



UIC SECURITY PLATFORM
Human factors
Organization of security during major events
Guidance

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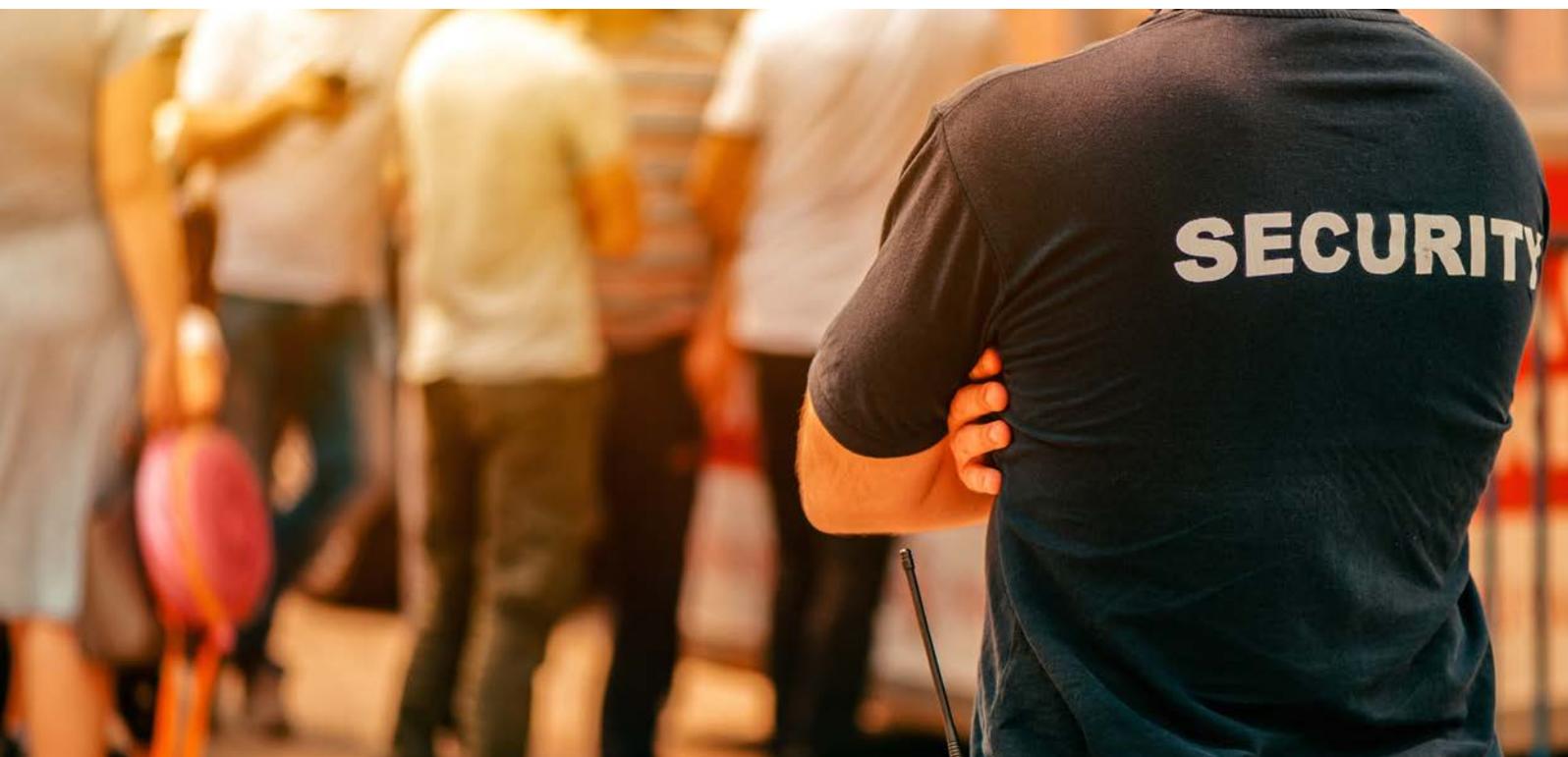
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Definitions and acronyms

Definitions	Description
MAJOR EVENT	<p>A Major Event¹ can be defined as a foreseeable event that should have at least one of the following characteristics:</p> <ul style="list-style-type: none"> ○ Historical and/or political significance and/or high levels of popularity ○ Large media coverage and/or international media attendance ○ Participation of citizens from different countries and/or other possible target group ○ Participation of VIPs and/or dignitaries ○ High numbers of persons <p>and poses the potential of threats and therefore may require international cooperation and assistance.</p>
SECURITY INCIDENT	Deliberate act intended to cause harm and injure, damage equipment and infrastructure, disrupt operations and compromise safety.
SECURITY MANAGEMENT	The ways in which security are managed by a given company, involving both technical and organizational measures, including comprehensive communications, monitoring and reporting. It involves ensuring that crucial areas function properly.
SECURITY RISK ASSESSMENT	Analysis of potential vulnerabilities and threats facing a rail operator/infrastructure manager.

Acronyms	Description
COLPOFER	Collaboration of Railway Police and Security Services
CBRNe	Chemical, Biological, Radiological, Nuclear, and explosives
DFMD	Door Frame Metal Detectors
EU	European Union
EU-SEC	“Coordinating National Research Programmes on Security during Major Events in Europe” (EU-SEC, 2004-2008), funded by the European Commission - DG Research and Technological Development, within the framework of the ERA-NET Programme, supported EU efforts concerning security during major events
G7	The Group of Seven
G20	The Group of Twenty
MMPT	Multi-Modal Public Transport
NGO	Non-profit organizations
RAILPOL	European Association of Railway Police Forces
RZD	Russian Railways
UEFA	Union of European Football Associations
UIC	International Union of Railways
UITP	International Association of Public Transport
VIP	Very Important Person

¹ Definition gave by EU-SEC Project - an initiative that UNICRI launched in 2004 in partnership with EUROPOL and ten Member States of the European Union: Austria, Finland, France, Germany, Ireland, Italy, Portugal, Spain, the Netherlands and the United Kingdom. Funded by the European Commission, the EU-SEC Project aimed to co-ordinate national research programs on the security of major EU events in Europe.

Introduction

1. Scope of the document

Railway transport poses unique challenges. The inherently open nature of the system and its status as critical infrastructure compel railway stakeholders (e.g. operators, infrastructure managers, station managers) to explore diverse options to increase security. One of the challenges faced by railway companies is how to organize security during major events.

The following guideline is prepared in the framework of the UIC Human Factor Working Group chaired by RZD, in cooperation with RAILPOL and COLPOFER. It aims to provide recommendations and best practices

for railways when planning and managing security for events which attract a significant number of people.

The recommendations given in this document are customized to the needs of the rail sector. They should be discussed within and adjusted to the specific needs of each individual railway company. They can also be used as a reference for further ideas or practices.

The document is intended for guidance only and its contents shall not be seen as requirements.

2. Characteristics and aspects of major events

Types of major events

- Sporting (e.g. professional leagues, recreational, recurrent or one-off tournaments, Olympic games);
- Entertainment and culture (e.g. festivals, commemorations, concerts, shows);
- Fundraising and commercial (e.g. charity events, exhibitions and fairs with different firms and their goods and services);
- Demonstrations, political events (e.g. G20, G7).

Main characteristics

- Attracts significant numbers of both domestic and international attendees;
- Attracts media attention, as well as criminal elements and terrorist organizations;
- Represents a unique event with its own specific safety/security risk;
- Requires extra measures to be taken by railway companies;
- Requires special security arrangements.

Status of major events from the point of view of the level

- International;
- National;
- Regional;
- Local.

Chapter 1. Ensuring rail security during major events

1. Conceptual framework

- There are different aspects to be taken into account during major events: involvement of various interested parts (e.g. railway stakeholders, authorities, organizers of the event, railway sector law enforcement agencies) is a key challenge in the whole security operation;
- As major event management is temporary it may require new organizational arrangements;
- Higher terrorist threats may be linked to the symbolism of the event or location;
- Higher opportunities for: mundane crimes (e.g. pickpockets, vandalism); common incivilities (e.g. fighting, drunkenness, disorderly conduct), administrative crimes;
- Higher impact: higher consequence of a human, financial and reputational threat due to the high population density and extra media attention.

2. Impact of major events on railway transport

- Increased number of passengers;
- Extra trains (if necessary);
- Adaptation of train services' operational plans and communication plan preparation;
- Railway infrastructure preparation (to ensure better flow);
- Enhance protection measures (organizational and technical) at stations due to the increase of passenger flows.



Chapter 2. Major events security management policy

1. Internal pre-planning phase

This phase could range from about 6 up to 24 months before the date of the event for most cases, depending on when the first information regarding the event becomes available (time frame could be shortened to days in case of protests/demonstrations).

Gathering information on the event

- Type of the event;
- Duration;
- Location;
- Number of attendees (in general) and railway transport routes;
- Profile of the attendees (behaviour);
- Transport service parameters to be preserved while the event occurs;
- Expected weather conditions (during the event);
- Crowd arrival pattern (timing) as per the historical data;
- Estimate of passengers with reduced mobility;
- Others.

Identification of stakeholders

People involved on the overall security management of the event:



At the company level

- Company staff
- Subcontractors - private security agencies, private cleaning services, translation services
- Others



At international level

- Organizers (organizational committees and international organizations)
- Neighbouring railways, cross border security organizations, so that they can act quickly and effectively in the case of any inconveniences or crisis
- International organizations like UIC, COLPOFER, RAILPOL, UEFA, etc.
- Others



At national level

- Responsible authorities
- Security services
- Police services / law enforcement agencies
- Health and emergency services
- Railway stakeholders (train operators, infrastructure managers)
- NGOs
- Others

Conducting security risk assessments

Examples of key elements (depending on company procedures):

- Risks, threats and vulnerabilities identification with the authorities including lessons learnt from past events;
- Reviewing available information - evacuation plans; fire inspection reports; rules; regulations; emergency plans; etc.
- Determining the likelihood of the occurrence of the risk;
- Determining the impact: gauge potential damages;
- Mitigating the identified risks.

2. Planning phase - Ensuring security and safety in stations and trains

Cooperation with authorities, national security service, police and event organizers

- Organize information sharing and cooperation on all levels with authorities, the organizational command unit (if present), emergency services, security services, law enforcement agencies and MMPT (multi-modal public transport), making sure to communicate clear instructions to avoid misinformation;
- Share real time information about the number of event attendees traveling by train (their behaviour and planned routes);
- Organize extra train services if needed and adapt operational schedules of existing train services;
- Coordinate logistics and train routes alongside other transport means with reference to the major event (road, aviation, maritime, urban transport). Arrangement of shifting destination/arrival Stations in an event of overcrowding on railway platform at the destination point;
- Consider and analyse with all the interested parties an individual plan of transport flow organization in accordance with the major event;
- Plan how to work with authorities and other interested parties in the event of an emergency, in order to prepare and test behavioural algorithms with reference to various abnormal situations and establish coordination mechanisms with emergency, law enforcement and security services;
- Define a response action plan including a clear cut chain of command and predesignated roles for each member of the Response Team;
- Provide the means for situational awareness (e.g. maps);
- Create an Operational Command centre (anti-crisis centre) for planning and managing enhanced security measures, coordinating the activity of all involved in the organizational process, monitoring the security situation, allowing for a prompt response to a threat, and having a space to take the decisions to enhance security measures;
- Define key infrastructure objects to provide security for and create a list of corresponding security measures during the major event;
- Consider (if necessary) imposing temporary restrictions on dangerous items (including all types of weapons and ammunition) on certain territories;
- Establish alternative routes for freight traffic of dangerous goods and consider excluding railway stations within the cities hosting major events;

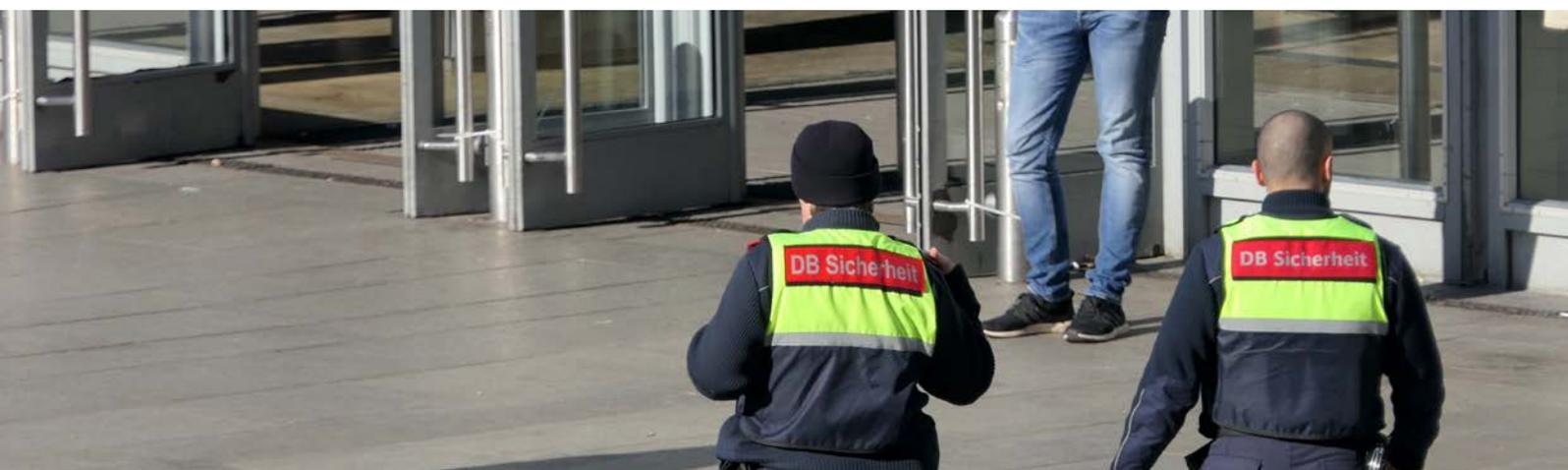
- Establish strong links with stakeholders before the event and conduct collaborative training and exercise;
- On strategic points, stock spare material and have back-up technical personal to repair or to tow away a broken train (spare locomotive);
- Prepare logistics for the provision of medical assistance, food and water, etc.;
- Others.

Planning extra trains/extra services

- Advance information sharing among the attendees and all those affected by the process of train timetable change, restrictions, etc.;
- Manage the speed limit of trains in the stations;
- Consider providing Buses, bicycles;
- Introduce dedicated waiting areas, assembly points, tents, etc., in order to separate participants of the major event from other passengers;
- Introduce dedicated points for refreshments (mainly for water) and deploy additional WCs;
- Increase volume of the station speakers and frequency of announcements;
- Medical aid - tie-ups with hospitals, blood banks in vicinity; volunteers for first aid, stretchers, ambulances;
- Have in mind persons with reduced mobility;
- Others.

Training of security staff (stations/trains)

- Company's instructions;
- Procedures and legal conditions;
- Organize a coordination meeting before the event;
- Train and upgrade skills of the security services staff including first aid training, where necessary;
- Position assignments of security staff;
- Ensure staff have perfected their knowledge about the site (door locations, gathering points, etc.);
- Choose means of communications: two-way radios, mobile phones, alternative means of emergency communication during a crisis event, etc.
- Reporting channels;
- Raise awareness of security measures;
- Staff should partake in crisis management simulation exercises;
- Others.



Training/awareness of non-security staff

Train staff, frontline staff, cleaning staff, info points, merchants at stations, others:

- Company's instructions;
- Procedures;
- Perfecting their knowledge about the site (door locations, gathering points, etc.);
- Unusual situations - what to pay attention to; who to inform; how to react in case of an emergency;
- Raising awareness of security measures;
- First aid training;
- Others.

Technology

Use of Technology is the most widespread method for combatting the biggest risks. Here are some available technologies and their uses for managing major events from a rail security perspective:

- CCTV + video analytics for e.g. crowd management; detection of people trespassing a defined boundary (close to the tracks, to a tunnel, etc); detection of people moving within a forbidden area; abandoned luggage detection; recognition of abnormal/aggressive behaviour or activities;
- Detection equipment (e.g. stand-off and hand metal detectors, Xray units, radiation control units, detection of vapours and traces of explosives, thermal scanners integrated with DFMD, canine squads);
- Communication means for staff (e.g. dedicated smartphone applications, walkie talkies);
- Access control systems to secured areas on infrastructure objects and transport;
- Ensure restrictions on forbidden objects and substances;
- Ticketing technology;
- Citizen alert apps for smartphones including dedicated module on missing persons particularly children as well as lost/found luggage;
- Passenger apps, e.g. occupancy of trains, services available;
- Use of Beat Management System applications for dynamic mobilization of staff to respond in crucial moments without delay;
- Use dedicated social media Analytic Section in the Operational Control Room for identifying and countering false rumours in real time;
- Others.

Communication to passengers before the event

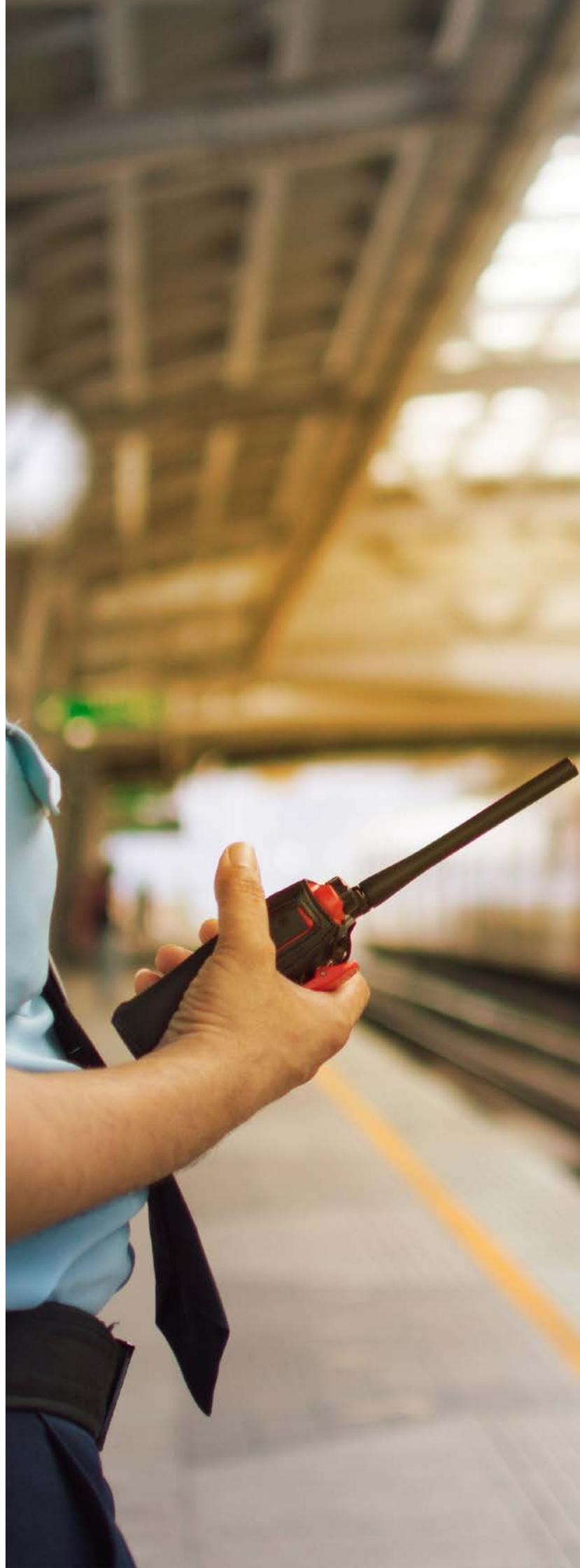
- Provide understandable information for international passengers and those with vulnerabilities;
- Pictograms: multilingual; cartoons; stickers at prominent points of the railway station;
- Provide multilingual information for passengers: on how to reach waiting areas and about how security measures have been enhanced, new restrictions and the follow-up procedure in case of a non-standard situation;

- Posters, social media, on-board and in stations announcements (both audio and visual), leaflets, floor stickers providing rules on behaviour on stations, security control procedures, list of forbidden objects and substances, information of possible inconveniences for passengers ticketing;
- First aid techniques displayed through audio video screens installed in the circulating areas, holding areas and railway platforms;
- Traffic organization;
- Screening/controls;
- Restricted items;
- Others.

3. Operational phase - Putting plans into action

Field supervision

- Monitoring of field activities by the security chief and security services on objects and transport specific to the major event;
- Permanent contact between security chief and staff;
- Corresponding decisions to be taken within the scope of authority or security service;
- Clear cut chain of command between multiple stakeholders operating in an integrated operational architecture;
- Others.



Crowd management (control the steady stream of passengers)

- Conduct one-way flow of passengers: one gate to enter the station, another to exit the station; escalators and stairs management - unidirectional movement;
- Ensure dynamic deployment of staff as per the situational requirement in event of sudden crowd build up;
- Regulate the flow of passengers and waiting places management;
- Use of extraordinary information devices (e.g. information panel, screen walls, loudhailer);
- Separate (violent) groups;
- Introduce temporary routes to guide the flow of people (inside and outside the station) in an organized way to guide passengers and prevent a flood of people;
- Platform congestion (take action);
- Availability of reserve spaces for staff movement;
- Others.

In case of an incident - Crisis management

- Possible situations - how to tackle them?
 - Crowd panic;
 - Fire alarms;
 - Terrorist attack (e.g. bombing; CBRNe);
 - Blackout situation;
 - Agitation by the crowd present at the railway platform;
 - Others.
- Action taken:
 - Conduct evaluation of the situation;
 - Coordinate with authorities;
 - Activate predefined procedures;
 - Determine the required measures;
 - Share information with the public;
 - Others.
- All action taken depend on priorities:
 - Save lives and prevent serious injuries;
 - Support responsible authorities;
 - Minimize damage to assets and property;
 - Protect the companies' reputation - communicate with transparency;
 - Return to normal operation.

Launch Awareness campaigns

- Cooperate with authorities;
- Raise awareness about pickpocketing; unattended luggage; administering first aid in case of medical emergency; etc.

4. Recovery phase/lessons learned

Questions to ask oneself after the major event has happened: what will we do differently next time? What could be done better? What was more or less effective for the security organization? Once identified, training how to fill the existing gaps related to human

resources involved in crowd control should be deployed. This phase is about drawing conclusions and learning valuable lessons, to then implement them in the company risk assessment going forward.

Chapter 3. International stakeholders and networks

International cooperation (best practices and information exchange) with stakeholders involved is a crucial factor in increasing to the security of a major event.

UIC

The worldwide professional association representing the railway sector and promoting rail transport. UIC develops and facilitates all forms of international cooperation among members and supports exchange of best practices i.e., on security measures, to identify the best solutions and adapt them to each situation which may occur.

COLPOFER

Its mission is to improve the protection of persons, premises, trains and information within the railway system through a strong cooperation between railway police forces and railway companies' security organizations.

For big events COLPOFER prepares Roadbook to establish a structured exchange of information between the several partners during the time of the event in order to i.e. have an efficient flow of information during the preparatory phase and to have an efficient management of the passengers flux in real time.

RAILPOL

An operational network, focused on the operational aspects within (railway) policing such as the exchange of best practice, (real time) exchange of information, organizing and exercise(s).

OTHER ORGANISATIONAL COMMITTEES

UITP - the only worldwide network to bring together all public transport stakeholders and all sustainable transport modes.

UEFA - the Union of European Football Associations – is the governing body of European football.

NEIGHBOURING RAILWAYS

Cooperation with neighbouring railways includes bilateral agreements (in order to provide security services on the extraordinary train crossing the border) as well as agreeing on procedure of handover at the border, e.g. giving advance notice about:

- The number and behaviour of event attendees traveling by train;
- Needs of security forces;
- Any abnormalities;
- Delayed trains.



Conclusion

The recommendations given in this document should allow railway stakeholders to organize security during major events. However, a fundamental part of successfully planning security is to build and bind close relationships between different partners - including the authorities - in order to establish a common approach to risk and crisis management.

References

Useful links:

- UIC Security Activities: www.uic.org/security
- Recommendations on Crisis Management: https://uic.org/IMG/pdf/crisis_management_report.pdf
- Station security for station business: https://uic.org/IMG/pdf/station_security_for_station_business_handbook_2.pdf
- Network of Quick Responders a survey based knowledge exchange which allows for fast answers to arising security questions: www.railsecurityhub.org/network-of-quick-responders
- Rail Security Hub an interactive web platform updated regularly with security solutions: www.railsecurityhub.org
- COLPOFER: www.colpofer.org
- RAILPOL: www.railpol.eu

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