Mr Guy Dangerfield
Passenger Issues Manager
Passenger Focus
3rd Floor, Fleetbank House
2-6 Salisbury Square
London EC4Y 8JX

27th January 2015

Dear Guy,

Thank you so much to you, David and Diane for joining us last week to hear our updates following our request to you for a full review on our information provision on 22nd and 23rd July 2014 when we experienced considerable disruption on our Cardiff Valleys network.

The detail of your recommendations helped us focus our efforts through the work of our Customer Information group – a cross functional team, dedicated to improving the customer experience through the various information and communication channels available – and we were pleased to have delivered on so many of the recommendations you had made.

As promised, I summarise the detail of our updates below and will also email you the presentation shared on the day.

When you did the work for us in August, you hoped to be able to use it as a case study and I am comfortable that there is nothing in my summary that is confidential. As your letter to Ian of 16th September is already on the PF website, it may be helpful to complete the picture for any reader by having our update connected to the original letter along with any concluding statements you would want to make.

We have found the experience valuable and consider that our response to disruption today is significantly better than it was just those few months ago so thank you again.

Yours sincerely,

Lynne Milligan
Customer Services Director
Arriva Trains Wales
Lynne.milligan@arrivatw.co.uk

Passenger Focus
Recommendation Update

- On 22nd and 23rd July 2014, multiple infrastructure failures occurred on the Valley Lines network, causing severe disruption to all Valley Lines services.
- Passenger Focus were invited to review our information provision on Valley Lines, 22nd and 23rd July 2014.
- Passenger Focus conducted extensive research and made 12 recommendations plus other observations.
- Within ATW, we have worked through the recommendations, and this presentation will summarise our progress.

Recommendation 1:
Darwin Updating
- We acknowledge the disappointingly high level of cancellations that we failed to message out on 22nd-23rd July, due to the exceptional level of multiple infrastructure failures.
- We have reviewed and subsequently internally reorganised work tasks and strengthened the existing team with an additional person (currently being recruited), to ensure better reporting of service alterations into all downstream systems (including Darwin) via the Tyrell IO messaging system.
- We are building stronger relationships with the NRCC through mutual visits. 50% of our Customer Support Controllers have now visited the NRCC to gain an appreciation of how we can help each other. Further visits are scheduled during March.

Recommendation 2:
Decision Making
- We recognise this is a complex and congested part of the network; decisions are made taking into account the unique circumstances of each situation. However we have:
- Set up a dedicated project with Network Rail to manage disruption planning on the Valley Lines, which sees ATW's Head of Performance Strategy seconded to lead it.
- ATW's Train Planning team have modelled the costs of train crew diagrams (Conductors and Drivers staying together), and this is currently under consideration, in addition to options modelling for the Valley Lines timetable.
- Three additional Resource Controllers (based at Cardiff Central) are currently being recruited with a specific remit of co-ordinating train crew displacement during disruption. The Duty Manager's office is also being remodelled to be more suitable during disruption.

Recommendation 3:
CSL2 Messaging
- In order to improve the quality, timeliness and usefulness of our core messages, we have introduced a KPI used to score the CSL2 messages.
- We have provided our Customer Support Controllers with guidance on the use of "Steady State."
- We now review all CSL2 incidents with our Customer Support Controllers, reviewing our messages and NRE outputs to check for consistency. Where inconsistencies have been found, we address them straight away.
- We also survey our staff and customers following CSL2 incidents, to ensure we are continuing to improve our practice.

Recommendation 4:
"Do Not Travel" / Replacement Road Transport
- We have developed a "Do Not Travel" communication policy, which we have used when needed.
- We now include on all messages where ticket acceptance is in place, service numbers,

operators and the calling points of buses where known. This is also reflected in the recently issued ATW Disruption Packs and our "PA on Stations" and "PA on Trains" guides for stations staff and Conductors (in design stage).

- We are continuing to review how we communicate ticket acceptance with the local bus operators, and we will be engaging in developing a policy with operators who find it difficult to communicate with their drivers due to technology constraints. This is not an issue with Cardiff Bus.
- We are looking at ways of directing our customers to local operators' websites and utilising social media to direct our customers to other bus operators for further information.
- We will seek information from bus operators to identify how many customers use buses when ticket acceptance has been agreed.

Recommendation 5:

Use of "Steady State"

- We have developed and implemented a set of new guidelines for Controllers on the use of "steady state."
- Use of "steady state" is reviewed after each incident during the CSL2 review and use of "steady state" is also recorded in the Control Log and communicated with prioritised plans.

Recommendation 6:

Stations CIS

- Whilst every station has functioning CIS, we acknowledge the system is limited in the amount of information it can display.
- We are working with Network Rail to better understand the challenges presented by ARS and the configuration settings on routing of trains and berth steps.
- Where a route has its service suspended, we now override train information to ensure a more in-depth summary of the disruption is displayed (i.e. "All trains cancelled due to xxxxx, replacement buses operate from station forecourt").
- We now display station-specific messages on our CIS.

Recommendation 7:

Yellow Banner on Website

- We have developed a plan to ensure the deployment of the yellow banner is robust.
- We are working with Nexus Alpha on a range of improvements to ensure the deployment is not complicated or time-consuming.
- Training of additional staff (our Duty Control Managers) on deployment and correct wording of messages is taking place.
- Its use will be reviewed with each CSL2 review.

Recommendation 8:

National Rail Enquiries

- Mutual exchange visits are underway, to aid job role understanding.
- We have implemented a process that sees our Customer Support Controllers call the NRCC operators at intervals of no longer than 1 hour during CSL2 incidents, in addition to CSL2 messages sent.
- Discussions are underway with the NRCC to develop an SLA surrounding the frequency and timeliness of reporting, as their current reporting is based on delays of greater than 45 minutes.
- We regularly check the NRE website to ensure a consistent message is being broadcast.

Recommendation 9:

Unstaffed Stations

- We operate approximately 200 unstaffed stations (including 50 on the Valley Lines), which makes resourcing this recommendation impossible.

- Having reviewed this recommendation, we are focusing on the other recommendations that we believe will add significantly more value. We will continue to keep it under review.
- We are focusing on alternative, technological support to assist our customers at unstaffed stations (e.g. AIMS, video-supported TVMs).

Recommendation 10:

Buses in Darwin

- We have considered how to achieve this and have attempted to incorporate buses into Darwin during a derailment at Barry in October. It is too time-consuming and we have such a high number of unstaffed stations that we are unable to tell an exact time at which a bus will depart.
- Emergency transport is recruited on a "best endeavours" basis that makes this recommendation even more challenging to achieve. We will continue to investigate ways of inputting buses into Darwin, as technological solutions arise.

Recommendation 11:

Who stands back and reviews?

- We continue to consider the best permanent home for this responsibility, and over recent events different options have been used, from Customer Relations to the Duty Control Manager.
- We have not found the best solution yet, so have tasked the Valleys Disruption project to recommend based on the work it delivers. We will be trialling this role being assumed by a member of the Customer Relations team.

Recommendation 12:

Disruption Mode

- Disruption mode does not support being able to split Cardiff Central into two separate locations (i.e. Main Line and Valley Lines).
- ATOS is currently investigating options to make this functionality available.

Additional Observations:

Honesty and Openness

- We have addressed the message quality in an attempt to paint a picture as outlined in recommendation 3.

Additional Observations:

Broadcast Tweeting

- We have worked hard to get broadcast Twitter to have a friendlier and more apologetic feel.
- We will be extending our coverage on Twitter to start from 06:30.
- The Twitter broadcaster will now go to Control during disruption, in order to have a better understanding of the emerging situation.
- We continue to elicit feedback from our customers via Twitter.
- All managers now receive a twice-daily summary of Twitter themes, to highlight key customer themes raised.

Additional Observations:

Stranded Trains Policy

- The example given has been raised with Network Rail at a senior level, for them to consider their internal processes.
- Within the Control team, there is a joint understanding of the importance of customer comfort in such situations. Joint workshops between ATW and Network Rail are also taking place.
- During 2015, there will be a joint development day between ATW and Network Rail Control teams to better align the way each acts during disruption.

Additional Observations:

Compensation

- We are redesigning the Customer Comments Form and making it available to download online, along with a plan to enhance broadcasts to include compensation signposting.
- We are reviewing all Customer Relations online content on our website, to ensure our compensation policies are easy to find.

Additional Observations:

Use of the word "blocked"

- We have briefed our Controllers on selecting the correct phrases from the template.

Other Measures We Have Taken

- We operate a Customer Information Working Group, which addresses related topics and our PIDD plan.
- We are currently deploying smartphones with a number of useful apps, including Genius Mobile, to all of our Conductors, platform and gateline staff.
- We have reviewed and are reissuing our Customer Service Guides, in line with our new Competency Management processes.

Passenger Focus
Recommendation Update

Wednesday 21st January 2015

Where we were….

- On 22nd and 23rd July 2014, multiple infrastructure failures occurred on the Valley Lines network, causing severe disruption to all Valley Lines services.

- Passenger Focus were invited to review our information provision on Valley Lines, 22nd and 23rd July 2014.

- Passenger Focus conducted extensive research and made 12 recommendations plus other observations.

- Within ATW, we have worked through the recommendations, and this presentation will summarise our progress.

Passengerfocus
putting passengers first

ARRIVA Trains Wales
Trenau Arriva Cymru

Arriva – a DB company | Arriva – un o gwmnïau DB

Recommendation 1:
Darwin Updating

- We acknowledge the disappointingly high level of cancellations that we failed to message out on 22nd-23rd July, due to the exceptional level of multiple infrastructure failures.

- We have reviewed and subsequently internally reorganised work tasks and strengthened the existing team with an additional person (currently being recruited), to ensure better reporting of service alterations into all downstream systems (including Darwin) via the Tyrell IO messaging system.

- We are building stronger relationships with the NRCC through mutual visits. 50% of our Customer Support Controllers have now visited the NRCC to gain an appreciation of how we can help each other. Further visits are scheduled during March.

Recommendation 2:
Decision Making

- We recognise this is a complex and congested part of the network; decisions are made taking into account the unique circumstances of each situation. However we have:

- Set up a dedicated project with Network Rail to manage disruption planning on the Valley Lines, which sees ATW's Head of Performance Strategy seconded to lead it.

- ATW's Train Planning team have modelled the costs of train crew diagrams (Conductors and Drivers staying together), and this is currently under consideration, in addition to options modelling for the Valley Lines timetable.

- Three additional Resource Controllers (based at Cardiff Central) are currently being recruited with a specific remit of co-ordinating train crew displacement during disruption. The Duty Manager's office is also being remodelled to be more suitable during disruption.

Recommendation 3:
CSL2 Messaging

- In order to improve the quality, timeliness and usefulness of our core messages, we have introduced a KPI used to score the CSL2 messages.

- We have provided our Customer Support Controllers with guidance on the use of "Steady State."

- We now review all CSL2 incidents with our Customer Support Controllers, reviewing our messages and NRE outputs to check for consistency. Where inconsistencies have been found, we address them straight away.

- We also survey our staff and customers following CSL2 incidents, to ensure we are continuing to improve our practice.

Recommendation 4:
"Do Not Travel" / Replacement Road Transport

- We have developed a "Do Not Travel" communication policy, which we have used when needed.

- We now include on all messages where ticket acceptance is in place, service numbers, operators and the calling points of buses where known. This is also reflected in the recently issued ATW Disruption Packs and our "PA on Stations" and "PA on Trains" guides for stations staff and Conductors (in design stage).

- We are continuing to review how we communicate ticket acceptance with the local bus operators, and we will be engaging in developing a policy with operators who find it difficult to communicate with their drivers due to technology constraints. This is not an issue with Cardiff Bus.

- We are looking at ways of directing our customers to local operators' websites and utilising social media to direct our customers to other bus operators for further information.

- We will seek information from bus operators to identify how many customers use buses when ticket acceptance has been agreed.

Recommendation 5:
Use of "Steady State"

- We have developed and implemented a set of new guidelines for Controllers on the use of "steady state."
- Use of "steady state" is reviewed after each incident during the CSL2 review and use of "steady state" is also recorded in the Control Log and communicated with prioritised plans.

Recommendation 6:
Stations CIS

- Whilst every station has functioning CIS, we acknowledge the system is limited in the amount of information it can display.

- We are working with Network Rail to better understand the challenges presented by ARS and the configuration settings on routing of trains and berth steps.

- Where a route has its service suspended, we now override train information to ensure a more in-depth summary of the disruption is displayed (i.e. "All trains cancelled due to xxxxx, replacement buses operate from station forecourt").

- We now display station-specific messages on our CIS.

Recommendation 7:
Yellow Banner

- We have developed a plan to ensure the deployment of the yellow banner is robust.

- We are working with Nexus Alpha on a range of improvements to ensure the deployment is not complicated or time-consuming.

- Training of additional staff (our Duty Control Managers) on deployment and correct wording of messages is taking place.

- Its use will be reviewed with each CSL2 review.

Recommendation 8:
National Rail Enquiries

- Mutual exchange visits are underway, to aid job role understanding.

- We have implemented a process that sees our Customer Support Controllers call the NRCC operators at intervals of no longer than 1 hour during CSL2 incidents, in addition to CSL2 messages sent.

- Discussions are underway with the NRCC to develop an SLA surrounding the frequency and timeliness of reporting, as their current reporting is based on delays of greater than 45 minutes.

- We regularly check the NRE website to ensure a consistent message is being broadcast.

Passengerfocus
putting passengers first

ARRIVA Trains Wales
Trenau Arriva Cymru

Arriva – a DB company | Arriva – un o gwmnïau DB

Recommendation 9:
Unstaffed Stations

- We operate approximately 200 unstaffed stations (including 50 on the Valley Lines), which makes resourcing this recommendation impossible.

- Having reviewed this recommendation, we are focusing on the other recommendations that we believe will add significantly more value. We will continue to keep it under review.

- We are focusing on alternative, technological support to assist our customers at unstaffed stations (e.g. AIMS, video-supported TVMs).

Recommendation 10:
Buses in Darwin

- We have considered how to achieve this and have attempted to incorporate buses into Darwin during a derailment at Barry in October. It is too time-consuming and we have such a high number of unstaffed stations that we are unable to tell an exact time at which a bus will depart.

- Emergency transport is recruited on a "best endeavours" basis that makes this recommendation even more challenging to achieve. We will continue to investigate ways of inputting buses into Darwin, as technological solutions arise.

Recommendation 11:
Who stands back and reviews?

- We continue to consider the best permanent home for this responsibility, and over recent events different options have been used, from Customer Relations to the Duty Control Manager.

- We have not found the best solution yet, so have tasked the Valleys Disruption project to recommend based on the work it delivers. We will be trialling this role being assumed by a member of the Customer Relations team.

Recommendation 12:
Disruption Mode

- Disruption mode does not support being able to split Cardiff Central into two separate locations (i.e. Main Line and Valley Lines).

- ATOS is currently investigating options to make this functionality available.

Additional Observations:
Honesty and Openness

- We have addressed the message quality in an attempt to paint a picture as outlined in recommendation 3.

Additional Observations:
Broadcast Tweeting

- We have worked hard to get broadcast Twitter to have a friendlier and more apologetic feel.

- We will be extending our coverage on Twitter to start from 06:30.

- The Twitter broadcaster will now go to Control during disruption, in order to have a better understanding of the emerging situation.

- We continue to elicit feedback from our customers via Twitter.

- All managers now receive a twice-daily summary of Twitter themes, to highlight key customer themes raised.

Passengerfocus
putting passengers first

ARRIVA Trains Wales
Trenau Arriva Cymru

Arriva – a DB company | Arriva – un o gwmnïau DB

Additional Observations:
Stranded Trains Policy

- The example given has been raised with Network Rail at a senior level, for them to consider their internal processes.

- Within the Control team, there is a joint understanding of the importance of customer comfort in such situations. Joint workshops between ATW and Network Rail are also taking place.

- During 2015, there will be a joint development day between ATW and Network Rail Control teams to better align the way each acts during disruption.

Additional Observations:
Compensation

- We are redesigning the Customer Comments Form and making it available to download online, along with a plan to enhance broadcasts to include compensation signposting.

- We are reviewing all Customer Relations online content on our website, to ensure our compensation policies are easy to find.

Additional Observations:
Use of the word "blocked"

- We have briefed our Controllers on selecting the correct phrases from the template.

Other Measures We Have Taken

- We operate a Customer Information Working Group, which addresses related topics and our PIDD plan.

- We are currently deploying smartphones with a number of useful apps, including Genius Mobile, to all of our Conductors, platform and gateline staff.

- We have reviewed and are reissuing our Customer Service Guides, in line with our new Competency Management processes.

Your Feedback