Merseyrail PIDD Local Plan

Managing Service Disruption
PIDD Local Plan

Prepared by:

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Control Centre Manager

Synopsis:

This document details the operational and customer service activities undertaken by Merseyrail Electrics personnel (supported by NR) in the event of varying levels of train service disruptions on the ME network. Such activities are aimed at:

➢ Ensure that all responses are appropriate to meet/manage the needs of the event
➢ Mitigate the level of disruption and associated impact on customers
➢ Ensure that all staff and customers are provided with clear accurate and timely information
➢ To restore normal train service as quickly as possible

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1.   INTRODUCTION

This document details the operational and customer service activities undertaken by Merseyrail Electrics (ME) personnel (supported by Network Rail) in the event of varying levels of train service disruptions on the ME network.

Such activities are aimed at:

- ➢ Ensure that all responses are appropriate to meet/manage the event.
- ➢ Mitigate the level of disruption and associated impact on customers.
- ➢ Ensure that all staff and customers are provided with clear accurate and timely information.
- ➢ To restore normal train service as quickly as possible.

Train service disruption and the associated impact on customers, can vary in nature, based on prevailing circumstances (time of day/lines of route etc).This procedure details an escalation process, designed to ensure that the appropriate level of response and associated activities are undertaken as necessary based on the level of disruption. Such activities include the allocation, deployment and coordination of resources, as well as enhanced levels of information to meet the needs of both staff and customers during such events.

Network Rail have agreed to all relevant instructions listed in this procedure, and are committed to working with Merseyrail on all incidents of disruption in order to minimise the impact to our customers.

The requirements set out in this document and the referenced Related Instructions are compliant with the Association of Train Operating Companies (ATOC) Approved Code of Practice - **Passenger Information During Disruption** (PIDD) and of written with consideration to the type of service that Merseyrail operate.

This document replaces any previous instructions for managing service disruption and will be reviewed bi-annually by Product Delivery Group and Service Delivery Group.

2.   SCOPE

These arrangements are mandatory and apply to all Merseyrail routes and activities and the specified Network Rail activitie

3.   AIMS

This procedure includes guidance to all key staff on their role and responsibilities during service disruption and in particular providing additional information & support to customers and staff during times of such disruptions. This document has been collated incorporating the requisite and appropriate *(for Merseyrail)* recommendations contained within the PIDD Approved Code of Practice (ACOP).

By following the procedures and working together, we will be able to improve customer satisfaction in this important area.

The key aims of service disruption management are to:-

- Ensure the aims and objectives of the ME Customer Service Proposition are delivered.
- Ensure that we respond in a timely and appropriate way to all service disruption.
- Mobilise sufficient key staff to address problems, and provide the best possible customer support and reassurance.
- Make best use of all the available information and ensure customers and staff are regularly informed of developments.
- Provide sufficient information to customers to assist them in making informed travel choices.
- Restore normal train service as quickly as possible in a structured and customer focused way.

During Major Delays/Disruption we will

- Assist Network Rail in the production of a Prioritised Plan to ensure disruption management is structured to minimise the impact on staff and passengers alike.
- Trigger the introduction of strengthened customer information and customer service arrangements by declaring Customer Service Level 2 (CSL2)
- Ensure the ME Lead Operations Controller (LOC) nominates and informs who will undertake an operational coordination role on the network acting as a point of contact with the ME LOC (Person in Charge – PIC)
- Ensure enhanced customer information messages are disseminated in an agreed format at pre-defined frequencies to provide front line staff/Customers with all necessary information.
- Ensure Duty Operations and Customer Services personnel are deployed at appropriate locations to support delivery of enhanced levels of customer service.
- Where necessary ensure senior on call personnel are contacted to provide further support as required.

Note: CSL2 denotes the escalation of response resulting in enhanced levels of customer support including where appropriate; deployment of resources provision of customer information and the implementation of alternative transport resources.

4. APPROACH TO TRAIN SERVICE MANAGEMENT AND DELIVERY

Introduction

Merseyrail's internal processes for the management of train service delivery are clearly documented in a number of company procedures, incorporated in Merseyrail's Company Safety Manual (CSM). As the train operator Merseyrail liaises closely with Network Rail as the Infrastructure Manager to ensure that both parties' internal processes are aligned to meet the mutual objective of restoration of normal train services.

Merseyrail is considered one of the most punctual Train Operators in the UK with performance levels consistently exceeding 95% Public Performance Measure (PPM) on a regular basis. Notwithstanding this, incidents do occur on the network which result in service disruptions that impact on staff and customers alike. Based on the scale/nature of the incident, the actions taken to mitigate the impact will be those determined to be proportionate, to ensure that all aspects of the service recovery process are managed effectively throughout, in line with the aims contained within this procedure.

Service Status

A structured process for the dissemination of on going train service updates is provided by Merseyrail Control to ensure that all relevant staff and stakeholders are aware of the current and on going status of the operational train plan.

The 4 service status categories are:-

GREEN	Service running normally: All Services running to time or less than 5 minutes late, with no significant issues and no expected issues.
YELLOW	*Minor Delays (CSL1)* An Incident in which trains are running and serving every destination with selective cancellations, and the majority of delays are between 5 and 10 minutes.
RED	*Major Delays/Disruption (CSL2)* An incident in which multiple lines are affected or the majority of trains running exceed 10 minutes late, or there is a blockage of the line requiring alternative transport to be provided.
Black	*Extreme Scenarios Only* (CSL3) (Do No travel advice) No Service (on 1 or more lines) and no alternative transport available (i.e. buses, taxis, private transport) and disruption likely to be for a prolonged period of time.

These criteria for the catergories will be reviewed every two years to ensure compliance with the Approved Code of Practise (ACoP) as part of the full document review

5.   KEY PRINCIPLES

During all disruption (Yellow or Red)

Merseyrail Electrics Control (MEC) has been identified as the co-ordinating point for the tactical and operational management of all Merseyrail activities related to delivery of the train plan. Close liaison will take place with Network Rail staff (co-located) to ensure that a consistent approach is taken to changes to the train plan required as a result of late running and cancellation of services.

Subject to Network Rail imposed infrastructure limitations, the MEC are responsible for ensuring that any necessary changes to the normal train plan are determined and communicated to both staff and customers alike through clearly defined passenger information resources and infrastructure. Whilst the MEC will determine all train service activities during periods of disruption (including the necessity to instigate rail replacement bus services) operational support will be provided by identified ME functional line managers to ensure that such plans are implemented on the ME network through a visible presence at appropriate locations.

The MEC will provide information updates as specified in the relevant section of this document.

Where the MEC (principle responsibility – TSDM) upgrade any service disruption to Customer Service Level 2 the designated Duty Customer Service Manager will liaise with the MEC as the operational point of contact to ensure that all requirements necessary to manage such disruptions are implemented as quickly as possible. Where a rail replacement bus service is required/implemented the Duty Customer Services Manager will be designated as the Person in Charge and will report directly to the MEC supported as necessary by other members of the Customer Service and Operations teams.

All Station staff will be responsible for ensuring that in addition to the provision of regular communications provided via the MEC that customers at their location are provided with the necessary information relating to the nature/timescale of the disruption, the status of services calling at that station (including rail replacement transport) and any other customer support requirements.

Merseyrail guards (with the assistance of any suitably qualified Merseyrail managers/staff travelling on the train) will be responsible for all aspects of Customer Service on affected trains supported by advice/information provided by the MEC or other informed employees.

6.   KEY ACTIONS

During Major Delays/Disruption (Red)

In addition to the above, when "Status Red" (Major Delays/Disruption) thresholds are breached, or are expected to be breached, CSL2 must be declared (by the TSDM) and the following principles applied:-

Network Rail
- The Signal Centre manager (SCM) will assume the role of Lead Operations Controller (LOC) to be the Co-ordinator for Network Rail incident management.
- As Merseyrail is a dedicated single operator network, subject to any operational/safety restrictions the NR LOC will support the ME LOC in the implementation/delivery of a revised train plan to meet Merseyrail's operational requirements. Key to this train plan are the principles contained within Merseyrail's Train Contingency Plans (see section 1).
- To implement an internal structured hierarchy of command to ensure operational, tactical and strategic decisions are undertaken as appropriate to mitigate the impact of the incident and restore normal working as soon as practicable
- Ensure that appropriate communication arrangements are in place to provide feedback to the NR/ME LOCs on the status of the incident and progress against agreed plan.
- Ensure that the ME LOC is fully informed of the status of the incident and associated impact on the service to enable accurate information to be communicated to staff and customers in relation to the status of the revised train plan.

.**Merseyrail**
- The TSDM will assume the role of Lead Operations Controller (LOC) for ME and undertake overall responsibility for management and co-ordination of all ME activities to mitigate the incident.*(Note whilst the LOC role is mandated for CSL2 incidents only due to the nature of MEC operations the TSDM has overall responsible for all incidents)*
- The TSDM will liaise closely with the Network Rail to assess the incident and ensure appropriate decisions are agreed/implemented to manage the requisite train plan to minimise the impact on staff and customers
- The TSDM will arrange to issue an initial holding message to staff and customers within 5 minutes of receiving advice of an incident/disruptive event advising, as a minimum, the nature/location of the incident
- Following confirmation of the nature/scale of the potential disruption and the expected impact of the incident the TSDM will ensure CSL2 is declared and advised to appropriate staff.
- Where the nature of the incident is such that it is considered appropriate the LOC must ensure that the Duty Operations Inspector attends the site of the incident to provide support to the on site Network Rail personnel and ensure that a clear understanding is reached re the status of the incident and fed back to the respective NR/ME LOCs to assist in determination of appropriate service recovery/management actions.
- The TSDM will contact the Duty Customer Service Manager to confirm their role as point of contact with the ME LOC for on site management of the disruption and ensure that this is communicated to all ME managers and staff *(In normal circumstances the duty CSM will undertake the role of PIC however this role can, when determined by the LOC be allocated to a Duty Operations Inspector subject to availability/location of personnel).*

- The TSDM must ensure that the Customer Services Management team instigate the documented arrangements for the ordering/distribution of rail replacement transport as

appropriate to meet the needs of the business/customers based on location/time of day/scale of impact on routes/anticipated passenger requirements(flows)

- The ME PIC will locate him/her self at a point on the Network as agreed with the ME LOC in order to manage the disruption effectively. This will normally be the turn back point of the disrupted services.
- Where it is identified that a number of PICs are required for specific locations (only one PIC per location) such appointments will be determined by the LOC and communicated to all ME managers and staff
- The ME PIC will ensure that any appropriate actions are implemented to support management of the disruption including the ordering/deployment of buses and additional staff at designated locations.
- The TSDM will appoint a Lead Information Controller (LIC) – normally the Customer Information Assistant pertinent to the affected line to liaise with the TSDM (LOC) to ensure that all appropriate accurate messages are issued to all staff, customers and stakeholders via the designated communication medium.
- The PIC (Designated Duty Customer Service Manager/Operations inspector) will establish a clear communication protocol with the Merseyrail LOC to ensure that all agreed on site supplementary arrangements (staff deployment/ordering and allocation of buses etc) are implemented.
- The TSDM will ensure that any additional staff whose role/responsibilities include service disruption support - duty Operations Managers, customer service supervisors, Revenue Protection staff etc are advised of the CSL2 incident and direct such personnel to the appropriate locations to assist in the management of the contingency/service recovery arrangements.
- The ME LIC will ensure that all front line staff are fully advised of the CSL2 status in order to ensure consistent, accurate information is available for customer information purposes

In the event of a serious incident that is expected to cause Major delays/disruption, e.g. Signalling Failure, Power Failure, Train Failures, the Network Rail and Merseyrail LOC must agree a methodology to ensure that on site information is gathered and fed back to Sandhills IECC to allow the LOCs to revise any agreed plans based on the evolving incident and subsequently cascade any revisions/updates to all relevant parties.

NOTE: It is the responsibility of the TSDM in their role as the LOC to ensure that a PIC is appointed and communicated throughout the business. Whilst the PIC will undertake on site management responsibility it is probable that other managers as detailed above will support on site service management. In such cases the ME LOC will liaise with the PIC to ensure that such staff are deployed at those locations where additional support to station staff/train crew is required. In any cases where a member of management/staff wishes to discharge their responsibility (other issues arising/end of shift etc) the LOC must be advised and ensure that appropriate relief is allocated.

Escalation of Advice – Merseyrail

Where any concerns are identified by the Merseyrail LOC in relation to any aspect of MSD response with either Network Rail or any internal response arrangement these must be escalated in the following priority order:

- ➢ Stage 1 – Control Centre Manager
- ➢ Stage 2 – Performance Manager
- ➢ Stage 3 - Operations Director

In such cases where either no contact is available with the appropriate stage manager or such managers have concerns with any aspect of either Internal or External management of the incident this should be escalated to the next stage manager for action. It is the responsibility of the Operations Director (or, in his absence the Performance Manager to inform the Managing Director as necessary).

POINTS TO CONSIDER

- Subject to the nature of the incident and based on initial feedback/experience of historical events CSL2 should be implemented as soon as possible on all routes that will be impacted. (see Appendix 3)
- With all aspects of disruption management it may be better to mobilise resources/rail replacement buses and stand down if not required – CSL2 is a prime example.
- Whilst key managers have specific roles/responsibilities in the management of service disruption, additional support should be encouraged from other ME staff. In such cases close liaison with the Merseyrail LOC is vital to ensure that such volunteers are allocated to appropriate locations to provide support to the PIC(s) to help to deliver enhanced customer service.

- Key principles to effective management of service disruption are:

  - Ascertaining and dissemination of accurate information
  - Implementation of appropriate action plans
  - Ensuring clear channels of communication to all affected staff, customers and stakeholders
  - Deployment of sufficient, appropriate resources to manage the disruption

10. HOLDING/CORE MESSAGES

When Major Delays/Disruption (Red) occurs, the TSDM will arrange for the issue of an immediate Holding Message (within 5 minutes). Upon receipt of further information the ME LOC will determine whether a CSL2 status should be declared and advise all ME staff. To provide a consistent flow of information the LOC will ensure the issue of regular core messages (every 20 minutes). The 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.

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

- The Problem.
- The Impact (estimates of timescales to be provided).
- The Advice (for Customers).

An example would be:-

- *Flooding at St Michaels*
- *Services from Southport will terminate at Liverpool Central Until further notice.*
- *A rail replacement bus service is expected on site within 30 minutes.*

The aim is for these messages to be available for our staff and other external stakeholders so customers can be provided with information that will enable informed travel choices to be made.

It will also ensure provision of information is consistent.

It is also important for the content of the message to be as honest as possible, passengers show more empathy to the problems if they believe the information is the truth.

If the situation has not changed when the next Core Message is due, the previous Core Message should be repeated and re-timed.

11.   DETAILED REQUIREMENTS

Introduction

This is a non-exhaustive list of the ME personnel dealing with incident management during disruption, and a detailed list of their duties during each stage of disruption

On Site - Site Staff (Normally an Operations Inspector)

<u>During all Disruption (Yellow or Red)</u>

When disruption occurs for whatever reason the Duty Operations Inspector (OI)/Guards Standards Manager (GSM) will:

- Attend the site of the incident to provide advise/support to the NR on site manager
- Liaise closely with the TSDM/ME Lead Operations Controller
- Promptly evaluate the situation and provide the LOC with a clear understanding of the problem/issues.
- Assist in the development of a recovery plan.
- Liaise with the MEC to ensure the correct operational and technical resources are mobilised/engaged.
- Provide regular updates on progress and re-evaluate the plan as required

Note: Site staff should recognise that once CSL2 has been declared the MEC must issue updates to 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.

Train Service Delivery Manager

<u>During all Disruption (Yellow or Red)</u>

When disruption occurs for whatever reason the duty TSDM will:

- assume the role of Lead Operations Controller (LOC) for ME
- liaise closely with Network Rail to assess the incident and ensure appropriate decisions are agreed/implemented to manage the requisite train plan to minimise the impact on staff and customers
- ensure a clear line of communication is developed and maintained for all aspects of the incident from on site updates, changes to the train plan and impact on ME resource allocation/deployment through to all agreed communication mediums (e-mail/website/NRES etc)

During all Major Delay (Disruption Red)

In addition to the above, if the disruption has or in the view of the TSDM is likely to breach the CSL 2 threshold the TSDM in their role as LOC will also:

- formally declare CSL 2 status as detailed in section 10 above and confirm their role as LOC
- ensure that all appropriate ME personnel are advised/deployed as appropriate including appointment of ME PIC(s) as necessary
- work closely with the Production Controller to manage train service patterns (including unit/train crew resources) as agreed with NR LOC
- ensure that the Customer Services Management team instigate the documented arrangements for the ordering/distribution of rail replacement transport as appropriate to meet the needs of the customers based on location/time of day/scale of impact on routes/anticipated passenger requirements(flows)
- appoint a Lead Information Controller (LIC) – normally the Customer Information Assistant
- confirm with the LIC the agreed plan for the on going communication of information to staff, customers and stakeholders

Control – Customer Information Officers

During all disruption (Yellow or Red)

The **Customer Information Officers** will:
- Send messages to all staff as necessary.
- Pass information to the relevant Operations and Duty Customer Service Manager
- Support the TSDM.
- Ensure that current and accurate information is disseminated to customers via CIS boards, Website and the Public address system.

During Major Delays/Disruption (Red)

In addition to the above whenever CSL2 is introduced, a Customer Information Officer will:

- Confirm their appointment/responsibility as the Lead Information Controller (LIC) with the LOC.
- Agree an outline communications strategy with the LOC
- Issue holding messages as detailed in section 10
- Ensure that all staff, customers and stakeholders are provided with appropriate levels of information to meet their specific needs and requirements
- Establish lines of communication with the ME Press Officer and any other parties determined by the TSDM.
- Ensure Core Messages are sent out whenever circumstances change or at intervals not less than 20 minutes.
- Ensure that all electronic departure boards and ME website are regularly updated

It is a fundamental requirement of Managing Service Disruption that all affected parties are provided with clear, accurate information relating to the status of the disruption and the impact on their customers (ME managers/station staff/train crew) and also how it can/will impact on their journey (customers). The LIC is integral to ensuring that such information is continually updated reflecting on going changes to the train service status.

Merseyrail Operations Staff

During all disruption (Yellow or Red)

The duty OI and GSM will liaise with the TSDM in order to ensure timely attendance at the site of an incident to provide a link to the ME LOC in relation to ME interests.
Due to rostering arrangements more than one OI/GSM may be on duty however the designated area cover OI/GSM is mandated to undertake this role.

During Major Delays/Disruption (Red)

The Operations Staff will:

- Contact the TSDM to offer assistance.
- Attend site if required to provide assistance in management of ME interests (unit failure/detraining of customers etc)
- Liaise with customer services duty manager undertaking the role of PIC at an agreed location where determined by LOC.
- Attend turn back locations as required
- Act as a point of contact to the Production Controller in relation to advice to train crew of amended train working/diagrams
- Support the customer services team in meeting the needs of the customers.

All duty Operations Inspectors and GSMs are required to undertake a key role in the management/delivery of customer service during disruption. Whilst on site attendance at incidents may be required, in circumstances where more than one OI/GSM is on duty the LOC must ensure that surplus resources are deployed effectively to manage the service disruption. The OI/GSMs must be fully aware that in addition to ensuring operational compliance that they are required to supplement the duty customer services team in periods of service disruption.

Duty Customer Services Manager

During all disruption (Yellow or Red)

Will liaise with the TSDM in order to obtain full understanding of the potential nature of the service disruption and ensure that the appropriate level of customer service support is provided.

The duty customer services manager will:
- Verify with the TSDM the appropriate actions to be taken.
- Ensure the deployment of resources as appropriate
- Liaise with other duty CSMs to initiate where perceived necessary the ordering of rail replacement buses

During Major Delays/Disruption (Red)

In addition to the above, the appropriate Duty Customer Service Manager will:

- Liaise with the TSDM in order to introduce CSL2 at appropriate locations.
- Arrange any necessary support for the Lead Information Controller.
- Agree a customer service management hierarchy structure with the LOC through the deployment/appointment of ME PIC at agreed locations
- Liaise with key Revenue Protection Staff/station supervisors to provide on site support as required
- Liaise with the Operations team to ensure additional supplementary resources are obtained as required
- Ensure that rail replacement buses are ordered and delivered to agreed locations

Whilst a number of duty customer services managers are on duty at any time, key responsibility for overall management of customer services through direct agreed liaison with the LOC will be the duty manager for the line affected. This manager is expected to attend at a location agreed with the LOC and undertake the role of PIC to co-ordinate the effective management of customers.

Where additional resources become available the designated duty manager and the LOC will ensure that such resources are appropriately deployed to optimum effect and managed through an agreed hierarchy for co-ordination purposes.

Guards

During all Disruption

If their train is directly involved in an incident or accident, the Driver and Guard will undertake the actions specified in the Rules & Regulations.

Where delays are experienced to their services Merseyrail guards are expected to seek out information through a number of designated sources to be able to provide clear, accurate information to their passengers. The Guard is designated as the point of contact with the MEC for the obtaining of information relating to train service delays.

- Take any action necessary in accordance with the Rules & Regulations and respond to directions from suitably qualified managers and supervisors.
- Ensure that all the needs of our customers are met in alignment with Merseyrail's customer service proposition.
- 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.
- Upon the train stopping, after 2 minutes the Guard will provide customers with an announcement (where no information is available the guard will still make an announcement reassuring customers that efforts will be made to obtain/pass on information as soon as it is available).
- Where the delay is extended establish and maintain personal contact with customers by regularly walking through the train to both reassure and inform customers of the situation.

- Request that rail industry staff travelling as customers make themselves known to train crew so that they can be utilised in supporting on board customer service where possible.
- Seek out information on a regular basis either directly via the control or through the driver's discussions with the signaller and update customers accordingly (intervals not to exceed 5 minutes even if no new information has been received).
- If the core message has information not concerning the current line being worked, the Guard must consider whether the information is important to passengers travelling and advise them accordingly.

Due to customers being "isolated" on train, Merseyrail guards will endeavour to seek out, provide and reassure customers with as much information as possible relating to the disruption and the associated impact on their journeys. All Merseyrail Guards are required to deliver a high level of customer service to our customers and will endeavor to work closely with the business to meet the needs of customers during disruption including short notice changes that may adversely affect their normal working pattern.

Station Staff

During all disruption (Yellow or Red)

Where train services are subject to initial delays station staff are responsible to providing information to station passengers relating to the disruption and the anticipated impact on the train service affecting their station.

- Take action necessary in accordance with the Rules & Regulations and respond to directions from relevant managers and supervisors.
- Ensure that all lines of communication are used to receive and send information.
- Provide updates to customers to supplement information given from the LIC.

- Use all other available means to provide customers with information.

During Major Delays/Disruption (Red)

In addition to the above, the station staff will:

- Where allocated a spare turn of duty/meal relief etc provide appropriate support to Duty Customer Service Manager (subject to rostering arrangements)
- Make full use of the information contained in the Core Messages, including use of white boards where available.
- Utilise where available the local PA system to cascade information received via the LIC
- Contact the duty customer services manager to ascertain the proposed changes to the train service, particularly the provision (or not) of rail replacement bus services
- Support, where appointed, the designated PIC
- Ensure that all the needs of our customers are met in alignment with Merseyrail's customer service proposition.
- the management of customers
- Relay relevant information to customers when the situation changes.
- Assist customers with transfers between train and other modes of transport as required, and arrange for a suitable means of onward transport for mobility impaired customers.
- Arrange alternative transport as required i.e. for Mobility Impaired Persons and Vulnerable Customers.

Whilst the majority of ME stations are single manned, additional support will be provided at Key stations during Major Delays/Disruption. Such additional support to station staff will be determined and allocated via the LOC and the duty customer services manager dependent on the level of additional resources available and the location/nature of the incident. The LIC as an integral part of their role will ensure that all updates to the train plan/service are communicated to station staff throughout the incident.

Revenue Protection Staff

During Major Delays/Disruption (Red)

Following advice received from the MEC relating to a CSL 2 service disruption event, the Revenue Protection staff will be co-ordinated by the team leader. Revenue Protection staff will be deployed to the appropriate locations agreed by the Control/PIC ensuring that all the needs of our customers are met in alignment with Merseyrail's customer service proposition.

Be responsible for the safety and security of passengers during times of disruption, ensuring that customer needs are addressed as a priority, maintaining customer service standards.

The team leader will liaise with Carisle Facilities Service (CFS) staff to ensure that they are deployed to assist with their event as deemed appropriate by the PIC.

12. POST INCIDENT REVIEW PROCESS

Following incidents of major disruption the effectiveness of these arrangements must be internally reviewed to ensure compliance with this procedure and also identify any lessons learnt for action as necessary. Within Merseyrail's Performance Management Process a Significant Performance Incident Review (SPIR) process will be instigated where agreed trigger levels are exceeded. Such SPIR reports are agreed with Network Rail to ensure both organisations have input/visibility to all activities relating to the management of the incident and resultant recommendations. if appropriate. Whilst such SPIR reports incorporate some elements of the MSD activities contained within this procedure Merseyrail commit to a regular review of CSL 2 events to ensure continued compliance with internal processes ensuring that where deficiencies are identified appropriate actions are taken.

13.   **CUSTOMER SERVICE PROPOSITION**

The Managing Service Disruption policy has been aligned to our 6 key areas of the Customer Service Proposition and how we inform our customers regarding up to date service disruption.

1. **At home**

Website, Twitter, Media, Customer Relations, National Rail Enquiries and National Rail Live Departure Boards.

2. **Travelling to the station**

Website (mobile), Twitter, Media, Customer Relations, National Rail Enquiries, External CIS boards (Clayton Square shopping centre and Liverpool John Lennon airport.

3. **Arriving at the station**

Customer Relations, CIS boards, Public Announcements (Local and ME Control), White Boards, Live Departure Boards, Stations Staff, Additional Staff Resources, Help Points, City Space (un-manned stations).

4. **Travelling on the train**

Website (mobile),Twitter, Customer Relations, Public Announcements by drivers and guards, visibility of the guard, other relevant staff.

5. **Onward Journey**

Stations Staff, Website (mobile), Twitter, Media, Customer Relations, National Rail Enquiries, External CIS boards (Clayton Square shopping centre and Liverpool John Lennon airport.

6. **Customer Review**

NPS, OCER, compliments/complaints, Merseytravel, Media, Social Networking sites and CSL2 review meetings.

Appendix 1

Glossary

ACOP	Approved Code of Practice
ATOC	Association of Train operating Companies
CCM	Control Centre Manager
CFS	Carlisle Facilities Services
CIS	Customer information System
CSL	Customer Service Level
DCSM	Duty Customer Services Manager
GSM	Guard Standard Manager
JPIP	Joint Performance Improvement Plan
JPR	Joint Performance Review
LIC	Lead Information Controller
LOC	Lead Operations Controller
MEC	Merseyrail Electrics Control
MOM	Mobile Operations manager
MSD	Managing Service Disruption
OI	Operations Inspector
PPM	Public Performance Measure
PMG	People Management Group
RIO	Rail Incident Officer
RIC	Rail Incident Commander
SCM	Signal Centre Manager
SCS	Signal Centre Supervisor
SPIR	Significant Performance Incident Review
SPOC	Single Point of Contact
SWOT	Strengths, Weakness, Opportunity & Threats analysis
TOLO	Train Operations Liaison officer
TSDM	Train Service Delivery Manager
TSDWG	Train Service Delivery Working Group
MMIC	Maintenance Manager in Charge
OMIC	Operations Manager in Charge

**Appendix 2
Rail Replacement Bus plan**

CSM5 32 Rail
Replacement Append

Appendix 3 ATOC PIDD Action Plan

Below is a an excerpt from the ATOC Action plan for improving passenger information during disruption, this list was agredd agreed by all Industy partners and progress is being tracked at a National level.
Progress on this plan will be updated Annually

⬛	Actions Completed
🟥	Action not to be completed, reason to be included
🟧	Actions underway but behind shedule
🟩	Actions on target

PIDD ref. No.	Recommendations	Industry Deadline	Merseyrail	TOC completion date
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.	Mar-17	⬛	Dec-15

PIDD-02	To make sure that the most accurate timetable is reflected in real time customer information systems (that are powered by Darwin, of which there are over 450), TOCs need to make sure they have the right level of resource available, 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.	May-15		completed
PIDD-03	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.	Mar-17		Completed
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.	May-15		Completed
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.	May-15		Completed

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".	Mar-17		Completed
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.	May-15		Completed
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.	Oct-14		Completed
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 where practically possible.	Dec-15		Completed
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.	Mar-17		Completed

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.**	**May-15**		Completed
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.**	**May-15**		Completed
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).**	**May-15**		Completed
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.**	**May-15**		completed
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.**	**Mar-16**		Completed
28.1	**all TOCs to advise their number of stations without any real time info (CIS)**	**May-15**		Completed

Managing Service Disruption
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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.**	**May-15**		**Completed**
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.**	**Jun-15**		**Completed**
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.**	**Oct-15**		**Completed**