large numbers of unstaffed station or gates are left open (for example late at night when there are fewer staff) this cannot be implemented.

Possible negative consequences

If staff attempt to refuse to let a passenger board a train, or escort them from a station, then this may trigger abuse or a physical assault and may transfer the problem to another place. Also passengers may try to avoid ticket barriers or stations at times when they know that controls to access are in place, thereby displacing the problem. Finally, staff have normal duties to attend to which may suffer if they are required to escort drunks off the station.
The use of a data-sharing app such as SmartGUARD would enable the train guard and driver, and staff at onward stations to be forewarned of the potential threat in advance.

Practical examples

SmartGUARD Android App

Social-media style technology, such as the SmartGUARD app, enables information about anti-social behavior to be shared within a closed user group of staff. A photograph of the offender, the location and details of the incident can be shared instantly; and so colleagues and security personnel can be advised and forewarned about disruptive passengers that they may encounter soon after.

www.smartalert.org.uk/smartguard

Other examples

See also:
• Merseyrail – page 18.
• Jet2 – page 27.
Next steps

Many of the measures to restrict access to stations are already employed and it is primarily a matter of increasing the extent to which this is done and the rigour with which the bylaws are enforced. However the decision on where to deploy the resources needs careful thought and should be decided upon in collaboration with BTP. Communication with staff (to ensure everyone understands the change in policy) and passengers (so that they do not perceive the fact that they are dealt with less sympathetically as being at the whim of the member of staff concerned) is also important and needs to be carefully planned and executed.

The following types of costs may be incurred:

• Advertising and communication campaign (to inform passengers about special arrangements for events or to inform them of any policy changes for the longer term).
• Training for staff (eg in railway bylaws and conflict resolution) and any additional staff required to implement the policy or staff the special event.

Where to find more help

RSSB 2009, T605, Crowd management on trains: a good practice guide.
Passenger Focus (now Transport Focus) 2009 Passenger perceptions of personal security on the railways.
RSSB 2006, T592, Management of football fans on the railway: Evaluating the safety risks associated with travelling football fans and identifying effective control measures to reduce the problem.
Responding to problems – backing up front line staff

What is the idea?
To provide front line staff with support when dealing with problems caused by intoxication.

Examples of when support for staff maybe required include:
- Removing alcohol from passengers.
- Removing passengers from trains or stations and/or not allowing passengers to board trains.
- Dealing with conflicts with passengers, eg when refusing to sell alcohol to passengers.
- Closing licensed premises on a temporary basis to reduce the availability of alcohol.

The support which can be called upon includes:
- Additional local security staff to help resolve situations.
- Provision of BTP officers to enforce bylaws, eg if passengers need to be removed from trains or stations, or if passengers are not allowed to board a train.
- Co-operation with local police forces, including licensing officers and from licensed premises if these need to be closed.
How could this help?

If staff are aware that support is available, they will have greater confidence in dealing with alcohol-related problems. Also, when dealing with a problem, staff can make it clear that they can and will call on support (eg BTP officers), this can resolve a conflict earlier and earns goodwill with other passengers.

Supported front line staff are likely to remove offending and disruptive passengers more quickly, reducing inconvenience to other passengers, allowing staff to carry on with their normal duties.

Guidance on application

What to do?

- Front line staff need a voice communication link with someone who can arrange the necessary support.
- Staff need an agreed escalation process when calling for support and should be encouraged to resist calling for support if it is not required.
- Arrangements for support need to be agreed with relevant organisations and their staff trained and briefed prior to the support being called upon. Suggestions for the scope and content of staff training is described in Measure 6: Training staff in how to deal with intoxicated people and use available powers.

Possible negative consequences

Staff may make less effort to resolve problems amicably if they feel able to call on someone to enforce bylaws etc. If support is called on without sensitivity to passengers then this may trigger verbal or physical abuse to staff. If support is not well co-ordinated between organisations then the problem may not be resolved quickly and additional conflict and delays can occur.

Possible barriers

Support may not be available when it is required (eg late at night when resources are stretched and at other times when support may not be close to the location of the incident). Also effort is required to ensure good communication and co-ordination between supporting organisations.

Front line staff need a voice communication link with someone who can arrange the necessary support.
Practical examples

Jet2 ‘Onboard Together’
The passenger airline Jet2 has adopted a zero-tolerance policy to drunk and unruly passengers. An increase in undesirable behaviour led to the airline banning passengers for life. Since the first ban in May 2015, a further 50 passengers have been banned for life, and 450 have been refused boarding.
The policy has been adopted as part of the company’s ‘Onboard Together’ initiative, which aims to raise awareness of the industry-wide issue of disruptive passengers, in collaboration with other UK airlines, airports, local MPs, duty-free retail businesses, Police authorities and the Civil Aviation Authority (CAA). It is hoped the initiative will educate passengers, and achieve a change in unwanted passenger behaviour.
The success of the initiative has been credited to the enhanced training given to all customer-facing staff, which has given staff the skills and confidence to deal with difficult passengers and situations. Manager’s state full support is given to staff in challenging situations, and prosecution of the offending passenger is always pursued.

www.manchestereveningnews.co.uk/news/greater-manchester-news/jet2coms-message-drunk-abusive-passengers-9356862

BTP North East Area Staff Safeguarding Group

The Staff Safeguarding Group (SSG) was established as a partnership approach between British Transport Police and the Train Operating Companies (TOCs) in the North East of England.
The group, which meets every eight weeks, was established with clear objectives relating to the creation of a safer working environment. These include:
• To increase the confidence of rail staff.
• To reduce crime and disorder affecting the safety of those who work on the railway.
• To be a central reference point.

Other examples

See also:
• Tower Hamlets – page 9.
• Manchester – page 13.
Next steps

- Involve local BTP representative at the earliest stages of planning.
- Agree with the relevant organisations when and how they can be called to provide support (an escalation process).
- Provide staff training about the support that is available and when to ask for it.
- Identify how the above differs for planned and unplanned events and determine appropriate arrangements for supporting staff.

There are likely to be additional costs associated with using support from other organisations such as for staff training and staff time. It may be possible to share the burden for these costs with local stakeholders who are encouraging a night time economy and should share responsibility for ensuring that consumers are able to get home safely afterwards.

Where to find more help

BTP Working to prevent offences against staff – North East Area Staff Safeguarding Group.
www.btp.police.uk/pdf/Working-to-prevent-offences-against-staff.pdf

International Air Transport Association, 2013, guidance on unruly passenger prevention and management.

DfT 2012 Anti-social behaviour on public transport: safety measures.
Training staff in how to deal with intoxicated people and use available powers

What is the idea?

To train front line staff (for example train crew, ticket office and gate line staff, station and platform staff, bar staff and security staff) about the powers they have to deal with situations and to develop the skills to deal more effectively with intoxicated customers/passengers.
How could this help?

The following topics would be useful for all roles:

- Awareness of the effects of alcohol and treatment options – including how to recognise drunkenness.
- Non-technical skills – including, verbal and non-verbal communication skills, anticipation of risk, problem solving, collaborative working and remaining calm.
- Interventions – such as calming measures, conflict resolution, incident management, places of safety, effective refusal and ejection skills.
- Crowd control – to prevent crowds or queues becoming a problem.
- Powers available – awareness of the powers available to staff and BTP through railway bylaws and conditions of carriage, and when to call on support if necessary.

Managers should be provided with separate training covering the issues listed above as well as in performing risk assessments, identifying hotspots, keeping staff calm, developing emergency plans and providing post incident support. Managers should be trained in advance of their staff so that they can answer questions and provide support once their staff have been trained.

The approach that staff take to a situation and their competence to deal with a range of situations is important because:

- A supportive, calm and friendly response from staff to an incident can have a positive influence on how a victim or observer behaves. An aggressive or dismissive stance can aggravate the situation.
- Staff confidence in their ability to intervene, impose penalties or call for support can help to resolve a situation quickly, which means that passenger disruption is kept to a minimum and staff can quickly return to normal duties.
- If all stakeholders are trained to take a consistent approach then confusion and delay can be avoided. Examples include a consistent approach for recognising drunkenness, processes to deal with situations and escalation processes, and interpretation of bylaws, roles and responsibilities of stakeholders.

Train crews and security staff can benefit from training in recording and reporting of incidents and crime scene preservation so that evidence is preserved when required. Buffet staff on trains and bar staff in stations could also benefit from training in intoxication policies and should be aware of bar serving policies to prevent sales of alcohol to under 18s and intoxicated passengers.

A supportive, calm and friendly response from staff to an incident can have a positive influence.
**Guidance on application**

**What to do?**

- **Staff** can provide valuable input to the design of training. The resulting training becomes more effective when tempered by experience and based on actual examples and it can be useful to target training at different staff roles and tailor content to these.

- **Training agencies** can provide valuable approaches to the design and delivery of training so organisations could consider employing skills from outside the railway industry.

- **Training can be justified as a safety intervention** for staff (particularly the conflict avoidance elements) which can help in building a case for providing it. It can also be used to improve customer service generally.

- **Training can be made mandatory** so staff, who may not see it as a priority, do not avoid going on the courses.

The training could be provided through the induction process, ongoing formal training, and shadowing current staff members and through refresher courses. It should not be considered as a one-off requirement, but planned as an ongoing commitment as the effectiveness of training reduces with time – refresher training should take place regularly, particularly if there are changes in the regulations or company policies. The following topics would be useful for all roles:

- **Awareness** of the effects of alcohol and treatment options – including how to recognise drunkenness.

- **Non-technical skills** – including, verbal and non-verbal communication skills, anticipation of risk, problem solving, collaborative working and remaining calm

- **Interventions** – such as calming measures, conflict resolution, incident management, places of safety, effective refusal and ejection skills.

- **Crowd control** – to prevent crowds or queues becoming a problem.

- **Powers available** – awareness of the powers available to staff and BTP through railway byelaws and conditions of carriage, and when to call on support if necessary.

It is recommended that management staff, as well as trainers and assessors are trained so they are aware of the problems and issues faced by their staff and develop the skills needed to support and develop staff.

**Management training** could cover the issues listed above as well as in performing risk assessments, identifying hotspots, keeping staff calm, developing emergency plans and providing post incident support.

Managers as well as trainers and assessors should be trained in advance of front line staff so that they can answer questions and provide support once staff have been trained.

You may wish to develop and deliver training in collaboration or coordination with the following organisations, for example:

- Licensed premises near or in stations
- Other TOCs
- Network Rail
- BTP
- Security companies.

**Possible barriers**

There may be perceptions from managers and staff that alcohol-related problems are not a priority or that training will not help to address them. There can also be insufficient funding or staff cover for training, while high turnover of staff in certain roles may mean that training is less cost-effective.

**Possible negative consequences**

None have been identified.
Practical examples

**RSSB**

RSSB has produced the SWeRVe (Stop Workplace Related Violence) DVD as an aid to conflict avoidance training. This was developed as part of the project T542 – Conflict avoidance training for front line railway staff.

Training materials to help staff improve the passenger experience and reduce risk of conflict have been produced as part of RSSB research project, ‘T703: Facilitating shared expectations between passengers and front line staff’.

Non-technical skills (NTS) training is also provided by RSSB, supported by a range of materials developed as part of the RSSB NTS research programme (T869).

A number of NTS can be useful for conflict resolution such as communication, situational awareness, decision making and action, cooperation and working with others and workload management.

Finally in 2015 RSSB published a staff booklet entitled Platform Safety. The facts and your role. This booklet is for any member of staff that is able to influence passenger behaviour to help stop incidents occurring at the PTI. Although not specifically focussed on intoxication it provides tips around spotting passengers who may be vulnerable to an incident (such as intoxicated passengers) and providing suitable assistance.

**Best Bar None**

Best Bar None is a National Award Scheme supported by the Home Office and aimed at promoting responsible management and operation of alcohol licensed premises. It was piloted in Manchester in 2003 and found to improve standards in the night time economy.

It has since been adopted by 75 town and cities across the UK and is now being taken up internationally. Training for bar staff has been encouraged as part of the initiative.

www.bbnuk.com

**Network Rail**

Safety Central is a one-stop shop to promote best practice health and safety within the rail industry. Information is provided on a range of health and safety topics, including advice and guidance, useful contacts, presentations and safety videos.

www.safety.networkrail.co.uk

**Other examples**

See also:
- Jet2 – page 27.
Next steps

- Prepare for training by choosing target staff, completing a training needs analysis, creating training objectives, which include non-technical skills and designing the training content.
- Perhaps study the problems being faced and look for the common themes which training could address. This can also help develop scenarios to be used within the training.
- Ask front line staff to input into the training design.
- Align training objectives with your organisation’s overall vision.
- Plan when and how to deliver the training, to whom, within a budget.
- Gain commitment from management for the initial and refresher training.
- Determine if you plan to assess staff’s competence in managing intoxicated passengers. If you do, identify the competencies to assess, the methods to be used, the standard of performance expected and frequency of the assessments.
- Consider using professional training organisations if in-house skills are limited.
- Make sure staff are aware that the course is available and encourage them to attend (if the course is not mandatory).
- Train managers, trainers and assessors (if applicable) ahead of their staff and gather feedback.
- Implement the training for staff, gather feedback and monitor effectiveness.
- Keep the issue in the forefront of people’s minds in between and after training by running information campaigns as well as supporting the application of learning in the workplace.
- Periodically refresh the training. Be prepared to redesign the training to reflect the current mix of incidents and any legal changes that may be relevant. Consider issues being faced by other industries, and the issues being faced generally in society.

The following types of costs may be incurred:

- Training design costs.
- Internal or external training delivery costs (trainers, venues, materials).
- Staff release costs.
- Information campaigns.

Where to find more help

RSSB 2015 Platform Safety. The facts and your role.  
www.rssb.co.uk/Library/improving-industry-performance/2016-02-booklet-platform-interface-lend-a-helping-hand.pdf

RSSB 2015 Risk based training needs analysis.  
www.rssb.co.uk/improving-industry-performance/human-factors/non-technical-skills

RSSB RS/100 2013 Good practice guide on competence development.  
www.rssb.co.uk/rgs/standards/RS100%20Iss%201.pdf

RSSB 2012 Non-technical Skills programme.  
www.rssb.co.uk/improving-industry-performance/human-factors/non-technical-skills

The Security Industry Authority (SIA) license a range of security activities, including door supervision (www.the-sia.org.uk). The training topics include the law, search and arrest, drugs awareness, and half of the training time dedicated to communication skills and conflict management.
Looking after intoxicated passengers

What is the idea?

To use simple, low-cost measures to reduce the risk of people under the influence of alcohol coming to harm.

Examples include:

• Provide low cost (or free) snacks to people late at night to help absorb some of the alcohol in their system.

• Provide cheap, flat footwear (e.g., flip-flops) for women wearing high heels late at night so they are steadier on their feet and reduce risks of slips, trips, and falls.

• Ensure drinks are served in polycarbonate containers rather than glassware to reduce risks associated with broken glass.

• Encourage station retailers to promote soft drinks rather than alcoholic ones.

• Work with other stakeholders to provide a place of safety where people who are too intoxicated to travel safely can sober up before continuing on their journey.
How could this help?

People under the influence of alcohol can pose a risk to themselves, other passengers and staff. It is often not appropriate to simply prevent such people from using the railway; this can leave them stranded and exports the problem to the area outside the station. Some groups, such as women and young people, are often viewed as more vulnerable, and police, including BTP, and railway staff may be reluctant to turn them away from a means of getting home. It is therefore necessary for railway staff to have options for dealing with intoxicated people safely.

Eating food, especially carbohydrates, while drinking can reduce the rate of alcohol absorption into the bloodstream and so reduce the risk of drunkenness. Inexpensive approaches, such as handing out toast to groups of revellers in a taxi queue (or waiting for a train) on a Saturday night, can help to achieve this, while also potentially generating goodwill and subduing boisterous groups.

Encouraging a person to drink non-alcoholic drinks rather than continuing to consume alcohol can help them to sober up sooner and help them to rehydrate. Removing glassware (including bottles) from the location where alcohol is being consumed reduces the potential for serious injury, either as the result of an accident or aggression.

Finally, providing a safe area for people to sober up before they travel could protect very intoxicated passengers from endangering themselves.

Street Pastors are trained volunteers from local churches, who aim to increase the safety of people out on the streets from the hours of 10pm to 4am on Friday and Saturday nights.
Guidance on application

What to do?
- Serving free snacks in some nightlife venues has been reported to contribute to a reduction in violent incidents.7
- Staff would need to be provided with a small budget if items such as toast, lollipops or flip-flops are going to be handed out for free – it might be possible to get local business or station retailers to sponsor these.
- Venues would need to agree to serve drinks in polycarbonate rather than glassware, as the police have no powers to force them to do this.
- Creating a safe area where passengers could sober up would require co-operation with the local community and police. It does not have to be located at the station, but could be provided within the community. For example, the Norwich SOS Bus Project (see page 40).

Possible barriers
Some people consider that using polycarbonate glasses instead of glassware has an impact on the taste of the drink and the drinking experience, so some venues resist their introduction. In addition glass bottles of beer are still likely to be served, although retailers could be encouraged to pour out the drinks into plastic glasses. The cost and time involved in providing free snacks and items such as flip-flops etc to intoxicated passengers may also be considered prohibitive.

Possible negative consequences
There is a chance that the regular availability of free snacks and items at stations will attract people other than those for whom they’re designed, reducing the impact of the measure.

Practical examples

Street Pastors
Street Pastors are trained volunteers from local churches, who aim to increase the safety of people out on the streets – typically revelers – from the hours of 10pm to 4am on Friday and Saturday nights. During foot patrols, Street Pastors assist those who may be vulnerable through over-drinking in different ways that could include talking and listening, administering first aid. Support has also included giving out flip-flops and lollipops. Each Street Pastor undergoes a 42-hour training course, where skills of active listening and first aid are taught, along with classes to improve Pastors’ awareness surrounding drugs and alcohol issues, local community knowledge and how to work successfully in collaboration with the Police and other agencies.

In December 2015, 10 new Street Pastors were trained to perform their duties at West Reading and Twyford railway stations, where they planned to help vulnerable and needy passengers on station platforms.
Practical examples

The Norwich SOS Bus Project

The Norwich SOS Bus Project was set up to provide a safe haven for anyone in Norwich who needed it. It is funded by the local police, local authority and local businesses, and supported with information stickers and a radio system that links all the clubs, pubs and the police together. To date it has helped over 5,000 people.

Healthcare hubs in Cardiff

Cardiff’s ‘pop-up’ Alcohol Treatment Centres (ATCs) for intoxicated drinkers launched in 2013. In the first year of operating, the Nurse-led Cardiff ATC helped care for more than 1,210 heavily intoxicated people.

ATCs have led to a reduction in the number of drunken people being admitted to the local A&E unit at The University Hospital of Wales. This reduction allowed staff at the A&E department to focus their attention on those patients who required more urgent help.

This approach has been shared with other cities, who hope to follow Cardiff’s lead on this initiative.

www.cardiffandvaleapb.org/project/act-alcohol-treatment-centre

Next steps

• Plan what you are going to do, and make sure all staff are aware of the measures you are planning to use, how and when you are going to implement them and who needs to be involved. For example if you are going to hand out lollipops, you will need to find a supplier (who may be willing to sponsor the exercise), obtain enough lollipops to provide for all the passengers you think will be on the station or train when you plan to hand them out, identify which staff members will be responsible for handing out the lollipops and at what time they will do this (eg before the last train on a Saturday night).

• Implement the measure and monitor its impact. Get feedback from staff on their impressions of how effective it was and the response of passengers.

• Decide whether you will continue to use this measure, if it needs revising or another measure should be used.

For measures which require the co-operation of local licensed premises or a wider range of stakeholders, such as providing a safe place for people to sober up, you will need to develop the idea in conjunction with others. Page 56 provides guidance on working with partners.

Where to find more help

BTP www.btp.police.uk

The Norwich SOS Bus Project set up to provide a safe haven for anyone in Norwich who needed it www.open247.org.uk/sos-bus.aspx

Exeter Street Pastors www.streetpastors.org/locations/exeter
Preventing consumption of alcohol on board services

What is the idea?
To reduce problems caused by intoxicated people on trains by limiting the consumption of alcohol on board, through bans on carrying and/or consuming alcohol.

Restrictions could include:

- Imposing limits on the amount of alcohol people are allowed to carry (including total bans).
- Banning the consumption of alcohol on specific services or on all services.
- Banning the sale of alcohol at certain times or on certain services, which is addressed under Measure 9: Restricting the sale of alcohol.

It may be sensible to target this measure to particular services that are known to be high risk, rather than imposing a blanket ban which would inconvenience sensible drinkers and potentially impact on revenues generated on board trains that currently sell alcohol.
How could this help?

Passengers may seek to drink heavily on the journey to events such as football matches, race meetings, music festivals and stag or hen nights. This increases the risk of people behaving inappropriately or becoming aggressive during the journey. Banning consumption of people’s own alcohol would help prevent this, providing the ban was enforced.

Passengers who are already drunk when they board, but who are not yet at a point where they are behaving in an irrational or aggressive way, may continue to drink while on the train and become much more difficult to manage. Banning consumption on board would reduce this risk.

Guidance on application

What to do?

- The Conditions of Carriage form a contract between the service provider and the traveller. By purchasing a ticket the traveller agrees to be bound by these, so they provide a relatively straightforward way to impose conditions on travellers.
- Train operators would need to explore the role of the Conditions of Carriage, and potentially cooperate to agree to changing them, to ban the carrying of open containers of alcohol and the drinking of alcohol on board all trains.
- Train operators can create their own Code of Conduct for passengers which sets out the behaviours they consider would be unacceptable on their network and trains and would not be tolerated. This could be used to ban the carriage and consumption of alcohol on services operated by individual operators.
- Enforcement of the conditions of carriage or a code of conduct would depend on railway staff, who would need appropriate training and support (see Measure 6: Training staff in how to deal with intoxicated people and use available powers).
- Existing railway bylaws, specifically bylaw 4, can be enforced by BTP and used to prevent passengers from carrying alcohol onto specific services or for running ‘dry trains’.
- When introducing such measures it is vital to support them with a publicity campaign to ensure that passengers are fully aware of the rules well in advance of introducing them, for example Transport for London used posters and media campaigns.
- It is also important to work with TOCs and other partners to ensure passengers on connecting services are aware of the restrictions before they board, to reduce risk of conflict if passengers have alcohol confiscated.
- Stations could have ‘sin bins’ at the ticket barriers or on stations for passengers to discard open containers of alcohol (see measure 4: Controlling access to the network and reassuring other passengers).
Possible barriers

It may be difficult to get agreement on changing the Conditions of Carriage as these generally have to apply to all TOCs. It may also be confusing for passengers if individual TOCs introduce their own rules.

Staff (unlike BTP) have no legal right to search passengers and are only able to remove alcohol if it is in plain sight. BTP has limited powers to assist staff, as breaking the Conditions of Carriage or Code of Conduct in itself will not constitute a criminal offence, so they would usually only be able to get involved if the passenger were to become abusive or otherwise break the law or bylaws. This may mean that staff may be reluctant to confront passengers who are breaking the Conditions of Carriage or Code of Conduct, particularly if they are already intoxicated, so enforcement may be difficult.

Possible negative consequences

Banning the carrying of all alcohol could potentially put off people who have been doing their normal shopping, including a bottle of wine for example, from using the train to get home. For this reason, for example, Transport for London imposed a ban on open containers of alcohol – this effectively prevents people from drinking alcohol on board.

Also passengers may not perceive railway staff as having the power to remove passengers or refuse travel, therefore staff may be putting themselves at a higher risk of being abused if they attempt to apply such sanctions, while there could be complaints about inconsistency if some staff are unwilling or unable to apply the company policy.

Passengers may also try to avoid any alcohol control measures. For example, by avoiding the ticket barriers or stations at times when they are known to be confiscating alcohol. This could make the measure less effective or displace problems. In addition banning consumption of people’s own alcohol while continuing to sell alcohol at stations or on board trains would appear hypocritical and make it more difficult for railway staff to apply the company policy.

Finally, this measure may potentially lead to the loss of revenue for train operators in terms of alcohol sales on board trains and at stations and reduce farebox revenue from people who resent the tighter regulations.

Banning consumption of people’s own alcohol would help prevent the risk of people behaving inappropriately or becoming aggressive during the journey.
Practical examples

Transport for London
In London, Transport for London (TfL) has a policy in place that bans passengers from drinking alcohol or carrying open containers of alcohol on public transport – this includes buses, trams, tubes and Docklands Light Railway (DLR).

Royal Canadian Navy
In 2014, The Royal Canadian Navy made amendments to policy on alcohol consumption onboard ships, after alcohol-related incidents resulted in HMCS Whitehorse being ordered to return to port in Canada. Previously, sailors were permitted to drink onboard ships during their off-duty periods, which was in contrast to the regulations of other Naval forces which operate ‘dry’ ships at all times (e.g. US, The Royal Navy).

Following the incidents, policy has been amended and Canadian sailors are now only permitted to consume alcohol onboard at the Captain’s discretion on special occasions. In addition, it is hoped that changes to the ways in which sailors can access alcohol will change drinking behaviour. The removal of onboard beer vending machines ensures alcohol can only be purchased from a server, and the price of drinks has been increased in a bid to further reduce consumption.

www.bbc.co.uk/news/world-us-canada-30459094

Other examples
See also:
• Tower Hamlets – page 9.
• Nexus – page 9.
• Merseyrail – page 18.
• Dry trains – page 45.

TfL has a policy in place that bans passengers from drinking alcohol or carrying open containers of alcohol on public transport.
Next steps

To support a decision to impose and enforce restrictions, the following steps can be taken:

- Consult staff representatives, BTP and other relevant parties as required.
- Determine policy level agreement within the TOC and between parties consulted.
- Draw up of an agreed Code of Conduct, liaising with relevant organisations, for example passenger groups and trade unions.
- Publicise the Code of Conduct widely (through posters and media campaign) before enforcing it rigorously and consistently.
- Ensure staff are trained in applying the Code of Conduct (see Measure 6: Training staff in how to deal with intoxicated people and use available powers).

Where to find more help

National Conditions of Carriage 2015
www.nationalrail.co.uk/static/documents/content/NRCOC.pdf

Drinkaware – Drinking Alcohol in public places
Restricting the sale of alcohol

What is the idea?

Restricting the sale of alcohol at specific times, or completely, on trains or at stations.

This could involve:

- Stopping all licensed premises on stations from selling alcohol.
- Restricting licenses for premises on stations so alcohol cannot be sold before or after particular times of day, eg no alcohol to be sold before 11am or after 9pm.
- Stopping all sales of alcohol on board trains.
- Restricting the sale of alcohol on board trains to be between certain hours (eg as above).
- Stopping sales of alcohol on board trains if people insist on being served alcohol when already drunk or behave aggressively/antisocially.
How could this help?

Where alcohol is made less available there are fewer opportunities for people to drink excessively. It also sends a message that the industry takes alcohol-related problems seriously. Banning the sale of alcohol when banning rail users from consuming alcohol purchased elsewhere would avoid charges of hypocrisy and of it being seen simply as a way to increase bar sales. People who have already been drinking will be unable to continue and will start to sober up, they will therefore be less likely to engage in risky, aggressive or anti-social behaviour. This can help to reduce potential conflicts where staff might have to refuse to serve people who are already drunk.

Guidance on application

What to do?

• TOCs have control over when and whether they serve alcohol on board their own services, but may need to work with other TOCs and/or Network Rail to provide a consistent approach within an area or along a route.

• Retailers on station premises need to co-operate with the measure. If alcohol is not being sold on trains but passengers can still purchase it at stations, the measure will be ineffective and will send a mixed message about the acceptability of drinking on railway property.

• Station landlords could use their contracts with retailers to impose conditions on the hours during which alcohol is made available, or whether it is sold at all. Similarly, licensing authorities can impose constraints upon when alcohol can be sold.

• Passengers will accept such restrictions but it can create the potential for conflict if the buffet is clearly stocked with alcohol; ideally the drinks should be removed from view.

Possible barriers

People will still be able to purchase alcohol in nearby off-licenses or pubs, so this approach may have little impact on the availability of alcohol on stations and trains, unless combined with restricting consumption of alcohol on trains (see Measure 8: Preventing consumption of alcohol on board services). There is also the potential for loss of revenue to retailers and train operators (either from alcohol sales directly or people choosing other modes of travel), which may deter them from agreeing to such a measure.

Possible negative consequences

Passengers could ‘stock up’ with alcohol before joining the train and end up consuming more alcohol than if they purchased it on the train. Alternatively they may become frustrated if they are unable to buy alcohol that is clearly on display, for example if the ban on selling alcohol is introduced after a certain time of day, providing a potential flashpoint for aggression.
Practical examples

Dry trains
A range of operators, for example Virgin, Merseyrail, Scotrail and Grand Central run “dry trains” at specific times, meaning during these times customers will not be permitted to bring alcohol on board these trains, and it will not be available at the buffet. This combines measures 8 and 9.

Other examples
See also:
- Merseyrail – page 18.
- Royal Canadian Navy – page 41.

Next steps
Use data analysis to identify times and days that are most affected by excess consumption of alcohol. Look for evidence that people who are already intoxicated are drinking more on trains or station premises and then causing trouble. If such evidence exists it could be used to justify restrictions on sales of alcohol in the evenings, on specific services or more widely.
Consult with all parties likely to be involved in taking action, for example station retailers and other TOCs using the same facilities, to agree on the measures to take.
Publicise the change to ensure that passengers are informed in advance where any change is going to take place and train staff to ensure they understand the new policy and their role in implementing it, and have the skills to deal with any potential conflicts with passengers that may arise as a result.

Where to find more help
RSSB Good Practice Guide on managing large events and perturbations at stations: www.rssb.co.uk/research-development-and-innovation/research-and-development/research-reports-catalogue/pb009423
Alcohol licensing guidance.
www.gov.uk/guidance/alcohol-licensing
The Sporting Events (Control of Alcohol) Act 1985.
www.legislation.gov.uk/ukpga/1985/57/section/7
Promoting responsible drinking

What is the idea?
To discourage people who plan to use the rail network from becoming heavily intoxicated, and to promote a sensible drinking culture.
How could this help?

Awareness campaigns and codes of conduct can help passengers appreciate the effect that alcohol may have on their behaviour, how it is perceived by other people and set a standard of what is considered to be acceptable conduct.

Working with relevant partners, including retailers, publicans and station landlords, can lead to a consistent approach to marketing messages and promotions to support related awareness campaigns.

Examples of how this could be done include:

- Campaigns to raise awareness of alcohol consumption limits and the consequences of getting drunk.
- Codes of conduct for responsible behaviour on the railway.
- Working with relevant partners to manage alcohol promotion consistently, including discouraging initiatives such as happy hours, two-for-one offers and ‘pitcher of beer’ offers for alcoholic drinks in bars and retail outlets on stations.
- Considering the suitability of messages on station premises that promote alcoholic drinks, so they do not conflict with other messages that relate to responsible drinking.
- Using advertising space to promote soft drinks and sensible drinking, perhaps using posters from national campaigns.
- Encouraging bars and retail outlets on station premises to have sales promotions of soft drinks.

Working with relevant partners can lead to a consistent approach to marketing messages.
Guidance on application

What to do?
Decide on the aims of the measures: are they to raise awareness generally or target specific problems? For the former, consider using resources developed as part of national campaigns. For the latter, use the available data to identify the problem locations and services, the profile of problem drinkers and the behaviours you wish to influence, and target the measure towards these.

When looking to implement measures to promote responsible drinking, it is helpful to involve a range of people within the train operator and other relevant organisations. Within a train operator some of the key people to involve could include:
- Senior policy makers
- Marketing department, for publicity campaigns, and to ensure message is consistent across the TOC offering, including on-board retail services
- Legal department for wording of the Code of Conduct.
- Management and front line staff.
- Commercial departments responsible for contracts with retailers and advertisers on station premises.

Other organisations could include:
- Senior policy makers within the station landlord organisation/s if these are different from the TOC.
- Retailers at station premises.
- Advertisers on station premises.
- Local trading standards and police officers, for example if there is a particular problem associated with under-age drinking.
- BTP and other operators.

Possible barriers
Individuals select the information that they take in and act on, and so communication strategies must go beyond providing information about the alcohol content in units of drink. It is likely to be more effective to target specific groups and use publicity to seek to change their behaviour.

Also retailers and pubs could be unwilling to cooperate by restricting their advertising if they believe the commercial risks to their businesses outweigh the potential cooperative benefits in personal safety and security.

Possible negative consequences
None identified.

Decide on the aims of the measures: are they to raise awareness generally or target specific problems?
Practical examples

Network Rail

Network Rail released a safety video in 2013 showing CCTV footage of intoxicated passengers suffering slips and falls. This was played at all Network Rail managed stations and released on YouTube as part of a passenger safety campaign. The videos showed clips of drunken passengers falling down escalators, and onto tracks resulting from loss of coordination after alcohol consumption. The campaign hoped to raise passenger awareness of the potential dangers faced at railway stations, and to reduce the number of alcohol-related passenger accidents.

www.youtube.com/watch?v=xZIMsJtl8Ag

Norfolk Christmas THINK! campaign

Over Christmas and New Year, THINK! Norfolk launched a campaign to encourage party-goers to utilise public transport when returning home from parties, instead of drink-driving. In particular, the campaign hoped to raise awareness about the likelihood of drivers being over the legal limit the following morning, and promoted the use of public transport the morning after, to would-be drivers. Colourful posters displayed in public places and local magazines, which made use of catchy slogans like “Get on the bus, Gus!”,”Take the train, Jane!”, “Get a taxi, Patsy!” and “Use your feet, Pete!”. Local radio advertising strengthened the marketing campaign, where potential over-the-limit drivers were targeted through early morning broadcasts. To support the campaign and make it easier for passengers to access the different transport options available to them, a mobile-friendly website was developed which gave information about timetables and routes for busses and trains, in addition to taxi information. The THINK! initiative ran alongside a Norfolk Police enforcement campaign, which planned to breath-test every driver stopped in December.

Lend a Helping Hand

The Lend a Helping Hand (LHH) campaign was developed by Network Rail and the Rail Safety Standards Board (RSSB) to raise passenger understanding and awareness of risks faced at the platform train interface. This included material relating to intoxication. A Christmas campaign was launched to help cut down on the number of slips, trips and falls in stations. The campaign reminded people to take care in stations over the festive period, particularly when stepping on and off trains, and to lend a helping hand to other passengers. The campaign used figures to illustrate potential risk, for example, the average number of slips, trips and falls in stations is 20 per cent higher in December than in any other month and over 550 incidents were recorded in stations in December 2014 – the highest number in 10 years.

The LHH materials can be obtained from:

www.rssb.co.uk/opsweb

Other examples

See also:
- Best Bar None – page 32.
Next steps

- Understand the behaviours and risks you wish to influence, you can use incident and accident data.
- Identify what approach you would like to take and why – what is the station and train environment you are trying to create for passengers, what methods of communication do you plan to use?
- Draw up a list of organisations you would need to involve in getting the measure to work, i.e. which retailers, which advertisers, which other railway organisations.
- Develop a clear statement of your aims for the measure, what you hope to achieve and how this will provide a benefit to other stakeholders such as the retailers.
- Draw up a specification identifying the key messages and target audience.
- To manage potentially conflicting messages, talk to the commercial people responsible for the contracts with retailers and advertisers and find out what the options are – can contracts be changed or do you need to develop a voluntary approach? What are the cost implications of changing contracts, if any?
- Decide on a date from which the measure will be implemented. Make sure this is communicated to all involved and everyone knows what will be expected of them from that date onwards.
- Monitor both how well the measure is being adhered to and also whether there is any effect on alcohol-related problems in areas where the measure has been introduced. The campaign can be enhanced and revised based on this monitoring.

The costs can include:
- Designing, producing, displaying and publicising the materials.
- Developing and launching the campaign.
- Providing staff training to support a campaign.
- Mechanisms for monitoring the success of the campaign.

Where to find more help


Responsible drinking EU: [www.responsibledrinking.eu](http://www.responsibledrinking.eu)

THINK! Campaign: [http://think.direct.gov.uk](http://think.direct.gov.uk)

Canadian website with previous public campaigns to change people’s behaviour: [www.toolsofchange.com](http://www.toolsofchange.com)
Planning your approach

Before embarking on a course of action, it is useful to understand the scale of the problem within the location of interest.

Next steps with regard to implementing the measures to deal with alcohol related incidents can then be applied in a targeted and effective way. When implementing measures it is helpful to apply the principles set out in Taking Safe Decisions\(^8\) and RS800 Change Management Good Practice Guide\(^9\). The flow chart below provides a high level overview of the process and these topics will be described in more detail on the following pages.

**Understand risk areas:**
Decision-makers need to be clear about their aims when deciding which measures to implement. This section describes how decision-makers can use data to understand the nature of the problem and appropriate responses.

**Planning:**
The next stage is to develop an implementation plan. This section sets out the steps needed to develop a detailed implementation plan.

**Working with partners:**
Measures are best implemented through cooperation. This section describes how to identify partners and agencies, and win their support for implementing measures to address the problems.

**Monitoring and evaluation:**
This section provides suggestions on how to monitor and evaluate the success of implementing the measures.

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9 RS800 (2015) Managing drivers on routes undergoing significant change. Good Practice Guide
Understanding your areas of risk

It is helpful to understand the nature of the problem, the areas of risk and hence the potential benefits from implementing measures (the latter being used to help build the business case).

The analysis also helps to create a ‘baseline’ against which to monitor the problem and ultimately evaluate the measures you have implemented.

Sources of data

The railway industry has made considerable progress in developing systems to capture and analyse data on crimes and safety incidents, and these are valuable sources of intelligence when analysing alcohol-related problems on the railways.

SMIS is the industry’s national safety recording system. It is used by all duty holders to record all safety related accidents and incidents that occur on Network Rail managed infrastructure. This assists the industry in analysing risk, predicting trends and focussing on major areas of safety concern.

BTP also records relevant data relating to crime on the railway. For example, http://crimemaps.btp.police.uk can be accessed to understand where crime is occurring on the rail network at a local level across England, Scotland and Wales, while the BTP website contains further information and links.

An alternative or supplementary approach to analysing the scale of the problem is to survey passengers and staff about their experiences of alcohol-related problems. For example, the National Passenger Survey (NPS) commissioned by Transport Focus (www.transportfocus.org.uk) has questions relating to people’s concerns about personal security in the station and on the train. Although those questions are not specific to alcohol related issues, the findings from them point to a number of general improvements that could be made to help passengers feel safer whilst using rail services.

The Transport Focus website also has links to research on the topic of anti-social behaviour on the railways which includes the influence of alcohol or drugs.

Finally, if you plan to conduct your own survey of passenger’s experiences/perceptions it is crucial to ensure that the sample size will be sufficient to ensure reliable results and also to ensure that the survey methodology does not allow for skewed responses by making sure that the questionnaires are distributed to a representative proportion of rail users.
Limitations of the data
The data may have limitations as there is potential that a high proportion of incidents are either not reported to staff or not recorded even if they are reported. This may be because:
• The people concerned consider the incident to be minor.
• Reporting the incident would delay their journey.
• In some instances there is no-one to report the incident to at the time.
• People may be too embarrassed to report an incident, for example if they injured themselves while under the influence of alcohol.
• Incidents may seem trivial or no offence has occurred and hence they are not recorded.

It is vital that staff understand the importance of recording all incidents they observe or are reported to them, and that this is done in a consistent way. This ensures that resources can be targeted effectively and the benefits from initiatives will be more fully recognised.

Identifying patterns and trends
Data should be analysed to uncover patterns and trends relevant to your locations and operations. This can then help you to identify your areas of risk and determine where you can make the biggest impact.

Example ways to analyse data include:
• Creating a breakdown of where incidents occur, ie geographical area, outside station, inside station, third party/tenant, and third party/licensed, on train or other.
• Determining the number of incidents occurring in each hour of the day or day of the week so that resources can be targeted appropriately.
• Identifying the number of recorded incidents per million passenger journeys which should help with making a business case for investment in tackling the problem.

The original good practice guide for managing alcohol risks to personal security on the railway and the associated research report (RSSB project T704)\(^\text{10}\) shows examples of this type of analysis.

Consider options
The analysis can help you to determine the nature of the problems and potential benefits from addressing them. From this you can use this good practice guide to identify potential solutions and start to create proposals for investment and improvement.

\(^{10}\) RSSB T704 Managing alcohol risks to personal security on the railway.
Planning

It is important to develop a detailed implementation plan. This will depend on the nature and extent of the proposed change, but is likely to include many of the following steps:

1. Ensure that senior colleagues agree on the nature of the problems identified and the aims of any proposed measures to address them. Use your analysis of risk (see page 52) to create clear and concise arguments.

2. Estimate the costs, benefits and disbenefits to test the viability of the proposal, and consider whether alternative approaches would be more cost effective.

3. Consult relevant stakeholders on the suitability of different approaches and the level of support you can expect from them (successful implementation often relies on other organisations so this can be a critical stage).

4. Consider how your own staff will be involved and whether additional staff or training will be needed.

5. Develop a business case for the preferred approach(es) using available data and making explicit the level of support/involvement needed by other organisations (see page 55).

6. Conduct a high-level risk assessment on the plans and gain the necessary internal approvals.

7. Get all the organisations involved to help develop and sign up to a joint Implementation Plan.

8. Think about how you will monitor and evaluate the effectiveness of the initiative, and plan to collect the data you will need for this before and after implementation.

9. Communicate what will happen to all those affected. In particular think about how to get the message across to passengers, and make sure you allow sufficient time for people to be prepared for the changes you will make.

10. Periodically review the impact of the initiative and consider whether any changes need to be made.

When developing an implementation plan it is helpful to apply the principles set out in Taking Safe Decisions\(^1\) and RS800 Change Management Good Practice Guide\(^2\).

\(^{11}\) RSSB (2015) Taking Safe Decisions v2
\(^{12}\) RS800 (2015) Managing drivers on routes undergoing significant change. Good Practice Guide
Building a business case
Each organisation will have its own rules on how to develop a business case for investment. However, when developing a business case to reduce alcohol related problems on the railways, the following aspects can be considered:

**Costs**
- Staff costs including time spent attending training courses, management time etc.
- External costs such as procuring materials and resources, etc.
- Cost of recruiting additional staff less any recoverable costs (eg from licensed premises).

**Benefits and disbenefits**
- Reduced staff absence and associated costs due to reduced numbers of staff assaults.
- Reduced damage to trains and stations.
- Reduced cost of removing litter, vomit, etc. from stations.
- The net effect on farebox revenues (ie increased patronage from people who were deterred by using rail services minus lost revenue from people who choose to make fewer journeys).
- The net effect on retail revenues (eg impact on bar sales).
- The value of any reduction in train delays under the franchise agreement and/or track access agreement.

One of the key questions is the extent to which people are deterred from using rail services because of concerns about their personal security and safety (not just alcohol related problems although this is a key concern for rail passengers).

Research suggests that patronage could increase if passenger concerns about their personal security and safety could be addressed. However, since much of this additional patronage is likely to be in the leisure market (and hence not at peak times) the increase in farebox revenue is likely to be less than the increase in passenger journeys.

Furthermore, the increased revenue could be offset by people who are deterred from making rail journeys by the more stringent policing of alcohol-related problems. Such figures give a guide to managers when assessing the costs and net benefits from implementing measures, but it is important that they are tempered by experience and local knowledge.

One of the key questions is the extent to which people are deterred from using rail services because of concerns about their personal security and safety.
## Working with partners

As well as involving your own staff and consulting, where appropriate, other duty holders, many of the measures available to the railway industry to tackle alcohol-related problems will require the support of other agencies. This could include:

<table>
<thead>
<tr>
<th>Network Rail</th>
<th>Medical teams (eg St John’s Ambulance)</th>
<th>Station retailers who may be affected by any ban and would need to warn consumers that alcohol cannot be carried or consumed on certain services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local authorities</td>
<td>For football matches: football clubs and football associations, and their equivalents for other events</td>
<td>Organisers of events if specific dry train services are planned, in order to co-ordinate with them and make sure consistent messages are provided to the public</td>
</tr>
<tr>
<td>BTP and local police</td>
<td>Licensed premises on the station (if any)</td>
<td>Local Crime and Disorder Reduction Partnerships</td>
</tr>
</tbody>
</table>

Even where the implementation of a measure does not require other organisations to be involved, the change may have knock-on effects (eg by displacing problems) which will affect others. Identifying and dealing with such problems is in everyone’s interest and should encourage other agencies to reciprocate by informing the rail industry of things that could affect it in return.

The partner organisations involved will, of course, depend on the location and nature of the problem, and the measures being implemented. In the following pages the sorts of organisations that can be involved when implementing measures are identified.
**Industry partners**

The most obvious group of partners are those within the rail industry itself. These include Network Rail, other train operators, suppliers, contractors and the BTP. Industry funders and regulators such as Office of Rail and Road (ORR), Department for Transport (DfT) and passenger transport executives (PTEs) may also need to be involved, as could passenger and staff representatives such as the rail unions and Transport Focus.

**External partners**

Looking beyond the rail industry, there are a wide range of organisations that may need to be consulted or involved when implementing measures. These include:

- **Crime and Disorder Reduction Partnerships (CDRPs) or Community Safety Partnerships** – These bring together police, local authorities and other organisations (including businesses) to develop and implement strategies for tackling crime and disorder on a local level.

- **Local authorities** – These have a number of roles, including providing trading standards and environmental health officers for regulating premises and acting as the licensing authority for licensed premises in the area.

- **Local police** – As well as the BTP, with whom transport operators have close links, local police forces have a role to play in policing the wider environment within which the railway operates.

- **Other local community bodies (eg Town Centre Management)** – The Association of Town Centre Management (ATCM) works with all those interested in helping town and city centres realise their natural roles both as prosperous locations for business and investment, and as focal points for vibrant communities.

- **Other transport operators (eg Taxis and private hire vehicles and Bus operators)** – These interface with the rail industry in a number of ways and can play a part in dispersing people who have been drinking alcohol from the town or city centre late at night.

- **Local businesses (eg Trade associations and Event organisers)** – Trade associations can provide a useful way of getting in contact with a number of local businesses of a particular type in your area. If you are aware of an event that could affect your operations, you will need to get in touch with the organisers if they have not already consulted with you.
Monitoring and evaluation

Monitoring can be at a number of levels:

- Are the necessary resources being deployed?
- Are the planned activities taking place?
- Are milestones being achieved?
- What is the impact on any key performance indicators (KPIs)?

In each case it is important to decide at the outset how implementation of the measure and its effectiveness will be monitored. If the Implementation Plan contains SMART objectives these will provide a natural framework against which progress can be measured.

Similarly, if a business case has been developed it is important to monitor the costs and benefits to ensure that they are in line with expectations.

Monitoring performs an important management function but at some stage it is also important to decide whether the measures achieved the aims and whether they delivered value for money by performing a formal evaluation. This could take the form of:

- A process evaluation in which lessons are learnt about how to implement such measures and the costs of doing so; or
- A cost-effectiveness evaluation in which the benefits are netted off against any disbenefits and compared with the costs to determine whether the measure delivered value for money.

The Taking Safe Decisions document provides further guidance for evaluation.

It is important to decide at the outset how implementation of the measure and its effectiveness will be monitored.

Further information

DfT Secure Stations Scheme accreditation for rail operators. www.gov.uk/guidance/secure-stations-scheme-accreditation-for-rail-operators


RSSB 2015 Managing drivers on routes undergoing significant change. www.rssb.co.uk/rgs/standards/RS800%20I%20s%201.pdf


RSSB 2010 The contribution of alcohol to personal safety and security risk on the railways. www.rssb.co.uk/research-development-and-innovation/research-and-development/research-project-catalogue/t704
The enquiry desk offers advice on technical issues and guidance on the range of RSSB products and services.

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