

ATOC

Association of Train Operating Companies

Approved Code of Practice – Passenger Information During Disruption

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Synopsis

This document specifies the key requirements that will enable the provision of timely, correct and consistent passenger information during Major Delays/ Disruption.



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Part A

Issue Record

This Approved Code of Practice will be updated when necessary by distribution of a complete replacement.

Amended or additional parts of revised pages will be marked by a vertical black line in the adjacent margin.

Issue	Date	Comments
One	October 2009	Original version
Two	November 2009	Change of ATOC signatory

Responsibilities

Copies of this Approved Code of Practice should be distributed by ATOC members to those within their own organisations for whom its content is relevant.

Explanatory Note

ATOC produces ATOC Approved Codes of Practice for the information of its members. ATOC is not a regulatory body and compliance with ATOC Approved Codes of Practice is not mandatory.

Code of Practice Status

This document is not intended to create legally binding obligations between train operating companies and should be binding in honour only.

Supply

Electronic copies of this Approved Code of Practice may be obtained from the Head of Operations, ATOC.

Part B

1. PURPOSE

This document specifies the key requirements that will enable the provision of timely, correct and consistent passenger information during Major Delays/Disruption.

It describes the key information outputs that must be delivered by a wide range of operational systems and processes used by passenger train operators and Network Rail. It also defines how information should be provided to staff and passengers in order to ensure that arrangements are consistent and aligned across the rail network.

This document is based on accepted operations and customer service best practice but only refers to operational issues in order to establish context. Details of the operational requirements for managing all types of disruption/incidents are contained in the relevant sections of the Rules & Regulations and associated operating publications.

2. SCOPE

This Approved Code of Practice (ACOP) applies to all Passenger Train Operators (franchised passenger train operators and Open Access passenger train operators), Network Rail and National Rail Enquiries (NRE). It also applies as appropriate to freight operators.

3. RELATED DOCUMENTS

This ACOP supports the relevant provisions in the Network Code, Railway Operations Code (ROC) and does not amend or alter in any way the provisions therein.

This ACOP should be read in conjunction with the ACOP covering the Provision of Passenger Information.

More details on the supporting passenger research and amplified information on customer requirements can be found in the Good Practice Guides covering the provision of information to passengers published by ATOC.

4. AIMS & OBJECTIVES

To enable the timely provision of correct and consistent information to Passengers (including Intending Passengers and Meeters & Greeters), during Major Delays/Disruption. This will be achieved by incorporating the identified requirements in all relevant operational and customer service instructions & processes so they are appropriately aligned and integrated across the Network.

The fundamental aims are to ensure that:-

- All staff know what they need to do to deliver these requirements
- Systems are aligned and configured to deliver 'One Version of The Truth' across all channels
- The same best current information is regularly provided to both staff and customers
- Network-wide processes are consistently applied and measured & reviewed

5. DOCUMENT STRUCTURE

This document covers all identified areas that are crucial to meeting the defined aims and objectives.

Accordingly this document is structured as follows:-

- Key Requirements – Network Rail and Passenger Train Operators
The approach that the above parties must take in order to implement these requirements
- Key Requirements – National Rail Enquiries
The approach that National Rail Enquiries must take in order to implement these requirements
- Detailed Requirements
The specific aspects that must be implemented by all parties. These cover the information critical elements of the following Key Activities:-
 - Site Actions
 - Control Operations Actions
 - Management Engagement/Involvement (Real time)
 - Control Information Actions
 - Core information
 - NRCC Information Actions
 - Station Information
 - On Train Information
 - Internet Information
 - SMS/Email alerts
 - Telephone information
- Definitions and Glossary
Important defined terms that are used throughout the document together with detailed descriptions
- End to End Process Chart
Schedule 1 contains a flow chart that shows all responsibilities organised by the Key Activities
- Measures/Success Criteria
Schedule 2 details all the key PIDD outputs and measures/success criteria organised by the Key Activities

6. KEY REQUIREMENTS – NETWORK RAIL AND PASSENGER TRAIN OPERATORS

6.1 Conformance

Each Passenger Train Operator and corresponding Network Rail route(s) will collectively ensure the Communication Arrangements used to provide passenger information during Major Delays/Disruption incorporate the principles set out in this ACOP.

The Passenger Train Operator will be responsible for initiating the first review and arranging for annual conformance reviews to be undertaken.

In reviewing the existing arrangements, Passenger Train Operators and Network Rail routes must consider all arrangements that have an impact or potential impact on providing passenger information. These should include:-

- Stand alone Passenger Train Operator arrangements
- Stand alone Network Rail arrangements
- Joint Passenger Train Operator /Network Rail arrangements
- Passenger Train Operator to Passenger Train Operator arrangements
- Passenger Train Operator to NRE arrangements
- Passenger Train Operator to 3rd party arrangements

Each Passenger Train Operator and Network Rail will also ensure that the staff who are required to fulfil the requirements of this ACOP are competent to do so.

By applying a common set of principles in a uniform way, this will help achieve the goal of providing consistent information to Passengers, Intending Passengers and Meeters & Greeters throughout the Network.

6.2 Measures/Success Criteria

The key measure of passenger satisfaction is NPS but in order to measure the effectiveness of the key determinants of passenger satisfaction during disruption at an input level, the specified In-process measures should be used by Passenger Train Operators and Network Rail routes within the context of the arrangements described in this ACOP.

This will enable Passenger Train Operators/Network Rail to track progress in delivering continuous improvement and provide valuable in-process measures for use in incident review processes, e.g. SPIR.

By using common measures, the consistent application of good practice can also be more assured through the use of benchmarking.

The measures/success criteria are summarised in Schedule 2 and are also included within the section of this ACOP setting out the Detailed Requirements.

7. KEY REQUIREMENTS – NATIONAL RAIL ENQUIRIES

7.1 Conformance

National Rail Enquiries will ensure the Communication Arrangements used to provide passenger information during Major Delays/Disruption incorporate the principles set out in this ACOP.

NRE will be responsible for initiating the first review and arranging for annual conformance reviews to be undertaken.

In reviewing the existing arrangements NRE must consider all arrangements that have an impact or potential impact on providing passenger information. These should include:-

- Stand alone NRE arrangements
- Joint NRE/ Passenger Train Operator/Network Rail arrangements
- NRE to 3rd party arrangements

NRE will also ensure that the staff who fulfil the requirements of this ACOP are competent to do so.

By applying a common set of principles in a uniform way, this will help achieve the goal of providing consistent information to Passengers, Intending Passengers and Meeters & Greeters throughout the Network.

7.2 Measures/Success Criteria

The key measure of passenger satisfaction is NPS but in order to measure the effectiveness of the key determinants of passenger satisfaction during disruption at an input level, the specified In-process measures should be used by NRE within the context of the arrangements described in this ACOP.

This will enable NRE to track progress in delivering continuous improvement and provide valuable in-process measures for use in incident reviews.

By using common measures, the consistent application of good practice can also be more assured through the use of benchmarking.

The measures/success criteria are summarised in Schedule 2 and are also included within the section of this ACOP setting out the Detailed Requirements.

8. DETAILED REQUIREMENTS

8.1 Introduction

The key actions in each activity necessary to deliver good information to staff and passengers are set out in the following sub-sections and shown schematically in the end-to-end PIDD process flow chart in Schedule 1.

Each sub-section also contains the agreed PIDD measures/success criteria that must be used to measure PIDD application in an objective way. These measures are also shown schematically with the key PIDD outputs and measures in Schedule 2.

Whilst some customisation may be necessary the PIDD arrangements will only meet the stated Aims & Objectives if the detailed requirements are applied consistently across the Network.

8.2 Site Actions

Introduction

Network Rail and Passenger Train Operator staff who attend the sites of incidents (Site Staff) are often the first link in the passenger information chain. They must therefore be able to deliver the following information critical requirements as an integral part of their overall site management responsibilities.

Situation Assessment and Problem Solving

Site Staff must be able to determine all the factors involved and provide a prompt initial assessment to the relevant Control Office.

In conjunction with the relevant Lead Operations Controller, the lead member of Site Staff (normally the Rail Incident Officer (RIO) or Train Operations Liaison Operator (TOLO) must be able to break the problem into key parts and agree prioritised actions. This will form an agreed service recovery/restoration plan formulated by the Lead Operations Controller. This will be termed a Prioritised Plan.

Provision of Robust Estimates

Site Staff must be able to provide robust realistic estimates for the key milestones within the Prioritised Plan.

Provision of Regular Updates

Site Staff must provide regular updates at intervals agreed with the Lead Operations Controller. These must recognise the PIDD requirements during enhanced mobilisation (CSL2) for Control Offices to issue Core Messages to staff and passengers at intervals not exceeding 20 minutes.

Understanding of End to End PIDD Process

In order to deliver the above specific requirements, Site Staff must have an understanding of the overall PIDD process including the following important aspects/principles:-

- Customer Service Level 2 (CSL2)
- Prioritised Plans
- Holding Messages
- Core Messages

Accordingly an appreciation of this ACOP must be included in the relevant training and competence modules for RIOs, TOLOs and other critical First Response Staff.

It is recommended that the schematics included as Schedules 1 and 2 can provide suitably concise summaries.

Measures/Success Criteria

Network Rail will put in place the following measures in order to monitor the effectiveness of information from site. These measures will apply regardless of root cause.

- Time initial assessment provided
- Times recovery estimates provided
- Times of updates in line with Prioritised Plan milestones

This information must be explicitly shown within the Control logging system for each relevant incident.

8.3 Control Operations Actions

Introduction

The relevant Network Rail and Passenger Train Operator Control Staff (referred to collectively as the Control Office) are central to the provision of good passenger information. Accordingly they must be able to collectively deliver the following information critical requirements.

Issue of a Holding Message

When a disruptive incident event occurs Control Offices must, as a top priority, ensure a Holding Message is promptly issued to all nominated points using the designated communication channels. This must be sent within 10 minutes of a Control Office receiving the initial advice of such an incident/event.

A Holding Message will follow the same format as a Core Message but will only contain preliminary information. As such it is likely to be less specific. Details of the required format can be found in the section dealing with Core Messages.

Appointment of a Lead Operations Controller

When Major Delays/Disruption occur (or are expected) a Lead Operations Controller should be nominated within the Control Office to liaise with site staff and act as a focal point for developing a Prioritised Plan. The Lead Operations Controller will normally be a member of Network Rail staff.

Mobilising the Correct Operational and Customer Service Response

The Control Office must ensure that the correct operational and technical resources are mobilised and engaged.

This action will need to initially address First Response Staff and the incident site. Once the situation has been properly assessed, it will subsequently need to cover other critical locations as appropriate, e.g. Signal Centres, Stations etc.

Contingency Plan Deployment and Decision Making

Both Network Rail and Passenger Train Operators will document pre-agreed operational contingency plans that provide an up to date framework for responding to train service disruption. These plans should ideally be a single set or, where this is not possible, fully integrated. They also must be capable of delivery by the resource base and not conflicted by the complexity of crew or set/unit diagrams, or lack of driver route knowledge etc.

To maximise the effectiveness of these plans during Major Delays/Disruption all key personnel within Network Rail and Passenger Train Operators who have a role in implementation, must be competent in structured problem solving/prioritisation methodologies.

A systematic approach will ensure that service problems are broken into key parts and prioritised according to the needs of passengers using a commonly understood approach.

Network Rail and Passenger Train Operators will ensure that this approach is integrated into all incident management conference arrangements and that the following cross-industry personnel are competent in applying commonly understood methodologies:-

- First Response staff (including all RIOs and TOLOs)
- Controllers
- On Call personnel/duty managers

Situation Assessment and Problem Solving

Site Staff must be able to determine all the factors involved and provide a prompt initial assessment to the relevant Control Office.

In conjunction with the lead member of Site Staff (normally the RIO or TOLO) and other relevant controllers/managers, the Lead Operations Controller must be able to break the problem into key parts and agree prioritised action. This will form an agreed service recovery/restoration plan formulated by the Lead Operations Controller. This will be termed a Prioritised Plan.

Production of a Prioritised Plan

The Lead Operations Controller will formulate and own the Prioritised Plan within the Control Office. The Prioritised Plan will be devised using input from site, the contingency plans and other relevant sources/ information. It should be authorised by the nominated Control Office manager and validated as appropriate by the relevant on call/duty managers.

It must have clear priorities and appropriate intermediate milestones and review points.

The Prioritised Plan should be available to those with a part to play in delivering the plan. The output from the Prioritised Plan and progress against the plan should be used to inform the content of the Core Messages.

Mandatory Service Disruption Threshold

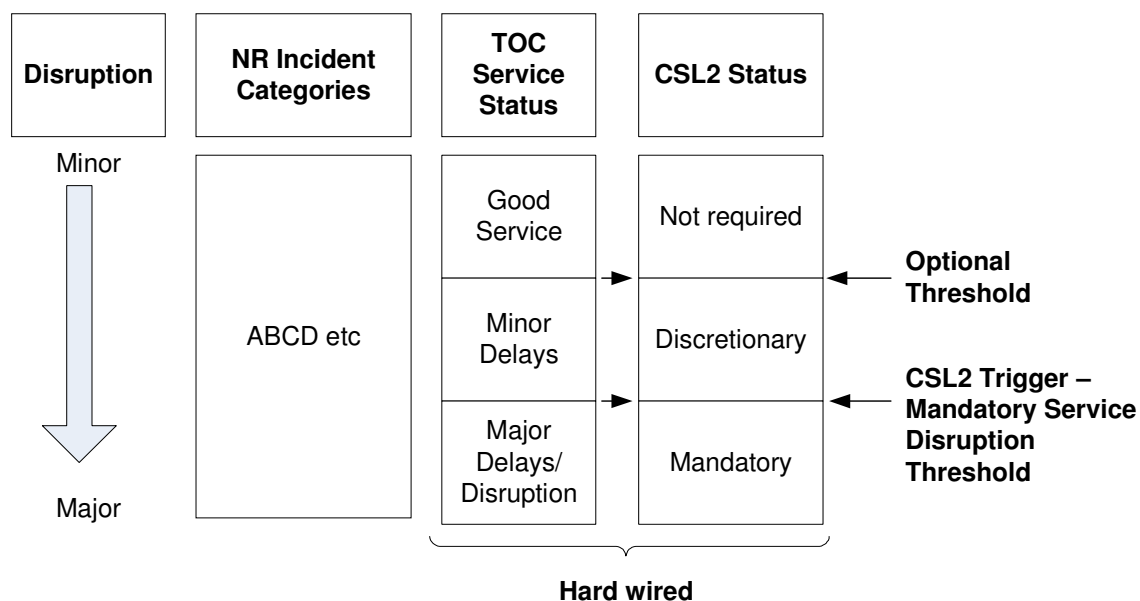
Each Passenger Train Operator will define Mandatory Service Disruption Threshold(s) above which these PIDD arrangements will always be applied. A threshold may cover the entire operating area (e.g. TOC) or be route specific.

Once triggered this will enable the Passenger Train Operator and associated Network Rail route(s) to engage the enhanced information arrangements described in this ACOP and provide staff (and third parties such as NRE) with the confidence that regular information will be available for passing-on to passengers. It will also enable Passenger Train Operators to introduce any additional predetermined operational/customer service arrangements that are associated with their management of Major Delays/Disruption.

This enhanced level of mobilisation/information provision should be designated Customer Service Level 2 (CSL2).

Current good practice links CSL2 to simple pre-defined service status phases that sit alongside the Network Rail incident classification requirements. It is vital that all thresholds and phases are defined, documented and understood by all relevant staff.

This is shown in diagram form below:-



Customer Service Level 2 (CSL2)

CSL2 must be activated and notified once the Mandatory Service Disruption Threshold has been exceeded. This is the term applied to enhanced mobilisation that will enable delivery of enhanced information and any associated Passenger Train Operator specific customer service requirements during Major Delays/Disruption. CSL2 may also be activated for lower levels of disruption at an optional trigger threshold if required by individual Train Operators (see above diagram).

Appointment of a Lead Information Controller

Once CSL2 has been declared a Lead Information Controller must be nominated to manage the information arrangements specified in the section of this ACOP covering Control Information Actions. The Lead Information Controller will normally be a member of Passenger Train Operator staff.

Engaging the Appropriate Managers

The Control Office must advise the nominated On Call/Duty/Line Managers in accordance with Standing Orders/Instructions.

This will include both Network Rail and Passenger Train Operator managers and cover both Operational and Customer Service responsibilities.

Linking certain aspects of mobilisation during Major Delays/Disruption to the implementation of CSL2 will make the process easier and more straightforward. Care must always be taken to recognise when a situation is deteriorating and escalation (up the chain of command) is required.

Provision of Robust Estimates and Information

The Lead Operations Controller and other staff within the Control Office must provide the Lead Information Controller with all relevant information, including estimates and progress against the Prioritised Plan. This will enable Core Messages to be as accurate as possible.

Estimates will be needed for all milestones in the agreed Prioritised Plan.

Introducing Special Timetables

When services become seriously disrupted the number of cancellations may become overwhelming. Control Offices must determine the point at which it is better to just advertise trains that are running. This may best be achieved by introducing a special timetable. Core options for Special Timetables should be available within the relevant Contingency Plans.

Measures/Success Criteria

The Control Office will put in place the following In-process measures in order to monitor the effectiveness of the information flow within the Control Office decision making processes.

- Time Holding message Sent
- Time CSL2 declared & advised
- Time Prioritised Plan formulated and issued
- Times advice of expected resumption of booked services issued

Operations control team satisfaction with on site team output (peer review) should also be included in all Serious Performance Incident Reviews (SPIR).

8.4 Management Engagement/Involvement (Real Time)

Introduction

The documented Network Rail and Passenger Train Operator On Call arrangements must ensure that the relevant managers are engaged at an appropriate stage. Such managers must be able to provide support and advice in accordance with the following requirements.

Input into Prioritised Plan

The relevant managers must verify that the situation has been correctly assessed and that an appropriate Prioritised Plan, informed by sound estimates, has been produced, common sense and issued. The aim is to provide an additional level of assurance during the disruption. This should help ensure the strategy and tactics are optimised in real time.

Engagement/Mobilisation of Correct Resources

Managers must ensure that the correct operational and customer service resources are engaged and deployed to the appropriate locations.

8.5 Control Information Actions

Introduction

During CSL2 the nominated Lead Information Controller will be responsible for drawing together information from colleagues in the Control Office and issuing regular concise information messages via all designated communication channels. Accordingly the relevant staff must be able to fulfil the following pivotal requirements.

Targeting Messages

The established Communication Arrangements must be pre-configured and defined in order to provide information to frontline staff that is appropriate to their needs.

This should be achieved by providing the best possible Core Messages and targeting supporting information to the staff that need it through appropriate channels of communication.

To assist in this it is essential that the good practice and guidance identified by industry groups such as PISG and CCPG is regularly reviewed and acted on. It is also important that basic disciplines regarding pager/SMS groups are properly documented and managed.

Advising CSL2 Introduction

A Passenger Train Operator will always introduce the CSL2 arrangements that will deliver the requirements of this PIDD ACOP once the Passenger Train Operator's predetermined Mandatory Service Disruption Threshold has been exceeded. CSL2 may also be introduced below this level if required.

It is important that this shift in Passenger Train Operator service status is advised to all customer-facing staff, Network Rail, NRE and other involved 3rd parties by notifying the introduction of CSL2.

Positively moving to an enhanced state of mobilisation that can deliver information updates at defined intervals will ensure greater consistency and provide customer facing staff involved in providing information to Passengers, Intending Passengers and Meeters & Greeters with a much higher degree of confidence and capability.

Holding/Core Messages

➤ Requirement

When Major Delays/Disruption occur it is essential that Control Offices collate and issue an initial information advice and regular subsequent updates. No matter how sparse the information available to the control it is vital that all customer facing staff (e.g. Station, On-train, NRE etc) are given regular and concise summaries of whatever information is available in a structured, predictable and jargon free way. This will prevent second-guessing and ensure all sources are able to give customers a consistent message.

Passenger Train Operators will therefore establish defined arrangements that will provide the following once an applicable Mandatory Service Disruption Threshold has been exceeded.

➤ Frequency

The issue of an initial Holding Message by a nominated individual within the Control Office within 10 minutes of the Control Office receiving advice of the incident.

The issue of subsequent Core Messages by the Lead Information Controller within the Control Office at intervals not exceeding 20 minutes or whenever the situation changes (Passenger Train Operators may pre-designate a shorter interval if this is considered appropriate but 15 minutes is the shortest recommended interval).

If the situation has not changed when the next Core Message is due, the previous Core Message should be repeated and re-timed. It is not acceptable to miss a message if nothing has changed. The pre-agreed interval must always be adhered to in order to give confidence to frontline staff.

➤ Format

A Holding/Core Message should contain 3 key pieces of information:-

- The Problem – including any infrastructure issues
- The Impact on services
- The Advice for customers

The messages must be as concise as possible, jargon free and be clearly timed and dated.

An example is-

<i>Problem -</i>	<i>Due to flooding at Oxford and Cheltenham</i>
<i>Impact -</i>	<i>No Cross Country services will operate south of Birmingham or south of Cheltenham</i>
<i>Advice -</i>	<i>Passenger tickets will be accepted on South West Trains / Virgin / Chiltern / London Midland Trains</i>

The aim is for such messages to be available to all relevant customer facing staff (including NRE and other 3rd parties) and directly to customers. Such information will be provided to staff and customers via the routine communication channels.

This will help ensure that all sources give consistent information about the prevailing situation and the planned steps towards restoring the booked service. It will therefore enable customers to make informed travel choices.

Core Messages to frontline staff should be supplemented as necessary with targeted supporting operational information that will enable the Prioritised Plan(s) and good customer service to be delivered.

Cancelled Trains

Passenger Train Operators must ensure that the established Communication Arrangements enable trains to be promptly entered as cancelled into the relevant core information systems. This will be best achieved by using the Darwin workstation or templated messages using the Tyrell messaging system.

Alternative Routes & Ticket Validity

Passengers and Intending Passengers must be provided with sufficient information to make informed alternative arrangements during service disruption. They must also not be penalised with regard to ticket acceptance (see example of a Core Message above). In order to deliver these 2 clear aims each Passenger Train Operator must determine (including pre-agreement with other Passenger Train Operators) appropriate disruption policies/contingency plans covering the following areas:-

- **Ticket Acceptance Policy**
All Passenger Train Operators must have a clear Ticket Acceptance policy that is pre-documented and triggered during CSL2 and any defined following period. This must be underpinned by pre-agreed arrangements covering the most likely requirements during Major Delays/Disruption. These arrangements will be documented as a protocol between the Passenger Train Operators involved and be capable of implementation at very short notice by the relevant Control Offices. Implementation will always be subject to agreement by the accepting Passenger Train Operator but this will only be withheld under extreme circumstances (e.g. parallel Major Delays/Disruption that has also triggered CSL2 introduction).
- Passenger Train Operators should also have policies in place for ticket acceptance on LUL services and London buses. Agreements should also be sought from local bus operators to enable ticket acceptance in times of disruption.

The policies must cover:-

- Disrupted trains
 - Travel by alternative routes
 - Decision making on the day
 - Communication on the day
 - Ticket issuing during disruption
 - Periods of Amnesty
- **Cheapest Ticket Policy**
All Passenger Train Operators must agree a Cheapest Ticket Policy for implementation as necessary during service disruption. If a passenger indicates that they intended to travel on the disrupted route where a cheaper fare applies, then the cheaper fare will still apply. This will ensure that passengers do not have to pay a higher ticket price for their ticket on the day of travel because of disruption to the service they would have caught.
 - **Do Not Travel Policy**
When there is no alternative, Passenger Train Operators must be able to issue a Not to Travel Warning. The arrangements must be sufficiently flexible to enable such a warning to be issued promptly at any time.

Examples of when such a warning may be required include widespread severe weather such as snowfall or flooding, a significant engineering overrun, a major terrorist attack or a catastrophic accident/incident.

Note: Do Not Travel Warnings can only be issued by Passenger Train Operators.

Full details and further supporting guidance on each of these aspects can be found in the PISG Good Practice Guides covering the provision of information to passengers.

Emergency Substitute Road Transport

All Passenger Train Operators must have pre-agreed arrangements and/or call-off contracts covering the provision of substitute emergency road transport. These arrangements should be supported by an appropriate contingency plan that incorporates preferred train to bus/coach transfer stations and the best road routes during line-blockages.

Measures/Success Criteria

The Control Office will put in place the following In-process measures in order to monitor the effectiveness of the information flow from the Control Office.

- Delivery of Core Messages within timescales
- Content of Core Messages (conformance to template)
- % of train cancellations – significant lateness into Darwin – alternative schedules communicated through Darwin (target 99%)
- % of train cancellation input into Tyrell (target 99%)

Information control team satisfaction with operations control team output (peer review) should also be included in all SPIR reviews. Passenger Train Operators should also measure the reduction in the number of customer complaints.

8.6 Core Information

One Version of the Truth

Network Rail and Train Operators will ensure that the information issued by Control Offices is consistent and current. To achieve this, the core information systems used will support the key aim of delivering One Version of the Truth.

8.7 NRCC Information Action

Introduction

The National Rail Communication Centre operated by National Rail Enquiries (NRE) will, during Major Delays/Disruption, translate and apply the information contained in the Core Message across the suite of NRE systems as well as maintaining the integrity of the data within the National Real Time Database (Darwin). Accordingly the NRCC staff must be able to fulfil the following detailed requirements

Actions

The NRCC will meet the same timescales for providing/updating summary information as those that apply to Holding/Core Messages issued by Control Offices, i.e. the immediate posting of an initial advice from the Holding Message followed by updated information from Core Messages at intervals not exceeding 20 minutes.

Where no Core Message is available, the NRCC will take all steps necessary to ensure that suitable information is obtained from the Passenger Train Operator(s) and other relevant parties to enable advice of the Major Delays/Disruption to be communicated to passengers.

Language used by the NRCC will be consistent with that agreed by the industry as defined in section 1.4 of the Good Practice Guides for providing information to passengers.

The NRCC will also proactively monitor the integrity of the data contained within the database including the monitoring of and response to system generated alarms.

Information received by the NRCC in free-text format (for example non-templated cancellations) will be manually entered into the database through the Darwin Workstation.

Trains that are at a stand will generate an alarm/call to action to ensure relevant actions are taken.

Regular dialogue will be maintained with:-

- Passenger Train Operator Controls
- Network Rail Controls
- FOC Controls
- NRE Management

Measures/Success Criteria

The NRCC will put in place the following In-process measures in order to monitor the effectiveness of the information flow from Control Offices.

- Times Holding/Core Messages received
- Times CSL2 declaration notification received
- Times corresponding information posted/entered into NRE systems

NRCC team satisfaction with Passenger Train Operator output (peer review) should also be included in all relevant reviews.

8.8 Station Information

Introduction

It is essential that frontline staff know what, and how, information will be provided during CSL2 and what actions they should take to maximise the quality and flow of information to passengers. Accordingly Network Rail and Passenger Train Operator staff who are responsible for providing information to Passengers on stations (either remotely or customer-facing) must be able to deliver the following requirements.

Creation of Hub and Satellite Stations

When CSL2 is introduced it is important to reduce the demands on key Control Office staff. In order to do this, Passenger Train Operators should consider adopting a Hub and Satellite station approach at affected stations or introduce an alternative centre for communications during disruption.

This enables Hub Stations or the alternative centre to be the primary contacts with the Control Office and cascade tactical instructions and information to customer facing staff. All stations and customer facing staff will receive Core Messages. This approach is aimed at ensuring Control Office information staff can focus on issuing informative Core Messages at the correct frequencies, rather than answering individual phone enquiries. This will also enable Passenger Train Operators to deliver more targeted customer service/customer handling.

Station Information Screens

CIS and OIS are critical tools for disseminating information to passengers and staff immediately affected by any disruption. Updating of CIS/OIS must be a priority. Passenger Train Operators and Network Rail should have integrated documented procedures covering what messages should be displayed on CIS and OIS screens under all foreseeable operational situations. These instructions must cover:-

- Actions and priorities during CSL2
- The format of messages
- Supplementary non-critical message management (e.g. Your Station Manager today is etc.)
- Action if automatic information integrity becomes poor

Station Staff must understand what should be displayed during disruption and challenge any information that does not deliver, or prevents delivery of timely, accurate and relevant passenger information during Major Delays/Disruption.

Public Address Announcements

PA announcements must be consistent with station information screens and supplemented as necessary with information from the Core Messages.

Passenger Train Operators should have documented scripts covering what announcements should be made under all foreseeable operational situations (these may be pre-recorded). These instructions must cover:-

- Actions and priorities during CSL2
- The format of messages
- Supplementary non-critical message management (e.g. smoking restrictions)
- Action if automatic information integrity becomes poor

Station Staff must understand what is required and challenge any information that does not deliver, or prevents delivery, of timely, correct passenger information.

Special Notices

Passenger Train Operators should have documented arrangements covering the production and posting of Special/Apology Notices. These may be exhibited by CIS, posters, electronic displays or whiteboards.

Measures/Success Criteria

Passenger Train Operators will put in place the following measures in order to monitor the effectiveness of the information received by front line staff on trains and at stations.

- In-process
 - Times Holding/Core Messages received
 - Time CSL2 declaration notification received

Plus peer review of info received if SPIR process applied to incident

- Periodic reviews will be undertaken to:-
 - Review the problems encountered by staff in receiving info by device type
 - Identify the most suitable receiving devices for staff by job type, and
 - Identify passenger requirements and favoured receiving methods by channel/ device
 - Other periodic measures that can be adopted if required, include:-
 - Level of passenger complaints about lack of information
 - Staff satisfaction levels
 - Improved timescales for posting special messages and updating accurate information on CIS
 - Improved Good Practice mystery shopping scores

8.9 On-Train Information

Introduction

On-train staff who are responsible for providing information to passengers (face to face and/or remotely) must be able to deliver the following requirements. This will include guards (or equivalent), on-board staff, revenue protection and drivers.

Obtaining Information

Passenger Train Operators must ensure that on-train staff are as well informed as passengers with web access. Accordingly the necessary equipment provided to these staff must be fit for purpose.

Drivers on Driver Only Operation services will rely on information from signallers, therefore where DOO services are operated, Network Rail and the Passenger Train Operator must have an agreed specification/protocol covering General Calls during Major Delays/Disruption.

Sharing Information

Drivers and on train staff must share relevant information. In particular Drivers often obtain valuable primary information from signallers that should be shared with relevant staff on the train. Rule Book requirements do not cover this customer service aspect and Passenger Train Operators on train staff therefore consider including the requirement in professional driving policies or similar.

Training and job manuals for all on train staff should explicitly address Passenger information requirements during all operational/service phases and in particular when CSL2 has been declared.

PA Announcements

When CSL2 is in operation, PA announcements should use the information from Core Messages as specified in the documented scripts

Passenger Train Operators must have documented scripts for the person expected to make announcements that cover all foreseeable operational situations. Instructions should also be in place to specify the role of on board catering and cleaning staff (where provided) during Major Delays/Disruption.

On Board Passenger Information Systems

Where fitted these must provide information that is consistent with other sources.

Accordingly instructions for on-train staff must include the action to be taken if automatic information integrity becomes poor.

Face to Face Information

On services where on train staff are routinely required to go through the train, strong consideration must be given to the quality of information available during Major Delays/Disruption. On-train staff must be highly visible during disruption frequently passing through the train to provide assistance and assurance to passengers.

Measures/Success Criteria

Passenger Train Operators will put in place the following measures in order to monitor the effectiveness of the information received by front line staff on trains and at stations.

- In-process
 - Times Holding/Core Messages received
 - Time CSL2 declaration notification received
 - Times general calls sent

Plus peer review of info received if SPIR process applied to incident

- Periodic reviews will be undertaken to:-
 - Review the problems encountered by staff in receiving info by device type
 - Identify the most suitable receiving devices for staff by job type
 - Identify passenger requirements and favoured receiving methods by channel/device
 - Other periodic measures that can be adopted if required, include:-
 - Level of passenger complaints about lack of information on trains
 - Staff satisfaction

8.10 Internet Information

Information published on the internet should reflect that contained within Holding/Core Messages together with further in depth supporting information which will allow passengers to make informative judgements about their travel plans. The information should include alternative transport arrangements, ticket acceptance, amended train services. Where possible a map should be shown showing the disrupted area. Initial advice must be provided as soon as a Holding message is issued and update frequencies must be consistent with the receipt of the Core Message (i.e. the content/published time must be updated at least every 20 minutes).

8.11 SMS/Email Alerts

SMS/Email Alerts must be consistent with all other industry systems where passengers can access/receive information. In order to maintain consistency alerts must be real time and be powered by either Darwin (or another system that can send or receive information from Darwin) and must comply with the requirements regarding Holding/Core Messages. As a minimum alerts must include details regarding:-

- Single train delays
- Single train cancellations
- Line of route disruption

8.12 Telephone Information

Information given by telephone information staff must be consistent with all other industry sources/channels. Accordingly information given should reflect that contained within supplied Holding/Core Messages together with any other supporting information.

To enable these staff to provide accurate information they must have access to real time train information.

9. DEFINITIONS AND GLOSSARY

Cheapest Ticket Policy

A Passenger Train Operator fare policy that ensures customers are not penalised during disruption

CCPG

The Control Communication Project Group. A group of Passenger Train Operator and Network Rail representatives who identify and promote effective industry train service information processes and systems.

Communication Arrangements

The documented and integrated Passenger Train Operator, Network Rail and National Rail Enquiries communication channels and processes that are used to pass-on information to staff, Passengers, Intending Passengers and Meeters & Greeters. These comprise all systems, processes and channels.

Control Office

The collective Network Rail and Passenger Train Operator control activities that are responsible for managing train service delivery on a real time basis. This will include service recovery, incident management and information to staff, passengers and 3rd parties.

Core Message

A jargon free message issued by a Control Office during Major Delays/Disruption at intervals not exceeding 20 minutes when CSL2 is in operation. A Core Message will contain 3 key pieces of information:-

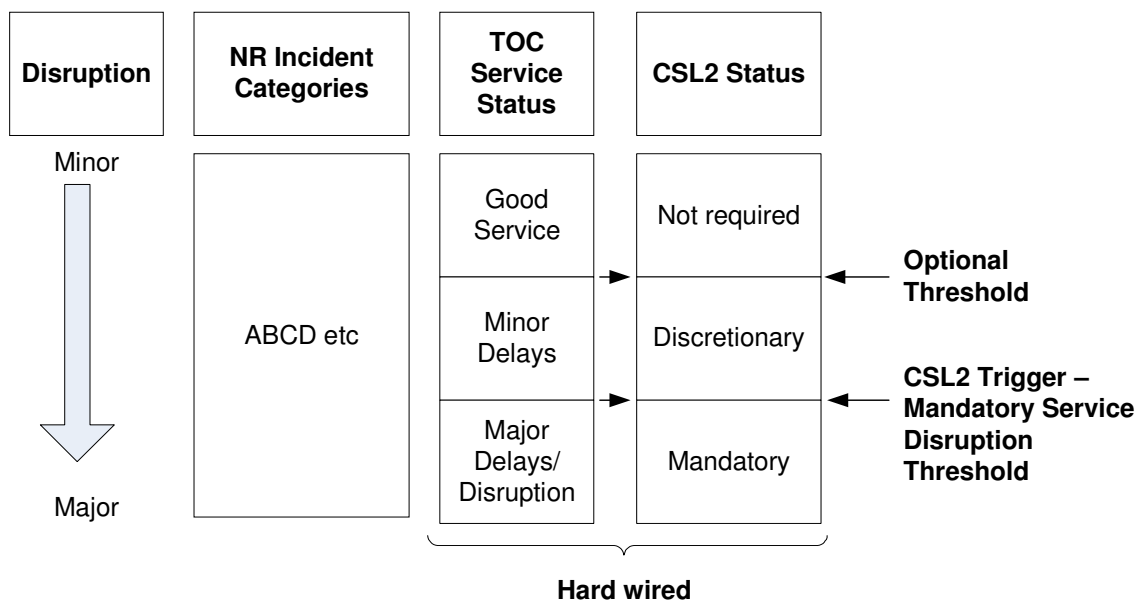
- The Problem – including any infrastructure issues
- The Impact on services
- The Advice for Customers

Customer Service Level 2 (CSL2)

The term applied to enhanced mobilisation that will enable delivery of enhanced information and associated Passenger Train Operator specific customer service requirements during Major Delays/Disruption. CSL2 must be activated and notified once the Mandatory Services Disruption Threshold has been exceeded and may also be activated for lower levels of disruption if required by individual Train Operators.

Current good practice links CSL2 to simple pre-defined service status phases that sit alongside the Network Rail incident classification requirements.

This is shown in diagram form below:-



Darwin

The National Real Time Train running database that powers all NRE Real Time channels and those used by TOCs, Passenger Train Operators and 3rd parties.

Darwin Workstation

A train management tool that allows quick and easy updates of train service schedules within the Darwin database.

Do Not Travel Warning

A structured advice issued by Passenger Train Operators during Major Delays/Disruption when travel is not recommended. This will take account of any viable alternatives.

First Response Staff

Staff who are mobilised to quickly attend the site of an incident/event or suspected incident/event.

Good Practice Guides

Documents containing identified good practice and advice issued by ATOC on behalf of the PISG group.

Holding Message

An initial message issued by a Control Office containing the available details of an incident/disruption and the impact on service. A Holding Message will be issued within 10 minutes of the Control Office receiving advice of the incident/disruption.

In-Process Measure

A measure that is used to measure a critical part of the process. This is generally a measure of input, e.g. time taken to undertake a task.

Intending Passengers

Customers/potential customers who have not yet started their journey

Lead Information Controller

A member of Control Office staff nominated to manage the flow of information when CSL2 is in operation.

Lead Operations Controller

A member of Control Office staff nominated to manage the Prioritised Plan during Major Delays/Disruption.

Major Delays/Disruption

A level of delays/disruption above a Passenger Train Operator's defined Mandatory Service Disruption Threshold.

Mandatory Service Disruption Threshold

Each Passenger Train Operator will define a Mandatory Service Disruption Threshold above which these arrangements will always be applicable. This threshold may be Passenger Train Operator or route specific.

Once triggered this will enable the Passenger Train Operator and associated Network Rail route(s) to engage the enhanced information arrangements described in this ACOP and provide staff (and third parties such as NRE) with the confidence that regular information will be available for passing on to passengers. It will also enable Passenger Train Operators to introduce any additional predetermined operational/customer service arrangements that are associated with their management of Major Delays/Disruption.

This enhanced level of mobilisation/information provision should be designated Customer Service Level 2 (CSL2).

Meeters & Greeters

Members of the public who are meeting or intending to meet a passenger at a station or other location.

Minor Delays

A level of delays below a Passenger Train Operator's defined Mandatory Service Disruption Threshold.

Network

The railway infrastructure operated by Network Rail in England, Scotland and Wales.

NPS

National Passenger Survey undertaken by Passenger Focus twice per annum. This survey measures customer satisfaction across a range of issues

One Version of the Truth

A term used to describe the fundamental foundation of good passenger information during disruption. Correct and consistent information supplied via a single database by all communication channels.

Passengers

Customers who are undertaking their journey (e.g. on train or station – including transfers, LUL etc)

Passenger Train Operator

An Operator of passenger services on the rail network. This includes Train Operating Companies (TOCs) and passenger Open Access operators.

PISG

The Passenger Information Strategy Group. A group of Passenger Train Operator, Network Rail and Passenger Focus representatives who identify and publish good practice relating to the provision of passenger information.

Prioritised Plan

A plan formulated within a Control Office to manage an incident and recover the service in a structured way. Such a plan will include prioritised actions and milestones.

Site Staff

Staff who attend the site of an incident and/or the location causing disruption in order to recover the service and/or restore the infrastructure.

SPiR Process

The Serious Performance Incident Review process used by Network Rail and Passenger Train Operators to undertake post incident/event reviews in a structured way. The key aim of the process is to learn lessons.

Ticket Acceptance Policy

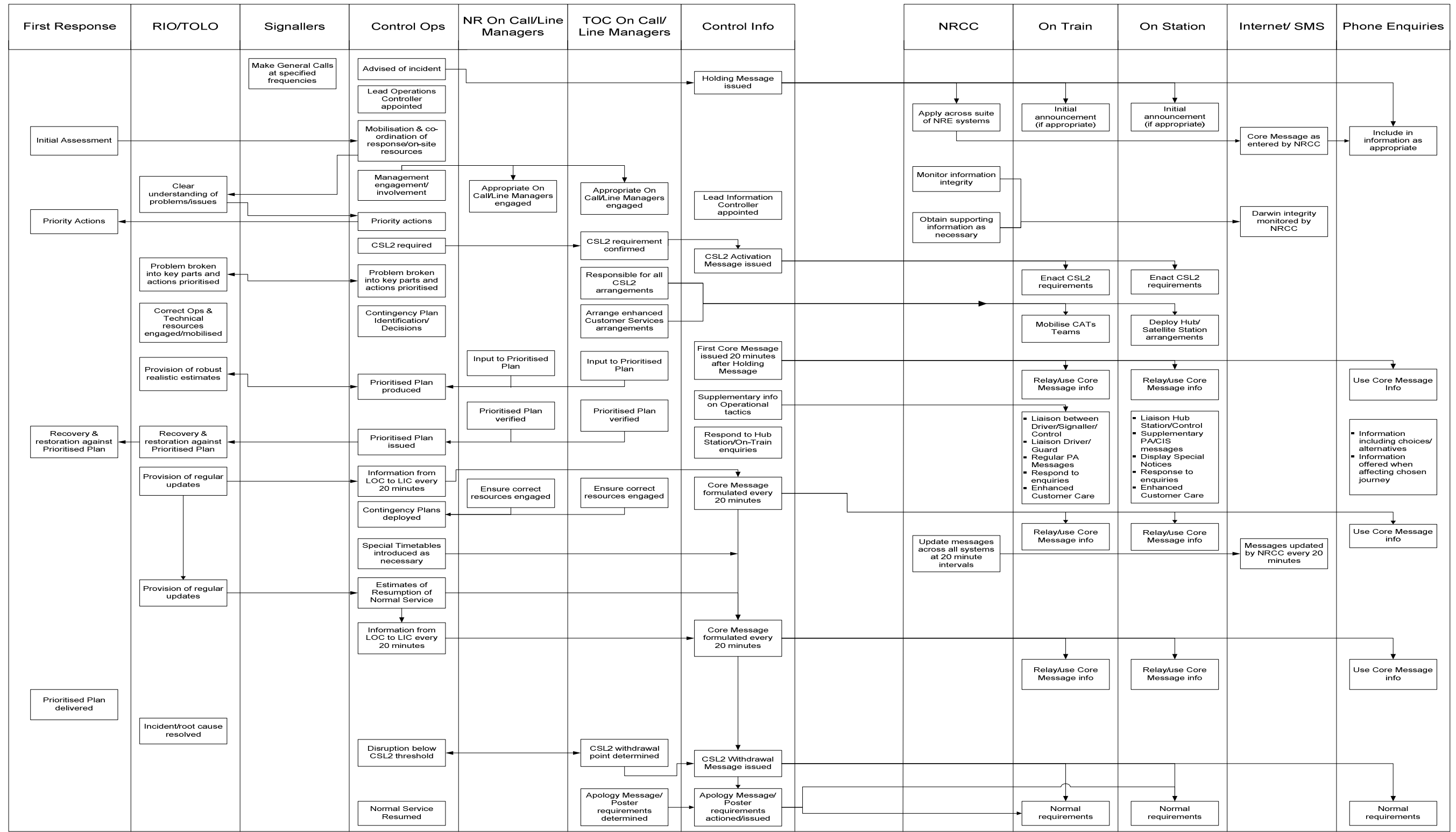
A Passenger Train Operator policy that covers the following key aspects during disruption:-

- Disrupted trains
- Travel by alternative routes
- Decision making on the day
- Communication on the day
- Ticket issuing during disruption
- Periods of amnesty

Tyrell

A messaging system that is used by Passenger Train Operators and Network Rail to pass information to frontline staff, passengers, websites and 3rd party organisations (primarily from Control Offices).

SCHEDULE 1 – END TO END PIDD PROCESS



SCHEDULE 2 – KEY PIDD OUTPUTS & IN-PROCESS MEASURES

