

Managing Service Disruption

Synopsis

This document describes how all Service Disruption will be managed on Avanti West Coast.

It details the actions that will be taken by Avanti West Coast Operational and Customer Experience Teams and associated Network Rail personnel to contain and reduce delays, to minimise their impact on customers and to deliver effective customer information.

As such it describes the operational and customer service requirements from the TOC perspective.

Authorisation

Approved by

Disruption & Customer Information Strategy Manager

Authorised by

Operations Director

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Safety Team

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Part 1: Administration

1.1. Issue & Revisions

This document is issued as part of Avanti West Coast business processes, a central directory of instructions & guidance across the company

This is a new Avanti West Coast standard issued as follows: -

Issue	Date	Update
Issue 1	October 2019	Avanti West Coast revised and complies with October 2016 ATOC Approved Code of Practice & Avanti West Coast ATP
Issue 2	December 2019	Annual Review and Formatting Changes on handover from Mobilisation team
Issue 3	December 2020	Annual Review and updated Plan

1.2. References

ATOC Approved Code of Practice - Provision of Customer Information ATOC/ACOP014, Issue 2, October 2016.

1.3. Implementation

The requirements of this processes are mandatory and apply from the date of issue.

1.4. Updates

Updates to this version of the document are denoted by a black vertical line in the right margin.

1.5. Glossary

Heading	Heading
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Back on Track	Avanti West Coast Incident Management and Staff Communication's Tool.
Cheapest Ticket Policy	Policy A Passenger Train Operator fare policy that ensures customers are not penalised during disruption
Control	The collective control activities that are responsible for managing train service delivery on a real-time basis. This will include service recovery, incident management and information to staff, customers and third parties
Core Message	A jargon free message issued by a Control office during Major Delays/Disruption at intervals not exceeding 20 minutes, when Code Amber / Red / Black / CSL2 is in operation
Customers	Customers who are undertaking their journey, both on-train and at stations, including those intending to make the journey (e.g. yet to commence their journey) and those waiting at stations / other locations for customers (e.g. meters and greeters).
Customer Service Level 2 (CSL2)	The term applied to enhanced mobilisation that will enable delivery of enhanced information and associated Passenger Train Operator specific customer service requirements during Major Delays & Disruption. CSL2 must be activated and notified once the Mandatory Services Disruption Threshold has been exceeded and may also be activated for lower levels of disruption if required. Current good practice links CSL2 to simple pre-defined service status phases. In the case of Avanti West Coast this will also be referred to internally as

Darwin	The National Real Time Train running database that powers all NRE Real Time channels and those used by TOCs, Passenger Train Operators and third parties.
Darwin Workstation	A train management tool that allows quick and easy updates of train service schedules within the Darwin database.
Do Not Travel Warning	A structured advice issued by Passenger Train Operators during Major Delays & Disruption when travel is not recommended. This will take account of any viable alternatives.
Duty Control Manager (DCM)	Leads the Avanti West Coast Control on-shift; responsible for all aspects of Avanti West Coast real-time train service delivery
Frontline On Call	On Board Managers and Station Managers on call for frontline Customer Experience
Gold Commander	The most senior Avanti West Coast on-call manager (other than a Director) responsible for the operational response to train service disruption and for the deployment of Code Amber / Red / Back / CS2
Holding Message	An initial message issued by Avanti West Coast Control containing the available details of an incident / disruption and the impact this may have on the train service. A Holding Message will be issued within 10 minutes of Avanti West Coast Control receiving advice of the incident/disruption
Intending Customer	Customers or potential customers who have not yet started their journey
Lead Information Controller	A member of Control staff nominated to manage the flow of information when Code Amber / Red / Black / CSL2 is in operation

Lead Operations Controller	A member of Control staff nominated to manage the Prioritised Plan during Major Delays & Disruption (normally Network Rail staff).
Major Delays & Disruption	A level of delays/disruption above a Passenger Train Operator's defined Mandatory Service
Mandatory Service Disruption Threshold	Each Passenger Train Operator has defined a Mandatory Service Disruption Threshold, above which arrangements within this document will always be applicable. This threshold is route specific. Once triggered this will enable the Passenger Train Operator and associated Network Rail route(s) to engage the enhanced information arrangements described in this document and provide staff (and third parties such as National Rail Enquiries) with the confidence that regular information will be available for passing on to customers. It will also enable Passenger Train Operators to introduce any additional predetermined operational and / or customer service arrangements that are associated with their management of Major Delays & Disruption. This enhanced level of mobilisation/information provision is designated CSL2.
Minor Delays	A level of delays below a Passenger Train Operator's defined Mandatory Service Disruption
NRCC	National Rail Communications Centre, responsible for updating nationalrail.co.uk
NRE	National Rail Enquiries
NW & C	Network Rail North West & Central (formerly LNW) route
OLE	Overhead Line Equipment

On-Call Area Co- Ordinator	Avanti West Coast most senior customer service on-call manager. Responsible for the deployment of Code Amber / Red / Black /
One Version of the Truth	A term used to describe the fundamental foundation of good customer information during disruption. Correct and consistent information supplied via a single database by all communication channels
PA	Public Address announcement equipment
Passenger Train Operator	An operator of passenger services on the rail network. This includes Train Operating Companies (TOCs) and Open Access operators
Prioritised Plan	A plan formulated within Avanti West Coast Control to manage an incident and recover the service in a structured way. Such a plan will include prioritised actions and milestones.
Service Disruption Threshold	The level of disruption above which CSL2 applies
Site Staff	Staff who attend the site of an incident and/or the location causing disruption in order to recover the service and/or restore the
SPAD	Signal Passed At Danger
T&RS	Traction and rolling stock
Ticket Acceptance Policy	A Passenger Train Operator policy that covers alternative routing of customers and guidance on the issue of tickets and lifting of restrictions during disruption. This includes disrupted trains, travel by alternative routes, decision making on the day, communications on the day, ticket issued during disruption and periods of amnesty
TRC	Network Rail Train Running Controller responsible for the regulation of the train service.

TOLO	Train Operations Liaison Officer. Will attend incident site and manage the Avanti West Coast site input.
Tyrell IO	A messaging system provided by Nexus Alpha that is used by Passenger Train Operators and Network Rail to pass information to frontline staff, passengers, websites and third-party organisations (primarily from Control offices).

1.6. Related Instructions

Heading	Heading
Avanti West Coast Code Red/Black Code handbook (July 2018)	Specifies the actions to be taken in the event of a major accident or other incident resulting in significant disruption. This is issued as an A5 booklet
Avanti West Coast Station Disruption Plans	Developed for each station, these documents describe the general arrangements and processes to provide an effective response to any event resulting in a major incident or significant disruption
Network Rail Major Station Emergency plans	London Euston, Birmingham New Street, Manchester Piccadilly, Liverpool Lime Street Edinburgh Waverley and Glasgow Central - these documents describe the general arrangements and processes in place at Network Rail managed stations, to provide an effective response to any event resulting in a major incident or significant disruption
On-Call Arrangement	Requirements and arrangements for the provision of managerial resources during degraded situations and outside of normal hours as detailed in the On-Call Handbook

Operational Incidents	Specific actions required to manage incidents are contained in the relevant sections of the Avanti West Coast Control Manual and the Rules & Regulations
Train Service Contingency Plans	Are contained in a Control-held document and are available to all Avanti West Coast staff on the Avanti West Coast Control Yammer Pages
Specific Customer Service requirements	Details of all Avanti West Coast Customer Service standards are documented in the Passengers Charter and individual department process documents (e.g. the Control Manual).
Alternative Route Maps	Alternative Route Maps are held at stations as hard copy, on the Avanti West Coast Control Yammer Page and National Rai Enquiries website (nationalrail.co.uk/stations_destinations/46651.aspx), and give guidance to staff and customers regarding the most suitable alternatives to get customers to their destinations in times of severe disruption involving a route blockage
Joint Operator Agreement – North of London Disruption	An agreement between Avanti West Coast and a number of other TOCs setting out how we would mutually support each other during times of disruption
Avanti West Coast Information Controller training & reference pack	Document contains advice on how to carry out actions required by this document
Avanti West Coast Website CMS Update	Process document for updating the Avanti West Coast website

Part 2: Requirements

2.1. Purpose & Scope

This process is to ensure that arrangements for planning, and delivering accurate, timely and relevant customer information during times of normal service and disruption are delivered to Avanti West Coast customers.

These arrangements are mandatory and apply to all Avanti West Coast routes and activities and the specified Network Rail activities, replacing all previous instructions for managing service disruption.

2.2. People

The Control Manager (people) and Disruption Manager (process) are accountable for ensuring that the arrangements defined in this standard are implemented. This responsibility is discharged through:

- a) The Control Duty Manager who is responsible for ensuring the response to disruptive events impacting Avanti West Coast and leadership of the on-duty control team.
- b) The Information Controller who is responsible for ensuring accurate and timely information is delivered to both staff and customers and the integrity of data systems that consume this information across all communication platforms and sources.
- c) The Gold Commander who is the senior on call person accountable for the Avanti West Coast response to major disruptive incidents.

2.3. Process

This process describes how all service disruption will be managed by Avanti West Coast on its services. This includes Major Delays & Disruption. It details the actions that will be taken by Avanti West Coast Operations and Customer Experience teams (Stations & On-board) and associated Network Rail personnel to contain and reduce delays, to minimise the impact on customers and to deliver effective customer information taking into account good practice from the Rail Delivery Group. As such it describes the operational and customer service requirements from a Avanti West Coast perspective across the customer journey.

Strengthened customer service arrangements will be introduced as necessary when Major Delays & Disruption or severe localised disruption occurs in order to provide enhanced levels of information, guidance and support. Full details of these Customer Service Level 2 (CSL2) arrangements are contained in this document. For the purposes of Avanti West Coast staff, internal communications will refer to this as 'Code Amber'.

Details of the operational requirements for managing specific incidents (e.g. SPAD management and on train defects) are contained in the relevant sections of the Control Manual and the Rules & Regulations.

Details of the operational tactics that are available are set out in the current suite of Contingency Plans.

2.4. Product

The requirements set out in this document and the referenced Related Instructions are fully compliant with the approved code of practice for the provision of customer information.

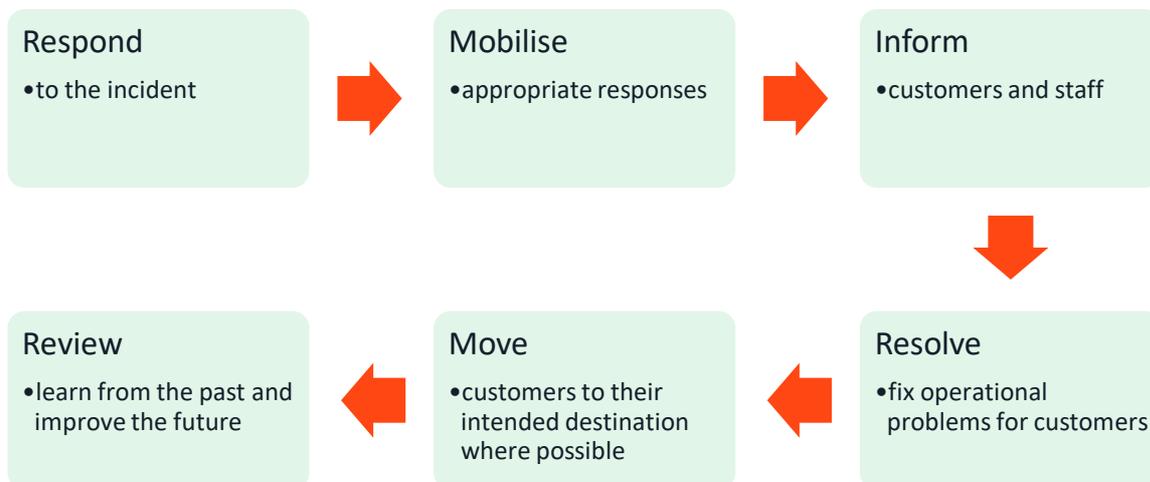
Part 3: Principles of Information Provision

3.1. Principles

- 3.1.1. This procedure includes guidance to all key staff on their roles during service disruption and in particular providing additional support and information to customers and each other during times of service disruption. As such this document is fully compliant with the ATOC Approved Code of Practice - Provision of Customer Information ATOC/ACOP014, Issue 2, October 2016. A statement will be placed on avantiwestcoast.co.uk which will inform passengers of our commitments to Passenger Information During Disruption (PIDD).
- 3.1.2. Avanti West Coast customers tell us that the way that we communicate with them during times of service disruption is important to them. It is an area where they feel we do not currently meet their expectations, which causes dissatisfaction and where we get some of our lowest National Passenger Survey (NPS) scores. For the Spring 2019 survey only 69% of Avanti West Coast reported satisfaction in Delaying with Delays.
- 3.1.3. Customer information encompasses all aspects of the journey from planning in advance to the arrival at the intended destination, by working together we can improve provision of information to customers across the entire customer journey, mobilise our people accordingly and minimise the negative impact of any disruption to the plan by providing clear options to customers and looking after them throughout.
- 3.1.4. **The below is provided to fulfil PIDD requirement 41:**
This document together with the ACOP will be published on avantiwestcoast.co.uk for transparency.

3.2. Key Aims of Service Disruption Management

- 3.2.1. Over overall approach to service disruption is summarised in the below flow chart:



3.2.2. Our approach will:

- Ensure we respond in a timely and appropriate way to all disrupted situations.
- Mobilise sufficient people to tackle the problems and provide the best possible customer support and reassurance.
- Make best use of all the available information and keep customers and each other regularly informed of developments.
- Restore normal operation as quickly as possible in a structured and customer-friendly way.
- Provide sufficient information to customers to assist them in making informed travel choices.

3.2.3. During Major Delays & Disruption the additional aims are to:

- Work with Network Rail to produce a Prioritised Plan to ensure disruption management is as structured as possible.
- Trigger the introduction of strengthened passenger information and customer service arrangements by declaring Code Amber Red / Black / CSL2.
- Appoint nominated people within the Control to act as the focal points for incident management and information provision.

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- Issue regular passenger information messages in an agreed format at pre-defined frequencies.
 - Provide strengthened customer service/handling arrangements linked to Code Amber Red / Black / CSL2.
 - Provide more senior Operations and Customer Experience support and direction as necessary.
 - Provide a feedback system so frontline staff can raise any concerns or highlight any best practice.

3.2.5. **NOTE:** Code Amber Red / Black / CSL2 denotes a pre-defined level of enhanced customer service. Normal levels of customer service are effectively Customer Service Level 1 (CSL1).

3.3. Train Service Management

3.3.1. The Avanti West Coast arrangements for managing Train Service Delivery and associated Customer Service need to cover both normal and disrupted operation. They all need to be well integrated with Network Rail particularly in the Control office and with Network Rail managed stations. Most trains run on-time or close to time but during minor or Major Delays & Disruption, different actions will be required so we can tackle the problems, restore punctual running and provide good customer information, support and assistance throughout.

3.3.2. The below are related instructions which this document should be read in conjunction with the related instructions outlined previously.

3.3.3. **The below is provided to fulfil PIDD requirement 34:**

Information Controller will also receive additional coaching from their Duty Control Manager and the Disruption Manager to help produced prioritised plans that are fit for purpose and develop both the duration and impact of disruption.

3.3.4. **The below is provided to fulfil PIDD requirement 5 and 47:**

Avanti West Coast A for B timetable process document, with a long-term objective of being able to upload new timetables into Darwin on the day where resources permit.

3.3.5. The below is provided to fulfil PIDD requirement 6:

Avanti West Coast Day A for B timetable checking process document is attached as an appendix to this document. Should a day A for day B timetable be introduced the process within this document must be put into place in order to meet passenger information requirements. If this process is implemented the NRCC will be informed by the Avanti West Coast Customer Support Controller, (who is the main point of contact for NRCC).

3.4. Route Improvement Work

3.4.1. Route improvements work, often known as 'planned disruption' will be communicated to customers and stakeholders once known. This will primarily be through avantiwestcoast.co.uk and nationalrail.co.uk including the Online Journey Planner. We will update this whenever known and work towards meeting and where possible exceeded the 'informed traveller' timescales. For major works, including those for HS2 we will maintain a dedicated web page avantiwestcoast.co.uk and produce hardcopy literature.

3.4.2. The below is provided to fulfil PIDD requirement 25:

Avanti West Coast, working with the NRCC will ensure that textual descriptions of the work taking place are included within publicity materials and the 'disruption feed' provided on nationalrail.co.uk is used as the source for consistency. This includes other TOCs within a geographical area that may be subject to disruption.

3.4.3. The below is provided to fulfil PIDD requirement 49:

Where such works mean that a customer has to travel via a rail replacement service this will be made clear throughout the journey selection process for digital customers and flagged through station retailing channels for notification to customers. This will enable customers to make informed travel choices.

3.5. Information during Disruption

3.5.1. The Avanti West Coast Control is in Victoria Square House, Birmingham. Network Rail Route Control offices are located regionally. These are the focal point for managing all operational aspects during service disruption within the defined areas:

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- **North West & Central Route:** West Midlands Signalling Centre (Birmingham), Rugby ROC, Manchester ROC
 - **Scotland Route:** Glasgow ROC
 - **Wales Route:** Cardiff ROC.

3.5.2. The Controls will be supported and directed by Avanti West Coast and Network Rail On-Call/Line Managers from all departments as appropriate.

3.5.3. Site staff at a causal incident will provide regular information to the Control office regarding progress with service recovery/restoration.

3.5.4. The Avanti West Coast Control will provide information updates as specified in the relevant section of this document.

3.5.5. The Gold Commander is the most senior Avanti West Coast operational lead and will provide strategic direction and support to the control in delivering the operational plan in context of the wider business objectives of safety, customer experience and commercial resilience.

3.5.6. The appropriate On-Call Area Co-ordinator will be the focal point for managing all aspects of the Customer Service response during service disruption including the introduction of Code Amber Red / Black / CSL2 as necessary. They will be supported as necessary by other members of the Stations and On-Board teams.

- Euston Silver Commander – responsible for Euston Station as the single point of contact and Milton Keynes based staff;
- Area Co-ordinator South – responsible for Rugby and West Midlands Stations and trains between as well as those travelling to London Euston;
- Area Co-ordinator North – responsible for Stations in the North and Scotland and trains between.

NOTE: During Covid-19 an amendment to the on call structure has been put in place to be more reflective of the operation.

3.5.7. Train Managers together with the On-Board teams (and the assistance of any suitable Avanti West Coast staff on duty travelling on the train), will be responsible for all aspects of Customer Service on affected trains.

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- 3.5.7. Train Managers together with the On-Board teams (and the assistance of any suitable Avanti West Coast staff on duty travelling on the train), will be responsible for all aspects of Customer Service on affected trains.
- 3.5.8. Station Team Leaders will be responsible for mobilising their teams and delivery of Customer Service at respective stations. This includes ensuring Customer Information Systems (CIS) are kept up to date.

3.5.9. **The below is provided to fulfil PIDD requirement 28:**

NOTE: All Avanti West Coast Trains operated stations have Customer Information Screens (CIS) facilities and the opportunity to edit, amended and make manual announcements. All stations which Avanti West Coast Trains services also call at are equipped with CIS facilities, however the management of these, and the information displayed varies.

- 3.5.10. **NOTE:** When necessary, On-Call responsibility will be determined according to the location of the causal incident.

Part 4: Implementation of Arrangements

4.1. Service Disruption Thresholds

4.1.1. Regular messages will advise appropriate staff involved in delivering the train service and providing customer service of the current operational status of the service.

4.1.2 The below is provided to fulfil PIDD requirement 37:

Service Status	Alert	Types of Incident (Not Exhaustive)	CSL2 Activated
Good Service	Green	A good service operating across the Avanti West Coast network with minimal delays	No
Minor Delays	Amber	Train failure or defect in service Or Infrastructure failure causing temporary full or partial line blockage Or A significant customer handling issue e.g. overcrowding at some stations or on trains – this maybe the result of disruption elsewhere on the rail network or an event	On discussion between Duty Manager and Gold Commander

Major Delays	Red	<p>A stranded/failed passenger train(s) with no available diversion where rescue cannot be guaranteed within 60 minutes</p> <p>Or</p> <p>A train accident not involving Avanti West Coast Trains where we are requested to support other operators</p> <p>Or</p> <p>An unplanned full or partial line blockage likely to last for two hours or more south of Milton Keynes</p>	Yes
Major Accident / Incident. A major rail related accident or leading incident that requires a response from all parts of the organisation	Black	<p>Actual terrorist activity</p> <p>Or</p> <p>Train accident involving Avanti West Coast</p> <p>Or</p> <p>Any train accident at a location where Avanti West Coast is responsible for leading the response (Owning Operator). Often referred to as SFO (station facility owner) if a station is involved.</p> <p>Or</p> <p>For expected or actual bad weather: An unplanned full or partial line blockage likely to last for twelve hours or more on the core Avanti West Coast network. This will be clearly denoted [WEATHER]</p>	<p>Yes</p> <p>The activation of Code Black [WEATHER] is by agreement with the Gold Commander.</p>

4.2. Customer Service Level 2 (SCL2)

4.2.1. The declaration of CSL2 allows a wider understanding of the situation throughout the industry, notably amongst other railway companies and is an accepted trigger for additional assistance from industry partners.

4.2.2. In addition to the above, when "Major Delays & Disruption" thresholds are breached, or are expected to be breached, Code Amber / CSL2 must be declared. Avanti West Coast has flexibility to declare CSL2 during other circumstances for the benefit of customers. When declared the following additional principles will also be applied:

4.2.3. Network Rail:

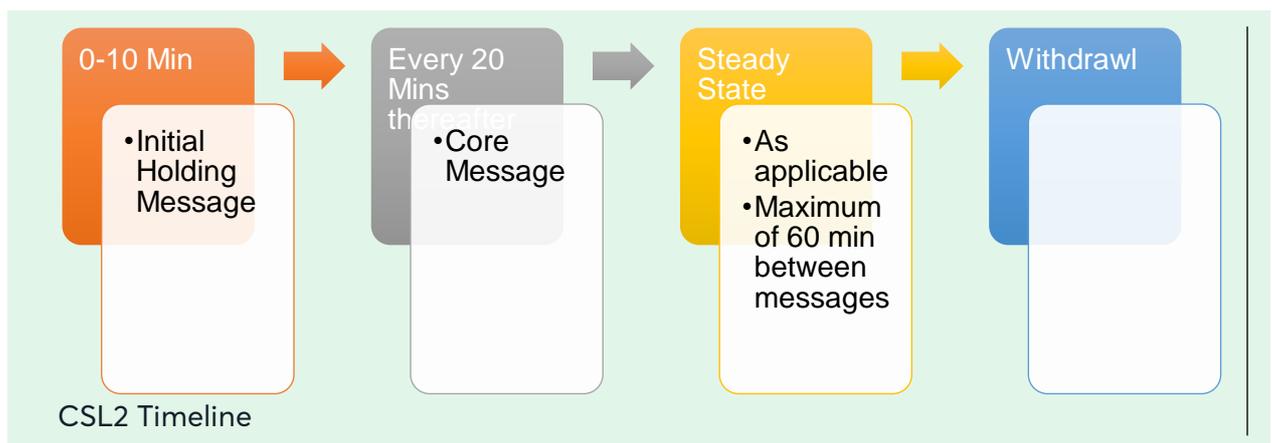
- The Route Control Manager (RCM) will appoint a Lead Operations Controller (LOC) to be the focal point for Network Rail incident management and provide regular information updates to the Lead Information Controller.
- The LOC will arrange the production of a Prioritised Plan in liaison with site staff and this Prioritised Plan will be reviewed and authorised by the RCM, or TRC who will arrange for its issue
- Site staff will report progress against the Prioritised Plan milestones.
- The RCM will implement the Major Incident Command structure including appointment of a Rail Incident Officer and Rail Incident Commander as appropriate (dependant on the incident that has caused the disruption).
- The RCM will use "time outs" within the Control office to take stock of progress and will initiate telephone conferences with site and on call staff as required.
- Any affected Network Rail managed stations will introduce CSL2 - linked arrangements as pre-agreed with the TOC.

4.2.4. Avanti West Coast:

- The Avanti West Coast Information Controller will arrange to issue an initial Holding Message within 10 minutes of receiving advice of an incident or

disruptive event which has or has potential to breach the Avanti West Coast CSL2 thresholds.

- The Avanti West Coast DCM will ensure Code Amber / CSL2 is declared and advised to all relevant parties, with the Information Controller sending a text to the Code Amber text group with details of the Gold Commander, Co-ordinator and where appropriate the TOLO.
- The Avanti West Coast Information Controller will act as Lead Information Controller (LIC) to issue regular Core Messages. The Gold Commander will give overall direction and may attend the Avanti West Coast Control or arrange a deputy in the Control office.
- The Fleet On-Call Manager will arrange any necessary traction and rolling stock (T&RS) response.
- The relevant teams through the appropriate On-Call Area Co-ordinator will implement enhanced Code Amber / CSL2 arrangements



4.2.5. Introducing Code Amber / CSL2 arrangements will:

- Mobilise, as necessary, additional resources as required, this might include specialists, Managers, Directors and Senior Leaders, other traincrew and the Control and Resources Severe Disruption Team, in order to support the technical, operational and customer experience activities required.

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- Severe disruption team volunteers who will be skilled in supporting the Control by operation an additional desk. They will be able to take calls from frontline teams and have familiarity with the following systems:
 - Use of the phone system;
 - Use of TRUST, CCF, to look up train movements;
 - Use of Web Gemini to look at stock movements;
 - Use of Back on Track to add notes to incidents;
 - Use of the Tyrell messaging system.
 - Introduce revised communication arrangements.
- 4.2.6. The DCM and the appropriate On-Call Area Co-ordinator(s) will regularly review implementation of Code Amber / CSL2 when triggered.
- 4.2.7. The decision to withdraw Code Amber / CSL2 and return to either 'Minor Delays' or 'Good Service' will be made by the Avanti West Coast DCM and the appropriate On-Call Area Co-ordinator(s). A final Core Message will then be sent advising that Code Amber / CSL2 has been withdrawn and normal working resumed.
- 4.2.8. CSL2 declaration delivers an enhanced level of staff mobilisation to respond to customer needs during disruption and ensure all customer and staff communication channels are updated with timely, accurate information.
- 4.2.9. Prioritised Plans
- 4.2.9.1. When Major Delays & Disruption occurs or is imminent the Network Rail RCM will prepare a Prioritised Plan in conjunction with Network Rail and TOC colleagues. During very serious disruption this may require significant input from Line Managers and/or On-Call Managers.
- 4.2.9.2. A Prioritised Plan breaks the incident into key parts, sets out the milestones for recovery and clearly defines priorities. This document should be a summary of the planned steps for service restoration and be capable of being used as follows:
- By on-site staff for reporting progress against the specified milestones.
 - By Network Rail Control staff for managing progress with service recovery.
 - By TOC Control Staff for incorporating key milestones and timescales in Core Messages and for planning train service and traincrew resource requirements.

4.2.9.3. Prioritised Plans may need to change as restoration progresses, but the content must always be concise and unambiguous.

4.2.10. Holding Messages and Core Messages

4.2.10.1. When Major Delays & Disruption occurs or is imminent, the Avanti West Coast DCM may arrange the issue of an immediate Holding Message. Then, once Code Amber / CSL2 has been declared, the Avanti West Coast Information Controller will arrange for the issue of regular Core Messages. This information will also be used on Back on Track.

4.2.10.2. Discretion on the use of the Holding Message remains with the Duty Control Manager based on the incident. It maybe that information is clearly known at the point of declaration. In certain incidents where the extend of the problem is not immediately clear a Holding message maybe extremely useful e.g. problems with the Overhead Line Equipment which may require a reset or be a large scale de-wirement.

4.2.10.3. Core Messages will be a simple bulleted strategic view that includes the advice for customers based on progress against the Prioritised Plan each time it is issued.

4.2.10.4. A Holding/Core Message should contain the following key pieces of information:

4.2.10.5. The below is provided to fulfil PIDD requirement 33 and 50:

- **The Problem** – using industry agreed reasons, locations to be at or between stations which Avanti West Coast call at
 - o Given the possible connection with acts of terrorism and to convey the seriousness of the incident Avanti West Coast will continue to use the terminology 'person struck by a train', however a more sensitive approach will be taken on social media should customer enquire.
- **The Impact** – estimates for duration of disruption and the impact on services and routes. Where no estimate is available customers should be advised that we are finding out more information and will let them know as soon as this is available.
- **The Advice** (for customers), including:
 - o Sources of further information.

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- o Options to continue a journey by rail;
 - o Options to continue a journey by rail with on a different route (including alternative route maps);
 - o Options to continue a journey using alternative transport provision e.g. emergency rail replacement coaches, (including timetables and expected journey times);
 - o Ticketing restrictions / easements to travel later or another day;
 - o Sources of further information.

The below is provided to fulfil PIDD requirement 17:

- o Compensation arrangements, specifically Delay Repay, how to claim and the thresholds.
- Internal Information:
 - o Detail on Code Amber / CSL2 implementation (and on which route or routes).
 - o The prioritised plan (once made available by Network Rail) which must be kept up to date.

4.2.10.6. The below is provided to fulfil PIDD requirement 13:

Reason codes are agreed at an industry level. Avanti West Coast will ensure that communications to customers about disruption are more meaningful and consistent by implementing these within our messaging systems such as direct customer messaging, the website and social media, (and where funded on Customer Information Screens).

4.2.10.7. An example would be:

- Due to damage to the overhead electric wires at Milton Keynes Central, all lines are blocked. Trains maybe cancelled or delayed.
- Disruption is expected until 1700 [this is a function of when the infrastructure will be available from plus time to recover the train service to a good service]

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- A rail replacement coach will operate between Milton Keynes Central and Luton Airport Parkway for Thameslink / East Midlands Railway services to and from London St Pancras. This is expected to be in place for 1430.
 - Avanti West Coast Trains tickets will be accepted on these routes without additional cost.
 - Alternative Route Maps to be used.
 - Details of the prioritised plan milestones [obtained from Network Rail].

4.2.10.8. The aim is for these Core Messages to be available for Avanti West Coast staff, customers, other TOC's controls and station staff and NRE so customers can be provided with information that will enable informed travel choices to be made. It will also ensure that all sources give consistent information.

4.2.10.9. Core messages will be delivered to the required parties by using Tyrell IO. Addresses for the required parties will be included in each core message. The Tyrell address book will be reviewed annually to ensure correctness.

4.2.10.10. If the situation has not changed when the next Core Message is due, the previous Core Message should be repeated and re-timed, stating that there is no change.

4.2.10.11. The below is provided to fulfil PIDD requirement 14:

In some instances, it is noticed that the exact nature of the problem may not be known initially, this may include until staff have managed to attend the site and make an assessment. In this case the Avanti West Coast Information Controller will ensure that the evolving story of the disruption is clearly communicated and ensure that the Social Media team is also made aware. This may include changing the reason code during an incident. This is in order that customers can make informed decisions about their travel plans.

4.2.10.12. The below is provided to fulfil PIDD requirement 17 and 18:

All core messages (along with all line of route problems, CSL2 or not) will include the link avantiwestcoast.co.uk/delayrepay The Avanti West Coast website contains a web form to allow customers to claim. Stocks of paper claim forms with a Freepost address are available at Avanti West Coast stations, however customers are encouraged to claim online for speed of processing and to ensure they are updated throughout the process.

4.2.11. Steady State

4.2.11.1. For incident ongoing over a period of time where there are no further updates, 'steady state' should be used. During steady state updates will be provided when new information comes to light and no longer than every 60 minutes. This may be reduced further by the Duty Control Manager for instance an incident ongoing overnight where there is minimal impact on the service / line of route. This allows for a reduction in message frequency to allow control teams to focus on information and systems data quality.

4.2.12. Withdrawal

4.2.12.1. Once Code Amber / CSL2 has been withdrawn, a final Core Message should be sent confirming the withdrawal of Code Amber / CSL2 and a return to normal working. Considerations for withdrawing CSL2 should include:

- All lines have reopened.
- Not expecting further late starts or cancellations at points of origin in line with the status thresholds.
- The incident train (where applicable) has terminated.
- Ticket acceptance with other operators is no longer required

4.2.12.2. An example of a CSL2 withdrawn message is included below:

- Disruption caused by Damage to the overhead electric wires at Milton Keynes Central has now ended. Services are no longer affected by this problem.
- All lines have now re-opened.
- Code Amber / CSL2 has been withdrawn and a normal service has resumed on all Avanti West Coast routes.
- Add in any comments about service recovery. As a result of this incident some services may be cancelled to and from London Euston as a result of our people and trains being out of position. Please check for individual alterations.

4.2.13. Longer Term Disruption

4.2.13.1. The below is provided to fulfil PIDD requirement 4: For longer term disruptions Avanti West Coast Trains will work with industry colleagues, including Network Rail

to ensure customer information gets into downstream information systems at the earliest practical opportunity, with an aspiration this is done within 24 hours.

4.2.13.2. The below is provided to fulfil PIDD requirement 26:

The On Call Commercial role will be responsible for coordinating the Commercial teams' response including considering if temporary fares, closing of reservations and any other yield management solutions are required to deliver a robust and appealing timetable to customers during the disruption. Any temporary fares that are put in place for major disruptive events should be put into downstream ticket issuing systems at the earliest possible opportunity.

4.2.14. Liaison with Other TOCs

4.2.14.1. In many cases the requirement of this document will need the support and assistance of staff from other TOCs (e.g. London North Eastern Railway for ticket acceptance).

4.2.14.2. The arrangements for liaising/working with other TOCs are set out in another document (see Appendix Avanti West Coast Ticket Acceptance and Cheapest Ticket Policy).

4.3. Major Delays and Disruption

4.3.1. In the event of a serious incident, that is expected to cause Major Delays & Disruption (e.g. damage to overhead electric wires, a person hit by a train, a fault with the signalling system etc), the Network Rail RCM and the DCM in Avanti West Coast Control needs to act as follows:

4.3.2. Network Rail Route Control Manager

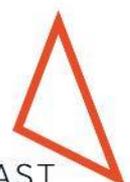
- Appoint a Lead Operations Controller (LOC) to liaise with the Lead Information Controller (LIC).
- Ensure the necessary site resources have been mobilised including appointment of a Rail Incident Officer and Asset Recovery Manager as appropriate.

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- Engage Network Rail Line Managers and On-Call Managers as appropriate and request the appointment of a Route Incident Commander if appropriate.
 - Arrange for the production of a Prioritised Plan in conjunction with site staff the Rail Incident Commander and TOC Duty Control Manager(s). Issue this accordingly.

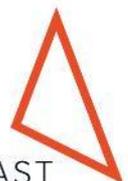
4.3.3. Avanti West Coast Duty Control Manager

- Arrange the prompt issue of a Holding Message.
- Make an immediate decision about a Major Delays & Disruption status. This will require the introduction of Code Amber / CSL2 to be notified and the necessary arrangements activated. Ensure the National Rail Communications Centre (NRCC) must be advised of any change to service status by the Avanti West Coast Trains Information Controller.
- In the event of Major Delays & Disruption or likely Major Delays & Disruption, both the relevant 2nd Line On-Call Managers (Operations and Customer Services) must be called immediately by the Gold Commander. If a frontline team On-Call Manager is unavailable for whatever reason or cannot be contacted, the DCM should contact the other 2nd Line Manager or the 3rd Line Manager (Gold Commander) as appropriate. In the event of Major Delays & Disruption the 3rd Line Avanti West Coast On-Call (Gold Commander) must also be called.
- A text message to the Code Amber text group with details of the Gold Commander, Co-ordinator and, where appropriate, the TOLO, will be sent by the Information Controller.
- The Operations On-Call (usually a Driver Team Manger), should be contacted where there are isolated incidents involving Avanti West Coast Drivers where the driver requires to be met or 'chain of care' is needed and the incident does not have a major effect on the train service or where the appointment of a Train Operations Liaison Officer on site would aid the communication process.

4.3.4. **NOTE:** Whilst the respective On-Call Managers are shown as the primary contacts, it is probable that other line managers from within the route teams may discharge some responsibilities during Major Delays & Disruption. Under all circumstances the Avanti West Coast DCM must be advised of any transfer of responsibility.



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- 4.3.5. If the Avanti West Coast DCM has any concerns regarding the response from Network Rail they must immediately escalate these to the Gold Commander.
- 4.3.6. If a train is stranded/trapped with no estimated time of movement, the Avanti West Coast DCM should refer to guidelines within the Code Red / Code Black handbook regarding the appointment of a TOLO on site and where a TOLO is appointed the DCM must request that Network Rail dispatch a MOM (Mobile Operations Manager) as well if not already done. The MOM's details must always be passed on to the TOLO and vice versa.
- 4.3.7. Points to Consider:
- Where appropriate, the Gold Commander should always use the Service Disruption Conference Call Pro Forma (see appendix) to ensure they have not missed anything when chairing an internal Avanti West Coast telephone conference.
 - Code Amber / CSL2 should be introduced on affected routes and stations as appropriate.
 - Additional management support may be required at locations where train crew relief is not normally done.
 - With all aspects of disruption management, it is always better to mobilise staff and have them stand down if not required rather than wait and see.
 - During Major Delays & Disruption all Avanti West Coast managers and staff must be ready to help to deliver good customer service; this may mean having to abandon a meeting or move location at short notice.
 - Never be afraid to escalate any situation where Major Delays & Disruption are occurring and never be afraid to ask questions if the response from any party (internally and externally) does not appear appropriate.
 - Trust instincts and challenge estimates for normal working if they feel either too optimistic or pessimistic. Once comfortable with the estimate, the contingency plan must be aligned to the estimate of normal working. Remember though, that stranded trains rarely get cleared quickly and infrastructures failures are often problematic especially overhead wire damaging taking a long time to resolve and rarely straightforward. A person stuck by a train for instance often cause extensive knock-on delays for the later schedule.



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- The Customer Support Controller will request for accessible rail replacement coaches if a line block is expected to last for longer than 90 minutes, to help keep customer moving. This threshold is chosen given that experience is that rail replacement mobilisation takes at least 60 minutes. It is easier and quicker to stand them down once they are on the way, rather than run the risk of needing them later and not having called them. Stations must be advised as soon as coaches are ordered for their station together with an estimate for arrival, the coach operator and deployment plan. A process to communicate this electronically is being explored with the rail replacement provider.
 - The DCM must always ensure that where appropriate the rescue locomotive(s) or train(s) and/or fleet / engineering expert resources are despatched immediately to any train failure, person struck by a train or stranded train due to OLE damage.
 - In the event (or likely) of Major Delays & Disruption, the DCM must inform the Gold Commander, who will in turn inform the relevant On-Call Area Co-ordinator(s) must be informed. Typically, this is through notification via Back on Track or contact with the Gold Commander directly.
 - If an On-Call Area Co-ordinator is unavailable for whatever reason or cannot be contacted, another Co-ordinator should be contacted.
 - When Code Amber / CSL2 is withdrawn, the Information Controller must advise the NRCC to amend the service status back to Minor Delays or Good Service as appropriate.
 - The Level 1 Operations On-Call should be contacted where there are isolated incidents, where the driver requires to be met or 'chain of care' is needed.
 - Feedback from Frontline teams via the On Call Coordinator should be collated and given to the Disruption Manager for review.

Part 5: Avanti West Coast Overview

5.1. The Customer Journey

5.1.1. Avanti West Coast adopt a customer journey approach to providing information to help customers make informed decisions irrespective of the type of journey or method of contact. This document focuses on pre-journey, at the station, on the train and post journey stages.

5.1.2. The below is provided to fulfil PIDD requirement 40:

For the purposes of this document Avanti West Coast should be considered as a Long Distance Inter City type operation, whilst recognising that each customers journey is different and short distance commuters are also part of our customer base.

5.1.3. The below is provided to fulfil PIDD requirement 39:

Avanti West Coast passenger services all operate with a member of staff on board, the Train Manager who is responsible for customer information delivery.



5.1.5. 2014 Research by Passenger Focus identified that "different sources of information are accessed or available at different journey stages, each driving a different information experience: before arriving at the departure station, digital and broadcast media are used and are the best rated information on any step of the journey. For the minority of passengers made aware of the disruption before arriving at the station, the key information is understanding its severity. Some passengers on pre-booked tickets are keen to receive personalised messages about disruption from the train company, including a solution that will work for them".

5.1.6. The below is provided to fulfil PIDD requirement 3:

Avanti West Coast is committed to integrating the Darwin information feed into all retail channels to minimise the chances of customer being offered incorrect journeys and purchasing tickets for trains that will not run when there is disruption. Currently the Avanti West Coast mobile website, App and Station Ticket Issuing equipment are compliant. On Board sales, and those via Ticket Vending Machines are attended by Avanti West Coast team to help guide advice customers.

5.1.7. The below is provided to fulfil PIDD requirement 20:

Manager actively research with customers developments of technology to help customers avoid disruption and deliver better mitigation for those caught up in them.

5.2. Roles and Responsibilities

5.2.1. The key people who have defined roles and responsibilities during all service disruption are:

5.2.2. Network Rail Personnel:

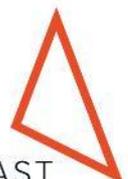
5.2.2.1. **Site Staff** - Responsible from an information perspective for providing an initial assessment followed by accurate and timely estimates relating to full or partial service restoration. Provision of key recovery information that will make up the Prioritised Plan. Focal point for the provision of site updates against Prioritised Plan milestones. Where appropriate a NR member of staff maybe designed as the Rail Incident Office (RIO) and becomes the single point of contact for the site.

5.2.2.2. **Route Control Manager** - Focal point for strategic Incident Management. Responsible for initiating, authorising and communicating the Prioritised Plan and ensuring that the correct site staff and on-call staff are mobilised and engaged. Responsible for liaising with all affected operators (including chairing TOC and FOC conferences where appropriate) and implementing the appropriate contingency plans.

5.2.2.3. **Incident Controller** -Focal point for tactical incident management including creation of the Prioritised Plan with site staff and Control colleagues. Usually nominated Lead Operations Controller (LOC) and key contact for TOC Lead Information Controller (LIC).

5.2.3. Avanti West Coast Personnel

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- 5.2.3.1. **Duty Control Manager** - Focal point for train service management. Responsible for mobilising/involving On-Call Managers and Line Managers and implementing operational contingency plans and triggering Code Amber / CSL2. Responsible for nominating a Lead Information Controller within the Control team.
- 5.2.3.2. **Lead Information Controller (LIC)**, role carried out by Avanti West Coast Information Controller - Focal point for the dissemination of all train service information via defined channels (utilising Core Messaging principles).
- 5.2.3.3. **NOTE:** Control must be supported as appropriate during Code Amber / CSL2. The DCM will assess the additional support required and action as appropriate.
- 5.2.3.4. **Gold Commander** - The Gold Commander will give overall direction and may attend the Avanti West Coast Control or arrange a deputy in the Control office. They will act as the link between Control and the Directors and will be responsible for identifying the need for, arrangement and chairing of any internal Avanti West Coast conferences.
- 5.2.3.5. **On-call Area Co-ordinators (plus Stations, Operations & On-Board Line Managers as necessary)** - Focal point for all customer service aspects during disruption. Responsible for implementing and managing Code Amber / CSL2 during Major Delays & Disruption and when required at other times in order to meet the Avanti West Coast Customer Service aims and provide appropriate levels of information, guidance and reassurance to customers. Avanti West Coast staff attending site will be designed as Train Operator Liaison Officer (TOLO) who will act as the Avanti West Coast single point of contact on site.
- 5.2.3.6. **Train Drivers** - Responsible, in conjunction with the Train Manager, for the safety and comfort of their customers. Establishing and maintaining good lines of communication with signallers and Control during Major Delays & Disruption and keeping the Train Manager regularly updated
- 5.2.3.7. **Train Managers** - Responsible, in conjunction with the Driver, for the safety and comfort of their customers. Liaising closely with the Driver and in particular making regular PA announcements during disruption, at intervals of no more than every 10/15 minutes when a train is standing. Train Managers must ensure they are highly visible for customers to ask questions, the on-board service crew may assist in as delegated by the Train Manager. Train Managers are also responsible for setting up the train journey details on the Passenger Information Screen (known internally as the 'mission'), providing both audible and visual information. Ad-hoc journeys can



be inputted manually. Should the system be unavailable suitable announcements must be made to customers.

5.2.3.7.1. The below is provided to fulfil PIDD requirement 24:

Where a train comes to a stand in a greenfield location (between stations, or at a station it is not scheduled to call), Train Managers should make an announcement as to why, or that they are finding out why this is the case, in order to keep customers updated.

5.2.3.7.2. Establishing and maintaining good lines of communication with Avanti West Coast Control during Major Delays & Disruption as necessary. Work closely with the on-board team to provide good levels of customer information and support. Deployment of the customer rescue packs if required.

5.2.3.8. Service Managers, Assistant Service Managers and Customer Service

Assistants - Work with and support the Train Manager in order to provide good levels of customer information and support. Ensure the needs of customers are met wherever possible.

5.2.3.8.1. **Station Team Leaders** - Responsible for all customer service aspects at their station during Major Delays & Disruption. Key contact with Route Controllers in the Avanti West Coast Control. Will co-ordinate focus on customer information, reassurance and support. Station Team Leaders will ensure customers with known additional needs are supported during their journey once at the station in conjunction with Train Managers. Best practise should be highlighted to the Disruption Manger for dissemination.

5.2.3.9. **Station Staff** - Responsible for keeping customers on stations properly informed using all available means and providing assistance and support as necessary. Liaising closely with the Team Leader. They will ensure information screens are updated with the latest information.

5.2.3.9.1. The below is provided to fulfil PIDD requirement 15 and 16:

Manual announcements should be made to update customers on the latest situation and to add credibility and assurance to the tone and importance of the message. This will also prevent numerous automatic apology announcements from taking place.

5.2.3.10. **Communications On-Call (Press Office)** - Will ensure that the media are provided with facts concerning the disruption and cause of the disruption.

Responsible for managing the media during major incidents. Will be updated by the DCM and via Core Messages as well as the Gold Commander as appropriate.

5.2.3.11. **Customer Resolutions Centre** - Responsible for updating the Avanti West Coast phone line and answering customer calls and contacts including Live Chat.

5.2.3.12. The below is provided to fulfil PIDD requirement 37 and 38:

Social Media - Between 0700 and 2200 they will monitor & respond on Social Media, primarily Twitter. Outside these hours the Avanti West Coast Information Controller will respond. Avanti West Coast Trains will aim to respond to all Tweets within 5 minutes and to all Facebook messages within 30 minutes. The Avanti West Coast team will also be active participants in best industry practice for social media and have won several customer service awards for their accolades. This feedback will be used to develop individuals and also processes for the team.

5.2.3.13. **Feedback** -asides from any operational reviews initiated by the Control or Performance Teams frontline and on-call teams are encouraged to provide feedback on incidents for future learning via Yammer or direct to the Disruption Manger.

5.2.4. National Rail Enquiries Personnel:

5.2.4.1. **National Rail Communications Centre** - Responsible for updating service disruption information using TOC and Network Rail sources on the National Rail Enquires (NRE), Avanti West Coast and other TOCs' websites. The National Rail Communications Centre (NRCC) oversees the quality of data in the "Darwin System" which is the source of information for NRE and real-time systems such as Live Departure Boards, the Online Journey Planner and feeds Customer Information Screens at stations with up to date information.

5.2.4.2. **Customer Contact Centre** -Responsible for answering phone calls from members of the public and answering calls from customer help points at stations.

5.2.5. Actions Undertaken

5.2.5.1. The specific actions to be undertaken by key people are in the Appendix.

5.3. Detailed Arrangements

5.3.1. The specific actions to be undertaken by each of the key people are also repeated in the individual Roles & Responsibility Appendix. They also include responsibilities for receiving and passing on information during normal operation.

5.3.2. A summary of the typical information flows are in the appendix under:

- Managing Minor Delays - Deployment Actions Flowchart
- Managing Major Delays & Disruption flowchart

Part 6: Customer Information Provision: -

6.1. Purpose

6.1.1. This section details Avanti West Coast commitment to customer information across the customer journey, not previously covered.

6.2. Digital Channels including Customer Resolution and Travel Alerts

6.2.1. The majority of Avanti West Coast customers are infrequent travellers, travelling with us less than twice a year. To this end we are committed to making their journey experience a positive one to encourage repeat business.

6.2.2. Avanti West Coast encourages customers to register for journey alerts during the booking process and also on our website – this will provide direct information about the service they are travelling on.

6.2.3. When booked through Avanti West Coast digital channels customers will receive a personalised pre-departure email with helpful advice and information about what to expect on their journey.

6.2.4. Avanti West Coast has an award-winning social media team. As a policy we do not send broadcast communications on social for specific trains however we encourage customers to engage with us on social including for real time updates.

6.2.5. Avanti West Coast Customer Resolutions team can also provide real time service updates via live chat with customers, supporting them throughout the journey.

6.2.6. Avanti West Coast has developed the ability to directly message customers booked on specific trains, to or from specific calling points up to 7 days in the future. This could include both major disruption information together with any timetable changes or sporting events that may impact on the travel experience.

6.2.7. Customers booking directly with Avanti West Coast on an Advanced Purchase ticket making a point to point journey will also be contacted in the moment via SMS once a train is running over 10 minutes late with a link to track their journey.

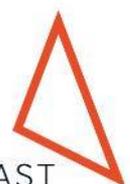
6.2.8. Avanti West Coast has developed Track n Travel a single source of the truth portal for live journey updates for any UK rail journey, with additional information available for services operated by Avanti West Coast.

6.3. On Train

- 6.3.1. All Avanti West Coast services operate with at least one member of staff responsible for customer experience, the Train Manager. All services are planned to have at least one on-board service crew, with some trains having as many as six. Where trains operate in multiple there will always be at least one member of staff available to answer customer questions and comments throughout the journey. Detailed responsibilities are included as an appendix to this document.
- 6.3.2. Train Mangers are also responsible for ensuring the train journey details on the Passenger Information Screen (known internally as the 'mission'), providing both audible and visual information. Ad-hoc journeys and amendments to calling pattern can be inputted manually at any time including mid-journey. At present this is not connected to Darwin. Should the system be unavailable suitable announcements must be made to customers with heightened visibility throughout all coaches for customers to be able to ask questions.

6.4. At Stations

- 6.4.1. All Avanti West Coast operated stations (Station Facilitates Operator), are staffed from first train until last train. Avanti West Coast Trains staff will act impartially and support customers irrespective of which operator they have a ticket with.
- 6.4.2. Avanti West Coast is committed to making stations as accessible as reasonably possible, this includes making improvements to not just physical assets but making them accessible to those with physical, mental, sensory and cognitive impairments and have an active awareness programme for frontline staff this includes making guidance and wayfinding as accessible as possible.
- 6.4.3. The Disruption Manager is responsible for ensuring that the station information pages on nationalrail.co.uk are kept up to date. The Retail Support Manager will support the Disruption Manager in this. A check process is included within the local PIDD plan process which is updated annually.
- 6.4.4. All Avanti West Coast operated stations are staffed when trains are running. Help-Points are also provided as another way for customers to obtain real time information. A refuge area help point has one option which connects to the Station Team Leader. The interactive Kadfire help points have two options; information – which connects to the Station Team Leaders Mobile Phone, or emergency – which



connects to the Avanti West Coast Control which is staffed 24 hours a day (except Christmas). Whilst the number of calls is relatively low (circa 20-30 a month) our aim is to answer these within 30 seconds or send a member of staff to the location to support the customer face to face.

- 6.4.5. Avanti West Coast recognises that the rail component of a customer's journey is only part of the end to end journey being made and will include two if not more modes of transport, including walking and cycling. Encouraging more rail use also means making end to end journeys hassle free. In support of this objective Avanti West Coast will ensure onwards travel posters are made available at stations in hard copy, online through nationalrail.co.uk and through our digital Kadfire help-points. A check process is included within the local PIDD plan process which is updated annually.

Part 7: Review Process

7.1. Policies and Procedures

- 7.1.1. A copy of this document will be made available via Yammer, on Box and E- mailed to all management teams who undertake on-call activities and shared with the Avanti West Coast Control team and all those with specified or supporting responsibilities.
- 7.1.2. Where uncontrolled extracts are issued it will be the responsibility of the person issuing such extracts to ensure they remain current.
- 7.1.3. Training and briefing on these requirements and the enhanced Code Amber / CSL2 arrangements will gradually be incorporated in to the relevant training modules and inductions, Line Managers will be responsible for ensuring competency of their staff.

7.2. Review

- 7.2.1. Every 12 months the Disruption Manager will lead a formal review of these arrangements through the Disruption Management Working Group, which will include relevant heads of departments. The review will ensure:
 - The content remains relevant and fit for purpose taking account of post incident learnings.
 - Ensuring addresses kept within the Tyrell IO address book will be carried out to ensure correctness.

The below is provided to fulfil PIDD requirement 23:

- Review of devices and Apps used to deliver disruption information to staff and customers.

The below is provided to fulfil PIDD requirement 12:

- Consider best practice and developments in technology to ensure that staff and customer review the information they require during disruption with an aim of providing the right information to the right people at the right time, based on staff and customer requirements.

The below is provided to fulfil PIDD requirement 29:

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- Review the insight applicable to Avanti West Coast Trains as part of the industries agreed qualitative research programme.

7.3. CSL2 Reviews

7.3.1. Compliance with this document shall be reviewed following each Major Delays & Disruption Incident causing Code Amber / CSL2 to have been instigated including the effectiveness of these arrangements.

7.3.2. The below is provided to fulfil PIDD requirement 30/31 and 32:

Responsibility for initiating a Major Delays & Disruption, Code Amber / CSL2 review falls to the Head of Control and Performance. The Disruption Manager will seek feedback from relevant on-call / line managers, in particular the relevant Duty Control Manager, Gold Commander, and on-call area co-ordinators as well as those frontline teams directly impacted (as applicable to the incident).

7.3.3. The review will include as a minimum;

- Summary of the Incident;
- Timeline of Key Event;
- What worked well;
- What didn't work;
- Lessons learned and actions;
- Any industry applicable lessons.

7.3.4. The information controller will maintain a log of all CSL2 incidents and record the following details for review:

- If the incident was compliant with CSL2 messaging time requirements;
- If the incident was declared code red or amber (or both);
- Time of advice from Network Rail;
- Time of holding message issue;

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- Time CSL2 declared;
 - Number of updates sent;
 - CSL2 withdrawal time;
 - Number of 20-minute compliant updates;
 - If the incident was steady state complaint;
 - Number of non-complaint updates;
 - If a prioritised plan was received from Network Rail;
 - Were alternative route maps issued;
 - Names of Lead information controller (s).

7.3.5. The outputs from these reviews should form the basis of review at the following Disruption Steering Group meeting. Any agreed feedback, actions or changes to process should then be tracked to conclusion by the group and communicated to those impacted.

7.3.6. The Head of Control and Performance will maintain an action tracker detailing any actions arising from feedback following such feedback.

7.3.7. Avanti West Coast actively participates in cross industry reviews of local plans this includes bi-lateral relationships with TOCs at senior, Customer Experience and Customer Information levels. For Network Rail operated stations, notably London Euston, Avanti West Coast actively participates in Station Working Groups to improve Customer Information and Experience.

Appendix A – Advanced Notices of Service Disruption

Overview

Where significant service disruption is expected to occur, customers should be informed on the nature, extent and duration of expected disruption. Where service alterations are being planned these should be communicated to customers.

The emphasis is on providing information to customers so that they can make their own informed decision about whether to travel or not. Avanti West Coast will not normally issue a 'Do Not Travel' warning for service disruption that is expected in the future unless we are certain it is going to happen and it meets the criteria set out in the Do Not Travel Policy.

Weather Alerts and Warnings

Most advanced notice service disruption will be for weather related impacts e.g. extreme cold, heat, risk of flooding or high winds.

Daily weather forecasts are supplied by Network Rail each morning during and updated during the day as necessary. A three day ahead forecast is provided as part of the internal morning conferences and visualisation processes. The aim being to make early decisions on the service we offer our customers, if needed.

Cold Weather

- Severe cold weather conditions may trap trains or prevent services from departing. In such cases close liaison between Network Rail, the Avanti West Coast Control Duty Manager and Gold Commander will be made to ascertain the necessary preventative measures that must be implemented to prevent customers being stranded and exposed to the elements.
- In the event that a train is stood for a significant time without heating in cold or very windy conditions or a train evacuation is being considered with respect of the impact of wind chill.
- Preventative winterisation may be required at stations
- The impact of failures in train HVAC and station heating should be considered on both customers and colleagues alike with all faults reported immediately.

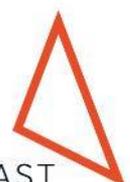
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- When a weather forecast is received which indicates air or ground temperatures of minus 2°C or lower (with or without freezing fog) advance communication arrangements need to be implemented in order to enable all functions to implement contingency measures, as well as the relevant customer communications.
 - The respective trains maintenance providers should be advised as quickly as possible by telephone and written confirmation by e-mail to take preventative actions.
 - If any of the overnight temperatures for West Coast North (Lancashire / Cumbria) is showing below freezing on the 3 day look ahead the Oxenholme OLE Icing graph should be sent to the Fleet Management group. This is due to the impact of the salt on the OLE, where the railway line runs close to the coast.

Severe Heat

- Trains stood in full sunlight without provision for air conditioning will heat up quickly. Timescales for a tolerable environment becoming intolerable can be as short as 15 minutes. If the situation is not addressed, the ambient temperature within coaches will become such that customers and staff will become at risk of heat exhaustion.
- Customers waiting at stations in direct sunlight maybe exposed to heat and staff working in exposed areas should take preventative measures including sunglasses, hats, long sleeve tops or sunscreen as applicable to the role.
- Heat exhaustion occurs when the body's temperature rises to dangerous levels. The condition will manifest itself within 15 to 30 minutes where a combination of ambient temperatures of 30 – 35°C and 40 – 60% humidity are experienced. Symptoms include headaches, dizziness and painful muscle cramps. Heat exhaustion can be life threatening and is particularly dangerous because symptoms have a rapid onset with very little warning.
- Trains should be provided with suitable water supplies and customers and colleagues encouraged to drink plain water frequently – use of contingency stocks should be reported as a defect for prompt replacement.

High Winds

- These can cause many indirect impact on trains and stations, usually from debris and trees being blown onto tracks or off buildings.



-
- To mitigate the impact of collision with such objects windspeed speed restrictions may be put in place on open and exposed areas of the network.

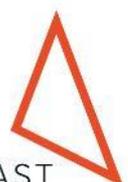
Weather warnings warns the public and emergency responders of severe or hazardous weather which has the potential to cause danger to life or widespread disruption through the National Severe Weather Warning Service. These are issued for rain, snow, wind, fog and ice. These warnings are given a colour depending on a combination of the likelihood of the event happening and the impact the conditions may have.

- **Yellow Warning:** Issued when it is likely that the weather will cause some low-level impacts, including some disruption to travel in a few places.
- **Amber Warning:** There is an increased likelihood of impacts from severe weather, which could potentially disrupt your plans.
- **Red Warning:** Dangerous weather is expected and, should take action now to keep yourself and others safe from the impact of the severe weather. It is very likely that there will be a risk to life, with substantial disruption.

Process

Upon receipt of a warning / alert the Duty Control Manager should speak to Gold Commander and consider the likely impact on Avanti West Coast Routes, if this is nationwide, single / part route, or near miss with indirect impact and consider what response is required.

- A low-level response may include: Check before you travel message and review every 6 hours under warnings.
- A medium-level response may include: ticket easements, contingency plan implementation required where a windspeed speed restriction likely, rail replacement standby, additional Resources, review every 2 hours under warnings and a communications plan for customers and staff.
- A higher-level response may include: an internal EWAT (extreme weather action team) conference call, consider issuing a 'Do Not Travel' – before or after the event, consider Emergency Timetable inc Class 57 standby locomotives implementation, a management deployment plan across the business to support the frontline, proactive booking of hotels in key locations with a review every hour under warning and a communication plan for customers and staff.



Communication Channels

The following channels will be used to provide intending customers with advice of service disruption:

- CIS screens / Station Announcements (via Tyrell messages);
- Website (direct input);
- Customer Relations Call Centre (via Tyrell messages);
- NRES (via Tyrell messages and calls);
- Other TOCs (via Tyrell messages);
- Press Office;
- Imrex Media (via Tyrell messages);
- Customers through CRM system (when available);
- Social Media: Twitter and Facebook.

Appendix B – Ticket Acceptance Policy

Introduction

Avanti West Coast have arrangements in place to accept additional customers where other transport operators suffer from service disruption. Likewise, Avanti West Coast will have arrangements in place for other operators to accept Avanti West Coast tickets. Avanti West Coast also have arrangements for the issue of the cheapest fares, and for the relaxation of off-peak ticket restrictions, during service disruption. This document sets out these arrangements.

This document applies to all instances of ticket acceptance, ticket issue and the lifting of off-peak ticket restrictions during disruption involving Avanti West Coast and should be followed unless prior authorisation is sought from the Gold Commander.

Short-Notice Ticket Acceptance due to Service Disruption

In times of service disruption Avanti West Coast may request ticket acceptance on other transport operators' services and vice-versa. The arrangements for this are contained below.

All ad-hoc ticket acceptance arrangements must be arranged and logged through the Information Controller in Avanti West Coast Control.

Ticket Acceptance on Behalf of Other Operators.

Where other train operators make requests for Avanti West Coast to accept tickets these shall be taken from the table below. No ticket acceptance is in place, until a formal request is made from the operator involved and agreement has been reached with Avanti West Coast Control as to acceptance over which routes, and for what duration (subject to available capacity). However, as per the Joint Operator Agreement, Avanti West Coast will assist other TOCs who have declared CSL2 wherever possible as long as Avanti West Coast is not itself in CSL2.

Operator	Routes Affected	Acceptance on Avanti West Coast
Chiltern Railways	Marylebone – West	Euston – West Midlands
Arriva Cross Country	Reading – West Midlands	Euston – West Midlands
	Bristol – West Midlands	London – West Midlands
	West Midlands – Scotland via York	West Midlands – Scotland via Carlisle
	West Midlands – Manchester	West Midlands – Crewe / Stoke & Manchester
	West Midlands – East Anglia	West Midlands - London
East Midlands Railway	St. Pancras – Sheffield	Euston – West Midlands & Manchester
	East Anglia – Manchester & Liverpool	Nuneaton & Birmingham – Manchester & Liverpool
London North Eastern Railway	King's Cross – Newcastle & Scotland	Euston – Scotland
	King's Cross – West Yorkshire	Euston – Preston/Manchester
Transport for Wales	Crewe – Holyhead	Crewe – Holyhead
	Crewe – Manchester	Crewe - Manchester
	Wrexham via Shrewsbury	Euston – Wrexham via Crewe
	Runcorn – Liverpool	Runcorn - Liverpool

Ticket Acceptance Required

Avanti West Coast Routes Affected	Operator	Acceptance Request
Euston – West Midlands	Chiltern Railways	Marylebone – West Midlands
	Great Western Railway	Paddington – Reading / Oxford / Newport
	Arriva CrossCountry	Reading / Oxford – West Midlands
	West Midlands Trains / Transport for Wales	Shrewsbury Birmingham
Euston – North Wales	Great Western Railway	Paddington – Newport
	Transport for Wales	Newport - Wrexham / Chester / Holyhead
Euston – Manchester	East Midlands Railway	St Pancras – Sheffield
	Transpennine Express / Arriva Rail North	Sheffield – Manchester
	London North Eastern Railway / Transpennine	King’s Cross – Leeds - Manchester
Euston – Liverpool	West Midlands Trains	Birmingham – Liverpool
	Merseyrail	Chester – Liverpool
	London North Eastern Railway	King’s Cross - Leeds

	Transpennine Express / Arriva Rail North	Leeds – Manchester - Liverpool
	Transport for Wales	Runcorn - Liverpool
Euston – Preston & Scotland	London North Eastern Railway	King’s Cross – Leeds / Newcastle / Scotland
	Arriva Rail North	Newcastle - Carlisle
	Arriva Rail North	Leeds - Preston
	Arriva Rail North	Preston - Blackpool

Where disruption occurs to services in to and out of London Euston and customers are expected to use other London termini for services to the north, TfL Control must be contacted and asked to accept our customers with mainline tickets over reasonable London Underground and bus routes, to reach those termini.

Seatfrog (real time upgrade auction)

When CSL2 is activated the Customer Support controller should consider suspending the Seatfrog system for four hours to allow the service to recover. Longer term suspension should be via the Gold Commander and Commercial On Call.

Pre-Planned Ticket Acceptance on Behalf of Other TOCs

Where Avanti West Coast agrees in advance to accept tickets on behalf of other transport operators these will be arranged by the Revenue Management team and detailed in the applicable Retail Support Bulletin. Avanti West Coast Control will be advised by e-mail of this.

Any changes to this agreement at short notice should only be made in discussion with Avanti West Coast Gold Commander.

Pre-Planned Ticket Acceptance on Behalf of Avanti West Coast

Where Avanti West Coast has made arrangements for our tickets to be accepted by other operators these will be made by the Revenue Management Team.

Details of ticket acceptance will be contained within the applicable Retail Support Bulletin.

Sale of Cheapest Tickets

Where a customer is seeking to purchase a walk-up fare for travel over a line-of-route that is blocked or otherwise disrupted, and where a cheaper fare applies compared with the route they have to take as part of any contingency plan, Avanti West Coast will charge the customer the cheaper fare.

An example would be a journey from Birmingham New Street to Bournemouth. The cheaper route would be via Oxford and Reading, but if the route via Oxford were disrupted and customers forced to travel via London Euston and London Waterloo, the customer on the day will be sold a ticket via Oxford and Reading and be allowed to travel via London at no additional charge.

Another example would be where a customer is travelling with another operator, where mutual ticket acceptance is in place and that operator offers a lower walk-up fare, the lower walk-up fare price should be charged.

This cheapest ticket policy does not apply to advance purchase tickets, or for pre-planned ticket acceptance, unless advised by the Revenue Management Team.

The below is provided to fulfil PIDD requirement 25:

Where a relaxation of ticket restrictions is in place customers should not be forced to pay more because of disruption. In the eventuality that customers do end up paying more Avanti West Coast will offer no quibble refunds through the point of sale – this will be reflected in our process for the Customer Resolution Centre and our sales channels.

Relaxation of Off-Peak Ticket Restrictions

During Major disruption likely to affect either the morning or evening peak, consideration should be given to the relaxation of off-peak ticket restrictions in order that Avanti West Coast may reduce the pressure on stations where significant numbers of customers may have been waiting for onward travel. A simplifier detailing when it is appropriate to lift restrictions is detailed below.

Queries should be directed to the Avanti West Coast Gold Commander who should consult with the Commercial On Call and Euston Silver Commander.

Simplifier for Off-Peak Ticket Restriction Relaxation Guidance

Services	Ticket Restriction Details
Good Service	Normal ticket restrictions to apply.
Minor Delays	<p>Normal ticket restrictions apply, except in the following circumstances:</p> <p>If the last off-peak service is cancelled, off peak tickets will be valid on the next service subject to available capacity.</p> <p>If trains are cancelled as part of the contingency plan, the ticket restriction applying to the original service applies to the next train for each calling point.</p> <p>Customers on dedicated tickets to travel on the next service.</p>
Major Delays & Disruption	<p>Evening peak ticket restrictions lifted if such an event is still occurring by 14:00 on the day of disruption.</p> <p>Customers advised not to travel if other operators unable to handle our customers.</p> <p>Customers on dedicated tickets may travel the following day subject to available capacity. These customers to be advised that their original reservations will not be valid and that they may not be guaranteed a seat.</p> <p>Alternatively, full refunds to be made available to customers from point of purchase.</p>

Where ticket acceptance or off-peak ticket relaxation is in place, the Information Controller shall ensure that regular updates on the ticket acceptance are sent via the Tyrell messaging system. As a minimum, this must include a notification that tickets are being accepted, and the time the acceptance is withdrawn & reference to Avanti West Coast Delay Repay scheme.

This information shall be shared with Avanti West Coast frontline teams, Retail Support, Customer Resolution and On Call Managers.

Logging Requirements

Where ticket acceptance is utilised either for other transport operators' customers or Avanti West Coast customers, or off-peak ticket restrictions have been relaxed, then the Information Controller shall ensure that an appropriate record is made via the Avanti West Coast Control Log. This will include the following information:

- Name of company that tickets are being accepted on behalf of (either Avanti West Coast or another operator).
- The nature of disruption and routes affected
- Routes via which alternative tickets are now valid.
- Commencement time of ticket acceptance or off-peak ticket relaxation.
- Withdrawal time of ticket acceptance or off-peak ticket relaxation.

Appendix C – Do Not Travel Policy

Introduction

In times of Major Disruption it will be necessary to give customers, and intending customers, clear warnings about the level of disruption that they may have to face. This information will also need to include clear advice on available alternative routes and the validity of tickets.

In extreme circumstances this may require customers to be advised not to travel. This document describes the situations when customers will be advised not to travel and the arrangements for issuing 'do not travel' warnings.

Responsibility for Issuing a 'Do Not Travel' Warning

A decision to advise customers not to travel will be taken by the Gold Commander in consultation with Communications On-Call

Ideally this decision will be made via a telephone conference with all parties involved including the On Call Director where possible. Out of hours the Gold Commander and Commercial On call shall confirm on a decision whenever possible as this will likely be taken in conjunction with other customer device and amendments to ticket restrictions, including reminding customers of their rights under the National Rail Conditions of Travel of a full refund being available without administration fee on all ticket types.

However, the final decision will always remain with the Central Duty Officer who will have full authority to make this decision at all times.

Extensive Disruption Occurring on The Railway Network

Where extensive disruption is occurring on the network the emphasis must be to provide intending customers with clear information about the nature, extent and duration of the disruption.

However, in the following circumstances the Gold Commander should consider advising customers not to travel:

- A route is blocked, and
- The route is not expected to reopen for more than 4 hours or before normal close of service or is expected to be blocked into the next day, and

-
- Diversionary routes or alternative bus services are not available or are unlikely to be able to handle the additional customers.

A 'Do Not Travel' warning may also be issued following advice from certain Government Agencies (e.g. in respect of a specific security threat).

Where a 'Do Not Travel' warning has been issued and an expected time for the railway to reopen is known, the advice must reflect this. It should also say whether services are likely to be running normally for the following day, and whether a full or partial morning / evening peak service can be expected.

Where a route has been blocked and it is not expected to reopen for service the following day, the Gold Commander should consider issuing a 'Do Not Travel' warning where diversionary routes or alternative bus services are unlikely to be able to handle the additional customers.

In the event that a 'Do Not Travel' is issued in line with bad weather consideration should be given to whether it is safe for customer and staff to operate rail replacement services – advice should be sought from local authorities / Police and Highways authorities.

A 'Do Not Travel' message should be regarding in customer facing systems as 'there are no Avanti West Coast operating due to xyz incident and (where applicable) that due to abc we are unable to operate a rail replacement coach service'.

Appendix D – Alternative Transport and Hotels Policy

Introduction

In times of Major Disruption, it may be necessary to consider how we can assist our customers to complete journeys by other means, or in extreme cases it may not be possible for customers to complete their intended journey.

Special consideration should be given to vulnerable Customers (Physical, Mental, Sensory and Cognitive impairment, also consider luggage, family, age etc), specifically by considering the person in front of you and what options you are offering them.

It will provide the arrangements for use of rail replacement services when disruption occurs with the need for rail replacement operations to be put into effect. All ordering of rail replacement transport is the responsibility of the Customer Support Controller in Avanti West Coast Control.

When Code Amber / CSL2 is in operation the Customer Support Controller will be responsible for the management of the rail replacement operation in liaison with the On-Call Area Coordinator(s), to ensure customer demand is met.

These arrangements align with 'Train Service Contingency Plans', which documents when rail replacement is needed for affected routes.

The below is provided to fulfil PIDD requirement 46:

In order that an effective response to engineering overruns, or other scenarios are delivered, contingency plans are in place with Network Rail and other train operators. To ensure that these can be delivered at any time the Control Manager will ensure appropriate staffing levels of both the Control and Resources team are maintained at any time of year including over the Christmas period. This will be conducted by early December each year for the Christmas period and reflect the risk to the operation given the extent and nature of the works taking place and the severity of the impact an overrun would have.

Rail Replacement Ordering Arrangements

All ordering of rail replacement bus and coach services is arranged through C-Mac, who contract out to a number of available local bus and coach operators.

The two key guiding principles that determine whether alternative transport should be provided are the recovery estimate from Network Rail of train service resumption and the response time by the alternative transport provider.

This response time can vary throughout the day and also time-of-year; for example, the morning and evening peak periods, school holidays, other major events, and accessibility of the stations. All these factors should be taken into account when considering the arrangement of alternative transport.

If the need for rail replacement is identified, call-out should be arranged as soon as possible. It is better to have the response in place than to be left with stranded customers until information does become available. Rail replacement road transport can then be increased for demand, kept on standby, or stood down as appropriate.

There are five parts of rail replacement ordering by the Customer Support Controller:

- C-Mac placed on standby to provide alternative transport between the affected places. The request should include the numbers of rail replacements required, locations required at, and stopping patterns of services.
- Confirmation is required from Avanti West Coast Control to C-Mac that alternative transport is or is not required.
- Inform stations / on-board / on-call area co-ordinators via phone / Tyrell message as appropriate.
- Stand down the alternative transport order as soon as appropriate.
- Log details of the alternative transport.

If the alternative transport is envisaged to last for some time, then 'Rail Replacement Co-ordinators' should be requested to attend stations in the affected section to manage the replacement services. These are also to be ordered through the Customer Support Controller to C-Mac.

If a customer is unable to use the alternative transport, due to being mobility impaired, then the person should be offered a taxi over the affected portion of their journey. Taxis can be ordered via C-Mac.

All requests for rail replacement services should be recorded in the Avanti West Coast Control Log, and relevant reference numbers noted for billing purposes.

Alternative Transport Suppliers Contact Details: XXXXXXXXXX

Flow Chart

Your first thought is to consider the person in front of you and what options you are offering them. We have a duty of care to support vulnerable and disabled customers which can be physical, mental, sensory, or cognitive impairment. You should consider luggage, family, age etc and remember that many disabilities can be invisible. If in doubt, err on the side of caution and accept the customer's statements as true.

To simplify the process the below flow chart is in place, with a yes or no response. If no, continue on to the next sequential question:

1. Is there a train on that day, foreseeable in the next 2 hours (if there is no estimate, take advice from control messages and the reason for disruption e.g. person struck by a train, assume line will reopen in 2 hours or 'do not travel' advice means there's no route through) that will get the customer to their destination station?
2. Is there an alternative TOC train route on that day (foreseeable in the next 2 hours) that will get the customer to their destination station?
3. Is there suitable alternative transport for example coaches on that day (foreseeable in the next 2 hours) that will get the customer to their destination station?
4. The journey forward may be difficult/stressful or very long. Does the customer wish to attempt to continue to get to their destination?
5. If at origin station, you have options to choose the following:
 - Get a refund from the point of purchase
 - Use your original ticket to travel on a different day where advised (if all of the above have been exhausted this will be authorised by Control Customer Support)
6. If already on your journey, you have the following options:
 - To abandon your journey and return to your point of origin, get a full refund on your affected journey (Chose not to travel)
 - To abandon your journey and return to your point of origin, and chose to travel again on a different day where advised (entitled to delay repay as this will be over 2 hours of delay).

NOTE: it is only possible for customers to claim once e.g. Delay Repay or a refund.

You should exhaust the above options before considering a taxi or a hotel (Implement if already on journey or on a return journey, if at origin station advice is to travel on a different day)

XXXXX

NOTE: To stop taxis and hotels needing to be provided: If there is a 'Do not travel' advice to customers on a specific route that has been issued in advance then all frontline team members should be advising customers at their origin station that there is no reasonable route recommended they would not be able to get there on Avanti West Coast or alternative services.

Passengers Charter Extracts

If Things Go Wrong

We work with Network Rail and other operators to do our best to avoid cancellations and minimise delays. However, disruption can and does happen. When it does, we commit to:

- keeping you informed at stations and on trains by providing as much information as possible about delays;
- if you are delayed during your trip we may try to get you to your destination station if we can by other means, such as bus or taxi. If we cannot get you to that station, we will take you to the station that will work best for you. If we cannot do either of these things, we will provide you with somewhere to stay for the night, so you can continue your journey the next day;
- providing free non-alcoholic refreshments (while stocks last) on trains that are delayed for an hour or longer; and
- operating a simplified process offering compensation.

Compensation for Delays

If your train is delayed or cancelled, you may be entitled to claim compensation under our 'Delay Repay' scheme.

Exceptional Circumstances

In line with the National Rail Conditions of Travel, in exceptional circumstances we will consider additional compensation for any losses or extra costs caused by the cancellation

or delay to our services (for example, the cost of a new plane tickets if you miss a flight). Please complete the complaint form on our website [avantiwestcoast.co.uk/contact-and-help/ complaint](https://www.avantiwestcoast.co.uk/contact-and-help/complaint).

Appendix E – Conference Call Pro Forma

Internal Conference Calls

To assist all members of the Avanti West Coast management team in checking that the correct actions are being taken prior to or during Major Delays & Disruption a conference call can help aid decision making and tactical response.

The introduction of Back on Track in Summer 2019 has reduced the instances of using conference calls, given the ability for on-call teams to ask questions however these still have a place and should be considered by both the DCM and Gold Commander as a means of ensuring effective communication.

This list is only provided as a memory jogger and should not be seen as an exhaustive list. It can also be used to ensure nothing is missed when managing minor delays. It will also help when participating in other internal Avanti West Coast or Network Rail telephone conferences.

NOTE: specific processes and requirements are in place for Code Black (major accident or incidents) and should be referred to as appropriate.

The Avanti West Coast conference will normally be held very quickly after the first joint Network Rail/Avanti West Coast conference. It is expected that the DCM will chair the Avanti West Coast conference having attended the Network Rail conference. This maybe conducted via phone or via MS Teams.

The Avanti West Coast conference should always commence with a summary of the expected bad weather / damage / problem, service currently running and initial rectification estimate. The conference chairperson may call on the Avanti West Coast Control for an up to the minute summary if appropriate.

Key areas to cover:

- **Overview** – including location and nature of the incident and initial cause of known and if CSL2 has been / should be declared.
- **Who is responding** to the incident and any ETAs .
- **Any injuries** to Avanti West Coast Trains people or property.
- **Any trapped trains** and if these have power, the customer loadings and any vulnerable customers / assistance
- **How long** the issue is likely to last e.g. repairs and infrastructure returned.

-
- Consideration for **any train evacuation** – identified trains and solutions and ETAs.
 - **Rail replacement** options – availability, location and requirements.
 - **Command structure implemented** (Avanti West Coast & Network Rail)? For Gold / Silver and Bronze and who is it?
 - Plans for **service recovery** (including impact on fleet and resources).
 - **Customer advice** in terms of alternative routes (considering impact on other operators) and ticket acceptance.
 - **Weather forecasts.**
 - **Resource requirements** at site / stations / depots / control / resources.
 - **Customer communications;** ticket easements (for today and tomorrow) and advice and social media comments
 - **Customer experience issues** e.g. special events and station capacity / delivery issues.
 - If likely to extend into days B or C then consider commercial response required.
 - Agree next steps and update.

Key attendees:

- Gold Commander;
- Control Duty Manager (chairperson);
- Resources Team Leader;
- On call teams, as appropriate;
- Directors as appropriate.

Roles and Responsibilities for Communicating Customer Messages

There is a daily 0830 conference call, which will become the Incident call for a disruptive event

Once these decisions are made, we then have a simple operation message, created by the Gold Commander, using the PIDD communication structure of;

- The problem;
- The impact;
- Customer advice.

Social Media: Updates Twitter and Yellow Banner Website

Press On Call: Update PR and News Agencies

On Call Director: Updates Executive and Shareholders

Information Controllers: Update Internal Messaging systems (Tyrell) which updates Darwin and in turn other sites

Retail Support: Contacts Corporate Customers Weekday (daytime)

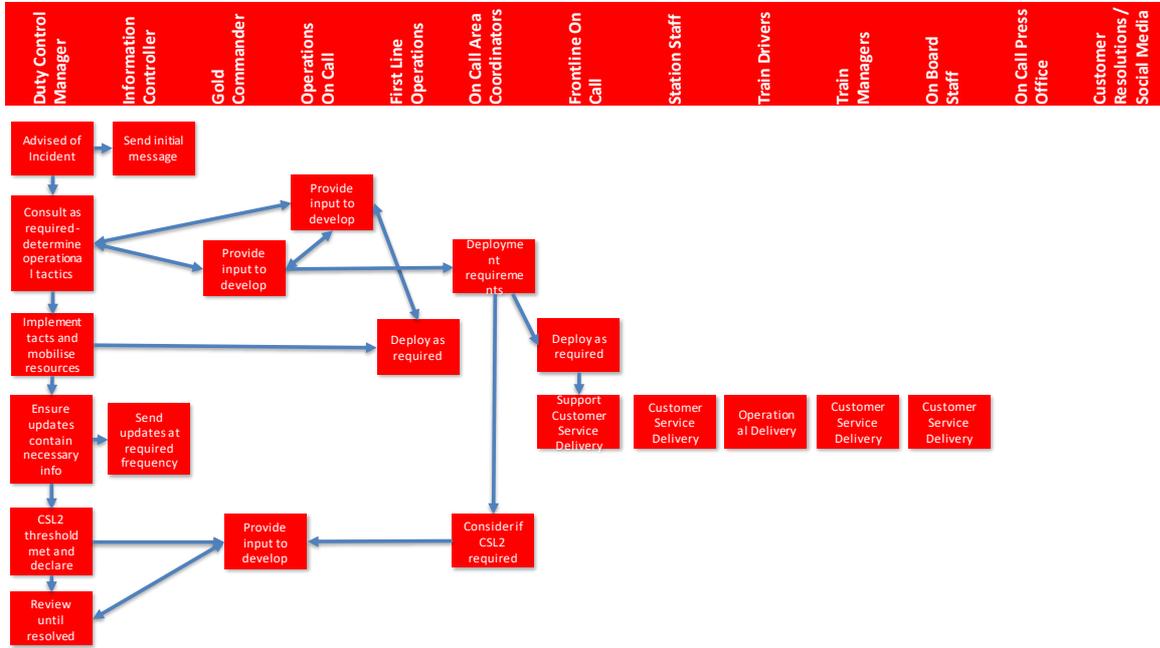
Commercial On Call: Close reservations, Groups and VIP Team, Turn off Marketing

CRM Team: Updates Phoenix Template and sends to Avanti West Coast customers

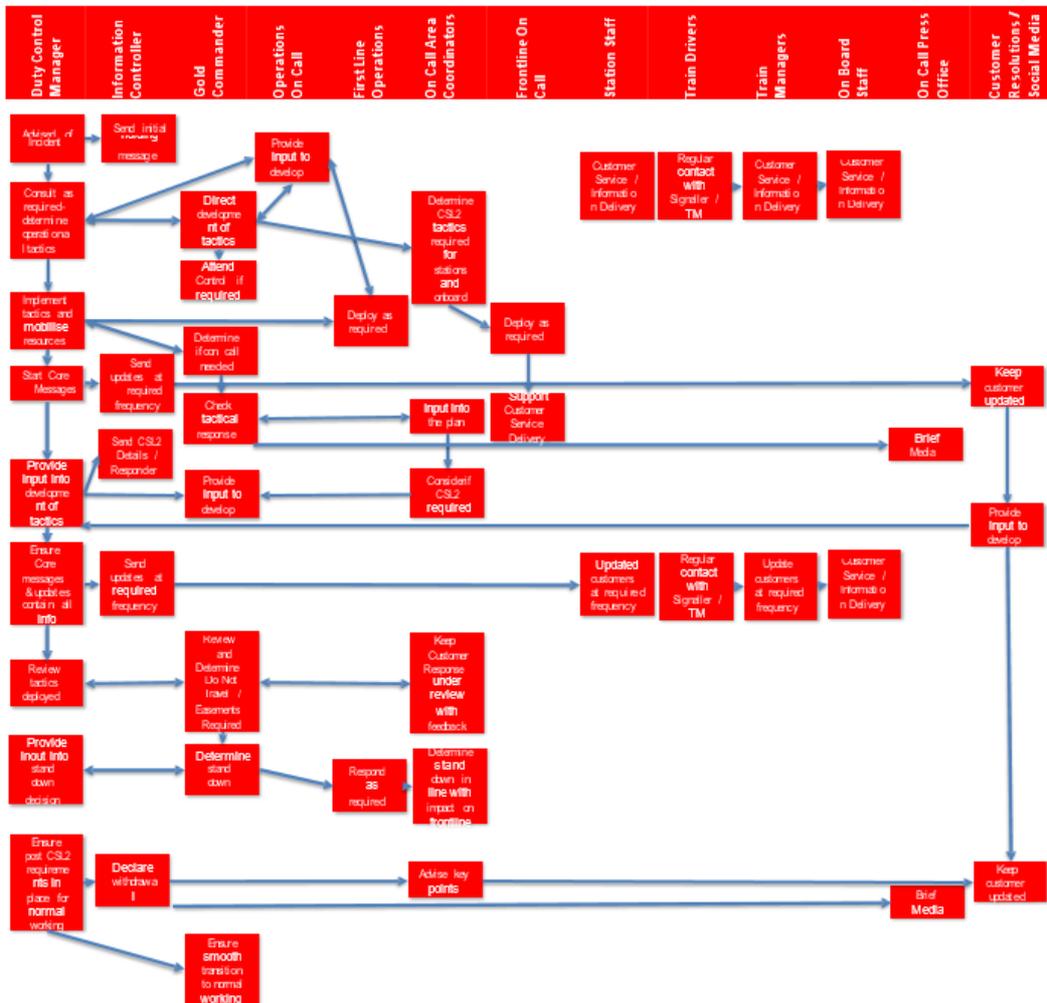
NOTE: Commercial On-Call activity will not normally be applicable to the day of the incident but for longer duration events.

Appendix F – Communications Flowcharts

Managing Major Delays



Managing Major Delays and Disruption



Station Contact Numbers

NOTE – this page is intentionally blank on any versions that are publicly available.

Station	24 Hours Mobile No	Team Leader Office No.
Bangor		
Birmingham International		
Birmingham New Street		
Blackpool North		
Carlisle		
Chester		
Colwyn Bay		
Coventry		
Crewe		
Edinburgh		
London Euston		
Flint		
Glasgow Central		
Haymarket		
Holyhead		
Kirkham & Wesham		
Lancaster		
Lichfield Trent Valley		
Liverpool Lime Street		
Llandudno Junction		
Lockerbie		
Macclesfield		
Manchester Piccadilly		
Milton Keynes Central		
Motherwell		
Northampton		

Nuneaton		
Oxenholme		
Penrith		
Poulton Le Fylde		
Prestatyn		
Preston		
Rhyl		
Rugby		
Runcorn		
Sandwell & Dudley		
Shrewsbury		
Stafford		
Stockport		
Stoke-on-Trent		
Tamworth		
Telford Central		
Warrington Bank Quay		
Watford Junction		
Wellington		
Wigan North Western		
Wilmslow		
Wolverhampton		
Wrexham General		

Station Opening Hours

Station	Coverage	Weekday		Saturdays		Sundays	
		Open	Close	Open	Close	Open	Close
Bangor	Booking Office	0530	2245	0530	2245	0800	2300
	Station times	0530	2245	0530	2245	0800	2300
Birmingham International	Booking Office	0540	2100	0540	2100	0740	2100
	Station times	0500	0200	0500	0200	0730	0200
Birmingham New Street	Booking Office	0530	When the Last train has gone	0530	When the Last train has gone	0700	When the Last train has gone
	Station times						
Blackpool North	Booking Office	0610	2300	0610	2300	0730	2200
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Carlisle	Booking Office	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
	Station times						
Chester	Booking Office	0545	2230	0630	2230	0730	2200
	Station times	0545	2230	0630	2230	0730	2200
Colwyn Bay	Booking Office	0615	1915	0615	1915	1115	1815
	Station times	0605	2115	0605	2115	1115	1830
Coventry	Booking Office	0500	2130	0515	2100	0700	2130
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours

Station	Coverage	Weekday		Saturdays		Sundays	
		Open	Close	Open	Close	Open	Close
Crewe	Booking Office	0530	2030	0530	2030	0800	2030
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Edinburgh	Booking Office	0445	0030	0445	0030	0700	0030
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
London Euston	Booking Office	0545	2345	0545	2345	0730	2345
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Flint	Booking Office	0615	2115	0615	2115	0915	1545
	Station times	0605	2300	0605	2300	0900	1700
Glasgow Central	Booking Office	0545	2330	0545	2330	0915	2130
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Haymarket	Booking Office	0630	2125	0630	2125	0810	2125
	Station times	0630	2125	0630	2125	0810	2125
Holyhead	Booking Office	0610	1910	0610	1910	1030	1700
	Station times	24 hours	24 hours	24 hours	24 hours	0700	0000
Kirkham & Wesham	Booking Office	0640	1745	0640	1745	0900	1615
	Station times						
Lancaster	Booking Office	0515	1945	0515	1945	0930	1945
	Station times	0415	2345	0415	2345	0800	0000

Station	Coverage	Weekday		Saturdays		Sundays	
		Open	Close	Open	Close	Open	Close
Lichfield Trent Valley	Booking Office	0555	0000	0555	0000	1400	2200
	Station times	0555	0000	0555	0000	1400	2200
Liverpool Lime Street	Booking Office	0445	2335	0445	2335	0730	2300
	Station times						
Llandudno Junction	Booking Office	0830	1500	0830	1500	0915	1545
	Station times	0820	1520	0905	1605	0905	1605
Lockerbie	Booking Office	0735	2045	0735	2045	1450	2220
	Station times	0735	2045	0735	2045	1450	2220
Macclesfield	Booking Office	0530	Lock up after last train 1900	0530	Lock up after last train 1900	0730	Lock up after last train 2000
	Station times	0545		0600		0800	
Manchester Piccadilly	Booking Office	0445	2230	0445	2230	0700	2230
	Station times	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours
Milton Keynes Central	Booking Office	0445	2200	0600	2200	0645	2130
	Station times	0445	2200	0600	2200	0645	2130
	Security operate the station between 0000- 0600						

Station	Coverage	Weekday		Saturdays		Sundays	
		Open	Close	Open	Close	Open	Close
Motherwell	Booking Office	0615	0000	0615	0000	0810	2330
	Station times	0615	0000	0615	0000	0810	2330
Northampton	Booking Office	0600	2100	0600	2100	0645	2000
	Station times	0515	0000	0515	0000	0645	0000
Nuneaton	Booking Office	0615	2100	0615	2100	1000	2130
	Station times	0615	2100	0615	2100	1000	2130
Oxenholme	Booking Office	0530	2340	0530	2340	0945	0000
	Station times	0525	0010	0525	0010	0945	0000
Penrith	Booking Office	0530	2310	0530	2310	0900	0000
	Station times	0515	0010	0515	0010	0900	0000
Poulton Le Fylde	Booking Office	0610	1930	0610	1930	0640	1810
	Station times						
Prestatyn	Booking Office	0650	2020	0650	2020	0920	1720
	Station times	0650	2020	0650	2020	0920	1720
Preston	Booking Office	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours
	Station times						
Rhyl	Booking Office	0620	1920	0620	1920	0915	1645
	Station times	0620	2100	0620	2100	0915	1645

Station	Coverage	Weekday		Saturdays		Sundays	
		Open	Close	Open	Close	Open	Close
Rugby	Booking Office	0545	2000	0545	2000	0810	1950
	Station times	0500	0130	0500	0130	0800	0115
Runcorn	Booking Office	0530	2000	0530	2000	0800	2000
	Station times		00.00	0530	00.00	0800	00.00
Sandwell & Dudley	Booking Office	0520	0015	0520	2355	0730	2355
	Station times	0520	0015	0520	2355	0730	2355
Shrewsbury	Booking Office	0520	2040	0520	1930	0730	1930
	Station times	0500	0100	0500	0100	0700	0045
Stafford	Booking Office	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours
	Station times						
Stockport	Booking Office	0500	0115	0500	0115	0700	0130
	Station times	0500	0140	0500	0140	0700	0130
Stoke-on-Trent	Booking Office	0545	2300	0545	2300	0730	0000
	Station times	0530	0000	0530	0000	0730	0000
Tamworth	Booking Office	0610	2000	0610	2000	1510	2140
	Station times	0600	2345	0600	2345	1510	2140
Telford Central	Booking Office	0600	1900	0600	1900	1000	1700

Station	Coverage	Weekday		Saturdays		Sundays	
		Open	Close	Open	Close	Open	Close
Warrington Bank Quay	Booking Office	0600	0000	0600	0000	0830	0000
	Station times	0530	0000	0530	0000	0815	0000
Watford Junction	Booking Office	0630	2300	0600	2300	0630	2230
	Station times	0530	2300	0600	2300	0630	2230
Wellington	Booking Office	Mon & Fri 0700-1300 & 1500-1700. Tue/Wed/ Thu 0700-1300		0800	1300	Closed	Closed
Wigan North Western	Booking Office	0600	0000	0600	2300	0830	0000
	Station times	0530	0000	0530	2300		
Wilmslow	Booking Office	0610	2100	0610	2100	0610	2100
	Station times	0450	0115	0450	0115	0610	2200
Wolverhampton	Booking Office	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours	24 Hours
Wrexham General	Booking Office	0615	1915	0645	1945	1130	1900
	Station times	0600	Last train	0600	Last train	1100	Last train

Appendix H – Website Update Policy

Overview

The below is provided to fulfil PIDD requirement 1:

It is recognised that at times of severe disruption it will be necessary to give intending customers, clear warnings about the level of disruption that they may have to face. Increasingly our customers have access to e-mail and the Internet. In extreme circumstances this may require customers to be advised not to travel.

This protocol describes the situations when customers will be offered additional disruption information / advice via the Avanti West Coast website, and the responsibilities of individuals within Avanti West Coast in making that happen, over and above any normal arrangements.

Aim

Avanti West Coast aims to provide a reliable and efficient train service for its customers. When disruption occurs, we will make every effort to ensure that customers are provided with as much information as possible about the nature and extent of disruption to their journey. In most situations this will enable customers to make informed decisions about whether to travel or not.

In normal circumstances, a xml feed from National Rail Enquiries on our website (known as 'the widget') is deemed sufficient for informing our customers of delays and disruption on our network. This process defines when a manual intervention should be made, by whom, and in what format, to enhance the information provided to customers via the Website, over-and-above the information already provided by NRE

Responsibility for Triggering Website Disruption Messaging

A decision to trigger manual intervention of the website will be taken by the Information Controller, Duty Control Manager and Gold Command / Communications On Call. Ideally this decision will be made via a telephone conference with all parties involved. This is particularly important when the wording within the message needs to be carefully considered.

Responsibility for Update Of The Website

The responsibility to update the website lies with the Avanti West Coast Social Media Team.

Service Status and Update Triggers

Service Status	Scale of Disruption / Update Triggers	Website Information Displayed	Template Message
Good service	None	As per NRES .xml	None Required
Minor Delays	Minimal impact / single trains or routes affected	As per NRES .xml feed	None Required
Major Delays / Disruption (Code Red)	Major Delays / Disruption affecting multiple routes expected to last into the following day, or anticipated overnight prior to start-of-service and likely to last at least 24 hours. An amended reduced service timetable in operation on some / all routes.	Manual Intervention – Level 1 (not expandable)	Header to detail the impact (no service, cancellations etc) and the problem (due to overhead wire damage, severe weather) together with any advice (if possible within space) Link to the Track and Travel.

Major Delays / Disruption	<p>Major Delays / Disruption affecting multiple routes expected to last more than 24 hours.</p> <p>An amended reduced service timetable in operation on some / all routes, this could be as a result of extreme weather</p> <p>A major train safety incident has occurred.</p> <p>'Do not Travel' advice has been given to the public.</p>	Manual Intervention – Level 2	<p>Header – Impact and Problem</p> <p>Sub header – CTA (journey check but will become Track and Travel) – We don't tend to add journey check here when it's an expandable banner. This will sit under Advice</p>
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The below is provided to fulfil PIDD requirement 17:

Compensation arrangements specifically Delay Repay, how to claim will be included in Major Delays / Disruption banners.

NOTE: more details on how to make this this process can be found in the Avanti West Coast website CMS update process.

Web Banner Guidance

It is important that the web banner remains consistent with other information provided.

Routes impacted: The routes banner should detail the routes impacted by the disruptive event, this could include 'All Avanti West Coast services' or 'All routes to / from London Euston'

What is happening: this should provide context on the differences between route and immediate cause of the disruption e.g. storm xzy has brought heavy rain to the Cumbria

area causing flooding on the railway line at abc. This should also include any actions been taken to resolve the problem, reassuring customers.

Date: This is the date of the disruptive event happening and includes the timespan for any ticket restriction changes

Advice to customers: this must always include:

- Link for more information and to check journeys;
- Changes to ticket restrictions;
- Alternative routes available for customers to complete journeys;
- Delay Repay advice on eligibility and how to claim.

NOTE: published time to always be displayed and updated regularly (no more than 4 hours between) to ensure customers feel the information is current, even if the same advice is to be republished.

Appendix I – Roles and Responsibilities Matrix

Site - Site Staff (RIO/TOLO etc.)

During All Disruption

When disruption occurs for whatever reason the lead person on site will:

- Liaise closely with the appropriate Network Rail Incident Controller.
- Promptly evaluate the situation and provide Control with a clear understanding of the problem/issues.
- Develop and implement a plan for recovery.
- Liaise with Control to ensure the correct operational and technical resources are mobilised and/or engaged.
- Provide regular updates on progress and re-evaluate the plan as required.

During Major Delays & Disruption

In addition to the above the lead person on site will:

- Work with Control to provide input into a Prioritised Plan
- Provide regular reports on progress against Prioritised Plan milestones.

NOTE: Site staff should recognise that once Code Amber / CSL2 has been declared the Control must issue updates for customers at least every 20 minutes.

The underpinning aim is for the lead person on site to provide an early initial assessment followed by estimates relating to service restoration. They will be expected to provide regular updates against prioritised plan milestones.

Control - Network Rail Route Control Manager

During All Disruption

When disruption occurs for whatever reason, the Network Rail RCM will:

- Alert the appropriate Line Managers and On-Call Managers in accordance with the on-call procedure.

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- Initiate the correct operational and technical responses (in conjunction with On-Call/Line Managers as appropriate).
 - Arrange for information to be sent or given to the TOC and other nominated contacts.
 - Discuss the issue as necessary with the TOC(s) and other route users.
 - Implement the appropriate contingency plans.
 - Ensure routine updates are provided as specified.

During Major Delays & Disruption

In addition to the above if Code Amber / CSL2 has been declared by the TOC the Network Rail RCM will:

- Nominate a Lead Operations Controller to act as the focal point for tactical incident management.
- Ensure a Prioritised Plan is prepared.
- Issue a Prioritised Plan and report progress against milestones.
- Provide estimates for service recovery / resumption with a confidence level of greater than 50%.
- Advise all affected TOCs the 'one version of the truth' message to be used to customer facing systems and announcements.
- Ensure all Network Rail Controllers and site staff recognise the information requirements of the regular Core Messages being sent out by the TOC.

The underpinning aim is for the Network Rail RCM to provide the strategic focal point for strategic incident management. This will be underpinned by the preparation of a Prioritised Plan if Code Amber / CSL2 has been declared and ensuring that estimates are provided and progress against plan is regularly reported.

Control – Network Rail Incident Controller (or Lead Operations Controller)

During All Disruption

When disruption occurs for whatever reason, the Network Rail Incident Controller or person appointed Lead Operations Controller will:

- Gather and collate information.
- Liaise with site staff.
- Advise relevant personnel.
- Make arrangements for additional resources. During Major Delays & Disruption
- Prepare a Prioritised Plan with input from site and the TOC Controllers.
- Establish which Controller will take the role of Lead Information Controller for any TOC affected

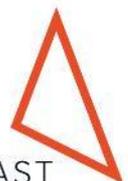
The underpinning aim is for the Network Rail Incident Controller to act as the focal point for tactical incident management. This will be achieved by close liaison with site staff in order to establish the priorities and associated milestones. When Code Amber / CSL2 has been declared these will be incorporated in a Prioritised Plan.

Control – Avanti West Coast Trains Duty Control Manager

During All Disruption

When disruption occurs for whatever reason, the DCM will:

- Discuss the issues as necessary with Network Rail.
- Alert the appropriate On-Call Manager(s) in accordance with the on- call procedure.
- Initiate the correct operational response (in conjunction with On-Call Managers / Line Managers as appropriate).
- Mobilise appropriate additional resources including the involvement of On-Call and/or Line Managers as necessary.
- Arrange for information to be sent out by all available means warning of the scale of disruption and informing all those with a need to know.
- Advise the Train Manager, Driver and TOLO (if appropriate) of any stranded train the emergency phone number in Control which is to be used for that incident.



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- Ensure routine information updates are provided as specified.

During Major Delays & Disruption

In addition to the above, if the disruption has breached or is likely to breach the Major Delays & Disruption thresholds the DCM will also:

- Ensure that the Network Rail RCM is aware that CSL2 has been declared
- Ensure a Holding Message is sent where appropriate.
- Arrange for the Gold Commander to provide overall direction; they may attend the Avanti West Coast Control or appoint a deputy. Arrange with the appropriate On-Call Area Co-ordinator for Code Amber / CSL2 to be introduced as necessary.
- Nominate a Lead Information Controller.
- Arrange for a Code Amber / CSL2 Holding Message to be issued.
- Send a text message to the Code Amber text group with details of the Gold Commander, Co-ordinator and, where appropriate, the TOLO.
- Where appropriate, consider use of the Alternative Route Maps, arrange for relevant TOCs to be contacted to confirm ticket acceptance arrangements and arrange for messages to be sent advising staff which maps should be used.
- Where alternative route maps are used and as appropriate, arrange for a standby coach each at Newport, Carlisle and Newcastle to be used as directed by the Station Team leaders and at peak periods also at Stoke on Trent.
- Advise the NRCC if the Avanti West Coast service status is to be changed on the National Rail Service Indicator. This can be done by phone and must be followed by a confirmation e-mail, both are covered 24 hours a day.
- Request that the Network Rail RCM arranges for the Operational Information Screens (OIS) system to be updated at the relevant Network Rail managed stations, reflecting details of the disruption.
- Ensure Core Messages are prepared and issued whenever circumstances change or at a minimum of 20-minute intervals
- Advise the Communications On-Call (Press Office).

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- Following agreement with the appropriate On-Call Area Co-ordinator(s), decide when to stand down Code Amber / CSL2 arrangements. Arrange for a final concluding Core Message to be sent.
 - Following implementation of a contingency timetable, once the plan has been communicated and is operating smoothly, if change to the level of disruption is not anticipated in the following two hours, then, in conjunction with the On-Call Area Co-ordinator(s), the DCM may declare 'steady state', when the Core Messages may be replaced by an hourly update, referencing availability of the contingency timetable plan. Should the situation degrade again, Core Messaging will be reinstated.
 - Ensure post Code Amber / CSL2 requirements are absorbed into normal working arrangements once the incident has been resolved and delays have reduced below the Major Delays & Disruption threshold.
 - Advise the NRCC when disruption reduces, and the service status can be returned to Minor Delays or Good Service by phone and again followed by a confirmation
 - Speak to the On-call area Coordinator to discuss any issues arising from the service disruption and raise any issues in feedback to the Gold Commander
 - Hold a 'hot de-brief' to reflect on the incident.

Once Code Amber / CSL2 has been declared, the responsibility for managing those arrangements will rest with the appropriate On-Call Area Co-ordinator. The DCM will concentrate on managing the train service and ensuring the correct flow of information.

The underpinning aim is for the DCM to provide the operational focal point for train service management, ensure regular accurate information is sent out (including Core Messages), mobilise and involve On-Call Managers and Line Managers at the appropriate stage and trigger Code Amber / CSL2 when required.

Control – Avanti West Coast Information Controller (LIC)

During All Disruption

Where nominated the Lead Information Controller will:

- Send Tyrell messages in accordance with the specified format.
- Pass information to the relevant Operations and Customer Service On Call Managers and front line teams by means of the Tyrell messaging system.

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- Support the Duty Control Manager.
 - Send out timely and regular messages to appropriate distribution lists.

During Major Delays & Disruption

In addition to the above, whenever Code Amber / CSL2 is introduced, the Lead Information Controller will:

- Send out details of the introduction and withdrawal of Code Amber / CSL2, following advice from the DCM.
- Ensure Core Messages are sent out whenever circumstances change or at intervals of no less than 20 minutes.

The below is provided to fulfil PIDD requirement 2:

Ensure the accuracy of customer facing systems. This includes ensuring all service alterations are made as soon as these are communicated wherever possible.

The below is provided to fulfil PIDD requirement 8:

Checking both avantiwestcoast.co.uk and nationalrail.co.uk, specifically the disruption page and other neighbouring TOC website to ensure information is correct and aligned at intervals of at least every 60 minutes.

NOTE: During Major Delays & Disruption the Lead Information Controller may be supported/assisted by a member of the Control where available upon request from the Duty Control Manger.

The underpinning aim is for the Lead Information Controller to pass regular accurate information (including Core Messages) once Code Amber / CSL2 has been declared via defined channels, so that front line staff can make the best decisions and give good information to customers.

Avanti West Coast Operations On-Call and Line Managers

During All Disruption

Will liaise with the DCM in order to agree and provide whatever support is needed. Where necessary, senior managers will provide guidance and support that may include liaison with Network Rail and other industry partners and agencies.

In addition, the Gold Commander will:

- Verify that the appropriate prioritised actions are being taken.
- Ensure that the right people are in the right places.
- Support the Avanti West Coast Control as necessary.
- Liaise with customer service colleagues to ensure customer service aspects are being given the correct priority (including Code Amber / CSL2 when introduced).
- Identify any emerging risk areas or shortfalls in the Avanti West Coast Trains operational response and rectify these.

It is also expected that 1st Line On-Call Operations Managers will often need to attend the site of any incident. This will include assisting with the transfer of customers from trapped/stranded trains if necessary.

During Major Delays & Disruption

In addition to the above, the Gold Commander will:

- Provide overall direction and priorities for all operational action.
- Attend the Avanti West Coast Control in exceptional circumstances.
- Brief the Chief Operating Officer and Directors as necessary throughout the disruption.
- Ensure Code Amber / CSL2 arrangements have been implemented.
- Liaise with the On-Call Area Co-ordinator and Operations Managers to ensure the collective actions are appropriate and adequate.
- Determine the need for telephone conferences and arrange when necessary.
- Determine in conjunction with the On-Call Director if a 'Do Not Travel' statement should be issued (see Appendix on Not To Travel Policy).

NOTE: The underpinning aim will be for the Avanti West Coast Trains Operations Team to manage the disruption in accordance with the Rules & Regulations and to recover the service in the way that best meets the needs of all Avanti West Coast Trains customers.

On-Call Area Co-ordinator / Stations and On-Board Line Managers and Other On-call Teams

During All Disruption

Will liaise with the DCM and Operations colleagues in order to agree and provide whatever customer service support is needed. Where necessary senior managers will provide guidance and support that may include liaison with other industry partners and agencies.

The On-Call Customer Experience Co-ordinator will:

- Verify that the appropriate actions are being taken.
- Ensure that the right people are in the right places.
- Support the Avanti West Coast Control as necessary.
- Liaise with customer service colleagues to ensure customer service aspects are being given the correct priority (including Code Amber / CSL2 when introduced).
- Identify any emerging risk areas or shortfalls in the Avanti West Coast Customer Service response and rectify these.

The below is provided to fulfil PIDD requirement 17:

Ensure that on board and stations teams are making customers are aware of delay repay compensation system where appropriate.

During Major Delays & Disruption

In addition to the above, the appropriate On-Call Area Co-ordinator will:

- Liaise with the DCM in order to introduce Code Amber / CSL2 at appropriate locations.
- Ensure that any necessary additional support has been activated and sent to stations and other relevant places and that information flows are working correctly.
- Liaise with the Level 1 On-Call Managers and the Gold Commander to ensure the collective actions are appropriate and adequate.

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- Determine in conjunction with the Gold Commander if a 'Do Not Travel' statement should be issued (see separate instructions).
 - Following discussion with the DCM, agree when to stand down Code Amber / CSL2 arrangements. Ensure post-Code Amber / post-CSL2 requirements are absorbed into normal working arrangements once the incident has been resolved and that delays have reduced to below the Major Delays & Disruption threshold.
 - Feedback any particular issues raised by front line teams to the Duty Control Manager.

It is also expected that the 1st Line On-call Stations and On-Board Managers will need to attend remote stations, the site of the incident or any other place in line with service requirements as requested by the On-Call Co-ordinator.

The underpinning aim will be for the Customer Experience Team to manage the disruption in accordance with the Avanti West Coast customer service requirements and deploy Code Amber / CSL2 during Major Delays & Disruption (or as required by the On-Call Co-ordinator) in order to provide appropriate levels of information, guidance and reassurance to Avanti West Coast customers.

Train Drivers

During All Disruption

If their train is directly involved in an incident or accident, the Driver will undertake the actions specified in the Rules & Regulations. In addition, if a Driver's next working is cancelled and no specific request has been made by Resources in real-time, Drivers must travel on the next available service to pick up their next working.

Under all circumstances Drivers must keep the Train Manager regularly advised of developments and keep in regular contact with the relevant signaller(s). Dialogue with Avanti West Coast Control must be undertaken as appropriate.

In particular Drivers will:

- Take any action necessary in accordance with the Rules & Regulations and respond to directions from recognised managers and supervisors.
- Ensure that all available lines of communication are used to send and receive information. This will include the use of company mobile phones as appropriate and permitted.

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- Where operational duties allow, provide updates to the Train Manager whenever the situation changes or at intervals not exceeding 20 minutes (even if no new information has been received).

During Major Delays & Disruption

In addition to the above, Drivers will ensure that:

- Information regarding conditions on-board trapped trains is passed to the signaller and Control.
- All possible steps are taken to keep the Train Manager supplied with information.

NOTE: The use of mobile phones by Drivers when trains are stationary and secure is permitted in accordance with GO/RT/8000 rule book instructions.

It is expected that an On-call Operations Manager will be sent to assist the train crew of stranded trains.

The underpinning aim will be for train crew to resolve any train related problems as quickly as possible and keep customers properly informed.

Train Managers

During All Disruption

If their train is directly involved in an incident or accident, the Train Manager will undertake the actions specified in the Rules & Regulations. In addition, if a Train Manager's next working is cancelled and no specific request has been made by Resources in real-time, Train Managers must travel on the next available service to pick up their next working.

If their train is brought to a stand outside of a booked station stop for more than 2 minutes, an announcement will be made to customers informing the reason for the delay.

The below is provided to fulfil PIDD requirement 17:

If their train is delayed to an extent that delay repay will be triggered, or if they are aware that the delay will cause customers to miss connections that will cause delay of 30 minutes or more, an announcement advising customers what systems are in place to make a claim for a delay.

The Train Manager will be designated as the primary contact for Control. They must work with the on-board Service Manager (SM) or Assistant Service Manager (ASM) to ensure that all customer service issues are addressed.

If the Train Manager is working a stranded train at a green-field location then they should ask Control for the emergency number to ensure communications with Control are prioritised.

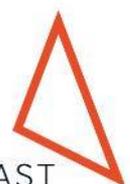
Train Managers are responsible for making announcements but if the Train Manager is required to leave the train and there are on-board staff on the train (or any other competent person), the Train Manager must first hand over the responsibility of being primary contact with Control to the SM/ASM or other appropriate member of the on-board crew, who will then ensure that information is relayed to customers in the specified manner. This transfer of responsibility must be communicated to Control along with the relevant contact telephone number for that member of staff.

The below is provided to fulfil PIDD requirement 15:

The preference to enable the best possible customer experience is to use manual over automated announcements.

In particular the Train Manager will:

- Take any action necessary in accordance with the Rules & Regulations and respond to directions from recognised managers and supervisors.
- Make an announcement within two minutes of coming to an unscheduled stop between stations (a general call), advising they are awaiting information if not immediately obvious as to the reason.
- Where operational duties allow, provide updates to the Driver whenever the situation changes or at intervals not exceeding 20 minutes (even if no new information has been received).
- Ensure that all available lines of communication are used to send and receive information. This will include the use of company mobile phones as appropriate.
- Provide PA updates to customers whenever the situation changes or at intervals not exceeding 15 minutes (even if no new information has been received).
- Establish and maintain personal contact with customers by regularly walking through the train.



During Major Delays & Disruption

In addition to the above, Train Managers will ensure that:

- Information regarding conditions on trapped trains is passed to the Driver and to the signaller and Control.
- All possible steps are taken to keep customers reassured and supplied with information.
- Make full use of the information contained in Core Messages.
- Request that rail industry staff travelling as passengers make themselves know to train crew so that they can be utilised in supporting on-board customer service where possible.
- Any concerns or best practise should be highlighted to the Disruption Manager.

NOTE: It is expected that On-Call Customer Service and On-Call Operations Managers will be sent to assist the train crew of stranded trains where there is a risk of uncontained detraining.

The underpinning aim will be for train crew to resolve any train-related problems as quickly as possible and for the Train Manager and on-board team to keep customers properly informed.

Service Manager / Assistant Service Manager / Customer Service Assistant

During All Disruption

When provided, the Service Manager (SM) / Assistant Service Manager (ASM) / Customer Service Assistant (CSA) will work with and support the Train Manager in undertaking their role in the management of an incident, in particular, helping with the delivery of information to customers. In addition if a SM/ASM/CSA's next working is cancelled and no specific request has been made by Resources or the local Service Co-ordinator in real-time, the SM/ASM/CSA must travel on the next available service to pick up their next working.

They will be required to re-deploy the available on train crew, travelling staff, or Managers to ensure that all customer service issues are addressed. These include, but are not restricted to:

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- Responding to customer needs, including information and answering questions about onward travel.
 - Ensuring the environmental needs are met (i.e. distribution of emergency water or door supervision when opened due to air conditioning failure during hot weather) as directed by the Train Manager.
 - Assisting with train evacuation (competent on-board train crew only).
 - Issuing complimentary non-alcoholic drinks (tea, coffee and water) until stocks are exhausted for delays of over 60 minutes in line with the Passengers Charter.

If the Train Manager is required to leave the train, the SM/ASM/CSA or other appropriate member of the on-board crew will also be required to act as the primary contact for Control and ensure that information is relayed to customers in the specified manner.

The underpinning aim will be for the on-board team to support the Train Manager in order to keep customers properly informed and provide good levels of customer reassurance and support.

Station Staff

During All Disruption

If services through a particular station are disrupted, then station staff need to access all potential sources of information and pass this on to customers through regular updates.

In general, during service disruption, station staff will:

- Take any action necessary in accordance with the Rules & Regulations and respond to directions from recognised managers and supervisors.
- Ensure that all available lines of communication are used to receive and send information, including phones, E-mails Tyrell IO Messages, Messaging e.g. WhatsApp and E-Mail.
- Liaise with the appropriate Route Controller or Customer Service and Information Controller if absolutely necessary.
- Provide PA updates to customers whenever the situation changes or at intervals not exceeding 10 minutes.

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- Ensure the customer information screens and other information systems (such as OIS where provided) are displaying appropriate messages.
 - Use all other available means to provide customers with information.

The below is provided to fulfil PIDD requirement 17:

Where it is apparent that customers are delayed by 15 minutes or more,, announcements should be made (at appropriate intervals) advising how to claim for a delay via Delay Repay.

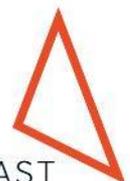
During Major Delays & Disruption

In addition to the above, station staff will implement the requirements of Code Amber / CSL2 as detailed below:

- Make full use of the information contained in the Core Messages.
- Relay up-to-date and accurate information to customers when the situation changes or at intervals not exceeding 10 minutes.
- Assist with customer service.
- Assist customers with transfers between train and bus as required.
- In conjunction with the Customer Support Controller arrange alternative transport as required (i.e. for mobility impaired persons and vulnerable customers).
- Where appropriate, monitor OIS and other Customer Information systems to ensure that information being displayed is consistent with each other and giving the same reason as shown in Control messages. Where appropriate, email the NR Route Control with the message to be displayed on the OIS screens and advertising screens (where appropriate and as agreed per contract),
- Any concerns or best practise should be highlighted to the level 1 On call for feedback to the Control Manager.

NOTE: Additional support will be provided as necessary at key stations during Major Delays & Disruption. This will be arranged by the On-Call Area Co-ordinator and Station Manager or On-Call Stations as appropriate.

The underpinning aim will be for station staff to keep customers properly informed using all available means and provide assistance and support as necessary.



Press Office / Communications On-Call

During All Disruption (Major Delays)

When service disruption occurs, the Press Office / Communications On-call will be briefed by the DCM and should:

- Handle initial and ongoing liaison with the media.
- Provide information concerning the incident, the operational plan and customer service arrangements to the media.
- Handle advice to, and liaison with, the Avanti West Coast Communications team.

During Major Delays & Disruption

In addition to the above the Press Office Duty Manager may need to attend a suitable location if necessary.

It may be also be necessary to open and staff the Press Office 24/7 during very serious incidents.

The underpinning aim will be to ensure that the media are provided with facts, and any negative or false comments are firmly managed.

Social Media Team & Customer Resolutions Centre

During all disruption

When service disruption occurs the Social Media and Customer Resolutions teams will be briefed by the Information Controller (via Tyrell or verbally) and should:

- Answer calls and enquiries using the information provided.
- Aim to respond to Social Media messages within 5 minutes and all within 30 minutes.

The below is provided to fulfil PIDD requirement 17:

Provide regular updates and information about delay repay via Social Media (specifically Twitter).

During Major Delays & Disruption

Ensure the Avanti West Coast website is updated appropriately in conjunction with the Gold Commander.

The underpinning aim will be for Customer Resolutions and Social Media to provide accurate information to customers during all service disruption.

Appendix J – PIDD Requirements

Requirements and Avanti West Coast Progress

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

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

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

Not all recommendations will be relevant to all TOCs – and there will be reasonable justification for this. It is anticipated that each train operator will take those recommendations relevant to their operation and write them into their local delivery plans, which form part of their licence obligation. The dates for delivering each recommendation in the plan are industry-wide completion dates. The expectation, and ambition, is that earlier progress will be made wherever possible - with some TOCs completing their actions early.

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

Items marked with  are either complete and closed or not applicable.

Ref	Recommendation	Owner	Avanti West Coast Trains	Delivery Date
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PIDD-01	So that customers get the right level of information when there is disruption, the industry needs to specify good practice in the area of prominent warnings on websites (which cover local and multi-route disruptions) for incorporation into the "Good Practice Guide for providing Information to Customers" and TOCs then need to deliver the changes to desktop and mobile websites and Smartphone apps.	Information Development Group		Mar -17
PIDD-02	To make sure that the most accurate timetable is reflected in real time customer information systems (that are powered by Darwin, of there are over 450), TOCs need to provide a high proportion of known amendments, and strive to ensure that all known amendments, for changes made on the day, are communicated in a timely fashion into Darwin e.g., before the train is due to depart its origin station, or within 5 minutes of being cancelled once it has started its journey.	Operations Council		May-15

PIDD-03	<p>To minimise the chances of customers being offered incorrect journeys and purchasing tickets for trains that will not run when there is disruption, the industry is committed to increase the number of suppliers who integrate the Darwin Timetable feed into their real time journey planners - and ticket issuing systems that offer journey planning functionality – in real time, with TOC channels being a high priority. This is to make sure that customers receive up-to-date information and are not offered cancelled trains in journey results – and therefore cannot book onto trains that will not run.</p>	Information Development Group		Mar-17
<p>NOTE: Avanti West Coast desktop / mobile and App currently use the Darwin feed - therefore a customer cannot buy a ticket for a cancelled train. TVMs, on board and gateline Envoy systems do not have a real time feed. Floorwalking teams support customers throughout transactions. In 2018 station ticket issuing system replacement of Avocet has this functionality. In late 2020 the Avanti West Coast booking engine will be replaced by IBM PICO system.</p>				
PIDD-04	<p>For longer term disruptions (like Dawlish when the line collapsed during the storms in early 2014), the industry should develop and adopt a process for getting passenger information into downstream systems at the earliest, practical opportunity and for the duration of the disruption.</p>	NTF-OG		Aug-15

PIDD-05	The Day A for B process needs to be formally communicated by Network Rail Operations to all Train Planning, Operations and Information departments so that all parties are aware of the timescales they need to work to in order for the process to be fully implemented.	NTF-OG		May-15
PIDD-06	The industry needs to develop a Day A for B checking process, within the TOC controls and NRCC, to make sure that, when the Day A for B process has been implemented, spots checks are made to give confidence that changes have been uploaded correctly to the timetable system and passed into all downstream information systems.	Information Development Group		May-15
PIDD-07	To make sure that customers are aware of any disruptions that may affect the journey they are planning to take, all TOCs should integrate the National Rail Enquiries Disruption feed into the various parts of their website where customers can access journey information – this will include the ticket sales parts of their websites (and other relevant digital channels) as specified in the "Good Practice Guide for providing Information to Customers".	Customer Information Strategy Delivery Board		Mar-17

PIDD-08	Each TOC will implement a process whereby someone is sense- checking their own website - and other major websites which contain information about their trains – at a frequency appropriate to the level of disruption to make sure that what the customer sees makes sense and that the information being provided is consistent.	Information Development Group		May-15
PIDD-09	<i>(Merged into PIDD-07)</i>			
PIDD-10	<i>(Merged into PIDD-19)</i>			
PIDD-11	To make sure information received about disruption is shared with all required parties, all TOCs should implement a process to make sure that the NRCC and other TOCs addresses are contained within the address books of their messaging systems, and that they are added to the correct recipient groups when sending information about disruption.	Operations Council		Oct-14
PIDD-12	To make sure that staff and customers receive the information they require during disruption, the industry should develop a more streamlined and versatile method of providing the right information to the right people at the right time, based on staff and customer requirements.	Customer Information Strategy Delivery Board		Mar-16

PIDD-13	In order to make sure that communications to customers about disruptions are more meaningful, the list of revised reasons should be implemented within TOC messaging and Darwin for dissemination to customer information systems.	Information Development Group		-
PIDD-13a	In order to make sure that communications to customers about disruptions are more meaningful, the list of revised reasons should be implemented within TOC messaging systems.	Information Development Group		TBC
PIDD-13b	In order to make sure that communications to customers about disruptions are more meaningful, the list of revised reasons should be implemented within Darwin for dissemination to customer information systems.	Information Development Group		TBC
<p>NOTE: This is in place for Avanti West Coast Managed stations using the Worldline LICC for station CIS audio and visual announcements. Both Bombardier and Alstom Train Management Systems include audio and visual customer information however this is not connected to Darwin and relies on manual intervention by traincrew. Development of connectivity, given the mid-life nature of the train fleet requires considerable investment and divergence of the safety critical systems from customer information to avoid significant change control, validation and testing. All services operate with a Train Manager who can provide updates and information to customers as mitigation. Development of a connected PIS system is in scope for both new trains and refurbished trains to be delivered within the next few years.</p>				
PIDD-14	So that customers are better able to understand what is happening on the ground, and therefore make decisions about their travel plans, the evolving / changing story of the incident should be made available to customers	Information Development Group		Dec-15

PIDD-15	To increase customers' trust in the information they are being told when there is disruption; manual announcements should be made during disruption (at stations and on trains) alongside the current automated ones where the facility exists. For DOO trains, PIDD-39 (modifications to make remote announcement to passengers on the train via GSM-R) will need to be live to make this fully available.	NTF-OG		Mar-17
PIDD-16	The industry needs to reconfigure the current suite of automated announcements (both on stations and on trains) to remove the apology where repeated automated announcements would be broadcast.	NTF-OG		May-15
PIDD-17	When a journey is delayed to the extent that compensation is payable, (in line with the Compensation Toolkit) operators should make reasonable effort to ensure information is available which makes it clear that passengers can make a claim.	Information Development Group		May-15
PIDD-18	Claim forms for compensation should be made easily available to passengers – on trains and on stations, where practical, and on all TOC websites (easily accessible, downloadable forms).	Information Development Group		May-15

PIDD-19	So that customers are aware of disruptions, the industry needs to develop and implement a method of tying a customer's journey to the ticket they have purchased (where their journey and personal data is known) – in order to provide tailored information (e.g. emails/texts on delays/cancellations and invitations to claim compensation).	Commercial Board		Mar-19
PIDD-20	So that customers have visibility of information sources, to help them avoid the problem in the first place, the industry should promote the services that are currently available for customers to check for delays before they travel – for example Real Time Journey Alerts/ Smart Phone Apps – for example, on TOC timetable literature and on websites – and as part of PIDD- 12 commit to review the current suite of services to	Customer Information Strategy Delivery Board		Oct-15
PIDD-21	<i>(Merged into PIDD-19)</i>			
PIDD-22	<i>(Withdrawn)</i>			
PIDD-23	All TOCs need to review the apps & devices made available to staff to ensure that they're fit for purpose (i.e. does the device have the right functionality and right level of mobile coverage for the location that the staff member works in?) for providing customers with accurate information and TOCs will write into their Local Plans to review on an ongoing basis.	Operations Council		May-15

PIDD-24	The industry will update its processes to make sure that they include the requirement for staff to make announcements when the train comes to a stop between stations within 2 minutes. This includes increased usage of "general call" announcements.	Operations Council		Mar-16
PIDD-25	Customers should not be forced to pay more because of disruption. In the eventuality that they are forced to pay more, 'no quibble' refunds should be provided.	Commercial Board		Mar-17
PIDD-26	Temporary fares that are put in place as mitigation for major disruption should be made readily available to customers to purchase in all ticket issuing systems. Those systems that do not have the ability to do this should be upgraded to make this possible.	Commercial Board		Mar-18
PIDD-27	<i>(Merged into PIDD-19)</i>			
PIDD-28	To establish what might be done to improve the information at unstaffed stations, where there is currently no real time information provision (circa 500 stations), work needs to be done to identify solutions powered by Darwin, so that TOCs are aware what is available to them so that they can build the costs into future plans	Customer Information Strategy Delivery Board		Mar-16

PIDD-29	Ongoing quantitative research should be commissioned to measure the improvement in the quality of information during disruption for all train companies and that the results are published.	Operations Council		May-15
PIDD-30	In order to facilitate the work required in PIDD-31/32, work needs to be done to develop a measure of Core Message quality.	Information Development Group		May-15
PIDD-31	TOCs should monitor the quality of their own output for CSL2 incidents, and at least once annually should carry out an in- depth review of at least one CSL2 incident. This review should be carried out by an independent party (such as another TOC) and focus on customer impact including information and other customer service.	Operations Council		May-15
PIDD-32	The industry should develop a standard for measuring Core Message quality, and each TOC should have its Core Messages audited against this standard by an independent party (such as another TOC) at least once annually.	Operations Council		Oct-15
PIDD-33	Where practically possible, an estimate for how long the disruption will last should be provided. Where no estimate is available, the industry should agree the form of messaging to be used until a reasonable estimate can be given to customers.	NTF-OG		May-15

PIDD-34	Additional coaching should be provided for staff responsible for the production of Prioritised Plans (where there is a need) so that the plans are produced more quickly and are fit for including in respect of duration and impact – and added into the controller training and	NTF-OG		Oct-15
PIDD-35	Network Rail needs to report the level of adherence to the production of Prioritised Plans by Control in order for compliance to be measured.	NTF-OG		May-15
PIDD-36	All TOCs should review the contents of their local Plans and CSL2 threshold definitions against the content of the new ACoP to ensure they are fit for purpose.	Operations Council		Dec-14
PIDD-37	So that customers who use Social Media to contact a TOC about disruption are not ignored, all TOCs need to review how they service the information needs of these customers throughout the period they are running trains.	Information Development Group		Oct-15
PIDD-38	So that customers receive consistent information about multi- TOC disruptions across all channels, industry-wide Social Media good practice for providing information needs to be captured and shared, whilst also taking into account individual TOC business needs.	Customer Information Strategy Delivery Board		Dec-15

PIDD-39	So that TOCs can make manual announcements to customers on trains, including DOO operated services, the work previously done to ensure the GSM-R modifications are made, which will allow TOC controllers to make remote announcements to the train, will be delivered subject to costs.	NTF-OG		Mar-17
PIDD-40	All TOCs need to review their local Plans to ensure that they are reflective of the type of service they are running e.g. commuter / long distance / metro.	Operations Council		Dec-14
PIDD-41	To increase transparency and accountability, TOCs should publish what they are doing under their local Plan issued under the ACoP, together with the ACoP itself and an annual progress report.	Operations Council		Oct-15
PIDD-42	The Network Rail "Guidance Note for Control, Response and Station Staff: Information During Disruption" document should be published on the Network Rail website and an annual progress report provided.	NTF-OG		May-15
PIDD-43	The PIDD ACoP and the Network Rail "Guidance Note for Control, Response and Station Staff: Information During Disruption" should cross-reference each other.	NTF-OG		Oct-15

PIDD-44	TOCs and Network Rail should hold periodic cross-industry reviews of local plans in order to make sure they are up-to-date and also to share good practice. This should also include test events to make sure that the information dissemination processes are kept up-to-date and fit for purpose	NTF-OG		Dec-15
PIDD-45	To help trigger the right cultural response this action plan will be circulated to all TOC and Network Rail Route MDs in order for them to provide the right level of focus on PIDD within their businesses. This will promote high level leadership for the local delivery of the action plan.	NTF		May-15
PIDD-46	So that the industry can respond effectively to engineering overruns, contingency plans should be in place and TOCs and Network Rail should ensure that planning, control and passenger information functions are staffed appropriately when engineering work is taking place, including on the day before services are due to resume – which might include Christmas Day and Boxing	NTF-OG		Nov-15
PIDD-47	So that accurate information can be provided to customers when short-notice timetable changes are necessary, the industry will actively explore options that would enhance its ability to, at any time of year, upload alternative timetables into Darwin on the day	Operations Council		TBC
NOTE: Awaiting a delivery date, industry deliverable issue				

PIDD-48	So that customers have access to the full details of their journey when there are engineering works, textual descriptions should explain what is being done and why.	Operations Council		Mar-16
NOTE: For major works this is delivered via avantiwestcoast.co.uk/spanner . For minor works this is delivered via the NRCC Weekly Engineering Circular and tagging trains. Some minor alterations to services e.g. as a result of line patrolling as part of cyclical preventative maintenance are not detailed given the impact on customers is minimal e.g. re-routing but no/little difference in station calling times.				
PIDD-49	TOCs and third party retailers should ensure that throughout the journey-selection and purchase process it is clear that the journey returned is not the normal one (examples include if there's a bus journey, if it's taking longer than normal; if the train's diverted from normal route; if the journey's to a different station than usual or if there's a reduced or significantly amended timetable etc.).	Operations Council		Operations Council
NOTE: The 'fares matrix page' shows if it is an unconfirmed timetable and bus legs, but this doesn't flag longer journey times or overtaken trains. This is an industry deliverable which has no date.				
PIDD-50	The industry needs to change the way it communicates suicides on the railway. Instead of the current phrase "person being hit by a train", a change will be made to take account of the recent Transport Focus and Samaritans research. The Industry have agreed to adopt the new phrase "emergency services dealing with an incident", to communicate suicide incidents on the rail network.	IDG		IDG

<p>NOTE: Avanti West Coast operational communications continue to use the phrase person struck by a train, given the connection made between emergency services dealing with an incident and previous terrorist activity. Avanti West Coast continue to support the efforts of the industry to reduce suicides on the railway and therefore have adopted the recommend language on Social Media in partnership with Samaritans.</p>

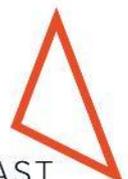
Appendix K – Annual PIDD Plan Update

Avanti West Coast is constantly striving to improve the information customers reviewing both during disruption and in normal operation so that customers can make informed travel decisions and choose rail travel over other modes. In 2020 we;

- Reviewed all our messaging templates used to our people and customers and updated these in line with feedback from our people, brand and Control teams.
- Updated our website to enable ribbon banners at the top of the site (and used these extensively for Covid-19 timetable changes);
- Developed a new template for Prioritised Plans in line with Network Rail North West and Central Route and Rugby ROC with an aim to roll this out nationally to streamline customer information delivery;
- Reviewed our use of social media and developed an updates social media disruption policy to provide customer information during disruption and ensure this is done so consistently;
- Engaged with TOC colleagues at London Kings Cross and London St Pancras and set up the North London Stations working group, chaired by Avanti West Coast to improve the customer experience during disruption;
- Provided a series of enhancements to our CIS system software including London Underground updates, coach information and service loadings information at our managed stations as well as consistently describing our services at Network Rail managed locations;
- Transferred our customer resolutions function to First Customer Solutions in Sheffield and reviewed all of our policies on disruption with them inclusive of informed traveller and stranded customers.

In 2021 we will:

- Roll out further enhancements to our customer information system at managed stations;
- Deliver the first Class 390 Pendolino refurbishments with a connected Passenger Information System providing live journey updates;
- Review our approach to managing known / expected disruption;
- Deliver a series of internal Applications to our people consolidating real time service information into one place and avoid having to look at multiple or non-accredited industry sources.



Appendix L - Day A for Day B Timetable Checking Process

Overview

This document outlines the actions to be taken if a day A for day B timetable is introduced and ensure its accuracy in downstream systems.

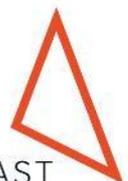
Process to be followed

Once a day A for day B timetable has been confirmed as submitted by the Avanti West Coast Train Planning team efforts must be made to arrange an additional night shift controller within the Avanti West Coast Control.

The additional person within the control office will be used to check that all the required updates have been made into various customer and staff facing systems. If no additional person is available, then the required actions and checks will be carried out by the booked night shift team as detailed in brackets.

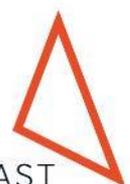
Once Network Rail have confirmed they have completed the required work and amendments have been made (this may include a list of amendments they have not been able to upload) the following must be carried out by the additional controller:

- A business sector inquiry on TRUST must be checked to make sure all trains that should be cancelled are shown as PD CANCELLED. Any amended / additional services should also be checked for correctness. To be carried out between 22:00 and 23:00 on the evening before the timetable amendment comes in to force. (Carried out by Duty Control Manager if no additional person available).
- Any trains that are amended / cancelled must be sent out via Tyrell IO between 00:01 hours and 01:00 hours on the day affected. (To be carried out by Information Controller if no additional person available).
- The National Rail Communications Centre (NRCC) must be contacted and advised that an amended timetable is in place and the National Rail Enquiries (NRE) service indicator must be changed to reflect this. To be done once the last class 1/9 train of the previous (day A) has terminated or at 02:00 (day B), whichever comes first. (To be carried out by the Information Controller if no additional person available).
- The Avanti West Coast website must be amended with a prominent warning on the home page showing that an amended timetable will be in place. This must display the date the amended timetable is in place for along with a brief description of why the amended timetable is in place along with a link to the



Avanti West Coast Journey Check page. To be done once last class 1/9 train of the previous (day A) has terminated or at 02:00 (day B), whichever comes first. (To be carried out by the Information Controller or Social Media team (if available) or if no additional person available).

- A Tyrell IO route disruption message must be created that covers the areas that the amended timetable is in place, or must be display as "across the Avanti West Coast network," if the entire route is affected. The incident must show that the correct duration that the timetable remains in place for and if it covers the entire day, the duration end time must show 02:00 of the day following the amended timetable (Day C). Links to delay repay, the Avanti West Coast twitter handle and to the Avanti West Coast Journey check page must be included in the message. The impact displayed on the message must reflect the changes made to the timetable (to show that some services may be cancelled or delayed). A message must be displayed in the additional information field on Tyrell IO that gives a brief description of why the amended timetable has been enforced along with any additional impact requirements that cannot be displayed using the Tyrell IO check boxes. This message must be updated at least hourly (and must be amended if the impact on the train service changes throughout the day). This is to make sure the time stamp displayed on the Avanti West Coast website is kept recent and that other parties (TOCs & NRCC) are aware of any changes. To be done once last class 1/9 train of the previous (day A) has terminated or at 02:00 (day B), whichever comes first. (To be carried out by the Information Controller if no additional person available).
- A message must be put out via the Avanti West Coast Social Media platforms stating that an amended timetable will be in place for the day with a link to the Avanti West Coast Journey Check page attached. This must be re-tweeted at least every 2 hours throughout the day the timetable is in place (day B). A message must also be posted on Twitter once Train Planning have confirmed they have requested a day A for day B timetable to be uploaded by Network Rail. This must be tweeted out the day before the timetable is put into place (day A) and must also state that the timetable is currently being worked on by Network Rail and further details will be available once Network Rail have confirmed the timetable as uploaded. (To be carried out by the Social Media team or Information Controller if they are not available).
- At least 5 journey enquires must be carried out on the NRE website for each route affected by the timetable amendments (in each direction) to look for any irregularities in information. This must also be carried out on the Avanti West Coast website journey planner and the Fujitsu Journey Planner system. Any trains



displaying that are cancelled should be reported to the NRCC. To be carried out once amendments have been updated via Tyrell IO, (undertaken by the Information Controller).

Any amendments the Network Rail have returned as not carried out by the day A for B team must be manually updated. This includes getting Network Rail control to cancel any affected schedules and add in any required VSTP's. These changes must also be reflected via Tyrell IO to make sure downstream systems are updated. The control Duty Manager should record and pass on any details of items not uploaded correctly during the day A for B process to the Avanti West Coast Performance Team for any scheduled 4/8 costs to be calculated.

Appendix M - Back on Track : Overview of Roles and Responsibilities

Overview

Back on Track is Avanti West Coast new incident management system using the Service Now platform. The system is in its adoption phase and it is understood that requirements and usage are likely to change over time as this is further developed and more modules built.

Following feedback, it has been deemed that an outline process is needed within the Control team. This process will change once the train planning system is built and accepted, reducing the current instances of duplication across systems. Once we have any changes made to the system, we will update this procedure.

Activation

To be done by the DCM. The DCM should:

- Ensure that an appropriate title has been assigned to the incident;
- That the customer and internal message box is filled in with at least some initial information for the start of the incident;
- The industry delay reason should be used in the customer message section.;
- CSL2 status is set in line with service disruption thresholds;
- Primary route controller selected;
- Assigns the incident to themselves;
- Starts the response;
- Add any incident / stranded trains and the affected stations to the incident (taken to be either side of a line blockage);
- Add any additional members of the response team if required (TOLO etc);
- Get as much info as quickly as possible into the incidents via the notes section.

Updating the incident

-
- Customer Support controller to update the ticket acceptance section;
 - Duty Control Manager to keep the notes section updated regularly (try at least every 5 minutes, but avoid putting no further update etc);
 - Train plans to be attached by route controllers once they are typed, in the mean time cancellations and alterations to be free formed typed by whoever has time (the route controller making the alterations would be the best person to do this, but the DCM may be the best person as they should be over seeing what is happening;);
 - The Operations Control may also assist with anything being arranged at Euston.
 - DCM to add an expected duration to the incident. This should be your best guess based on experience and can be changed at any point, but think of this as a closure time for the BOT incident, not normal working for the affected line of route;
 - Updating Tasks – All control staff should be checking to see what tasks are assigned to them along with making sure they are dragged to the correct part of the portal, with whatever updates they require;
 - Check the notes section for incoming comments from frontline and on call teams and reply if needed;
 - Customer Support to update the notes section with any information relating to road transport when available;
 - Make sure that if Avanti West Coast are accepting another TOC's tickets during an incident that this is updated in the log table – this means this is then displayed against applicable trains for frontline teams;
 - All staff should handover their tasks when changing over with another member of staff.
 - Information Controller to insert the Tyrell UID.

Closing down an incident

- DCM to put a comment in the notes section stating when the incident will be closed down (try and do this at least 30 mins prior to closing if possible);
- Customer Support to make sure any ticket acceptance has the correct end time assigned, this time can be set for after the incident is closed, so should reflect what we are intending to do for the rest of day with any ticket acceptance in place;

-
- Make sure the incident is closed properly by pressing post incident review followed by close incident.

Due to the varying nature of incidents the control teams will assist each other to best advantage to improve information and incident management.