

Passenger Information Delivery Plan

Govia Thameslink Railway Limited

How we inform Customers? When it is going well & During disruption

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Passenger Information Delivery Plan

The Passenger Information Deliver Plan (PIDP) sets out how Govia Thameslink Railway Limited (GTR) will inform its customers on the train service throughout the customer journey in line with the Rail Delivery Group (RDG) Approved Code of Practice for Provision for Passenger Information (ACoP) incorporating best practice from the Industry Good Practice Guide.

This delivery plan will be reviewed annually by GTR. It will incorporate, as necessary, any changes required by any amendments to the RDG ACoP

It may also be reviewed following the documented review process and updated when necessary by distribution of a complete replacement.

Part A - Issue Record

Issue	Date	Comments
Version 1.0	September 2014	Agreed
Version 2.0	June 2015	Agreed
Version 3.0	July 2015	Agreed
Version 4.0	October 2015	Agreed
Version 5.0	December 2016	On Hold
Version 6.0	July 2017	Agreed
Version 7.0	April 2019	Agreed

Responsibilities

This delivery statement applies to all GTR staff that have identified roles or responsibilities in this statement or the related documents in section 4

This Information delivery plan is for GTR to deliver and documents Network Rail (NR) key interfaces for information only. NR obligations are documented in the NR Guidance Note for Control, Response and Station Staff – Information During Disruption.

Code of Practice and Delivery Plan Status

This document is not intended to create legally binding obligations between GTR and NR and industry parties.

Supply

GTR will publish a link to the RDG ACoP on its websites (shown below) which incorporates the principles by which it will comply with its duty to provide accurate and timely information to customers to enable them to make informed travel decisions including times when there is service disruption, A copy of this Delivery Plan is available on GTR's websites:

www.thameslinkrailway.com.
www.gatwickexpress.com

www.greatnorthernrail.com.

www.southernrailway.com



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Part B

1. Background

Feedback from customers consistently shows that information delivery is important to them throughout their journey and especially during any disruption. GTR has the delivery of timely, accurate and useful information to its customers as a top priority and recognises that, as a Train Operating Company (TOC) it has responsibility for managing the relationship with its own customers. The interconnected nature of the rail industry dictates that a coordinated approach to the provision of customer information during major delays/disruption is equally important.

2. Purpose

This document sets out high level guidance about generic good practice in the provision of information to customers during disruption, based on the ACoP. It provides GTR with a framework that will be tailored to local circumstances to deliver this good practice.

3. Scope

The ACoP applies to all train operating companies (franchised and open-access), including GTR.

4. Related Documents

This Delivery Statement supports the ACoP, and the relevant provisions in the Network Code, Railway Operations Code (ROC) and does not amend or alter their provisions in any way. This ACoP should also be read in conjunction with:

- GTR's Service Recovery Framework including customer plans
- Station disruption plans
- Network Rail's Significant Incident Review Process (SPIR)
- NR Guidance Note for Control, Response and Station Staff – Information During Disruption
- Network Rail Contingency Planning Day A for Day B document.
- RDG Good Practice Guide to the Creation of Customer-Focused Core Messages



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5. Information Delivery Strategy

The GTR information strategy is:

Through our people, across everything we do, we will inform at all points of the customer journey, giving choice to enable them to be in control of their decisions.

GTR will achieve this by:

- Giving teams the right training to enable them to inform customers
- Using operation messaging systems to output consistent information from GTR's Control Centre
- Use all the information feeds for each of its customer websites and apps to provide consistent, timely and easy to interpret information
- Ensure the information on stations (CIS) and trains (PIS) is audible, accurate and up to date both visually and audibly and supplemented by manual announcements when needed
- Ensure GTR's teams are informing customers
- Data enabled devices will be available to customer facing staff to enable them to respond to customer's needs
- Paying particular attention to offering alternatives when things go wrong

6. Interface with Network Rail and other organisations

Train Operators and NR have a duty to work closely together and co-operate over all aspects of customer information, including but not exclusively during periods of disruption.

Information from the site of an incident forms the key initial stage in the information chain. NR takes the lead role at all operational incidents and has procedures setting out their response to such incidents, including as they relate to customer information.

The ability of TOCs to provide appropriate, accurate and timely information to customers during disruptive incidents – as detailed in the ACoP – is heavily dependent on the flow of information from NR particularly in reference to the below, which should be provided when major disruption (CSL2) is declared:

- Estimates and information from the site of an incident/disruptive event including milestone plans to aid understanding of timescales and actions
- Cause of the delay
- Production of plans for the restoration of services

Part D of this document details the end to end Passenger Information During Disruption (PIDD) process; this includes the NR interface inputs which are colour coded. References to NR in this document and appendices are for information purposes only. NR obligations are documented in the NR Guidance Note for Control, Response and Station Staff – Information During Disruption.

Station Facility Owners (SFO) are also required to work with TOCs and co-operate in the dissemination of information in a non-discriminatory way that looks after customer needs regardless of operator. It is noted that not all SFOs are TOCs.



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7. Compliance with RDG Code of Practice

The ACoP introduces PIDD and its principal components and points to the more detailed key requirements that need to be identified, agreed and implemented locally.

This Plan documents the plans to deliver appropriate, accurate and timely information to customers especially during disruptive incidents based on the guidelines in the ACoP in close co-operation with NR. These plans will be reviewed over time and be owned by GTR.

It also identifies the basis on which GTR will measure its success in the delivery of appropriate, accurate and timely information.

Local circumstances and the flexible and collaborative approach required to recover a disrupted train service can also lead to alternative local solutions being adopted on a planned or unplanned basis. GTR may step outside of the guidelines in the ACoP providing this decision is undertaken consciously and believed to be in the best interests of customers. The local plan will document the planned divergences and unplanned on-the-day alterations may be considered during the incident review process.

Part C

1. Information Delivery

1.1 – Pre Journey

GTR will ensure that customers are able to obtain timely and accurate information that allows them to plan their journey via various channels including websites and contact centres. Through these channels, customers will be able to obtain the following information:

1. Information about the station, including where it is and how they may get to it
2. What tickets are available and how to purchase them
3. Timetable information including planning their journey, advise on any changes to the timetable with be given as shown as is practical, this will include information relating to engineering work.
4. GTR will continue to work with National Rail Enquiries (NRE) to ensure Knowledgebase and Stations Made Easy are reviewed annually and updated where necessary post the review

1.2 – At the station

GTR sees the information given at the station integral to the whole journey provision for customers. Ensuring customers are able to access information in a multitude of ways, each defined below:

Our People

- Will be visible to customers to assist in their enquiries and will have the appropriate equipment to enable them to keep abreast of what is happened. Technology used will give them the ability to access the internet including opportunities to seek alternative opportunities in times of disruption.



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- Have training that enables them to keep abreast of the changes in technology and understand the needs of customer. This will ensure they are able to converse with customers and provide accurate and timely information.

Systems and Technology

Customer Information Screens (CIS)

- Customer and our staff rely heavily on the accuracy of the CIS; therefore GTR will ensure this is both operational and accurate throughout the running of its service. Particular priority will be given in times of disruption and will utilise “disruption mode” when the screens become overwhelmed with irrelevant delayed services. This will also remove non-essential automated announcements. Details of this can be found in the PIDD section of this document.

Public Address Systems (PA)

- GTR utilises the information contained within the CIS to automate the PA ensuring consistency in the message given to the customer. Messages are given to inform the customer on services from that station including any mandatory or security messages.
- Depending on the size and footfall of the station, automated announcements may be supplemented with manual messages from either the control or the team at the station. In disruption these will include apologies and compensation information. These will also include any supplementary information contained within the core message.

Station Facilities

Help Points

- At certain stations help points will be available for customers to assist them.
- Signage will be situated near to the help point to assist customers in how to use the help point including both the information and emergency button
- Help points will be answered within 2 minutes, the information button is answered by National Rail Enquiries and operators have direct access to our control for additional information and support.

Wayfinding

- Signage is provided to assist customers in navigating the station and to ensure dwell times are kept to a minimum including onward journey opportunities and interchanges to other services



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1.3 – On the Train

Ensuring customers are able to access information on the move is important to GTR so the following has been put in place.

Our People

- Wherever practicable teams will be informed about what is happening to their service with access to 4G enabled devices to aid this provision
- Will give disruption messaging within 2 minutes of coming to a stand and update regularly with new information. In respect of DOO, the driver will alert customers when new messages will be given if they need to leave the train
- On Board Supervisors and Conductors will engage in customer service activities throughout the journey.
- On Driver Only Operation (DOO) services drivers will utilise such devices when it is safe to do so.

Systems and Technology

Announcements and Passenger Information Screens (PIS)

- Customer and staff rely heavily on the accuracy of the PIS; therefore the information given will be consistent and accurate in both the visual display and audible functionality, in particular at the start of any journey. Messages will include the destination of the service, the stopping pattern and mandatory security messages.
- GTR, where provided, will update the information provided on the screens via the Real Time Passenger Information Screens (RT-PIS) directly from Control.

1.4 – Post Journey

Once customers have completed their journey, GTR will still support them with the following:

- Lost Property provision to aid the recovery of lost items, details of which will be shown on the websites
- Details of what compensation arrangements are available and how to claim will be shown on the station and the website.
- Leaflets and claim forms will be available on the website although customers will find it quicker to access delay repay via the website.
- During disruption, all efforts will be made to inform customers of delay repay via our people, the CIS and if fitted RT-PIS, it will also be shown on the websites/apps.
- Customers should not be made to pay more for their train ticket during disruption, and no-quibble refunds should be considered if this occurs



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Part D

1. Our Commitment to the Key Requirements (PIDD)

This section breaks down the effect of disruptive incidents and the actions to be taken into functional sections. All are ultimately important to the provision of information to customers but by breaking them down, functions are able to focus more closely on their own deliverables whilst retaining an understanding of the overall scene.

1.1 General

Service Disruption Thresholds and Customer Service Level 2 (CSL2)

GTR has defined Service Disruption Threshold(s) above which these PIDD arrangements will apply along with the ways of determining this; the enhanced level of mobilisation that results is referred to as Customer Service Level 2

GTR define Service Disruption as an incident or anticipated incident likely to impact the GTR train service causing trains to run outside the scheduled timetable and therefore impacting on the customer experience. The thresholds used for implementing CSL2 take account of such things as service frequency, number of Customers.

Production of a Prioritised Plan

Prioritised Plans based on actual information from site along with that from teams who are able to remedy the situation/effect repairs should form the basis of the road to normal working.

The Prioritised Plan will be devised using input from site, template Contingency Plans and other relevant sources of information before being authorised/owned by the Control Room Manager and validated as appropriate by the on call/duty managers.

The Prioritised Plan should be published and available to those with a part to play in delivering the plan and its output/progress should be used to inform the content of the messages to customers. Prioritised Plans should be validated and agreed by the TOCs concerned.



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Table 1: Service Disruption Thresholds

Good Service: (Green)	A good service is in operation
Minor/Moderate Disruption: (Yellow)	<p>Minor/Moderate Disruption Yellow Response means an incident that causes:</p> <ul style="list-style-type: none"> • Station closures up to 15 minutes • Line closure and delays contained within the line of route: e.g <ul style="list-style-type: none"> - Incidents including irregular working, station door events, over speed and exceptions in train movement authority (SPAD) - Incident involving an accident to a customer or member of staff - Stranded train not affecting other services - Incident involving one of the emergency services • Multiple services running 15-30 minutes late • Individual cancellation that results in a service gap of more than 60 minutes
Major Disruption: (Red) Which triggers CSL2	<p>Major disruption CSL2 Red Response means an incident that causes:</p> <ul style="list-style-type: none"> • Multiple services running more than 30 minutes late that result in service gaps • Individual services delayed over 60 minutes • Multiple service cancellations • Station Closures over 15 minutes • More than one line of route unavailable • Line Closures over 15 minutes • Loss of power or damage to Over Head Line Equipment (OHLE) and/or Third Rail
Major Disruption: (Black) Which triggers CSL2	<p>Major disruption CSL2 Black Response means an incident that causes</p> <ul style="list-style-type: none"> • Widespread disruption across the entire network that will require deployment of disruption volunteers • Incident that will result in the introduction of revised timetables • Is severe enough to attract negative media publicity • Multiple GTR services running more than 120 minutes late • Incident where disruption is likely to last more than 12 hours



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The declaration of CSL2 allows a wider understanding of the issues throughout the industry, notably amongst other TOCs who are able to provide assistance, and is accepted as the trigger required for additional assistance.

Whilst CSL2 is normally declared once the service disruption thresholds above have been reached (unless there is a good reason why it should not be) flexibility remains with the Control to be able to declare and/or change the response based on the circumstances for the benefit of customers. The triggers are both objective and subjective.

Understanding of the end-to-end PIDD process

In order to effectively deliver the above requirements, as far as possible all staff should have an understanding of the overall PIDD process and its aims and objectives with special reference to the following aspects/principles:

- Enhanced mobilisation
- Service Recovery Framework (SRF) plans
- Holding and Core Messages

Specific responsibilities to deliver the end to end process are contained in the sections below.

To ensure that PIDD is embedded within GTR, a dedicated section of the company induction is allocated to disruption management. It is also frequently included in management, frontline and companywide briefing material for key control staff

1.2 Operations

In the Control

The GTR Control Room is located at Three Bridges Route Operations Centre

Mobilisation of Operations and Customer Service response teams

The Control is responsible for engaging/mobilising operational/technical resources along with additional customer service response staff to enable customers to be looked after appropriately.

The Duty Operations Manager shall decide the category of the disruption event and will initiate the appropriate on-call response. GTR has a robust on call process that:

- Details GTR's on-call arrangements during disruption;
- Ensures that when disruption takes place GTR managers, with the appropriate skills, are able to respond immediately and at a level appropriate to the severity of the disruption;
- Ensure effective management support is provided to the Control and customer facing staff during disruption; who ensure information is effectively communicated to staff, other managers and customers across GTR throughout the disruption event.

When disruption occurs, the Duty Operations Manager is responsible for engaging the correct level of operational and customer service support. GTR on call structure and outline roles and responsibilities are documented below.



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Actions During Major disruption

The Duty Operations Manager should:

- Ensure core holding message is sent in the first 10 minutes;
- Ensure subsequent core messages are sent every 20 minutes thereafter, regardless of if the information has changed. Note: Where a disruptive event is prolonged e.g. overnight it is possible for a 'steady-state' to be achieved where the message frequency can be reduced.
- Ensure at least 90% of all service alterations are communicated through the operational messaging service
- Certify that the N/Rare preparing a prioritised plan;
- Advise On-Call Managers in accordance with the Company On-Call Procedure;
- Liaise with NR and other TOCs in order to agree a contingency plan to manage the incident. The most appropriate GTR Service Recovery Framework (SRF) should be used as a basis for this agreement with adaptations being made to suit the specific circumstances of the incident;
- Ensure this is communicated to key personnel via the conference calling or the messaging system and that they are aware of the following:
 - The problem – including any infrastructure issues;
 - The impact on train services;
 - The advice to customers;
 - Where GTR tickets are being accepted; and
 - What alternative transport plans have been put in place
- Ensure websites and intranet are kept up to date
- When the cause of the disruption has been cleared, communicate this to the On-Call Managers and agree with them a time for the start of service recovery. (This would normally be shortly after the blockage has been cleared. However, depending on the exact time and nature of the incident, it may be decided to keep the SRF in place until a more appropriate time is reached);
- Any or all of the duties above may be delegated to other parties within the Control.

The Bronze Operations On-Call Manager shall usually:

- Locate at the site either nearest the cause of the disruption if it is located on the GTR network or at the location where the GTR operational response to the disruption is centred e.g. train crew turnaround location;
- Assume the role of Train Operations Liaison Officer (TOLO) if required;
- Provide a full description of the disruption and cause of the disruption to the GTR Control to enable timely and accurate information delivery



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Customer Services On-Call Response

The role of the Customer Services On-Call Team is to focus upon the provision of the best possible service and information provision to customers already on the GTR network when disruption occurs. Largely centred on the response at the GTR stations, the Customer Services On-Call team must ensure the effective organisation, deployment and motivation of customer facing staff, particularly the provision of accurate and timely information for customers and staff and provision of assistance.

The Bronze Customer Services On-Call Manager

The Bronze Customer Services On-Call will be located at the station most in need of a customer service response, dependant on the disruption. This may be the location where trains are terminating and starting, or it may be the station with the highest risk of congestion. They will decide based on their best judgement and on advice from the Silver Customer Service On-Call and the Control.

Silver Customer Services On-Call

During major disruption (CSL2), the Customer Services Silver On-Call will provide strategic co-ordination of the customer service response to disruption, including deployment of additional staff to support the provision of alternative transport and customers. With the Communications On-Call Manager, the Customer Experience team and the Customer Services Silver On-Call will ensure consistency and clarity of information to staff and customers.

On Call Communications Team

Will support in providing a specialist media and communications response to major incidents and support the Control Room in the provision of information to customers.

Customer Experience Team:

The Customer Experience Team are an integral part of the control team and are resourced 24/7 to provide timely information to customers and staff. In addition, they support the management of disruption by:

- Ensuring staff have the required information to inform customers
- Monitoring and updating the core message, special notices and announcements
- Providing out of hours up to date information via social media
- Arranging rail replacement buses
- Update disruption plans
- Arrange car parking on alternative routes for customers
- Continually monitor downstream systems for accuracy and ensure corrected
- Updating operational information screens (OIS)
- Aids in the checking of any Day A for Day B alterations



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Gold On-Call

During major disruption (CSL2), the Gold On-Call will take responsibility for the strategic coordination of GTR response. This will include the co-ordinating of the activities of the Control Room, to ensure the best possible train service and customer support. The Gold On-Call Manager will participate in NR conference calls to ensure that GTR strategic objectives are represented and understood. Managers from within the Operations Team who have the experience, skills and competencies cover this role and will:

- Take the overall responsibility for co-ordinating the strategic management of the incident
- Attend the conference calls
- Decide if first class should be declassified
- Approve the issuing of not to travel advise
- Attend Network Rail conferences

Alterations to train services

The reliance on automated systems to give information to customers means that it is vital that any alternations to train services (including cancellations/short journeys) should be input into industry systems as soon as possible.

On the day alteration to train services for GTR are provided via the operational messaging system, this information automatically updates the CIS to improve the speed and accuracy of information provided to customers.

Contingency Timetables

GTR is committed to improving information when emergency timetables are required. Plans such as extreme weather emergency timetables will be compiled and submitted to Network Rail to achieve the aspirations set out in the NR Contingency Planning Day A for Day B document.

1.3 Customer Service

Cause of the disruption

To ensure that the provision of information to customers and frontline customer service teams is consistent Control teams will agree with NR colleagues (and with other TOCs where appropriate if the incident affects more than one TOC) how they will use customer-facing language to describe events and ensure that this is presented consistently.

Information is, and must be seen as, an integral part of the Controls primary function, either during periods of perturbation or otherwise, and the following information-critical requirements are important, these will be met through a messaging operating system.



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Holding/Core Messages

Issue of a Holding Message

The aim of the 'Holding Message' is to give staff and the industry immediate notification of a significant disruption incident in order for GTR's teams and those organisations it relies on to be in a heightened state of readiness. Customers and staff require rapid consistent information about the circumstances and choices that they have. Information at the start of an incident may be sparse and is likely to change over time as more detail becomes available

The 'Holding Message' is issued by Control, (usually the Customer Experience Team Leader) in the first instance and will be issued within 10 minutes of receiving advice of the disruption and will include the known or expected service status.

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, If known at this point as shortened version is satisfactory if the actual problem is still be investigated
- The Impact, describing what the problem has caused. If Known
- Advice to customers (where possible).

GTR uses an Operational messaging system to issue messages to staff and industry partners. The messages contain templates and a time stamp for all of the above

Table 2 : Example holding message

Problem	10:30 Train services between Finsbury Park and Moorgate are being disrupted due to signalling problems in the Finsbury area due to a fault with the signalling system between Finsbury Park and London Kings Cross:
Impact	Services are currently being delayed by up to 25 minutes. Train services running to and from these stations may be delayed by up to 25 minutes or revised. Disruption is expected until 09:00 [DATE].
Advice	Customers are advised to allow extra time to complete their journey. A further update will be provided at xxx.

As the incident evolves the team should:

- Provide such information as is available - which at the start of an incident may not be detailed, but should include an estimate at the earliest opportunity; and
- Update it as the situation changes as or at no more than 20 minute intervals



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Where it is possible for incidents that are on-going in nature for a 'steady state' to be achieved the message frequency can be reduced.

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

- Incidents that continue after close of service or occur overnight when no trains are operating
- When a contingency timetable has been implemented
- The milestones within the prioritised plan are significantly more than twenty minutes apart and there is genuinely no new information to pass on to staff and customers
- Service frequency does not require twenty-minute updates
- The time the next message will be sent must be communicated and adhered to

Messages follow a three-step format, as per the industry guidance note 'Good Practice Guide to the Creation of Customer-Focussed Core Messages' as shown in Table 3.

Table 3 : Example of core messages

Problem - What has occurred?	<ul style="list-style-type: none"> • Due to a fault with the signalling system between Finsbury Park and London Kings Cross:
Impact - What does it mean for customers?	<ul style="list-style-type: none"> • Train services running to and from these stations may be delayed by up to 25 minutes, cancelled or revised. Disruption is expected until 17:00 [DATE]. • Short notice alterations, cancellations and delays of up to 60 minutes can be expected.
Advice - What customers should do?	<ul style="list-style-type: none"> • customers are advised to use London Underground services from London Moorgate to Finsbury Park, London Underground will accept Thameslink/ Great Northern tickets for these journeys. • London Buses will also accept Thameslink/ Great Northern tickets • In addition, Abellio Greater Anglia will accept Thameslink/ Great Northern tickets from Liverpool Street to Hertford East and Enfield Town in both directions. • Engineers are on site effecting repairs; we are currently monitoring the progress of the repairs and hope to run as full a service as possible from 17:00. • Customers are asked to check back after 15:30 for further updates on this evening's service.

Alternative Routes and Ticket Validity

Customers should be provided with sufficient information to make informed decisions about alternative arrangements during service disruption and should also be aware of what alternative trains/routes their tickets will be accepted on.



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To provide customers with sufficient alternative arrangements to get to their destination during disruption GTR has pre- agreed arrangements with the following companies

- Abellio Greater Anglia
- London North Eastern Railway
- Grand Central
- Hull Trains
- East Midlands Trains
- London Overground
- Southeastern trains
- Great Western Railway
- South Western Railway
- London NorthWestern Railway
- London Underground
- London Buses
- Croydon Tramlink

To ensure alternative routes are available to customers as soon as practicable these arrangements are initiated immediately upon receipt of a CSL2 declaration. This will be communicated via the operational messaging systems to the various internal downstream systems.

To communicate alternative route arrangements to customers, GTR have produced alternative route maps for every station. These are made available on the GTR and NRE website for customers as well as at the station.

GTR also use the NRE email service to registered customer to notify them of disruption before they arrive at the station.

To ensure information regarding other disrupted operators is communicated GTR will on acceptance of other Operators Tickets: Inform colleagues who will be frequently updated on the commencement, duration and reasons for Ticket Acceptance using the Operational Messaging System

Advice for London Underground service status is communicated by electronic screens at larger footfall stations

Cheapest Ticket and Do Not Travel policies

GTR will agree a Cheapest Ticket Policy for implementation as necessary during service disruption. In principle, this means that if a customer intended to travel on a route that is disrupted that has a cheaper fare then that cheaper fare will still apply.

In extreme circumstances where there are no realistic alternatives GTR will issue a Do Not Travel warning. The Gold On-Call (following consultation with the Chief Operating Officer or nominated deputy) will advise the DOM when it is deemed appropriate for customers to be advised not to travel.

Other TOCs' customers

During disruptive incidents GTR will ensure customers are not discriminated against on the basis of operator and efforts will be made to deliver the same high standards to everyone. This includes customers travelling on TOC-specific tickets who have been re-routed because of disruption onto our or another TOC's trains.

Information about other TOC's disruption will be sought using the established channels, with escalation measures in place in the event of non-supply to ensure the best outcome for customers.



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Compensation

When trains are delayed, customers are entitled to compensation, GTR's scheme is called Delay Repay 15 (DR15) and triggers when trains are delayed by 15 minutes or more. The information about DR15 is shown on posters at stations and customers can claim via the website or by filling out a form obtained from the station.

During a CSL2 GTR will also provide information to customers through the following channels:

- Roving Microphones at the station or for major disruption the PA
- Customer Information Screens at the station
- On disruption messaging on the App, Website and Social Media
- For route based disruption – via the Real Time Passenger Information System on board the train (where fitted)
- Announcements from the on train staff

1.3.1 At the Station

Stations have a key role in the provision of timely and accurate information and station-based teams should understand their role in the provision of information to customers during disruption and what the additional requirements of CSL2 are.

How we inform our teams?

When CSL2 is declared it is useful to reduce the demands made on the Control Room. GTR use the operating messaging system to inform staff in real time alongside the intranet for static disruption information. Frontline staff also have access to 4G / Wi-Fi enabled tablet devices so will have real-time information at their fingertips.

Customer Information Systems (CIS)

The accuracy of CIS becomes even more important during service disruption and is of huge importance to both customers and staff. Keeping this system both updated and relevant must be a top priority for the station operator and consideration can be given only to show trains that are running when large numbers of cancelled trains are involved.

Keeping these systems both updated and relevant is a priority for GTR and as such is resourced 24/7 in the control.

Station colleagues will check the accuracy of the CIS and report any faults and discrepancies to the customer experience team.

The information integrity of CIS is the responsibility of the customer experience team located in Control. During CSL2 the following amendments can be made to support the frontline teams and customers.

- Increased PA at unstaffed locations including special notices
- Removal of non-essential information



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- Removal of trains that are not running from CIS screens
- Core Message updates
- Bulk cancellation of services
- Creation of additional trains in information systems

Announcements

- Announcements should be consistent with CIS but be supplemented as necessary with information from the Core Message. It is recognised that speech is a faster medium and may be used for more targeted information in a meaningful way to customers.
- During CSL2, a recorded message from control should be played at affected stations, containing the problem, impact and high level advice. Non-critical messages, such as engineering works, advertising and some security announcements may be inhibited.
- At staffed Stations, a more detailed, local advice message should be communicated by station or gateline staff either face to face with customers or by using roaming microphones or local PA.

Disruption Mode

To assist in managing major disruption GTR has enhanced its CIS system to improve the accuracy and usefulness of information provided. During major disruption, information screens at stations will be put into disruption mode if the relevant control room believes that the disruption is, or will become, significant enough to cause poor information. Disruption mode may also be triggered if station colleagues call the control room to ask for screens to be placed in disruption mode due to incorrect information. Once placed in disruption mode, changes are made to the way that information is displayed and announced on the CIS so that:

- Only trains will be displayed and announced if they are proven to be running by either the signalling system (i.e. the train has a headcode on P2 - industry mapping system) or confirmation by Control
- Cancelled and indefinitely delayed services will not be shown
- Summary of Departure (SOD) displays may order trains by Expected Time of Departure (ETD) instead of Scheduled Time of Departure (STD)
- Low priority information (i.e. future engineering works, no smoking, etc.) is temporarily not provided (or, in the case of announcements, is removed or for security announcements, provided with reduced frequency)
- Delay announcements are not made (apart for the arrival of the trains that are actually running)

In addition to trains being displayed differently, two types of special notice and PA messages are loaded on to the system. One special notice and PA message will inform customers of the trains that are running and the other will give travel advice specifically for customers at that particular station. In the early stages of disruption, script one will be used. When alternative routes are in place, script two will be used. All scripts refer customers to the 'suggested alternative routes during disruption' posters.



Passenger Information Delivery Plan

Staff Equipment

To provide staff with access to the latest available information consistent with that provided to customers with web access a number of information tools are provided for staff. These are role specific and appropriate to local needs, equipment provided includes:

- Gateline and Platform PC's
- 4G / Wi-Fi tablet device
- Customer assistance applications for mobile and desktop
- Staff intranet

Help points

Help points are available at many of our stations to enable customers to gain information and to get help if required in an emergency.

At unstaffed stations, customers with specific needs may need additional assistance. Help points are provided to give customers the opportunity to speak to a person to ascertain information or get help. General information will be given by the NRE operator on train times, alternative travel and replacement services during any disruption.

Guidelines have been given to NRE to give additional information on how to answer customers and how to escalate a query if needed.

Customers who need additional assistance to board the train at an unmanned station are encouraged to use the emergency button which will take them straight to the assisted travel team based in the GTR control. This information is found on posters at the station. Alternatively this will be advised to them by the NRE operator.

Where help points are not available, a Freephone number is provided to gain assistance

1.3.2 On the Train

Information flow

The flow of information to customers is important. Thameslink and Great Northern services operate an entirely DOO with Southern increasing their DOO operation through the term of the franchise. GTR has mobile revenue teams and On Board Supervisors who assist with customer communications.

Frontline staff are issued with 4G Wi-Fi enabled devices. These devices will be loaded with both customer facing and internal sources of information such as the GTR On Track app, NRE and TFL rainbow boards. These devices will allow staff to have the same level of access to information as customers, as well as internal information. Many of the trains which operate on GTR's services have automated PIS systems; on trains with no automated PIS system drivers will continue to provide manual announcements.



Passenger Information Delivery Plan

When drivers require information, as per current arrangements the cab secure radio is used to communicate with signallers. It is also noted that NR are committed to actively supporting train operators to improve the flow of information to customers.

Sharing information

For DOO services, the driver will ensure appropriate announcements are made to customers within two minutes of the train stopping and where delays are prolonged then every 10 minutes (or if the situation changes, whichever is soonest).

Drivers are trained to request assistance from other railway staff that are travelling on their train via the PA.

Any member of staff travelling on board a train affected by disruption should also where possible contact the driver to advise of their availability and assist customers as appropriate.

Where there is more than one member of staff on a train it is important that any information received is shared, especially where this information comes via the driver. During times of disruption valuable information regarding the train service often arrives firstly from the signaller.

Announcements

In addition to giving information about the disruption and what it means for the customers on the train, announcements serve to provide reassurance. During CSL2-level disruption the Core Message information can be used as the basis for on-train announcements, although in the absence of details about the incident/delays, basic information should still be given.

The Core Message will be used as the basis for the announcement. Announcements should 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 opportunities for delay replay.

Face-to-face customer service

Extra reassurance is given where on-train teams are able to walk through the train and talk to customers in person and where this is possible, customers do appreciate it.

If the delay is likely to last 60 minutes or more, staff will as far as practicable collect the names and addresses of customers on-board and pass these onto their line manager so that proactive contact can be made.

For DOO trains, staff travelling on services affected by disruption should make themselves available to assist customers.

1.3.3 Internet, Social Media and Telephone

Information published via the internet for GTR is driven via the Operational Messaging System. This communication system enables one source of the truth as messages are delivered to industry partners such as NRE. 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.



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During severe disruption across multiple GTR routes a temporary website homepage may be introduced to provide an overview of the disruption and additional information on “how to guides “for customers.

GTR has worked in partnership with NRE and has route specific maps available for customers. These maps are displayed via NREs disruption feed and are available on the GTR website.

Alerts via email for GTR are driven by direct Operational Messaging System input. These alerts will alert customers a potential disruption on their route and will direct them to GTRs website for further information about specific services and alternatives. This method ensures consistency.

The Social Media team based in the control who are available 24/7 receive all train running messages. They are remitted to broadcast information to customers on the receipt of any declarations of CSL2.

A real time check of, GTR website home page, Twitter, NRE service bulletins and any 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. Any discrepancies will be reported to Duty Customer Experience Manager.



Passenger Information Delivery Plan

1.4 Learning for the future

Measure and Controls

Control	
<ul style="list-style-type: none"> • GTR's Service Recovery Framework – reviewed annually and On Call Procedure • Incident Management & On-Call Procedure set out the immediate actions of the control that cover all items in this section tailored to their specific needs, operational area and cross-reference to existing relevant plans and procedures. • The control's actions are recorded in the Control Log. • A real time check of downstream systems including associated live departure board will be carried out on each occasion to ensure that information is correct and current. Any discrepancies will be reported to Head of Train Planning and Head of Customer Information 	
Information Team	
<ul style="list-style-type: none"> • Periodic report measuring the proportion of CSL2 messages sent within the specified timescales • Incident update messages are used to feed various systems, including the Customer Information System, Live running applications and information on the websites • The use of templated messaging ensures the consistency of provision of information, including how this is presented to customers in language they can understand 	
At the Station	
<ul style="list-style-type: none"> • Stations team can request CIS disruption mode even if the route is not in CSL2 but has disruption • Station staff will suppress manual announcements to only announce disruption, apology and delay repay messages • GTR's audit system QuEST measures reliability and availability of equipment including the answering of help points, all measures can be found in the QuEST handbook 	
On the train	
<ul style="list-style-type: none"> • During disruption On board staff will supplement announcements with disruption Information, apology and delay repay messages • GTR's audit system QuEST measures reliability and availability of equipment including the PIS 	



Passenger Information Delivery Plan

PIDD – Focused Incident Reviews

Incident reviews for GTR will be conducted to ensure a mechanism for continuous improvement exists.

A Hot debrief will be held within 24 hours of an incident to review the service provision and information provision when any of the following conditions are met:

- Service Recovery Framework is implemented
- Fix or Fail process - multiple failed steps
- Ill customer process – multiple failed steps
- Request from Head of Network Operations/Lead Route Control Manager or General Manager

GTR will lead the Customer Information elements of incident reviews involving NR and will record their outcome.

Feedback from the Hot debrief will then be used in significant performance incident reviews (SPIRs) and collated with feedback from other business departments to develop an overall incident review.

Information obtained for the reviews regarding network rail elements would normally be provided via the NR control logs or information contained within the prioritised plan. If information is not contained within the log or prioritised plan NR will assist GTR in obtaining the required information. An example is contained in Appendix A; this will ensure all customer requirements have been met.

A mechanism for tracking actions and improved will support learning across both the control and the wider business and will aid improvements in disruption and information delivery

The Head of Customer Information will lead a formal review of these arrangements every 12 months in order to ensure that the contents remain relevant and fit for purpose.

To include:

- Findings and actions from any Serious Performance Incident Reviews (SPIRs) and Hot debriefs.
- Recommendations from the SPIR influence improvements
- Through competency frameworks individual performance will be measured as part of the annual personal development review
- Results from the National Rail Passenger Survey will be used to inform any review
- Results from GTR's own customer satisfaction survey will be used to inform any review
- Review the address book within Operational Messaging System to ensure that the correct people are receiving messages including industry partners
- Apps/devices will be checked to ensure feedback from working groups has been recognised and acted upon where appropriate
- An external review will also be undertaken by industry partners or owning group TOC to review all elements of customer information and service



Passenger Information Delivery Plan

1.5 Definitions and Glossary

Cheapest Ticket Policy: A TOC's fare policy that ensures customers are not penalised during disruption.

Control Room: The collective NR and TOC/FOC control activities that are responsible for managing train service delivery on a real time basis. In addition to service recovery/incident management this includes information to staff, customers and third parties.

Core Message: A jargon-free message issued by Control during major delays/disruption at intervals defined in the ACoP when CSL2 is in force.

Core Messages contain information under three headings:

- The Problem What has occurred
- The Impact What impacts will this have on customer journeys (incl. Time estimates)
- The Advice What customer should do

Customer Service Level 2 (CSL2): This term describes the enhanced mobilisation that enables delivery of enhanced information and associated TOC-specific customer service requirements during major delays/disruption.

Do Not Travel Warning: A structured advice issued by TOCs during major delays/disruption when travel is not recommended. This can only be issued by TOCs and will take into account any viable alternatives.

Good Practice Guides: Documents containing identified good practice and advice issued by RDG from time to time on behalf of Customer Information Group.

Holding Message: A message issued by a Control containing available details of an incident/disruption and the impact on service to provide initial advice of a disruptive event.

Major Delays/Disruption: A level of disruption above a TOC's defined service disruption threshold.

Service Disruption Threshold: The level of disruption above which CSL2 will apply (determined by individual TOCs).

One Version of the Truth: This describes the fundamental foundation of good customer information during disruption. Correct and consistent information supplied via a single database by all communication channels.

Prioritised Plan: A plan formulated in Control to manage an incident and recover the service in a structured way. Such a plan will include prioritised actions and milestones which can, and should, be updated over time.

A key principle is the prioritisation of activities and objectives so that the short term, needs of customers are properly balanced with the longer-term needs of customers in relation to service normalisation and infrastructure restoration. In this context the Prioritised Plan may determine that infrastructure should be made available in degraded state if to do so is in the best interests of customers.



Passenger Information Delivery Plan

- The specific content of the plan will vary depending on circumstances, but a typical plan may include:
- Milestones for actions necessary to partially and fully recover the infrastructure
- Related milestones for the partial and total availability of infrastructure
- A train service plan capable of communication to customers (with as much detail as is necessary and practical)
- Plans for the associated management of train crew and rolling stock, with associated milestones as necessary

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

Ticket Acceptance Policy: A TOC policy that covers the following key aspects during disruption:

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

