

E M R

Passenger Information During Disruption (PIDD) Local Delivery Plan

January 2022

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1 Purpose

This plan describes the processes EMR and Network Rail shall adopt in order to provide consistent and timely information during disruptive events by;

- Ensuring we respond in a timely and appropriate manner
- Mobilising sufficient people to tackle the problems and provide the best possible customer support and reassurance
- Making the best use of available information and keeping customers and each other informed
- Restoring normal operation as quickly as possible in a structured and customer friendly manner
- Providing consistent and concise information to enable our customers to make informed decisions

2 Scope

This plan covers all incidents and events that involve or affect EMR services which require cascade of incident information to our people and customers.

The management and recovery from an incident where it affects the train service delivery or access to stations is set out in the EMR Incident Response Procedure.

Whilst it is recognised that Railway Undertakings have the responsibility for managing the relationship with their 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 appropriate and important.

Passenger Information During Disruption (PIDDD) aims to help Railway Undertakings address these issues in a broadly consistent manner.

This plan shall break down the effect of disruptive incidents and the actions to be taken into functional sections. All are ultimately important in 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 process.

This local delivery plan is aligned to the RDG Approved Code of Practice (ATOC/ACOP014 Issue 2 October 2016). Compliance with this ACoP supports the relevant provisions in the Network Code, Railway Operations Code and does not amend or alter their provisions in any way.

3 Interface with Network Rail and Other Organisations

EMR, other operators and Network Rail have a duty to work closely together and co-operate over all aspects of customer information, including but not exclusively during periods of disruption.

Other Station Facility Owners (SFO), including managed and other Train Operating Company (TOC) owned stations, are also required to work with EMR and cooperate in the dissemination of information in a non-discriminatory way that looks after customers' needs regardless of train operator.

Information from the site of an incident forms the key initial stage in the information chain.

Network Rail takes the lead role in all operational incidents and has procedures setting out their response to such incidents, including as they relate to customer information.

The ability of EMR to provide consistent and timely information to customers during disruptive incidents is heavily dependent on the flow of information from Network Rail, particularly in reference to;

- Estimates and information from the site of an incident/disruptive event.
- Cause of the delay and production of plans for the restoration of services.

4 Customer Service Level 2 (CSL2)

Arrangements in this plan apply whenever Customer Service Level 2 (CSL2) is declared. CSL2 is an industry term which indicates a TOC has reached or breached a threshold where a heightened state of information delivery and disruption management is needed.

5 Incident Thresholds and Declaration of CSL2

EMR disruptive incidents are classified using four threshold stages; green, yellow, red and black. CSL2 should always be declared when the significant (red) and major (black) disruption thresholds have been breached. CSL2 may also be declared during yellow disruption (minor CSL2).

Threshold Definition				
Normal: train service with delays up to 10 minutes	Minor: A line blockage not greater than 15 mins <u>OR</u> an incident causing two or more consecutive services delayed 10 to 15 mins	Minor CSL2: A line blockage greater/expected to be greater than 30 mins <u>OR</u> an incident causing three or more consecutive services to be delayed 15 to 30 mins.	Significant: A line blockage greater/expected to be 90 mins to 4 hours <u>OR</u> an incident causing three or more consecutive services to be delayed over 30 minutes	Major: A line blockage greater/expected to be greater than 4 hours. Widespread disruption caused by extensive parts of the network becoming unavailable

The Duty Service Deliver Manager (DSDM) is responsible for declaring the incident threshold. This is usually declared within 20 minutes of incident notification or within 10 minutes of issuing the holding message.

The Duty Customer Information Manager (DCIM) shall issue a declaration message to frontline staff and on call managers within 20 minutes of incident notification or within 10 minutes of issuing the holding message.

Upon declaration of CSL2 the DSDM shall inform the Network Rail Route Control Manager (RCM). The DSDM and RCM will then enter the time at which CSL2 has been declared in their respective Control logs.

The DSDM shall use a matrix to determine and review the threshold. The matrix is designed to reflect the frequency and customer footfall on EMR routes.

The DSDM may also consider additional factors. These include; the number of customers likely to be affected, the frequency of train service and the time of day/day of week.

The DSDM shall continue to review the incident and adjust the threshold accordingly as the incident progresses.

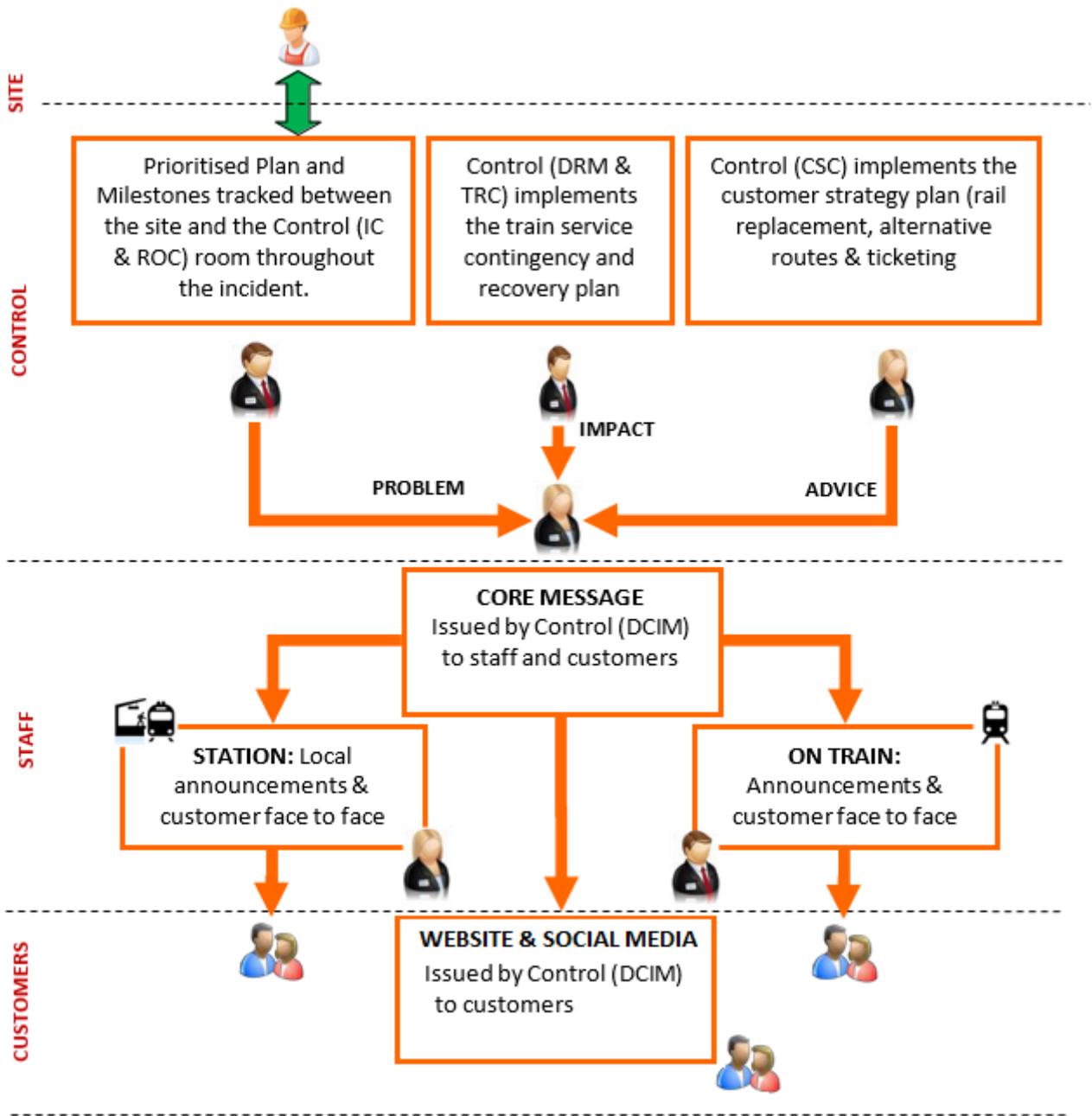
If the incident is within another Network Rail Railway Operating Centre (ROC) area the Route Operations Controller (ROC) should inform the Network Rail Incident Controller (IC) in the affected ROC that CSL2 has been declared. Within all ROCs the RCM should inform Network Rail on call managers of the CSL2 declaration within their incident messages.

6 Review of Thresholds

These thresholds were last reviewed and amended December 2016. The appropriateness of these thresholds shall be reviewed by the Incident Management and Security Steering Group as part of the Incident Response Procedure

7 End to End PIDD Process

This diagram outlines the end to end PIDD process for EMR.



8 Key Activities in the Control Room

The Control Room is central to the provision of good customer information. Information is, and must be seen as, an integral part of the Control Room's primary function, either during periods of perturbation or otherwise.

Management of Information

All roles within the Control room have some responsibility for the provision of information and coordination in disruption.

The Duty Service Deliver Manager (DSDM) is accountable for the strategic management of incidents and the Operations and Fleet control shift teams. The Route Control Manager (RCM) is accountable for the Network Rail control shift team.

The Duty Customer Information Manager (DCIM) is accountable for the provision of real time customer information and customer service and the shift management of the Customer Information Control shift team. Specifically the DCIM is responsible for issuing incident and core messages.

Incident management, the creation and tracking of prioritised milestone plans is the responsibility of the Route Operations Controller (ROC) for EMR and the Incident Controller (IC) for Network Rail.

The Duty Route Manager (DRM) for EMR and the Train Running Controller (TRC) for Network Rail are responsible for implementing the train service contingency and recovery plans.

The Customer Service Controller (CSC) for EMR is responsible for leading the customer strategy to determine and mobilise alternative arrangements for customers such as rail replacement transport and alternative routes.

The Customer Information and Retail Systems Controller (CIRC) for EMR is responsible for updating the customer timetable, broadcast messages and announcements in information systems, helping customers across a range of real time customer contact channels and supporting retail system fault management.

Prioritised Milestone Plan

A prioritised milestone plan outlines the activities and objectives to restore infrastructure and normalise the train service. These plans are described in the ATOC/GN/010 (Prioritised Planning; Structured Incident Planning and Prioritisation).

When CSL2 is declared the Control must produce and issue a prioritised milestone plan which outlines the EMR response to the incident and/or Network Rail's intended restoration of the infrastructure. The Network Rail IC or the EMR ROC are responsible for this plan dependant on the nature of the problem.

In all cases the ROC must share the prioritised milestone plan with the DCIM as and when it is updated.

For some incidents pre-defined checklists outline the most efficient and effective response to problems. The Network Rail IC and the ROC have a suite of checklists to refer to.

Mobilisation of On Call managers

At the declaration of CSL2 all EMR on call managers with a responsibility for the affected route should make contact with affected stations and train services to ensure staff awareness of the incident, establish good communications and to offer support and guidance.

An on call manager may request for assistance from other on call managers at a specific location(s).

The RCM and/or DSDM may hold joint or individual teleconferences at intervals throughout the incident on which on call managers should attend.

Contingency Plans

The EMR Contingency Plans are used as a reference to provide appropriate courses of action during set circumstances. The circumstances include line blockages and a reduction in available train paths.

The contingency plans are reviewed regularly based when the timetable changes and following reviews into incidents.

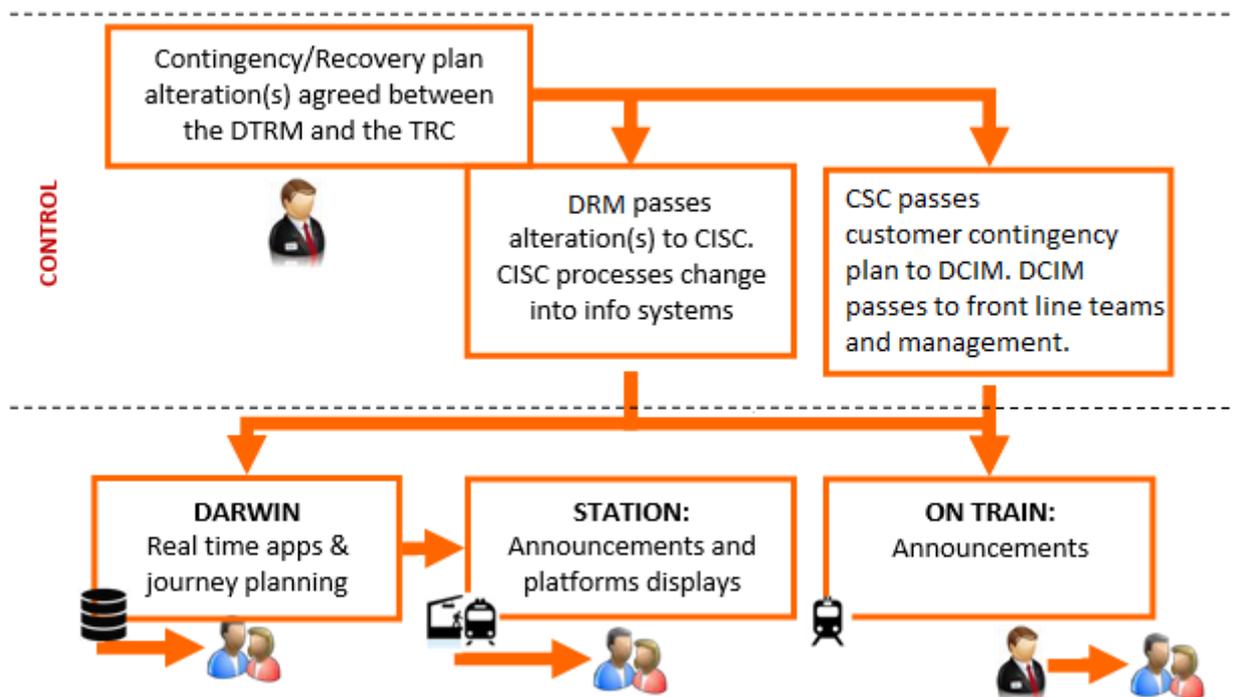
Alterations to Train Service

The reliance on automated systems to give information to customers, means all alterations to train services (cancellations or alterations) must be input into industry systems as quickly as possible. This is achieved via a link between Control systems and DARWIN (the data centre for the customer timetable).

The DARWIN system provides real time information to platform displays, automated announcements and on-line journey planners. The CIRC is responsible for the timely processing of Day A for Day A alterations from the DRM into DARWIN using the agreed reason phrase.

EMR aims to;

- Provide an overview of the applied contingency plan within the core message.
- Publish all Day A for Day A alterations into the customer timetable.
- No more than 10% of cancellations or part cancellations (exc terminated) into the customer timetable after booked origin departure.
- Publish all cancellation or part cancellations (exc terminated) within 10minutes of origin departure.
- Ensure an agreed reason phrase is being applied to trains running with a delay in excess of 10 minutes.
- Communicate a minimum of 90% of service alterations to customers



Day A for Day B Process

EMR holds a Day A for Day B timetable to be implemented in the event of a significant weather event or a required route wide reduction in train services.

The DSDM is responsible for agreeing with Gold on call if the Day A for Day B timetable is to be implemented following attendance on the Network Rail Emergency Weather Action Teleconference (EWAT).

The Train Planning Team shall confirm implementation with the Network Rail Train Planning team. The DCIM shall liaise with the National Rail Communications Centre (NRCC) to track the uploading of the Day A for Day B timetable into the customer timetable.

Where it is not possible to implement the Day A for Day B timetable then the Control to Control P Coding process shall be used for cancellations or changes to calling points within the Train Service Database (TSDB). The DSDM is responsible for implementing this process.

Whilst this process shall update TSDB it will not update the customer timetable (DARWIN). The CIRC shall update the customer timetable using Control information systems forward dated to Day B.

Customer Strategy Plans

The customer strategy describes the arrangements to be put in place to help customers through disruption. These arrangements may include;

- Changing of ticketing terms and conditions;
- Extending the validity of tickets;
- The use of alternative routes;
- The implementation of alternative transport.

The CSC is responsible for implementing and owning the customer strategy appropriate to the incident.

To assist the CSC in making consistent decisions EMR has a series of Customer

Contingency Plans. The CSC shall share the plan and the strategy with the DCIM in order for advice information to be provided in the core message.

A nominated Controller must review the customer contingency plans with a representative from the Customer Experience Delivery team at every main timetable change.

Alternative Transport

The provision of alternative road transport by taxi can be authorised by the Station Supervisor, the CSC, DCIM, or the DSDM. Where a staffed station has no Station Supervisor the authority falls to the stations local Station Duty Manager or DPiC.

Alternative transport arrangements must be provided for missed connections from station to station locations connectable by timetabled services provided either by EMR or another train operator if the customer will arrive at their final rail station destination more than 75 minutes later than the scheduled time/before the next timetabled train service's arrival time and the total number of customers will not exceed 24 persons (where number of customers exceeds 24, bus/coach options should be considered).

Customers should not incur any additional costs relating to alternative arrangements, in the event that additional costs are incurred, customers must be advised at the time or upon request that a "no quibble" refund will be provided for reasonable costs by sending supporting documentation into the Customer Service Centre.

The CSC is responsible for providing taxis from un-staffed stations or stations where EMR is not the station franchise operator or for journeys in excess of 60 miles/to a non station location.

The CSC is also responsible for requesting the implementation of unplanned rail replacement buses to cover specific cancelled trains or when a line of route is disrupted with the Abellio Rail Replacement Duty Manager (ARRDM).

Each customer contingency plan has an example outline of a standard hour bus timetable for the affected part of the route. The timetable provides the calling points, journey times and the ongoing frequency.

The CSC must ensure all procured taxi and buses are recorded accurately in the appropriate logs.

Alternative Routing and Ticketing

Agreements are in place to enable customers to be re-routed via an alternative route with other train operators. These agreements are outlined in the *Joint Operator Agreement – Working Together - North of London Disruption* and the *Customer Contingency Plans* for each route.

The CSC is responsible for these arrangements. The CSC must contact the relevant train operator Controls and request authorisation to re-route customers via the alternative route.

Validity of Tickets

Changing the validity of tickets should be considered as part of the customer strategy and/or where significant external factors such as weather, other route disruption, road closures and security incidents prevent or significantly delay access to stations and services.

The CSC is responsible for deciding to change the validity of tickets by considering;

- If multiple passengers are missing booked or timed ticket services due to the disruptive incident.
- If the disruptive incident is likely to exceed three hours.

If the validity of tickets is extended to future date(s) it is important this information is also made available on that future date(s) to on train and station teams; the DCIM is responsible for this. The DCIM will make this decision in conjunction with Customer Experience Silver On-Call Manager.

Do Not Travel Policy

At times of major disruption it may be necessary to discourage customers from travelling. A do not travel instruction may also be issued following instruction from certain security agencies including the British Transport Police (e.g. in respect to a specific security threat).

The DCIM is responsible for this arrangement and must seek authorisation from the Exec on Call Director.

Terminated Trains Strategy

When trains are terminated out of course customers need to know; what to do and how to now get to where they're going. Consideration shall also be made by the CSC about what facilities are available to customers at the terminating station and this shall be communicated before customers leave the train. It's therefore important a strategy is devised and communicated effectively when trains are terminated.

The CSC is responsible for devising and communicating the terminated trains' strategy with the person in charge of the affected train/station and the CIRC.

9 Communication from the Control Room

Information Systems

EMR uses a wide range of information systems and devices to communicate with passengers, staff and stakeholders.

In the Control the following systems are used;

- Tyrell I.O for issuing single/multiple changes to train paths into DARWIN.
- Tyrell I.O and subsequent messaging app, Arrakis for receiving, authoring, and issuing core messages to front line teams (via app), other operators and stakeholders (National Rail Communications Centre) and customers via the rainbow board on the EMR website.
- LICC GUI for transposing the core message into special platform display messages and station announcements.
- Social Media Platform for transposing the core message into social mediaposts and re-tweeting posts relating to the incident from other stakeholders, such as Network Rail.
- ePosters Content Management System for transposing the core message onto

ePoster displays at stations.

- Customer App Content Management System for transposing an alert banner to the Customer app during major disruption.
- DARWIN for disseminating train information to platform displays, auto station announcements, real time apps and journey planners.

The Customer Information Delivery Manager is responsible for reviewing the use and effectiveness of the systems.

Delivery of Information from Control to Staff

On train staff and EMR on call managers receive holding and core messages as alerts via the Arrakis app to their smart phone devices from the Control room originating from the Tyrell I.O messaging system.

Individuals without smart phone can access the same information received in the Arrakis app via a desktop link (Arrakis Portal).

The person in charge of stations, travel centres (including managed and other SFO stations), and the NRCC shall receive holding and core messages on the Arrakis Portal web system. These frontline teams also have access to specific train service information from the NRE live departure boards staff version app.

The address book of the Tyrell I.O system shall be checked annually to ensure the addresses of the NRCC, staff, locations and neighbouring operators and stakeholders are correct. This shall be done by the Duty Customer Information Manager.

In a significant or major incident the volume of information to staff may be overwhelming, the DCIM will make consideration to suppressing any non critical messages to ensure staff only receive information relevant to the disruption, this may include only issuing train level information to DARWIN and avoidance of issuing this to staff level. Staff would still be able to view this information in real time journey planners.

The effectiveness of these devices shall be reviewed annually against current available technology (both hardware and software) by the Customer Information Delivery Manager. Any recommendations shall be submitted as a business case to funding sources.

Delivery of Information from Control to Customers

Day A for Day A train alterations made using Control systems to update DARWIN are available to customers in National Rail Enquiries real time apps and journey planners.

Core messages are issued to the NRCC who in turn should create a disruption bulletin which customers can view at nationalrail.co.uk.

In addition the core message is automatically transposed onto the EMR website via the rainbow board on the homepage. The DCIM is also responsible for publishing social media content and ePosters for customers derived from the core message. The CIRC shall use the core message to script special notices and announcements which are disseminated to customers on stations through platform displays and manually recorded announcements.

Core Message

The objectives of the core messages are to;

- Provide all available and relevant information as quickly as possible.
- Provide a realistic estimate as soon as possible.
- Update the core message over time as the situation changes and tell the evolving story of the incident and advice to customers.

The DCIM is responsible for issuing each core message. Before each issue of a core message the DCIM shall obtain an update on the prioritised milestone plan from the ROC, the timescales associated with the overall train service contingency plan from the DRM and any changes to the customer strategy from the CSC.

As the incident progresses regular updated core messages shall be issued every 20 minutes. Once the disruption has reached a period of stability where the incident restoration, customer strategy, train service contingency plan and expected disruption duration is established a steady state can be considered. Once steady state is achieved the core message can be issued at lengthier intervals of approximately every 1-4 hours or longer. The steady state core messages will stipulate the time of the next update within the body of the text.

The core message should be written using the evolving story writing prompts. The core message should always include a Problem, Impact and Advice section.

The core message will include the industry agreed reason and location of the incident within the Problem statement.

The core message will include estimates for the duration of disruption and the impact on other services/routes within the Impact statement.

The core message alternative routes, ticket acceptance, sources of further information and compensation details, where appropriate, within the Advice statement.

The core message will include information on a range of areas to ensure customers are able make informed decisions about their journey:

- Alternative travel arrangements, including road transport and other train operators.
- Information about station access where appropriate.
- Timetable amendments, particularly when an emergency timetable has been implemented during prolonged disruption.
- Ticketing arrangements, including the acceptance of tickets on other operators and the relaxation of usual ticket restrictions.

Disruption Information Format

To ensure the provision of information to customers and frontline customer service staff is consistent, the DCIM shall agree with their Network Rail colleagues, and with other TOC controls, (if the incident affects more than one operator on the same route), how they will use customer-facing language to describe events and ensure this is presented consistently.

The DCIM is responsible for agreeing this and sharing the information within the Control room.

The DCIM shall create and update the free text incident messages using the Tyrell IO messaging system. These messages are transposed into customer facing channels, such as the website and to social media when CSL2 is declared.

To enable the efficient transfer of the message with a limited amount editing a defined set of formatting principles are in place.

- The internal information field will be used to provide front line teams with operational context (such as vehicle or signal numbers). Only the internal information field shall be omitted from the website.
- The message shall include sub categories titled; What has happened?, How does this affect my train? & How to I get where I need to be?
- The message shall include a manually written time stamp to mitigate an incorrect (delayed) receiving time by the recipients device.
- The sentiment of the message shall demonstrate the ownership and management of the incident by the Control. The use of terms such as "we are" and "our" will support achievement of this.
- The advice shall include an estimate time of when the disruption is likely to end.

Below is an example of the core message principles;

EM: Line Problem Red CSL2 Kettering – Leicester

Updated Information 10:00

What has happened?

There is a tree blocking the railway at East Langton. This is between Leicester and Kettering and is disrupting our trains on the London St Pancras/Nottingham/Sheffield route

At present Network Rail are on site working to remove the tree to reopen the line. It is expected to take a further 45 minutes to remove the tree.

How does this affect my train?

Some of our trains on the routes will be diverted and delayed by 40 minutes in both directions between Leicester and Kettering.

Our trains are currently unable to call at Market Harborough.

At present we are expecting the line to fully reopen in the next 45 minutes. Our normal train service is expected to resume on the affected routes at around 1400.

How do I get where I need to be?

Your Advance purchase ticket may be used on other trains, than booked on the affected routes

Our trains are likely to experience extended delays or alterations. You should use alternative routes which will be most comfortable and quickest way to get where you need to be. You may travel via the following alternative routes:

Sheffield

You may travel to Doncaster where you should change for a train to London Kings Cross

Derby/Chesterfield

You may travel to Birmingham New Street where you should change for a train to London Euston

Nottingham

You may travel to Grantham where you should change for a train to London Kings Cross

Leicester

You may travel to Nuneaton where you should change for a train to London Euston

All of these alternative route options are available in the opposite direction too. Don't worry about your ticket, we have already made arrangements with other train companies for you to travel with your original ticket

A replacement bus service is running in both directions between Market Harborough and Leicester/Kettering every 30 minutes. This is only for customers travelling to/from Market Harborough

These arrangements will remain in place until the line re-opens and the train service recovers.

If your overall journey has been delayed over 30 minutes you may be entitled to claim compensation, full details of how to claim can be found here:

<https://www.eastmidlandsrailway.co.uk/delay>

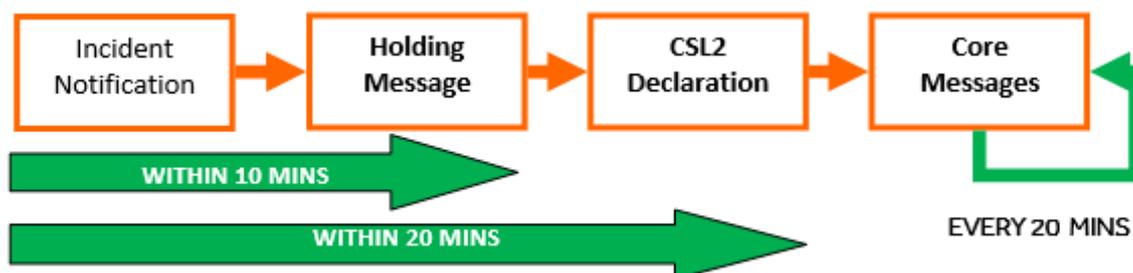
Initial Incident Notification or Holding Message

After an incident has occurred an initial incident notification or holding message should be issued within 10 minutes of notification by the DCIM.

These messages are issued to give the initial advice disruption is occurring and to encourage frontline and on call management teams to be alert for further information.

The message shall contain a summary of the incident and the current or expected impact on the train service. The term "holding message" shall be included when the incident is expected to breach the CSL2 threshold.

This diagram outlines the key stages of information during CSL2 disruption.



Declaration of Threshold/CSL2 Message

When a threshold and/or CSL2 are declared the DCIM shall issue a threshold/CSL2 declaration message. The message shall always include the term "CSL2" when such a declaration is made and the appropriate threshold colour.

If the incident has not breached the threshold for CSL2 the DCIM shall issue an updated incident message. This message shall always include the threshold colour.

Telling the Evolving Story of the Incident

In the event of incidents especially during CSL2, customers, frontline teams and on call managers require rapid and consistent information about the circumstances and choices they have.

Information at the start of any incident may be sparse and is likely to change over time as more detail becomes available. To convey this information in an effective manner it is important messages convey the evolving story of the incident.

Compensation

When CSL2 is declared and where trains are delayed for more than 15 minutes the DCIM is responsible for ensuring compensation (Delay Repay) and refund information is made available to customers.

The Delay Repay page on the EMR website has full refund and compensation information.

This shall be done through social media, our website and on train announcements.

The DCIM shall issue the following message to Train Managers and Senior Conductors to enable on train announcements to be made on appropriate trains.

An example of this:

Delay Repay Announcement

If your train is delayed by more than 15 minutes please make the following announcement to your customers.

"This your [Train Manager/Senior Conductor] speaking. I am sorry for the delay to this train. I'd like to let you know you may be entitled to claim compensation please visit our website or pick up a form at the station".

The DCIM shall issue the following message to customers through social media.



EMR @EastMidRailway

#EMRUpdate If you have been delayed by 15 minutes or more by today's disruption you may claim compensation here: ow.ly/wVZaw

10 Pre Journey

EMR recognises it's important for customers to be able to make informed decisions about their journey before they begin. There are a number of different channels available to our customers for them to do this.

Travel Alerts

There is functionality on the EMR website whereby customers can sign up for Travel Alerts on journeys of their choice. By accessing the National Rail Enquiries 'Alerts' service, customers can subscribe to receive Tweets, text messages, or emails regarding the status of their service, disruption, or cancellations and delays. These messages can be tailored to the individual customer's requirements or preferences.

Website

The EMR website will be kept up to date with all the latest travel information. This includes information on known disruptive events such as planned engineering works as well as live disruption information.

Live travel information, journey planners, and ticket purchasing details can be found on the website by navigating from the homepage.

Contact Centres

EMR has a 24 hour contact centre, information about journeys, train times, engineering works, and ticket information can be given through this contact centre.

Social media

As part of the 24 hour contact centre, social media teams are on hand to answer questions about customer journeys. The contact centre operates the Twitter and Facebook social media accounts, answering questions through the direct message functions and via its social media pages.

Timetables

Where possible our timetables are published twelve weeks in advance. This includes timetables for disruptive events such as planned engineering works.

11 At the Station

All of our stations have a welcome poster which provides customers with access to local information. Customers can also find A-Z timetables and information leaflets at most of our stations. This provides information not only on train times and journeys but also promotional offers customers can take advantage of.

Grouping Stations Together

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

These arrangements also apply to stations not operated by EMR and those managed by Network Rail.

When CSL2 is declared it is useful to reduce the demands made on the Control Room and a subsidiary method of communication between stations may be appropriate (for example, one that identifies 'hub' and 'satellite' stations). This may include the arranging of onward travel, the provision of refreshments and staffing levels.

EMR manage "hub" stations with an on duty Station Duty Manager (SDM) who should make regular contact with their area "satellite" stations in CSL2 disruption. Any issues or problems which cannot be resolved locally by the SDM should be fed back up to either the Control room (usually the CSC) or the appropriate on call manager.

This table outlines the hub and satellite relationships.

Hub Station	Satellite Stations
Sheffield	Chesterfield
Derby	Long Eaton & Burton on Trent, Kidsgrove
Nottingham	Alfreton, Beeston & East Midlands Parkway
Lincoln	Skegness, Boston, Sleaford & Spalding
Leicester	Loughborough, Market Harborough, Corby, Kettering, Melton Mowbray, Oakham, Stamford, Narborough & Hinckley
London St Pancras International	Supporting Bedford, Luton & Luton Airport Parkway

Stations Resource Plan

Each staffed station has a *Service Disruption Resource Plan*. This plan identifies the staffing resources required to deliver information to passengers at a station during periods of disruption.

The Head of Stations (HoS) is accountable for the provision of the plans and the Area Manager (AM) is responsible for the compilation and briefing of each station's plan.

Each plan shall focus on variations of the resource plan against the roster and normal working arrangements at different times of the day (peaks, daytime, late evening & weekends).

Each plan shall also outline;

- Additional customer information resources such as posters, announcements, floor walkers and temporary information points.
- How core message information is shared amongst the frontline staff.
- The location of all High Impact Customer Service Areas (HICSAs) on the station.

The designated person in charge of the station is responsible for implementing any additional requirements outlined within the plan.

We recognise it's important to our customers they have someone to speak to when things don't quite go to plan. Our front line teams are expected to ensure they are out and available to customers, particularly during disruption.

The organisations on call structure can deploy additional people to help customers especially at locations where there is only part time, limited, or no staff cover.

Most of our front line teams are equipped with smart phones or access to a computer so they are able to receive the latest information from our control teams via the Arrakis application.

Sharing Information

All members of the station team should ensure they communicate information between each other especially when information needed to keep customers updated is received. It is important the contents of the core message are regularly made available to frontline station staff.

The designated person in charge (DPiC) of the station is responsible for establishing the most appropriate communication arrangements as outlined in the station's own *Service Disruption Resource Plan*.

EMR frontline employees are issued with smart phones. This technology provides access to the latest Tyrell updates via the Arrakis application.

Customer Information Screens

The accuracy of the Customer Information System (CIS) becomes even more important during service disruption and is important to both customers and staff.

Keeping these systems both updated and relevant must be a priority for the station operator.

Within 5 minutes of the declaration of CSL2 the CIRC shall publish a notice to the CIS special notice displays at all stations on the disrupted line of route fitted with appropriate displays.

The notice shall be aligned to the CSL2 declaration message and shall always include a time stamp

While special notices displays are being utilised for disruption notices, other notices such as welcome notices shall be suspended.

In major disruption when large numbers of cancelled trains are involved, consideration shall be given to only showing trains that are running.

All EMR CIS displays are linked to the DARWIN system. The displays at other stations where EMR call are also linked to the system.

The CIRC is responsible for monitoring the current trains running. When a train is overdue for greater than 4 minutes it should appear in as a "delayed train" in a list in the

information system. Where an approximate likely delay is known the CIRC should enter this.

At other stations where EMR call the station operator, including Network Rail, is responsible for these requirements using the contents of the core message.

Announcements

Station announcements shall be consistent with the CIS but be supplemented as necessary with information from the core message.

Two announcement systems are deployed; one enables live and pre-recorded "human" announcements to be made from the Control and the other enables text to speech announcements to be crafted from the Control. The text to speech announcement system is deployed at some local, travel to work and small market town stations.

Within 5 minutes of the declaration of CSL2 the CIRC should use the information announcement system at all stations on the disrupted line of route to suspend delay and ongoing announcements, and to create and publish a special announcement which is deemed a "manual" announcement and not an automated system announcement.

The announcement shall be aligned to the CSL2 declaration message.

The CIRC shall continue to update the previous announcement and the announcement shall always be aligned to the core message and must not exceed a 40 minute frequency.

At other stations where EMR call the station operator, including Network Rail, is responsible for these requirements using the contents of the core message.

ePosters and Significant Disruption Posters

A number of ePosters (electronic posters) are deployed at some EMR stations.

When the duration of CSL2 has, or is expected to reach 120 minutes the DCIM shall publish a notice to ePoster displays at all stations on the disrupted line of route fitted with an ePoster display. The ePoster shall always be aligned to the core message and include a QR code which can be scanned to take the customer to the website.

In Major or Significant disruption it may be necessary to deploy paper posters to our stations. The DCIM is responsible for providing the wording displayed on ePosters to the Timetable and Information Manager. The Timetable and Information Manager is responsible for deploying the significant disruption posters to stations.

12 On the Train

On the train, the primary responsibility for looking after customers, especially during disruption, rests with on-train teams and includes train crew, revenue protection staff and others as appropriate.

Information Flow

The flow of information to customers is of importance and on-train teams should, ideally, be at least as well informed as customers with web access. All Train Managers and Senior Conductors are issued with smart phone devices which receive Tyrell updates from the Arrakis application.

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.

Sharing Information

When a train first becomes delayed the Driver may be the best and only source of initial information. The Driver should liaise with either the Train Manager or Senior Conductor to enable an appropriate announcement to be made.

When the core message or specific information about the train is received the Train Manager/Senior Conductor should share this with other members of the on train team, such as the Customer Host.

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 disruption the core message information should 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.

In disruption the timeliness of information is very important to customers. The on train environment can make customers feel trapped and helpless in disruption. It's therefore important an announcement is made within two minutes of the train coming to an unscheduled stop. Whilst a train is standing an ongoing announcement should be made every 10 minutes.

Face to Face Customer Service

On train teams should provide information and reassurance to customers by walking through the train whenever possible. Face to face conversations with customers should remain consistent with the contents of the core message.

13 Post Journey

Following a journey, it is important customers are able to obtain information about lost property, onward travel information, and are able to provide feedback.

Lost Property

Lost property items are tracked through the Found It application available on EMR smart phones. Items are uploaded onto the application so when customers query lost property it can be easily identified. Full details on where to contact EMR are on the website.

Onward Travel Information

Onward travel information is made available at stations in the form of local area maps and leaflets. These are managed by the Marketing team and it is the responsibility of the Area Manager to ensure these are kept up to date in stock at all locations. At larger stations, or during particular events, announcements will be made upon arrival to assist customers with onward travel information and way finding.

Feedback

Details to enable customers to provide feedback and to claim compensation and refunds are available on the EMR website. Delay Repay and comment forms are also available at stations. During a CSL2 incident, information will be placed on the Core Message and on social media/website updates informing passengers of how they are able to claim compensation and linking them to a web form.

14 Internet and Social Media

Information published via the internet reflects that contained in the holding/core messages.

A link to comprehensive refund and compensation information should always be provided on each disruption page. Delay Repay information should be able to be accessed within two clicks from the home page link.

The immediate nature of this medium means that regular updating and real-time monitoring of online information given to customers is needed – this includes monitoring what is being disseminated on the website, other TOCs, National Rail Enquiries and news media outlets (e.g. BBC/Sky News).

The DCIM is responsible for routinely checking the quality of information provided by travel news agencies and nationalrail.co.uk, including journey planners for accuracy and consistency and for publishing a dedicated webpage for CSL2 disruption.

Internet

All train alterations are issued into DARWIN in order to update the real time journey planning and Trainline online ticketing engine within the EMR website. The CIRC is responsible for this.

Core messages received by the National Rail Communications Centre (NRCC) are adapted and a disruption item placed on nationalrail.co.uk. This should also automatically appear as an item at eastmidlandstrains.co.uk.

The DCIM shall routinely check the quality of information provided by travel news agencies and nationalrail.co.uk, including journey planners for accuracy and consistency.

The core message shall be automatically transposed to the EMR website rainbow board.

Social Media

Alerts via social media should be consistent with other industry systems/channels, as far as this is possible. EMR shall use Twitter for informative disruption information.

The DCIM is responsible for publishing informative CSL2 tweets on social media.

When an incident occurs which is likely to reach or breach the CSL2 threshold a holding tweet should be published within 15 minutes of notification by the DCIM. The tweet should include the term "more information to follow" and be derived from the holding message.

At each update of the core message further tweet(s) should be published, not exceeding a 40 minute frequency.

EMR shall include a hash tag to describe the location which is the same hash tag which at each update of the core message further tweet(s) should be published the NRCC are using.

The limited number of characters available in a tweet may mean the tweet will have to be written over a number of tweets. In all cases the tweet update should provide the problem, the overall impact and the expected duration.

Telephone and Customer Contact

Information given to passengers by telephone through the Customer Service and Control team shall be consistent with the core message.

The EMR Customer Service team based in Derby have access to the core message via the Arrakis Portal system.

In addition agents have access to other real-time systems such as Live Departure Boards and the NRE website.

The CIRC is responsible for replying to customer contacts via social media. In all cases the CIRC should use information from the core messages.

Help points are a useful method for customers to access disruption information. Help points are in place at most stations (manned and unmanned) and are clearly labelled. There are two buttons on a help point, one for information and one for emergency calls.

The emergency function on help points directs the call to the emergency services switchboard.

The information function on help points directs the call to the Control team with an overflow to National Rail Enquires.

Those who handle help point calls have access to disruption information either directly from the core message or from National Rail Enquiries systems.

Help points should be answered within 30 seconds of the call being made. Once

connected the operator shall identify themselves as a representative of EMR and ask the customer which station they are calling from and how we can help.

In the event of an emergency, the operator has a direct link to Network Rail controllers to stop train movements if applicable or the emergency services.

The help point call system utilises a hunt group to bounce calls through four different desks with the Control room to ensure the best possible chance of a call being answered by an EMR Controller.

15 Learning for the Future

It is recognised that reviewing past events is the best way to learn for the future and continuously improve. Reviews of major disruptive incidents should include, or address separately, issues purely relating to the customer and the flow of information to them and the teams who are helping them, including third parties.

Review and Remit Owners

EMR shall review every CSL2 incident within 72 hours of the conclusion of the incident. The correct and the timeliness of updating DARWIN shall be assessed on a rolling 48 hour period.

The DCIM is responsible for undertaking a CSL2 quality and train alteration review. The train alteration review should measure;

- The updating of DARWIN against altered Day A for Day A train paths.
- The timeliness of updating DARWIN for alterations excluding terminations.
- The root cause of failure to update DARWIN correctly and within timed targets.

The CSL2 quality review should measure;

- The provision of an updated prioritised milestone plan and train service contingency plan.
- The provision of a customer strategy.
- The amount, usefulness and frequency of holding and core messages.
- The ability of the core message to clearly tell the evolving story of the incident.
- The amount, usefulness and frequency of information published to ePosters, websites and social media.
- The amount, usefulness and frequency of platform display messages and announcements.

These reviews should be compiled into periodic KPIs with appropriate action plans by the Customer Information Delivery Manager.

Smart Learning Reviews

Smart learning reviews (SLR) are designed to identify what happened against set down procedures, understand root cause, what can be learnt and to establish actions or best practice.

When the delay minutes for an incident exceed 1000 minutes or where stakeholder feedback suggests a number of issues should be reviewed a smart learning review will be initiated. A Director or Senior Manager may also set an additional remit for a smart learning review by providing a problem statement.

To review the provision of customer information a smart learning review template for

PIDD should be completed by the DCIM who was on duty for the incident.

Independent Review

At least once a year, a major code red CSL2 incident should be reviewed independently by a different train operator, the NRCC, or Transport Focus.

Evidence, including all core messages, all social and all website output should be provided to the reviewer.

The review shall be undertaken using the industry recognised quality review process.

Always Improving

EMR are committed to learning and embedding best practices identified from incident reviews and cross industry working groups.

16 Review Arrangements

This PIDD plan and the associated Working Instructions will be reviewed by the Customer Information Delivery Manager on the issuing of related procedures and standards. The review must include:

- Whether the roles and responsibilities of Customer Information team roles have been changed;
- Whether the associated standards and procedures have been revised;
- Highlight best practices and learning from incident reviews;

The EMT PIDD Local Delivery Plan shall be reviewed annually by the Customer Information Delivery Manager. The review will be conducted with reference to any amendments in industry guidelines.

The results of the review and subsequent revisions required will be made to this plan following the review