

Passenger Information During Disruption (PIDD)

Delivery Statement

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Record of amendment

Update	Updated by:	Content change	Issue Date
4	Jonathan Orriss	Annual review. General amendments	June 2014
5	Andy Houghton	Review to further align with PIDD ACOP. Detailed amendments throughout the document.	July 2015
5a	Andy Houghton	Inclusion of record of amendment, Summary of TPE operations and status updates on Section 9 of the document.	August 2015
6	Andy Houghton	Update post new franchise including changes to on call structures, technology provision and contractual changes	January 2017

Who are TransPennine Express?

We are TransPennine Express (TPE) an operator of intercity train services linking key cities and major towns in the North and Scotland.

We run around 238 services daily on weekdays and almost as many at weekends, and serve 83 stations of which 19 are directly managed by us. We carry on average 61,000 customers every day with around 60% of these being leisure travellers. Last year we carried 29m customers.

Our vision is to take the north further. We have a vital role in connecting the North to make it greater than it's ever been. Bringing people, businesses and cities closer together. Helping the economy grow.

Over the next seven years we're going to be delivering more than £500 million of investment to transform TransPennine Express, making travelling on our network easier and more enjoyable. We will introduce state-of-the-art intercity trains that will be faster and more reliable, with more seats and luggage space. The remaining trains will be refurbished to an as new condition and our stations will benefit from £18m of further investment. The customer experience on our services will be transformed with improved catering, Wi-Fi, more seats, faster trains, innovative ticketing systems and improved journey times.

We are a FirstGroup company with over ten years' of experience operating this franchise in a joint venture partnership with Keolis. During that time we introduced new fleets and new routes. We doubled passenger numbers and transformed the service performance, winning multiple awards along the way.

1. Background

The purpose of this delivery statement is to provide a framework, tailored to local delivery requirements agreed with Network Rail and TPE for the benefit of our customers. This statement will ensure that the arrangements made in relation to the provision of PIDD support those outlined in the PIDD ACOP (Issue 2 – October 2016) and document any divergence as a result of our diverse network, local conditions, practicality or funding.

This document is to be read in conjunction with the TPE's Operations Manual 5.12 – Passenger Information During Disruption which will provide measures and actions to support the processes.

2. What is PIDD (Passenger Information During Disruption)

PIDD is about information, not technically about customer service delivery. Although inherently linked this document and related processes relate to the creation, dissemination and display of information regarding perturbed services. For related Customer Service processes in the event of disruption please see section 4 of this document.

3. This section is intentionally blank to maintain consistency of formatting

4. Related Documents

This document is supported by the:

- Operations Manual 5.6 – On-Call Arrangements;
- Operations Manual 5.12 – Passenger Information During Disruption;
- Professional Conductor Policy;
- Professional Controller Policy;
- TPE's Customer Contingency Plan;
- Functional Standard Operating Procedures (SOPs).

5. Aims and Objectives of PIDD

The timely and reassuring provision of correct and consistent information to customers during disruption so that they can make well informed travel decisions.

In addition to systems-based solutions of varying types it is the commitment of customer-facing teams – and crucially those supporting and feeding information to them – that is of absolute importance in the delivery of PIDD.

6. Approach of the TPE PIDD Delivery Statement

The approach of this document is to demonstrate that TPE are compliant with all relevant sections of the most recent PIDD ACOP (Issue 2 – October 2016).

7. Compliance

This delivery statement will ensure that TPE and the relevant Network Rail routes will collectively deliver information to customers during disruption and includes measures to determine success.

The measures used to determine success will be compliance to this delivery statement, customer complaints and reviews. These are tracked through periodic Senior and Practitioner meetings that have cross-functional representation within TPE; see section 8.3 for more detail.

8.0 Key Requirements

8.1 Service Disruption Thresholds and Customer Service Level 2 (CSL2)

DISRUPTION THRESHOLD LEVELS

CODE	CRITERIA
BLACK	<ol style="list-style-type: none"> 1 To be used for key locations where due to the nature of the incident an 'Advice Not to Travel' is sent to customers, e.g. the loss of Manchester Piccadilly, Leeds, York and Preston stations and the line between Heaton Lodge and Thornhill LNW Junctions. 2 Service suspension over an entire area due to extreme weather
RED	<ol style="list-style-type: none"> 1. Customer impact of an incident expected to last in excess of 120 minutes 2. Risk of <u>over 50%</u> of trains, either cancelled or over 30 minutes late on a line of route 3. Major use of alternative transport is required
YELLOW	<ol style="list-style-type: none"> 1 Customer impact of an incident expected to last in excess of 60 minutes 2 Risk of <u>up to 50%</u> of trains, either cancelled or over 30 minutes late on a line of route 3 Diversions may be in operation 4 Minor use of alternative transport, e.g. covering a failure to stop
GREEN	<ol style="list-style-type: none"> 1 2 Delays up to 30 minutes on services on a line of route <p>Maintaining a normal timetable, which includes where an individual service is cancelled as part of Service Recovery, e.g. one Hull to Piccadilly at Huddersfield</p>

The primary way of communicating information regarding an incident is via Tyrell IO which supplies information to internal and external customers. The address lists within this system are continuously reviewed by the business through the identification of super users from the Control team.

Apart from information about declared CSL2 events the following information is also supplied:

- Line problems;
- Service alterations;
- Trains delayed more than 20 minutes (outside CSL2 events);
- Formation changes;
- Special Stop Orders.

8.2 Understanding of the end-to-end PIDD process

In order to effectively deliver the above requirements staff should have an understanding of the overall PIDD process. Specific responsibilities to deliver the end to end process are contained below.

8.2.1 On Site

Staff who attend incidents are a vital link in the information chain; they could be any (appropriately competent) member of either an operator or Network Rail. With this in mind, it is unrealistic to expect

all members of staff to have received prioritised planning and core message training. Therefore, the Control will ask the appropriate questions, to gather enough information to provide:

- Situation assessment and problem solving;
- Robust estimates;
- Provision of regular updates (and the time of the next update);
- Key milestones;
- A prioritised plan.

The relevant Control staff (both at TPE and Network Rail) are trained in prioritised plan and core messaging and will take the lead in obtaining the required information from site staff; this is further supported within the competency management system highlighted in our Professional Controller Policy.

8.2.2 Holding Message

The aim of the 'Holding Message' is something that has the potential to result in a CSL2 being declared. It is there to give our staff and the industry immediate notification in order for our teams and those organisations we rely on to be in a heightened state of readiness.

The 'Holding Message' is issued by Control (usually the Customer Information Controller) in the first instance and will be issued with the aim of being within ten minutes of receiving advice of the disruption. Should an incident merit it then the messaging will go straight to the 'Core Message'.

The 'Holding Message' must contain the following information in all cases when it is sent.

- The Time, crucial for tracking communication flows.
- The Location, using the principal calling points either side of a problem.
- The Problem, using industry agreed template phrases.
- The Impact, describing what the problem has caused.
- Advice to customers (where possible). Always to include Delay Repay trigger
- The Disruption Threshold (red, yellow etc), crucial for triggering local actions.

FROM : First Transpennine Express DIVISION

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STATUS : HOLDING MSG - RED: A problem at a level crossing Malton - Seamer.

MESSAGE NO : 1328646015:1

TIME : 09:16 on 07/05/14

Route Incident

Internal Information:

Driver of 1F63 reports that the service has hit a car at Rillington LC. More when known...

More information to follow.

Owing to a problem at a level crossing between Malton and Seamer all lines are blocked.

As services on this route are disrupted and may now result in delays of over 30 minutes late, if appropriate, please arrange to inform customers regarding their ability to claim Delay Repay. Please can you make Delay Repay forms or "contact us" cards available and also make announcements and screen messages as appropriate for this route.

Impact:

Train services running through these stations may be cancelled or delayed at short notice. An estimate for the resumption of normal services will be provided as soon as the problem has been fully assessed.

Customer Advice:

Rail services are unable to operate at this time and we are arranging for Rail Replacement transport to operate in place of the trains. Journey times will be longer than by rail. Further information regarding the replacement services will be provided as soon as possible.

As your journey today may now be delayed by over 30 minutes you could be entitled to claim 'Delay Repay'. To find out more please visit tpexpress.co.uk/help.

- The 'Holding Message' will give initial advice that disruption is occurring and delays will result and encourage customers and staff to be alert for further information.

Liaison

During disruption that is resulting from a site-specific incident the appropriate Control will liaise closely with the site staff and act as a focal point for developing/updating the prioritised plan. The TPE Control actions are defined within the company's Red, Yellow and Green procedures which breakdown the response to incidents by Control desk, see section 5.7 of each for PIDD.

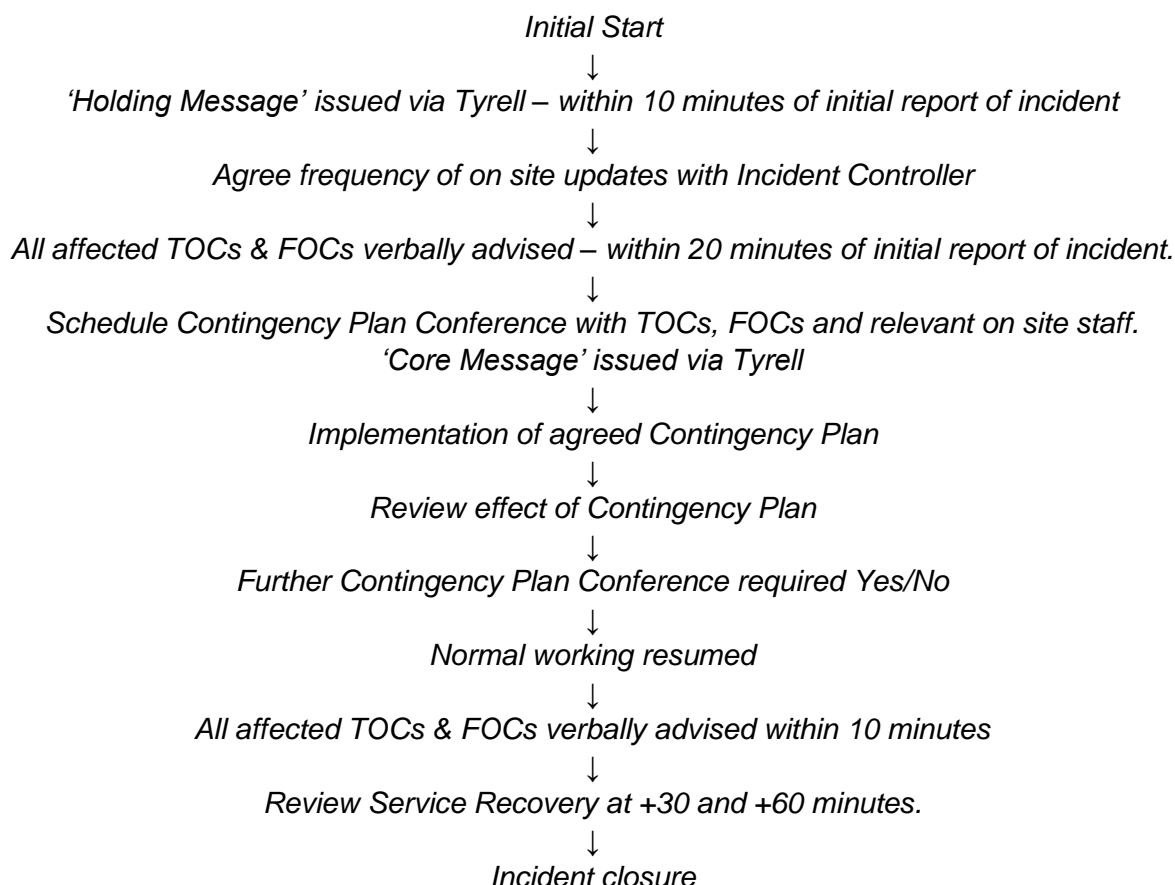
Close working between Network Rail and TPE Control teams, perhaps through nominated posts, which allows for the efficient and current passing of information on a two-way basis, is vital to the success of the PIDD process.

The responsibility for the liaison between Network Rail and TPE including the collation of a prioritised plan rests with the Route Control Manager (RCM) and the Duty Control Manager (DCM) of the respective companies.

TPE will be required to provide the relevant information of key milestones for some incidents to the RCM, should the incident be under the influence of TPE.

8.2.3 Prioritised Planning

The key milestones are as follows:



The information from site along with that from teams who are able to remedy the situation/effect repairs should form the basis of the plan to get to normal working. Such information is then documented in Network Rail's CCIL system and TPE's Datasys logging tool for subsequent reviews.

An example of a Prioritised Plan

It is vital that the clear priorities are assigned as soon as possible. These may change over time but prioritisation will enable everyone involved to clearly understand the things that are most important. It is important because one task may conflict with another, or even be reliant upon delivery of another. Using the example of a cable theft, priorities may well be as follows:

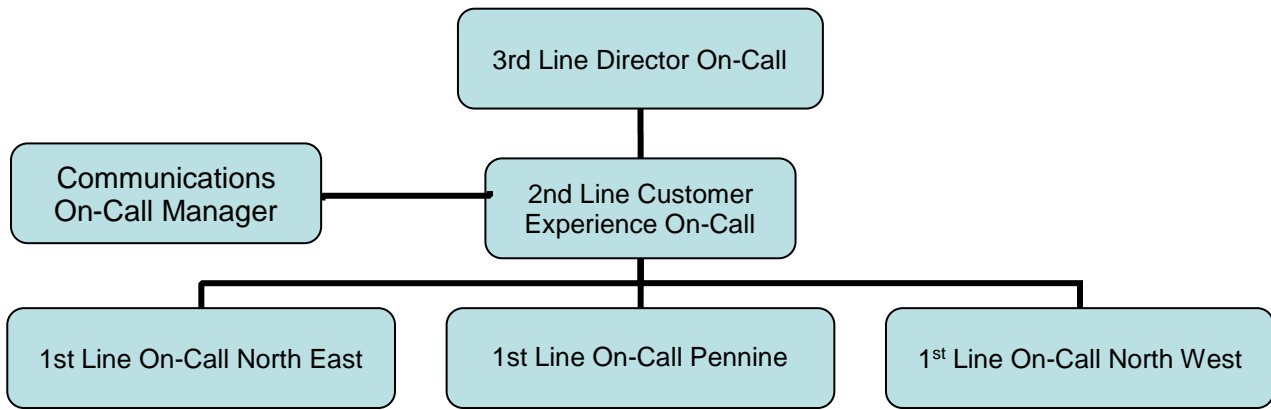
PRIORITISED PLAN – KEY STAGES *example*

<p>Incident Description: <i>Cable Theft</i></p> <p><i>Cable cut at Mirfield, loss of all signalling</i></p>	<p>Start Date & Time: <i>Mon 12th April 2014 1316</i></p> <p>End Date & Time: <i>Mon 12th April 2014 1720</i></p>
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STAGE DESCRIPTION	TIME SCHEDULED	ACTUAL TIME
Holding message issued	Within 10 minutes	1320
ETA for response staff to site	MOM 1345 S&T 1400	MOM 1345 S&T 1405
On site update frequency agreed	Every 20 minutes	1323
All affected TOCs and/or FOCs advised verbally of Incident	Within 20 minutes	1336
Contingency Plan Conference	NA	NA
Core Message Issued		1346
Internal Conference	1400	1410
Implementation of agreed Contingency Plan		1415
Review effect of Contingency Plan	1445	1445
Additional Contingency Plan Conference	NA	NA
Normal Working Resumed	1530	1610
All affected TOCs and/or FOCs advised verbally of Normal Working		1614
Service Recovery review	1700	1700
Incident Closed		1720

More detailed examples are available in RDG Guidance Note Prioritised Planning; Structured Incident Planning and Prioritisation: issue 1: February 2012.

8.2.4 Mobilisation of the On-Call Structure



The deployment of On-call personnel, the communication involved and their requirements is held in much greater detail in Operations Manual 5.6 – On-Call Arrangements.

1st Line Operations:

- Locate at the site either nearest the cause of the disruption if it is located on the TPE network or at the location where the TPE operational response to the disruption is centred e.g. train crew depot;
- Assume the role of Train Operations Liaison Officer (TOLO), if required;
- Ensure the safety and protection of trains and personnel at the site;
- Provide a full description of the disruption and cause of the disruption to the Control;
- Determine the cause of the disruption, in co-operation with the TPE Fleet department and Network Rail.

1st Line Customer Experience:

- Will provide support and direction to the Control and 2nd Line Customer Service On-Call, so that the disruption can be managed effectively and the service can be recovered in the way that best meets customer needs;
- Can be sent to locations as required by the Control in order to assist with disruption by dealing with affected customers.

2nd Line Customer Experience:

- Provide support and direction to the Control in order that disruption can be managed effectively and the service can be recovered in the way that best meets customer expectations;
- Responsible for arranging support for the Control, in order to assist the implementation of CSL2 and when required at other times in order to meet TPE Customer Service aims and provide appropriate levels of information, guidance and reassurance to customers;
- First point of contact with the On-Call Director. Responsible alongside the On-Call Communications Manager to periodically check the contents of the disruption message and services in downstream systems to ensure consistency with the 'Core Message' and the actual service plan.

Director:

- For the implementation of emergency timetables this should be done in liaison between the DCM and the On-Call Director. The On-Call Director will then consult with the Rail North Partnership and or the Department for Transport (DfT) regarding TPE's service level proposal for the following day, why this timetable is being proposed and how long it is expected to last.

Customer Information (HQ) and Communications Teams:

Provide a specialist Customer Information and media response to major incidents, work in conjunction with Network Rail or other operators if appropriate and support the Control in the provision of information to customers. Any supplemental information will follow the CSL2 core message, be as concise as possible, jargon free and be clearly timed and dated. It will include;

- The advice for customers, e.g. allowing additional time for journeys, alternative routes, ticket acceptance, etc.
- The impact on services;
- The problem (including any infrastructure issues);

Customer Information Controllers based in our control centre have responsibility for checking the output of their own workflow is suitable for and delivered to the end user. (*Documented in the Professional Controller Policy and OM5.12 Passenger Information During Disruption.*)

Spot checks will be made supporting this to give confidence that detailed changes and any narrative journey advice have been uploaded correctly to the timetable systems and subsequently passed into all downstream information systems.

The Communications On-Call Manager is responsible for providing any additional information required (outside office hours) to customers via the website, press release and other mediums of information delivery.

Specifically, in conjunction with the 2nd Line Customer Service on call, they will ensure that all customer facing websites and systems are consistent with staff communications and the revised service plan.

Alterations to train services

Planned contingency timetables such as extreme weather plans are submitted in advance and validated by Network Rail. In the instance of plans being submitted to Network Rail on day A for day B, the decision for this to take place will need to be done by 13:00 on day A to allow them time to upload these pre-agreed plans to the various industry downstream systems.

As detailed above, checking processes are in place to ensure that downstream systems accurately reflect the revised service.

8.2.5 Core Messages

During a CSL2 event a 'Core Message' will be provided at regular intervals, including the same criteria as a 'Holding Message'. An example is shown below.

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FROM      : First Transpennine Express DIVISION
:
STATUS    : CORE MSG 4 (CSL2 ACTIVATED) -RED: A problem at a level crossing Malton - Seamer.
MESSAGE NO : 1328646015:5
TIME      : 10:12 on 07/05/14
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Route Incident

Internal Information:

Job stopped in both directions.

Driver of 1F63 reports that the service has hit a car at Rillington LC west of Malton.

NR Staff on site 0945

Emergency services are on site.

Additional services will be created where possible at YRK westbound subject to train crew/units being available.

UPDATE: Unit fitter and relief driver on site ETA: 20mins. On call staff on site plus others on route.

FRS Bus Coordinator Information:

At YRK: [Name and number removed due to confidentiality]

At SCA: [Name and number removed due to confidentiality]

Owing to a problem at a level crossing between Malton and Seamer all lines are blocked.

Impact:

Train services running through these stations may be cancelled or delayed at short notice. An estimate for the resumption of normal services will be provided as soon as the problem has been fully assessed.

As services on this route are disrupted and may now result in cancellations or delays of over 30 minutes late, if appropriate, please arrange to inform customers regarding their ability to claim Delay Repay. Please can you make Delay Repay forms or "contact us" cards available and also make announcements and screen messages (at stations) as appropriate for this route.

Customer Advice:

Rail services are unable to operate between York, Malton, Seamer and Scarborough.

As rail services are unable to operate at this time and we are arranging for Rail Replacement transport to operate in place of the trains. Journey times will be longer than by rail. For the stranded service at the level crossing near Malton, buses will be provided at 1010. 4 x JS Terry will transport customers to York.

Also, bus services will run:

At York at 1000 2 x York Pullman and 1020 2 x Abbott Travel to Scarborough.

At Malton at 1020 2 x York Pullman to York and Scarborough. At

Scarborough at 1005 4 x SS Suncoasters to York.

If your journey includes changing onto another train company's service or if you miss a connecting train as a result of this issue we have arranged for your ticket to be accepted on alternative services to get you to your destination. This includes tickets where you have a reservation for a specific train.

As your journey today may now be delayed by over 30 minutes you could be entitled to claim 'Delay Repay'. To find out more please visit tpexpress.co.uk/help.

This will be sent every twenty minutes, regardless of whether there is a change of the information available or not.

When incidents that are on-going in nature achieve a 'STEADY STATE', the Duty Control Manager can consciously approve an amendment to the frequency of core message updates to 45 minutes. When this occurs, messages must include the time in which the next incident update will be provided.

An example of when a steady state is achieved could be:

- Incidents that continue overnight;
- When a contingency timetable has been implemented;
- The milestones within the prioritised plan are significantly more than twenty minutes apart;
- Service frequency does not require twenty minute updates.

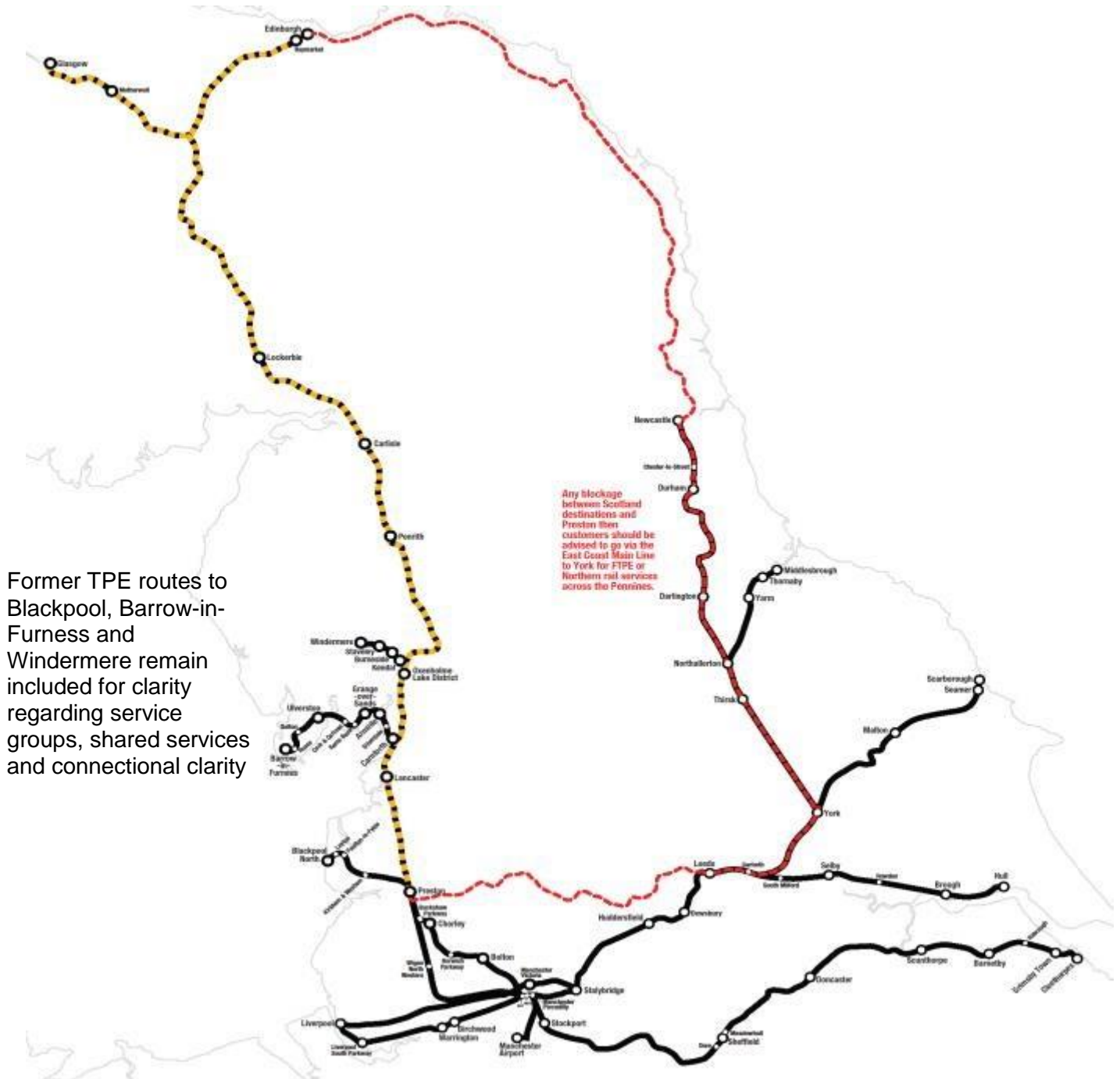
Messages will follow the following three-step format:

- *Problem – What has occurred?*
- *Impact – What does it mean for passengers?*
- *Advice – What passengers should do?*

Once information from site is of sufficient quality then an estimate for normal working will be added to the 'Core Message' for the benefit of customers.

8.2.6 Alternative Routes, Transport and Ticket Validity

An example of TPE's alternative route maps is demonstrated below:



TPE has a 'Customer Contingency Plan' which identifies what should be done with its customers in the advent of any of its routes being blocked, e.g. the provision of alternative transport in terms of numbers of coaches and co-ordinators. For line blockages north of Wigan on the West Coast Main Line (WCML) a joint contingency plan is implemented with Virgin Trains West Coast and Northern to ensure that customers can complete journeys no matter what operator they were planning to travel with.

Below is an example of TPE's Customer Contingency Plan:

Route: Liverpool Edge Hill to Castlefield Junction (Manchester) (ALL ROUTES BLOCKED)
(RED Status)

General Instructions

No service available between Liverpool and Manchester, alternative transport would be the only option in liaison with East Midlands Trains and Northern Rail.

Up to 2 Hours

2 x Coaches at Manchester Piccadilly - Express to Liverpool Lime Street
 1 x Coach at Manchester Piccadilly - All stations to Liverpool Lime Street
 3 x Coaches at Manchester Victoria – Express to Liverpool Lime Street
 2 x Coaches at Liverpool Lime Street - Express to Manchester Piccadilly
 3 x Coaches at Liverpool Lime Street - Express to Manchester Victoria
 1 x Coach at Liverpool Lime Street - All stations to Manchester Piccadilly
 REVIEW PLAN EVERY HOUR – Consider the purchase of additional coaches at each location if necessary.

Between 2 and 4 Hours

2 x Additional Coaches at Manchester Piccadilly
 2 x Additional Coaches at Liverpool Lime Street
 1 x Coordinator at Liverpool Lime Street
 1 x Coordinator at Manchester Piccadilly
 1 x Coordinator at Manchester Victoria
 REVIEW PLAN EVERY HOUR – Consider the purchase of additional coaches at each location if necessary.

Over 4 Hours

REVIEW PLAN EVERY HOUR – Consider the purchase of additional coaches at each location if necessary.

Below is an example of TPE and Virgin Trains West Coast aspect of the Contingency Plan for a line blockage between Preston and Lancaster:

Services Affected	<p>Virgin Trains West Coast - Euston - Glasgow and Euston – Birmingham – Scotland TPE - Manchester Airport - Edinburgh and Glasgow</p>
Train Plan Management	<p>Virgin Trains West Coast - Euston - Preston/Glasgow services to run hourly between Lancaster and Glasgow. All trains to call at Oxenholme, Penrith and Carlisle. Hourly service to operate between London Euston and Preston</p> <p>Euston – Birmingham - Scotland services to run hourly between Carlisle and Edinburgh calling at Haymarket and to run between Birmingham and Preston from the South.</p> <p>First/last services of the day may divert via the Settle and Carlisle where paths permit.</p> <p>TPE - Services from the south will terminate at Preston with Anglo-Scottish services starting from Lancaster or Carlisle (train crew permitting)</p>

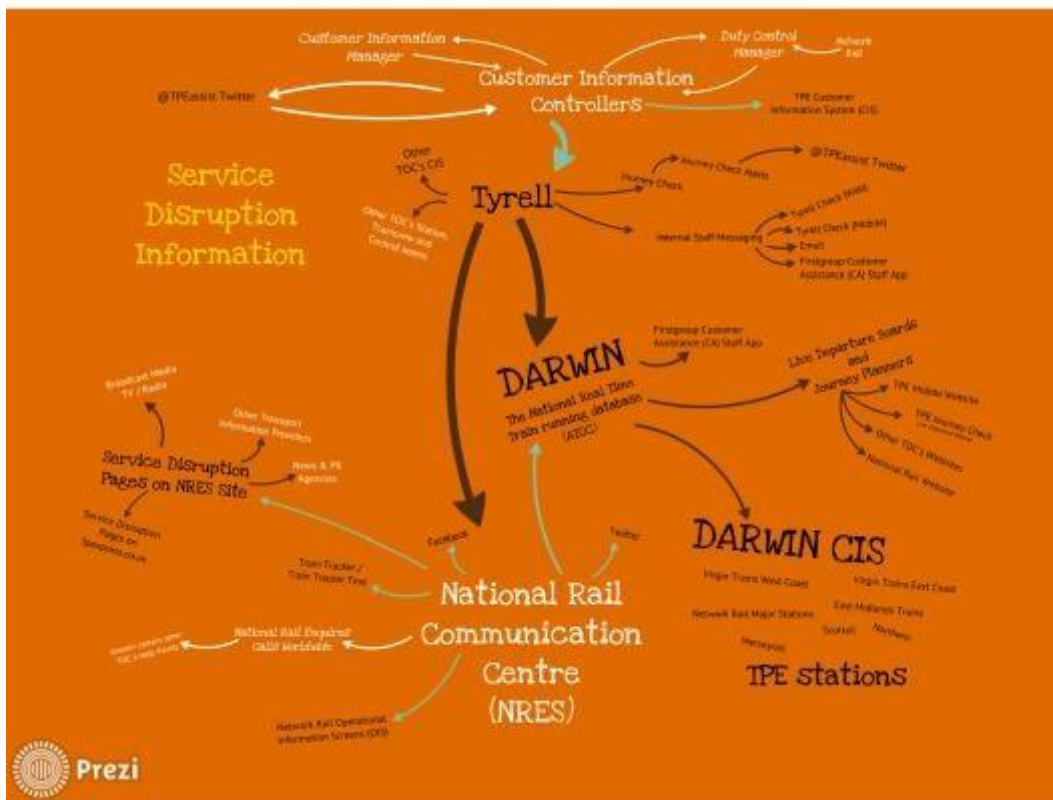
Customer Diversionary Routes	<ul style="list-style-type: none"> • Customer to and from London to travel via Kings Cross on East Coast Trains and other operators • Customers to and from Birmingham to travel via Sheffield on Cross Country • Customers from the Manchester area diverted via TPE's 'North' route services to York and Newcastle, then East Coast Trains and Cross Country for onward connections to Scottish destination, and vice versa
Other Operator Ticket Acceptance	<ul style="list-style-type: none"> • Cross Country (Birmingham - Edinburgh/Glasgow) • Virgin Trains East Coast (Kings Cross - Doncaster/Leeds/York/Newcastle/Edinburgh) • Grand Central (Kings Cross - Doncaster/York) • Hull Trains (Kings Cross - Doncaster) • Northern Rail (Carlisle – Newcastle and Leeds/York - Preston) • Scotrail (Glasgow-Edinburgh) • London Underground (Euston - other London Termini)
Replacement Transport	<ul style="list-style-type: none"> • 40 coaches to run between Preston and Lancaster (split 50/50 by location) • 1 standby coach at Newcastle • 6 coordinators to be provided, 3 each at Preston and Lancaster
Risks	<ul style="list-style-type: none"> • Space for coach operation at Lancaster
Any Other Information	<ul style="list-style-type: none"> • Extra vigilance is needed at weekends when TPE services may be running as double set class 350s – additional coaches may be required. • The above decision to be guided by available yield / loadings information also local intelligence from front line colleagues

TPE has pre agreed arrangements with the following franchises (and non franchised operators), via their respective Controls for incidents lasting up to 48 hours as per the ticketing and settlement agreement:

- Northern Rail (many routes);
- Cross Country (Leeds/York to Glasgow);
- Virgin Trains East Coast (York to Edinburgh and Glasgow);
- East Midlands Trains (Liverpool to Sheffield);
- Virgin Trains West Coast (Wigan to Glasgow/Edinburgh);
- ScotRail (Edinburgh to Glasgow);
- Hull Trains (Selby to Doncaster/Hull).

For incidents lasting more than 48 hours then direct authorisation is required at Commercial Director level. On acceptance of other operator tickets, relevant staff will be frequently updated on the commencement, duration and reasons for ticket acceptance.

This will be communicated via Tyrell IO to the various internal downstream systems. As demonstrated in the flowchart below:



8.2.7 Cheapest Ticket and Do Not Travel policies

When services are diverted via a cheaper (or more expensive) routing due to disruption then the cheapest ticket is to be sold. If peak restrictions are lifted, then the cheaper off-peak fare is to be sold.

During a CSL2 event, consideration will be given by the DCM as to whether the ‘Not to Travel’ policy should be implemented in accordance with the TPE’s Customer Contingency Plan. The On-Call (Director) will advise the DCM when it is deemed appropriate for customers to be advised not to travel. This will then be communicated using Tyrell IO and the various downstream systems as demonstrated in the above flow chart.

8.2.8 Other Operators’ Customers

TPE will make every effort to assist other operators’ customers in completing their journeys. When TPE front line staff are receiving enquiries from other operators’ customers and the information they require is not readily available from the respective control office, this is to be escalated to the TPE Duty Control Manager. This mechanism ensures that if a communications breakdown occurs it is rectified at the earliest opportunity. TPE’s Customer Information Controllers monitor the messaging output from other operators through Tyrell IO and Tyrell Check; this includes radial route performance from London on the WCML, MML and ECML should TPE be needed to transfer customers between Manchester and Leeds/Sheffield/Doncaster to get customers to and from the capital and the main North – South routes on the National Rail Network.

If TPE is allowing other operators’ customers on their services then a message via Tyrell IO will be sent to all affected personnel.

8.2.9 At Stations

TPE operate 19 stations which have a Darwin powered Customer Information System (CIS). The system can be controlled centrally from our Control Centre and also from 'Hub' stations to spread the workload inside major disruption, e.g. Huddersfield.

TPE staff will monitor other TOC's services at our locations, but will, however not always have direct control over the display of these services, which remains the responsibility of the company that operates that train service.

Staff at stations, control and on call managers monitor screens and Darwin derived systems and advise relevant control centres of any issues with their services. This is in line with National Information Delivery Strategy.

All frontline colleagues have access to smart phones / tablets which have a number of specific applications loaded to them to improve the information flow to staff from the Control Centre.

The information integrity of CIS is the responsibility of the Customer Information Controller. During CSL2, a message should be broadcast at affected stations, containing the problem, impact and high level advice and if customers may be entitled to Delay Repay. This should also be displayed on screens where possible. At staffed stations, a more detailed, local advice message should be communicated.

Non-critical messages, such as engineering works, advertising and some security announcements may be suppressed.

Announcements will be consistent with screen messages but may be supplemented as necessary with information from the 'Core Message' and local requirements. Help point calls are answered within our control centre by the Information Controllers who are the source of the information and can offer journey advice for all TOC's customers no matter what the disruption may be.

8.2.10 On the Train

All frontline colleagues have access to smart phones / tablets which have a number of specific applications loaded to them to improve the information flow to staff from the Control Centre. Conductors are responsible for dissemination of this information during CSL2 and any other disruption to all other on-board members of staff and customers.

Any member of staff travelling on board a train service affected by disruption should, where possible contact the Conductor to advise of their availability and assist customers as appropriate. In the event the Conductor cannot be contacted for any reason staff should make themselves available in any case utilising any information available e.g. via mobile device or Driver announcements in order to help customers.

Announcements not only provide information but help to reassure customers. During CSL2 level disruption the Conductor or their nominated deputy will be responsible for providing information to customers using the Public Address (PA) system. This must be done within two minutes of being notified of disruption, then every 10 minutes (or if the situation changes, whichever is soonest). The 10 minute timescale should be adhered to even if no new information has been received. Where a PA is not available for any reason, information should, where possible be given to customers face to face.

The 'Core Message' will be used as the basis for the announcement and given in conjunction with the announcer's guide. In all cases Drivers and On-board staff will make an announcement even if no or little information regarding the disruption is known and provide updates as they occur.

Announcements are to contain an apology, what the problem is (if known), what the impact will be to the journey, and any alterations to that journey, including alternative arrangements and if customers may be entitled to Delay Repay.

Speaking with customers face to face gives extra reassurance. On-board staff will be visible at all times to customers during CSL2 level disruption. In all cases Conductors will walk through the train, supported by Customer Hosts as necessary and provide face to face contact with customers.

If the delay is likely to last 60 minutes or more, staff will collate the names and addresses of customers onboard and pass these onto their line manager so that proactive contact can be made.

8.2.11 Internet, Social Media and Telephone

Information published via the internet for TPE is driven via the Tyrell IO system. This industry wide communication system enables one source of the truth as messages are delivered to industry partners such as National Rail Enquiries. Message templates in this system support the principles of core messaging and include supplementary information that is useful to customers such as alternative routes available, ticket acceptance and the provision of replacement transport or, in extreme circumstances, advice not to travel.

During severe disruption across multiple TPE routes a temporary homepage may be invoked to provide an overview of the disruption and prominent links to Journey Check and the contingency timetable if applicable.

TPE currently utilise the National Rail Enquiries service disruption feed for both mobile and static websites. The links from this feed take customers to the mapping facility available to customers on the NRES website.

Alerts via email and Tyrell Check for TPE are driven by direct Tyrell IO input. These alert customers to potential disruption on their route and will direct them to appropriate sources for further information about specific services and alternatives. This method ensures consistency.

TPE have social media coverage between 0600 and 2300 by a minimum of two people per shift in Control, with staff also available to monitor activity between 2300 and 0600 if required. Additional support from HQ based colleagues is available during office hours and during major incidents

Telephone calls for TPE will be answered by our Customer Relations team and also by National Rail Enquiries customer advisors. They receive all holding and core messages via email and have access to rail systems to gain information.

Real time observations of JourneyCheck, TPE website, Twitter, NRE service bulletins and an associated live departure board will be carried out for each CSL2 incident to review the accuracy of our website. Screen dumps will be captured and compared for consistency.

8.3 Learning for the Future

8.3.1 Cross Functional TPE Forums

TPE runs cross-functional forums involving the Communications team, On-board, Stations and Control personnel which take feedback from a variety of sources both internal (e.g. reports are produced on the quality and timeliness of Control room output) and external (reports from Transport Focus, NRPS, complaints, etc.) to the business with the aim of improving customers' experience during disruption. The outcome of this forum is an action tracker for small issues and a Customer Information Plan for much larger projects such as changes in technology. The latter then feeds into the wider Customer Experience plan.

The Customer Information delivery plan contains the following items to be undertaken annually:

- Review of how TPE measures its PIDD compliance (outside Control output)
- Regular reviews of Control information output;
- Technological upgrades to the systems used by the Control team;
- Annually review the contents and structure of Tyrell IO and also the HQ Service Alteration the address lists to ensure all front line teams receive the correct information about TPE services
- Review and possible further roll out of electronic poster cases;
- Develop seamless links between the website and social media;
- Review CIS and PA Standards at TPE Stations
- Technology used by front line teams will be reviewed on a regular basis to ensure that the technology is fit for purpose. Also training needs analysis is undertaken so that teams know how to use the tools they are provided with.

The actions of the CISG are discussed quarterly at TPE's Customer Experience Level One meeting and best practice / learning from reviews is shared with Firstgroup sister TOC's.

8.3.2 PIDD – Performance Review

TPE review key incidents so that lessons can be learnt to ensure continuous improvement. Incident reviews are triggered by request from a Director or Departmental head and involve all functions within TPE and Network Rail, when requested. Reviews will be led by an appropriate individual appointed by the Customer Experience Director, and are documented accordingly. As part of this process then, if required, a joint review will be conducted; the workings at Manchester Piccadilly station are an example of this between TPE, Network Rail and other operators.

Metrics regarding control compliance with messaging criteria are produced periodically and in the event of a full incident review being undertaken more detailed analysis will be produced.

Annual reviews will be undertaken independently by other TOC's / Industry partners.

Great Western Railway and the National Rail Communications Centre have reviewed incidents for TPE in the past 12 months.

The actions and outputs will be reviewed at appropriate forums within TPE.

8.3.3 Annually

The Service Delivery Manager / Customer Information Manager / Customer Service Director will lead a formal review of these arrangements annually in order to ensure that the contents remain relevant and fit for purpose.

8.3.4 Review template from March 2016

Independent and Internal incident reviews

The following matrix, adopted by a number of train operators, enables internal and peer based scoring reviews of not only the timeliness of messages but also the quality of the narrative within the messaging.

Core KPI Area	Element	Quality Score	TOC Score	Total % Available per Element	Overall % per Element
Headline	Appropriate headline	10	10	3.28%	3.28%
Problem	Location of problem	10	10	11.48%	11.48%
	Nature of the problem	10	10		
	Nature of the problem (consistency)	5	5		
	Multiple incidents occurring	10	na		
Impact	Directional information	10	na	19.67%	19.67%
	Indication of current impact on train delays (average delay starting your journey now)	10	10		
	Changes to train routing/calling patterns	10	10		
	Core service groups	10	10		
	Specific station closures	10	10		
	Services not affected	5	na		
	Service back to near normal	5	na		
Advice	Alternative routes	10	10	40.98%	40.98%
	Alternative Transport (rail)	10	10		
	Alternative Transport (bus)	10	10		
	Car Parking restrictions	5	5		
	Ticket restrictions	10	10		
	Not to Travel Policy	10	10		
	Not to Travel Now Policy	10	10		
	Status of Bus replacements	10	10		
	Are the start/end points for buses clearly identified	10	10		
	Services turning short	10	10		
	Additional Journey Times	10	10		
	Alternative routes map	10	10		
	Delay Repay	10	10		
Overall scoring	Readability	10	10	9.84%	9.84%
	Relevance	10	10		
	Was Jargon used	10	10		
Timeliness	PIDD Compliance with first Core Message (Holding message)	10	10	14.75%	14.75%
	PIDD Compliance with core message	10	10		
	Core message with over 20 min interval (Was Steady-State used appropriately)	10	10		
	Estimate given	15	15		
TOTAL					100%

8.3.5 What difference will the customer see this year ?

Since 01 April 2016 we've;

Launched a new customer App with Real time, multi modal journey planner

Rolled out over 500 new smart phones and tablets for staff on stations and on train loaded with Apps to make sure our staff have all the information they need for Customers

Installed new Ticket Vending Machines with Real Time Departures information at all stations including those where we have no ticket offices

Built new waiting rooms and at Huddersfield opened a First Class Lounge, all of which have dedicated Information Screens

What's next?

Between January 2017 and March 2018 we will;

Install a new Software solution for our Customer Information System at all 19 TPE stations, including Manchester Airport which will get real time information screens for the first time !

We're also replacing all of the screens at stations and in some locations adding more screens and extra customer help points, especially in car parks and also on platforms where they've never been before.

On our existing trains we'll be installing FREE customer wi-fi and an infotainment system which will mean customers can watch selected TV shows and films through our new app!

The on-board Information Systems are also getting an overhaul with new screens throughout the train which will have Real time train information as well as local travel news on approach to stations.

Following on from our own smartphone rollout, our new on train catering partner is providing similar devices to their staff which will also be a Point of Sale system allowing customers to pay by card creating a better experience for customers on-board. Our new Facilities Maintenance and Cleaning partner is also providing smartphones to their teams enabling the same information to be provided to all colleagues on trains and also at stations.

9. Appendix - Passenger Information During Disruption Industry Recommendations

This section sets out a rail industry action plan to improve the provision of passenger information during disruption (PIDD) over the course of CP5. It was developed through the work of TOC and NR representatives on relevant existing industry groups, with input from Passenger Focus (now Transport Focus): following discussion with ORR, it was agreed by RDG and NTF in January 2015.

Some of the actions in the plan are for individual organisations to take forward; others depend on collective activity by the industry. Each of the actions is assigned to one of six industry groups whose role is to promote implementation by a specified date.

The intention is that the plan be taken forward on a "reasonable endeavours" basis. Due recognition will need to be given to the fact that implementation in some cases is subject to commercial appraisal, and that factors unanticipated at the time of writing the plan may reasonably require reconsideration of the detail aimed at improving customers' experience.

Not all recommendations will be relevant to all TOCs – and there will be reasonable justification for this. It is anticipated that each train operator will take those recommendations relevant to their operation and write them into their local delivery plans, which form part of their licence obligation.

The dates for delivering each recommendation in the plan are industry-wide completion dates. The expectation, and ambition, is that earlier progress will be made wherever possible - with some TOCs completing their actions early.

Progress against the plan will be managed through the PIDD Programme Progress Board (which is made up of representatives from each of the six industry groups mentioned above), with reports made to NTF as the key governance body for the plan, and occasionally to RDG. Changes to the plan will be managed through proposals made to NTF by the PIDD Champion on behalf of the PIDD Programme Progress Board. The plan is expected to be subject to regular updates and amendments as things develop and are delivered.

Status indicators shown on the following grid include:

Black – Complete	White - No submission
NA - Not Applicable	Red - Issue unresolved
Amber - Issue but mitigation in place	Green - On track for delivery

Greyed out lines refer to actions being undertaken at a National Level.

