

Contents

1. Introduction
2. Summary
3. Areas of good practice
4. Areas of poor practice
5. Screenshots from 29 July 2015
6. Screenshots from 30 July 2015
7. Screenshots from 31 July 2015

1. Introduction

Operation Stack is implemented by Kent Police and other agencies to park (or 'stack') lorries on the M20 when they are unable to cross the English Channel via the Channel Tunnel or the Port of Dover.

Operation Stack has four levels depending on the length of delay (and the amount of freight traffic) until the resumption of timetabled services. This has led to large sections of the M20 being closed for several days and causing widespread disruption to motorway traffic and surrounding areas.

During June and July 2015 industrial action and increased levels of migrant activity at Calais caused significant disruption to cross-channel services which resulted in Operation Stack being used on multiple occasions.

Transport Focus has examined the quality and consistency of online information provided to road users during Operation Stack on Wednesday 29 to Friday 31 July 2015, at which time Operation Stack was implemented as far as Stage 3. To do this we monitored key websites and Twitter feeds that provide information to road users, including those who actually operate cross-channel services. This document illustrates what we found but it does not constitute a definitive guide to all information providers.

Transport Focus will discuss these findings with the multiple agencies involved in coordinating Operation Stack. We will identify both good and poor practices, as well as areas of weakness in the current communications strategy, from a road-user perspective.

2. Summary

There appears to be no single *official* source of information about Operation Stack. We have found evidence of links to Highways England on some websites and to Kent Police on others. Both these websites do give detailed information but it's not clear which organisation is responsible. *Which is the actual source for official information?*

We found on Kent Police's website (29 July) that two hours had elapsed since a previous update. Even if the information was still accurate, this may have caused some users to doubt that it was up to date. However, the wider background information relating to Operation Stack was good.

We saw very limited information on cross-channel operators' websites. One of the major ferry operators, P&O, displayed no warnings that Operation Stack was in progress on their home page. The same situation was apparent on the DFDS Seaways home page and Euro Tunnel (Le Shuttle) home page. However, on each of these websites, information regarding Operation Stack was available via the travel update pages. From a road user perspective, information and disruption warnings were not clear without further site navigation.

We found limited disruption information or warnings on the Port of Dover homepage. Information regarding Operation Stack, including links to ferry operators and diversion routes for tourist traffic, was available via a press release.

While we did find some information on diversion routes for tourist traffic, there was a lack of supplementary maps to aid road users in locating these and their proximity to the closed sections of the M20. We also noted there was limited information describing traffic flows on the diversion or alternative routes.

We found that operators tended to use Twitter for updates rather than their websites. Some operators also had separate Twitter feeds for specific users such as 'P&O Ferries Freight' and 'P&O Ferries updates'. However, the Twitter feeds can be easily missed if users are quickly searching for information.

3. Areas of good practice

Links to Twitter feeds on 'travel updates' website pages

Certain operators such as DFDS Seaways and P&O have embedded their respective Twitter feeds on their 'travel update' website pages. This allows users to view the latest updates and switch to Twitter to find out more. See Figure 4.

Traffic England website

A clear red disruption box of breaking news on the home page. This immediately alerts readers to Operation Stack and provides a link to further information. See Figures 7 and 8.

Kent Police website

A separate Operation Stack information page which is accessible from the home page. The information page has a large black box advising that Operation Stack is in place. It also shows, in a red box, which sections of the M20 are closed. The rest of the page contains background information on Operation Stack, how it works and a map of current closures. See Figure 11.

Kent County Council website

The homepage alerts readers that Operation Stack is in operation with a warning box on the top left of the home page. By clicking in this box users can get a detailed description of the current stage of Operation Stack along with diversion routes and links to other sources of information. See Figure 9 and 10. An interactive map displaying disruption across the whole of Kent's road network, including local roads, is very useful.

4. Areas of poor practice

No clear single source of official information

Although Kent Police implements and manages Operation Stack in conjunction with other agencies, it is not clear that this is the single source of official information.

Cross-channel Operators, Kent County Council and Kent Police all have information on their respective websites, but it appeared to us to be fragmented and to require users to navigate between different sites and, in some instances, multiple Twitter feeds. This is further compounded by generic links being provided to other websites rather than the actual relevant page or map.

Lack of clear information on ferry operators' and Euro Tunnel websites

As the main transport operators for freight and tourist, the website of these companies provided little or no warning of Operation Stack being in progress. We have captured several screenshots to illustrate this point; Figure 2 (P&O website) lacks any warning banner to alert users arriving by car not to use the M20.

Similarly no information is given on which alternative routes are best to use. Figure 3 (DFDS Seaways website) has no warning banner of disruption to alert readers on the home page or travel update page.

Figure 5 (Euro Tunnel home page) has no warning of Operation Stack and travel disruption. Only limited information is provided on the travel update page (Figure 6).

Limited information on the status of local roads

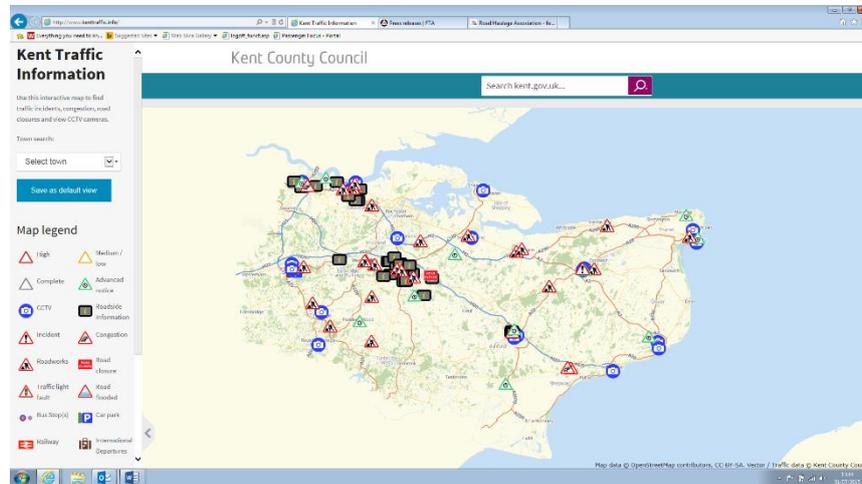
Kent County Council (KCC) Highways Twitter feed (Figure 25) was one of the only *live* sources we found on the status of local roads whilst Operation Stack was in progress.

No further, detailed, information was available on the status of important local routes and access to facilities such as hospitals, stations and economic centres. There was also limited information for local roads which would be closed to freight traffic but open to all other types.

Limited map-based presentations

While many websites provided comprehensive written descriptions of Operation Stack (see Figure 13 from Port of Dover website) there were few websites that provided maps to facilitate and orientate drivers who are not familiar with the Kent road network.

There were few interactive maps indicating closed motorway junctions or heavily congested local roads apart from this example that we found, via KCC website, shown below:



Reliance on Twitter

We found that most live updates were sent via Twitter rather than posted on websites, so restricting the audience. Updates were usually 'retweets' from other transport operators (see Figure 18, Port of Dover). There are also several different Twitter feeds for the same company (such as P&O) with separate feeds for travel updates and freight users.

Information for drivers/freight operations caught in Operation Stack

There was little or no online information available to drivers caught up in Operation Stack. Information such as the estimated queueing times, current status of ferries and the tunnel was not available on a single website.

Local public transport information

Local bus operators' websites appeared to contain very little disruption information or warnings. Figure 27 shows local bus operators' websites and Figure 28 is the Ashford International station website.

5. Screenshots from websites and Twitter 29 July 2015

Figure 1: P&O Ferries website Dover to Calais sailing updates. No information for passengers arriving by road to say that Operation Stack is in progress and to expect delays on the approach to the Port of Dover.

The screenshot shows the P&O Ferries website interface. At the top, there is a navigation bar with links for 'MY ACCOUNT', 'CONTACT US', and 'ENGLISH (E)'. Below this is a main menu with options for 'DOVER TO CALAIS', 'HULL TO ROTTERDAM', 'HULL TO ZEEBRUGGE', 'TROON TO LARNE', 'CAIRNRNRYAN TO LARNE', and 'LIVERPOOL TO DUBLIN'. A secondary menu includes 'ONBOARD', 'DAY TRIPS', 'WHERE TO STAY', 'TRAVELLING WITH US', 'OFFERS', and 'TRAVEL GUIDES'. The main content area is titled 'DOVER TO CALAIS SAILING UPDATES' and features a large clock icon. The text below the clock reads: 'Dover to Calais sailing information direct from us. The latest travel information and weather conditions update can be found on our Weatherline on 01304 448866. The UK Government is introducing exit checks at all UK ports of departure, from Wednesday 8th April 2015. This means we'll be checking passports or national identity cards when checking in for our tourist services at Dover. In order to speed up check-in make please sure you have your passport or national identity card to hand.' To the left of the main content is a search form with sections for 'WHERE?' (Single/Return), 'WHEN?' (Going Out/Coming back), 'HOW?' (Car/No trailer/Caravan), and 'WHO?' (Passengers/Pet). A 'GET A QUOTE' button is at the bottom of the search form. On the right side, there is a Twitter feed with three tweets from @POferriesupdate, all mentioning service updates for Dover/Calais and other routes.

Figure 2: P&O Ferries website 'Getting to Dover' page. There is no warning that Operation Stack is in progress or of any delays on the M20.

The screenshot shows the P&O Ferries website interface. At the top, there is a navigation bar with the P&O Ferries logo and several route options: DOVER TO CALAIS, HULL TO ROTTERDAM, HULL TO ZEEBRUGGE, TROON TO LARNE, CAIRNRYAN TO LARNE, and LIVERPOOL TO DUBLIN. Below this, there are links for ONBOARD, DAY TRIPS, WHERE TO STAY, TRAVELLING WITH US, OFFERS, and TRAVEL GUIDES. A 'NEED SOME HELP?' section provides contact information for the UK and Ireland.

The main content area is titled 'GETTING TO DOVER' and includes the following text: 'Dover Ferry Terminal is easily accessible by road, rail, train and on foot. Below you'll find all the information you need to get there on your departure day. Make sure you leave in plenty of time: Check-in closes 30 minutes before departure or 45 minutes if you're on foot.'

The 'GETTING TO PORT' section provides instructions for different modes of transport:

- CAR:** Follow the signs from the M2 and M20. Once you're there, get in the 'Vehicles with Reservations' lane. There's short and long stay parking if you plan to leave your car.
- TRAIN:** London to Dover Priory by train takes 1 hour and 10 minutes. The station is 1.5 miles from the port.
- COACH:** National Express coaches stop directly outside the ferry terminal Travel Centre. It takes around 2 hours and 30 minutes to Dover by coach from London Victoria.

The 'WHERE TO FIND US' section states: 'The ferry terminal is 1.5 miles from Dover town centre.'

The sidebar on the left contains a booking form with the following sections:

- WHERE?:** Single (Dover to Calais), Return (Calais to Dover)
- WHEN?:** Going Out (30/07/2015, 10:15), Coming back (31/07/2015, 09:50)
- HOW?:** Car ≤ 1.8m h & ≤ 6m l, No trailer / Caravan
- WHO?:** 16+ (2), 4-15 (0), 0-3 (0), Pet (0)
- The same passengers/vehicles are returning
- Got a discount code? (input field)
- GET A QUOTE** button

Figure 3: DFDS Seaways website 'Live Port and Sailing' page. No specific disruption warning.

http://www.dfdsseaways.co.uk/customer-service/travel-updates

Travel Updates - DFDS Sea... x

Everything you need to kn... Suggested Sites Web Slice Gallery logoff_func.asp Passenger Focus - Portal

Freight Ferries Logistics Services DFDS Group

DFDS SEAWAYS

Blog Travel Updates Amend E-newsletter Other DFDS Seaways websites

Ferry crossings Mini cruises Holidays Special Offers Extras Groups Onboard our ferries Destinations

KING SEAWAYS

DFDS SEAWAYS

TRAVEL UPDATES

Home > Customer Service > Travel Update

LIVE PORT AND SAILING INFORMATION

Read our feed below for the very latest travel and sailing updates. Please note this information is updated live, it is for information only, announcements to this Twitter feed will not be repeated to outside office hours 09:00 - 17:00 Monday to Friday

Customer Service Help

A guide to amending your booking online

- >Amend my booking guide
- >Amend my booking

Can't find what you're looking for?

10:13 29/07/2015

Figure 4: Continuation of page in Figure 3. No specific warning on the home page but the live view of @DFDSUKupdates Twitter feed shows confirmation that Operation Stack is in place and offers alternative routes for motorists trying to access the Port of Dover.

The screenshot shows a web browser window with the URL <http://www.dfdsseaways.co.uk/customer-service/travel-updates>. The page content includes:

- Navigation:** Home > Customer Service > Travel Update
- Section Header:** **LIVE PORT AND SAILING INFORMATION**
- Text:** Read our feed below for the very latest travel and sailing updates. Please note this information is updated live, it is for information only, any comments to this Twitter feed will not be responded to outside office hours 9am-5pm Monday to Friday. For check in details please read our important updates.
- Text:** Ask us a question Twitter @DFDSseaways. Or contact us - [visit our get in touch page](#).
- Tweets:**
 - DFDS Seaways Updates @DFDSUKupdates** 41m: DFDS Check-in Information; please allow 90 minutes to pass through passport & check-in controls, please have passports ready for inspection.
 - DFDS Seaways Updates @DFDSUKupdates** 42m: Dover traffic update, Operation Stack is currently in place on the M20, all tourist traffic is advised to use the M2/A2 to Dover Port. Expand
 - DFDS Seaways Updates @DFDSUKupdates** 42m: Dover-Calais-Dover: services are operating to the advertised schedule, please allow additional to check-in at the port. Expand
 - DFDS Seaways Updates @DFDSUKupdates** 42m: Dover-Dunkirk-Dover: services are operating to the advertised schedule, please allow additional to check-in at the port. Expand
 - DFDS Seaways Updates @DFDSUKupdates** 2h: Dunkirk-Dover: 10:00 departure has been cancelled, proceed to port as normal to be transferred to the next available departure.
 - DFDS Seaways Updates @DFDSUKupdates** 2h: DFDS Check-in Information; please allow 90 minutes to pass through passport & check-in controls, please have passports ready for inspection.
- Customer Service Help:**
 - A guide to amending your booking online
 - > Amend my booking guide
 - > Amend my booking
- Can't find what you're looking for?:**
 - Speak to a member of our customer service team
 - > Live Chat Dover-France
 - > Live Chat Newcastle-Amsterdam
- Travel Information:**
 - > Traffic information
 - > Port information
 - > Timetables
 - > Driving tips
 - > Pet travel

The Windows taskbar at the bottom shows the time as 10:13 on 29/07/2015.

Figure 5: Euro Tunnel home page. No warnings of travel disruption or that Operation Stack is in progress.

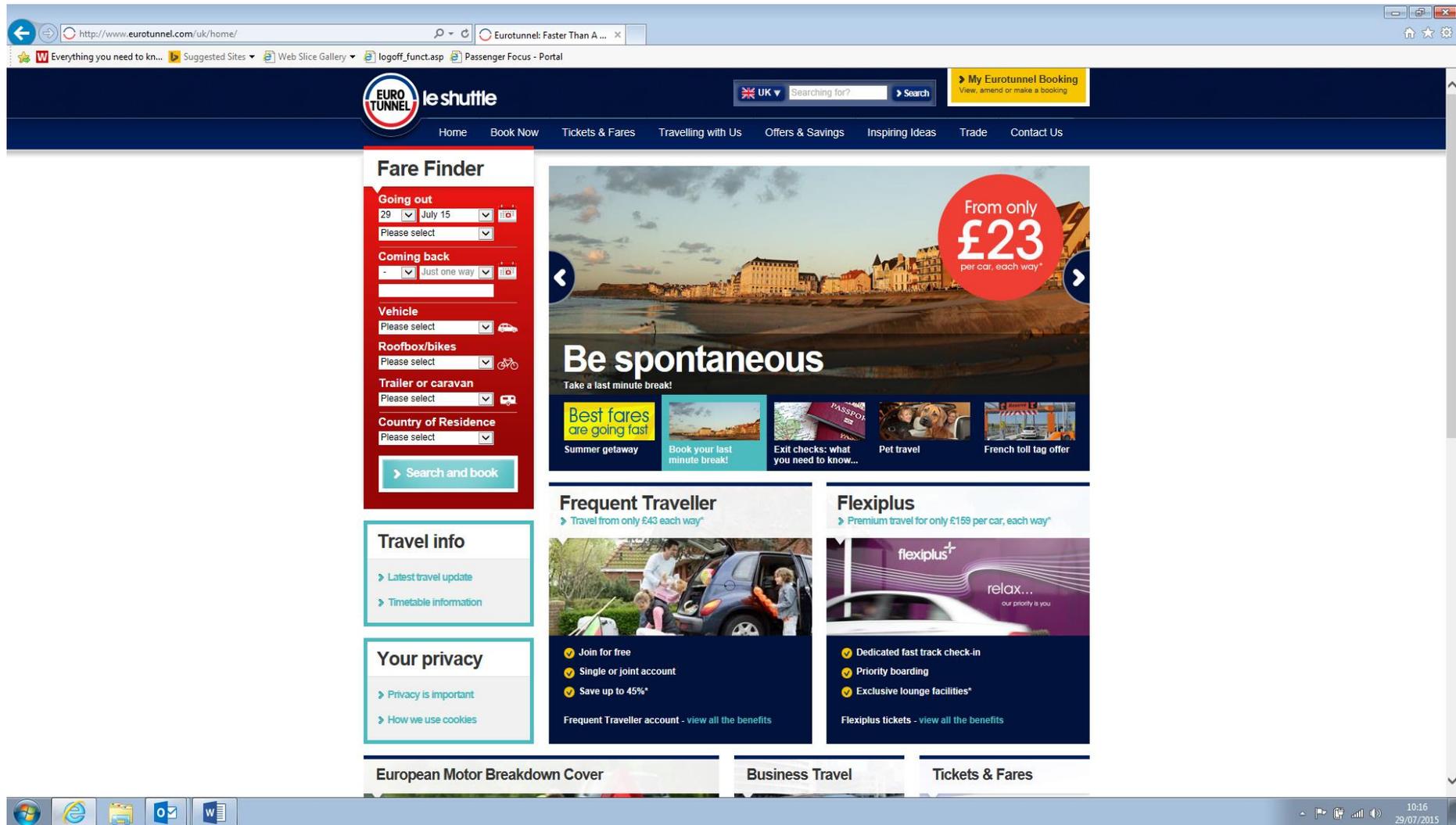


Figure 6: Eurotunnel 'Latest Travel Information' page confirms that Operation Stack is in progress and advises users to check traffic conditions prior to travel. Note link to Highways England website.

http://www.eurotunnel.com/uk/traveller-info/latest/ Latest Travel Information - ... x

Everything you need to kn... Suggested Sites Web Slice Gallery logoff_func.asp Passenger Focus - Portal

EURO TUNNEL leshuttle

UK Searching for? Search My Eurotunnel Booking View, amend or make a booking

Home Book Now Tickets & Fares Travelling with Us Offers & Savings Inspiring Ideas Trade Contact Us

Travelling with us Latest Travel Information

Latest Travel Information

For customers travelling today via our UK Terminal

Our passenger service is currently operating with some timetable disruption, this is due to an incident on the terminal which is in the process of being resolved. There is a waiting time of approximately 60 minutes on the terminal. We regret that we are currently unable to sell tickets to non reserved customers. We sincerely apologise for the inconvenience this will cause to your journey.

For customers travelling today via our French Terminal

Our passenger service is currently operating to schedule with up to 4 departures per hour. We wish you a pleasant crossing with Eurotunnel Le Shuttle.

This information is also available via our 24 hour (recorded) service information on +44 (0) 8444 63 00 00. (Calls cost up to 7p/min + your phone company's access charge)
Last update: 29/07/2015 - 10:54 (GMT +1hr)

M20 Operation Stack in place 28/07/15

Operation Stack is in place on the M20; prior to setting off on your journey to our Folkestone Terminal, we recommend that you check local traffic conditions on the [Highways England website](#).

Please allow adequate time to ensure that you do not miss check in for your booked departure.

A20 access to Folkestone terminal closed between 29th June 2015 and 15th August 2015

We are making improvements to our check-in plaza, so please note the following changes as you arrive at our Folkestone terminal:

- Access from the A20 will be closed during this period. Please continue along the A20 and join the M20, southbound, at junction 11, then access our Folkestone terminal via M20 junction 11a.
- As you arrive at the Folkestone terminal from junction 11a, there is a short diversion through our new Freight check-in plaza. **Do not stop here**. Instead, follow the signs in place and continue directly towards our Passenger check-in, which is in its usual location.

Fare Finder

Going out
29 July 15
Folkestone

Coming back
- Just one way
Calais

Vehicle
Please select

Roofbox/bikes
Please select

Trailer or caravan
Please select

Country of Residence
United Kingdom

Search and book

Tweets

Eurotunnel LeShuttle @LeShuttle 34m
From Calais, our Passenger service is running with up to 3 departures per hour with a disrupted timetable. Apologies ^SL
Expand

Eurotunnel LeShuttle @LeShuttle 51m
The on-site wait from UK is now up to 01h. We can assure you that we're all working hard to resolve it. Thank you for your patience ^SL
Expand

10:16 29/07/2015

Figure 7: Traffic England homepage. Note large red box saying that the M20 is closed and Operation Stack in progress.

The screenshot shows the Traffic England homepage in a web browser. The browser's address bar displays the URL <http://www.trafficengland.com/index.aspx?ct=true>. The page header includes the Traffic England logo and the tagline "Check traffic conditions before you travel". The main navigation menu contains links for Home, Traffic Map, Motorway Traffic Flow, Disruptions Search, Traffic Alerts, FAQs, and Help. A green banner below the navigation menu says "New! Save your Personalised Views. Find out more or Sign In".

The main content area features a map of England with several cities labeled: Newcastle, Leeds, Birmingham, Norwich, London, Southampton, and Exeter. To the right of the map, there are two sections for viewing traffic information:

- View Traffic Information By Area:** A list of regions with examples: North (Newcastle, Carlisle, Sunderland), Central North (Leeds, Manchester, Liverpool), West Midlands (Birmingham, Wolverhampton, Coventry), East Midlands (Norwich, Nottingham, Leicester), South West (Exeter, Plymouth, Truro), South East (London, Brighton, Dover), and South (Southampton, Bournemouth, Portsmouth).
- View Traffic Information By Road:** A section for frequently used motorways with buttons for M1, M4, M5, M6, and M40.

A prominent red box titled "Breaking News" contains the following text: "M20 | Kent | Coastbound | Operation Stack | Road Closed | A30 | Cornwall | Both directions | Serious incident | Road closed". Below this text, it states: "The M20 coastbound in Kent is closed between J6 (Maidstone) and J11 (Hythe) due to Operation Stack | The A30 is closed in both directions between the A394 and the A3074...". A "More Info" button is located at the bottom of the red box.

Other sections on the page include "Motorway Traffic Flow" with a "Motorway Traffic Flow" button, "Disruptions Search" with a "Disruptions search" button and a search form (date: 29 July 2015), and a "Customer Feedback Form" button.

At the bottom of the page, there are promotional banners for "Holiday in the South West? Find the best time to travel" and "Let a little bird tweet you holiday traffic updates". The footer contains links for Disclaimer, Useful Links, Help, Accessibility, Sitemap, and Privacy Policy, along with the text "WB2 RM1".

Figure 8: Traffic England website with latest news on Operation Stack including links to Kent Police website.

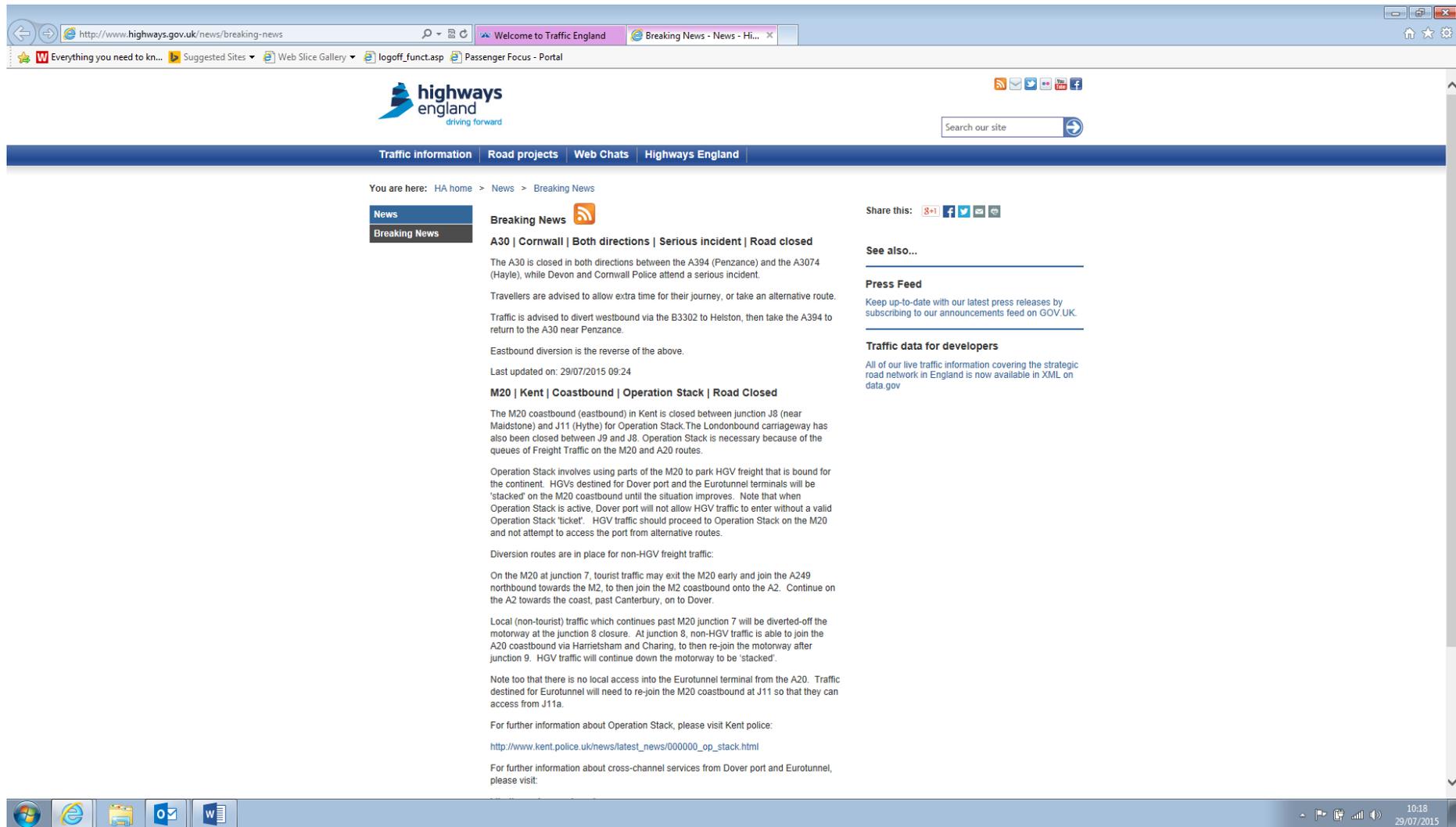


Figure 9: Kent County Council website with a clear warning that Operation Stack is in progress and links to further information (Figure 10).

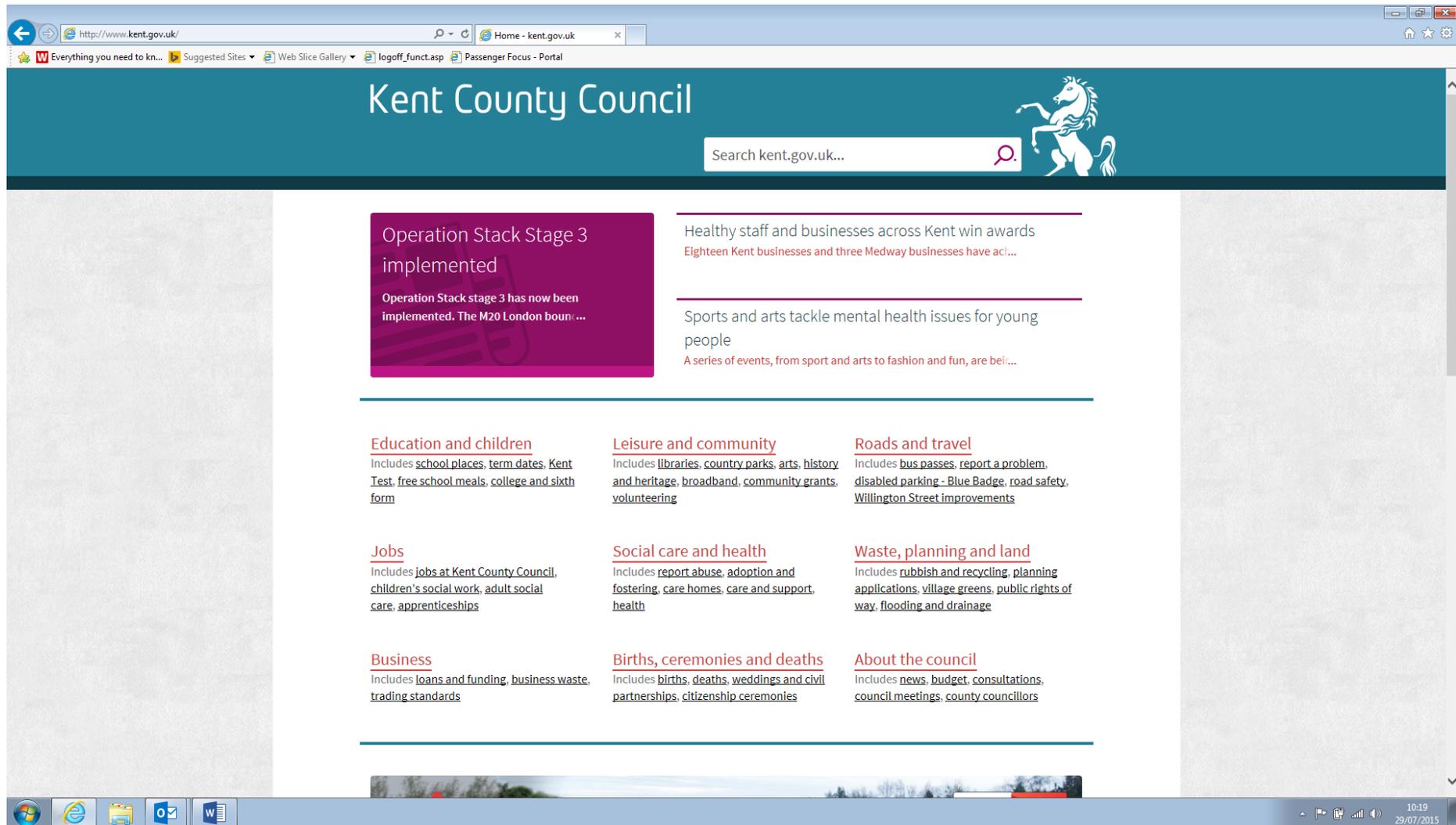


Figure 10: Kent County Council site - detailed information on stage and impact of Operation Stack.

The screenshot shows a web browser window displaying the Kent County Council Media Hub. The browser's address bar shows the URL <https://kccmediahub.net/operation-stack-phase-3-implemented745>. The page header includes the Kent County Council logo and navigation links: Home, Business, Community, Education, Health and Wellbeing, Trading Standards, Travel & Transport, Kent Districts, and KCC Press office. The main content area features a large article titled "Operation Stack Stage 3 implemented" by Thom Morris, published 12 minutes ago. The article text includes: "Operation Stack stage 3 has now been implemented. The M20 London bound is closed between J9-J8. Traffic is being filtered at M20 J11 to stop HGV's from avoiding Operation Stack. All non freight traffic will leave the M20 at J8 to join the A20 and follows the yellow circle diversion route. The coastbound diversion route for non-freight traffic will be M20 J8 – A20 Ashford Road – A20 Maidstone Road Drovers Roundabout – A28 Templar Way – A28 Chart Road – B2229 Brookfield Road – A2042 Romney Marsh Road – A2070- M20 J10 – A20 Hythe Road – A20 Ashford Road – M20 J12. London-bound M20 traffic will be diverted off the M20 at J9 and join the A20 Maidstone Road and follow the yellow square. All freight wanting to use the Port of Dover or Channel Tunnel must join Operation Stack at J8 of the M20. Freight trying to travel without Operation Stack ticket will be sent back to M20 J8. Non freight traffic and tourist traffic travelling to East Kent are also advised to use the A2 and M2 to reduce congestion on the A20 diversion route. Freight traffic travelling to East Kent but not heading for the Eurotunnel or Channel Ports is also advised to use the A2 and M2." To the right of the article is a section titled "Today's most read news" featuring a photo of a long queue of trucks on a highway and a link to the article "Operation Stack Stage 3 implemented" by Thom Morris, dated July 29, 2015. Below this is a "Kent Highways Updates" section with a tweet from KCC Press Office (@KCCpressdesk) and a tweet from Port of Dover Travel (@PoD_travelnews). The browser's taskbar at the bottom shows icons for Internet Explorer, File Explorer, Outlook, and Word, along with the system tray showing the time as 10:20 on 29/07/2015.

Figure 11: Kent Police website. Good source of information, but note the time elapsed since the last update. People could doubt that it is up to date.

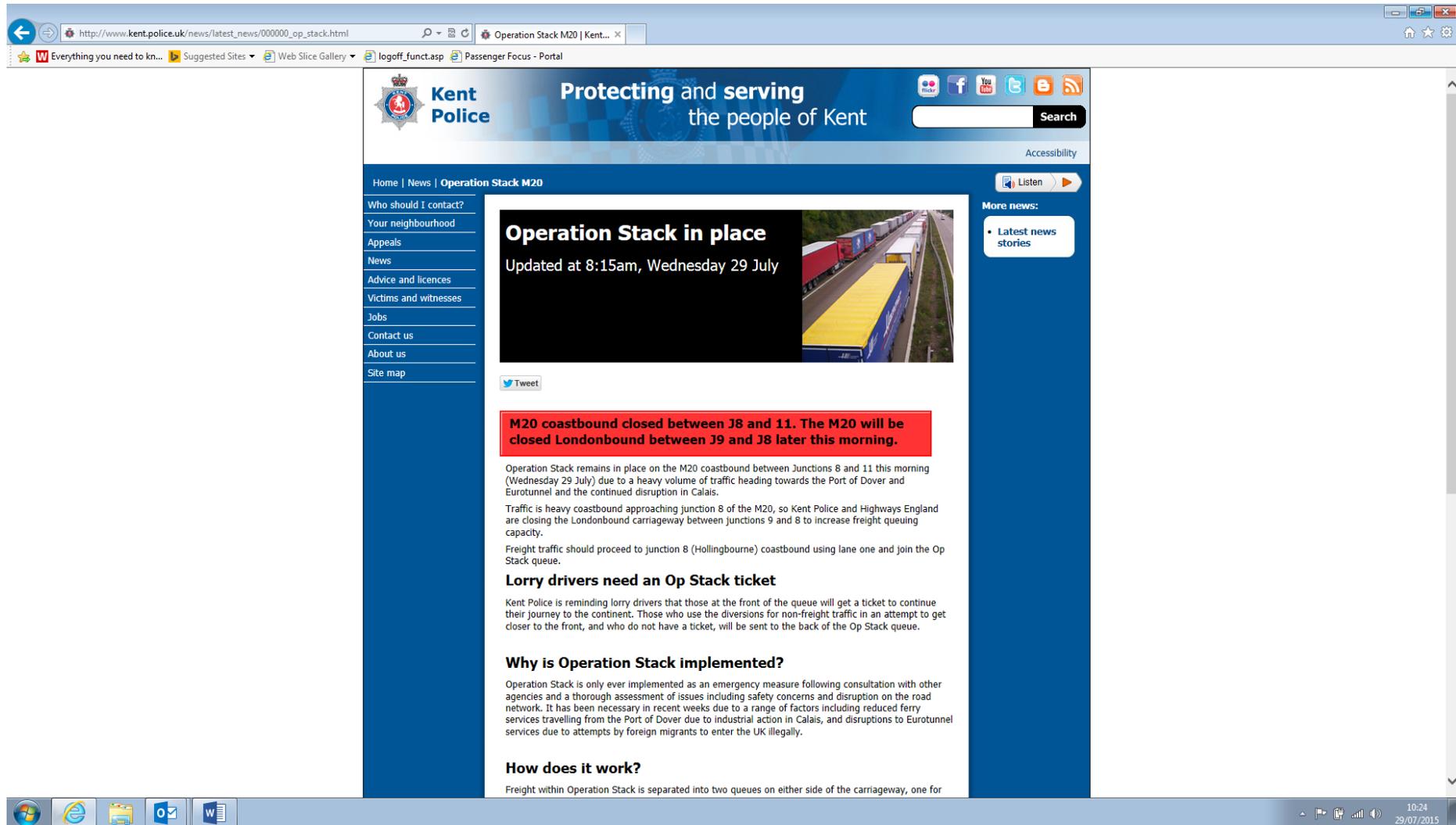


Figure 12: Port of Dover home page. Note that Operation Stack information is classed as a press release.

The screenshot shows the Port of Dover website home page. At the top, there is a navigation menu with links for HOME, FERRY, CRUISE, COMMERCIAL, CARGO, CSR, MARINA, CONSULTANCY, ABOUT, and OPERATIONS. A search bar is located in the top right corner. The main banner features the text "Operation imPORTant" and "Working hard to keep traffic, Dover and the UK economy moving!" with a "FIND OUT MORE - CLICK HERE FOR DETAILS >>" link. Below the banner, there are six service categories: FERRY (Ferry & Harbour), CRUISE (Cruise Info), COMMERCIAL (Advertising & Commercial), CARGO (Cargo & Freight Info), MARINA (Dover Marina Info), and CONSULTANCY (Consultancy Service). The "LATEST NEWS" section includes a headline "DFDS Seaways services to Port of Calais suspended". The "WELCOME TO THE PORT OF DOVER" section provides a brief history and description of the port. The "PRESS RELEASE" section, dated 29th Jul 2015, features the headline "Operation Stack remains in place @08.30hrs on 29.07.15" and a sub-headline "Operation Stack remains in place (M20 closed coast-bound junctions 8 to 11) due to ongoing disruptions in Calais and earlier problems at the Channel Tunnel. The Port of Dover remains open for bus...". Below this, a "NEWS ARTICLE" section dated 28th Jul 2015 features the headline "P&O Ferries Update on situation at Calais" and a sub-headline "IN an update for customers on the situation at Calais, Janette Bell, Commercial Director at P&O Ferries, said: 'We are aware of the Foreign Office advice that cross-Channel customers sho...". Another "PRESS RELEASE" section dated 28th Jul 2015 features the headline "World's largest wooden sailing ship coming to Dover". The footer includes the text "RELIABILITY" and "PARTNERSHIP".

Figure 13: Port of Dover website - press release with details of disruption and contact details of operators.

The screenshot shows a web browser window displaying the Port of Dover website. The address bar shows the URL: <http://www.doverport.co.uk/about/news/operation-stack-remains-in-place-@08.30hrs->. The website header includes the Port of Dover logo, a search bar, and a navigation menu with links for HOME, FERRY, CRUISE, COMMERCIAL, CARGO, CSR, MARINA, CONSULTANCY, ABOUT, and OPERATIONS. The main content area is titled "ABOUT / Press Release" and features a breadcrumb trail: HOME >> ABOUT >> Press Releases >> Operation Stack remains in place @08.30hrs on 29.07.15. The press release is dated 29th July 2015 and is titled "OPERATION STACK REMAINS IN PLACE @08.30HRS ON 29.07.15". The text of the press release states: "Operation Stack remains in place (M20 closed coast-bound junctions 8 to 11) due to ongoing disruptions in Calais and earlier problems at the Channel Tunnel. The Port of Dover remains open for business with P&O Ferries operating a full service to Calais and DFDS Seaways operating a full service to Dunkirk. DFDS Seaways have resumed a limited service to Calais today." It further details that all coast bound freight traffic is being directed to join the back of the queue at junction 8 (Hollingbourne), and that any lorries approaching the Port are reminded that, without an Operation Stack ticket, they will be directed to the back of the queue at junction 8. Non-freight traffic is being directed to come off the M20 coast bound at junction 8 to join the A20 and should follow the yellow circle diversion route. Junctions 12 & 13 coastbound entrances only remain closed. Tourist traffic heading for the Port of Dover is strongly advised to use the A2/M2. Routes are expected to be busy so please allow plenty of time for your journey. The Port and the ferry operators are together working hard to serve all customers travelling to and from the continent. We apologise for any delays or inconvenience as a result of traffic congestion. Customers are still advised to contact their chosen ferry operator before travelling and consult the Port of Dover website (www.doverport.co.uk) or Twitter account (@PoD_travelnews) for the latest travel information. A grey button labeled "Ferry Operator Contacts" is visible below the text. On the right side of the page, there are three contact sections: "CONTACT THE PORT OF DOVER" with address (Harbour House, Marine Parade, Dover, CT17 9BU) and telephone number (+44 (0) 1304 240 400); "CONTACT MEDIA" with telephone number (+44 (0) 1304 245 392) and email (property.office@doverport.co.uk); and "CONTACT POLICE" with information that the Port of Dover Police can be contacted 24 hours a day and 365 days of the year, with a telephone number (+44 (0) 1304 240 400 Ext. 4410) and email (PR@doverport.co.uk). The Windows taskbar at the bottom shows the time as 10:26 on 29/07/2015.

Figure 14: Port of Dover Twitter feed.

The image shows a screenshot of a web browser displaying the Twitter profile for the Port of Dover (@Port_of_Dover). The browser's address bar shows the URL https://twitter.com/port_of_dover. The page features a header with the Twitter logo, a search bar, and a "Log in" link. Below the header is a large banner image of the Port of Dover at night, with the "PORT OF DOVER" logo overlaid. The profile information for @Port_of_Dover is displayed, including 10.8K tweets, 453 following, 9,185 followers, and 1,287 favourites. A "Follow" button is visible. The main content area shows a list of tweets, including a retweet by Guy (@southpilot) about traffic at the port, a tweet by Paul Quinn (@psq43) about a ferry operation, and a tweet by DFDS Channel Freight (@DFDSChnlFreight). The right sidebar contains a "New to Twitter?" sign-up prompt, a "You may also like" section with recommendations for DFDS Seaways UK, Brittany Ferries, MyFerryLink, Eurotunnel Le Shuttle, and P&O Ferries, and a "Trends" section with various hashtags. The Windows taskbar at the bottom shows the system tray with the date 29/07/2015 and time 10:37.

Figure 15: DFDS updates on Twitter; includes alternative route information for tourist traffic

https://twitter.com/DFDSUKUpdates

DFDS Seaways Updates (@DFDSUKUpdates)

2,443 TWEETS 7 FOLLOWING 5,251 FOLLOWERS

Follow

DFDS Seaways Updates
@DFDSUKUpdates
Find out the latest sailing information across our 4 UK passenger routes.
dfsseaways.co.uk

Tweets Tweets & replies

DFDS Seaways Updates @DFDSUKUpdates · 1h
DFDS Check-in Information: please allow 90 minutes to pass through passport & check-in controls, please have passports ready for inspection.

DFDS Seaways Updates @DFDSUKUpdates · 1h
Dover traffic update, Operation Stack is currently in place on the M20, all tourist traffic is advised to use the M2/A2 to Dover Port.

DFDS Seaways Updates @DFDSUKUpdates · 1h
Dover-Calais-Dover: services are

New to Twitter?
Sign up now to get your own personalised timeline!
Sign up

You may also like - Refresh

- secret_london @secret_london
- Handpicked London @LDN
- The New Yorker @NewYorker
- Metropolitan Police @metpoliceuk
- Skint London @SkintLondon

10:40 29/07/2015

Figure 16: P&O Ferries Twitter feed. No information on Operation Stack but clear link to specific account set up for update info (@POferriesupdate).

The screenshot shows a web browser window displaying the P&O Ferries Twitter profile. The browser's address bar shows the URL <https://twitter.com/poferries>. The profile header includes the P&O Ferries logo, a search bar, and a 'Log in' link. The profile statistics are: 6,738 tweets, 639 following, 15.2K followers, and 871 favourites. A 'Follow' button is visible. The bio states: 'Official Twitter for P&O Ferries. We're here Monday to Friday 9:00am to 5:30pm. The UK's most popular ferry company. For sailing updates @POferriesupdate'. The location is 'United Kingdom' and the website is 'poferries.com'. A pinned tweet from July 28, 2015, is the main focus. The tweet text reads: 'Good morning, P&O Ferries update on situation at Calais.' Below the tweet is a 'NEWS RELEASE' banner with the P&O Ferries logo. The release text includes: 'P&O FERRIES UPDATE ON SITUATION AT CALAIS', 'Release time: immediate', and a statement from Janette Bell, Commercial Director at P&O Ferries, regarding the situation at Calais and the port's safety. The tweet also includes a link to the full news release: <https://twitter.com/POferries/status/625961490202411008>. The right sidebar features a 'New to Twitter?' sign-up prompt, a 'You may also like' section with recommendations for Eurostar, Simon Jones, P&O Ferries Freight, VoyagesSnCF_UK, and Groupe Eurotunnel, and a 'Trends' section with hashtags like #BackToBack, #Windows10, #MullahOmar, #OTRAKansasCity, #MonsterMyJob, #LagGayIvaat, and #MallikLeban.

Figure 17: Euro Tunnel/Le Shuttle twitter feed – little specific information in regards to Operation Stack or links to alternative sources of information.

The screenshot shows a web browser window displaying the Twitter profile of Eurotunnel LeShuttle (@LeShuttle). The browser's address bar shows the URL <https://twitter.com/leshuttle>. The Twitter profile header includes the account name, handle, and statistics: 9,929 tweets, 194 following, 18.3K followers, 73 favourites, and 2 lists. A 'Follow' button is visible.

The main content area displays a series of tweets from the account, all starting with the Eurotunnel LeShuttle logo and handle. The tweets provide updates on service delays and cancellations:

- Tweet 1 (2 mins ago):** "We would like to apologise to all our Passengers who have been delayed this morning. ^SL"
- Tweet 2 (4 mins ago):** "Delays at our UK Terminal. Check in as planned. Be assured that we are working to minimise the impact to your journey ^SL"
- Tweet 3 (17 mins ago):** "From Uk, there is currently a delay to our Passenger service of 01h as a result of cancellations caused by migrant activity overnight. ^SL"
- Tweet 4 (1 hr ago):** "From Calais, our Passanger servcie is running with up to 3 departures per hour with a disrupted timetable. Apologies ^SL"
- Tweet 5 (1 hr ago):** "The on-site wait from UK is now up to 01h."

On the right side of the page, there is a 'Trends' section with a list of trending topics: Back to Back, #Windows10, Mullah Omar, #OTRAKansasCity, #MonsterMyJob, #LagGayiVaat, #Malkishaq, Calais, Adam Goodes, and Edgbaston. At the bottom of the browser window, the Windows taskbar is visible, showing the system clock at 10:43 on 29/07/2015.

6. Screen shots of Twitter feeds 30 July 2015

Figure 18: Port of Dover travel news retweets ferry operators' Twitter feeds. There is limited information from Port of Dover.

The screenshot shows a web browser window displaying the Twitter profile of Port of Dover Travel (@PoD_travelnews). The browser's address bar shows the URL https://twitter.com/PoD_travelnews. The profile header includes the Twitter logo, a search bar, and a 'Log in' link. The profile picture is a blue square with the text 'PORT OF DOVER'. The profile name is 'Port of Dover Travel' and the handle is '@PoD_travelnews'. The bio reads: '#TrafficandWeather information from the #PortofDover - follow for regular round the clock updates. NOTE: we are not always able to respond to queries'. The location is 'Dover, Kent' and the website is 'doverport.co.uk/weather/'. The profile statistics are: TWEETS 2,753, FOLLOWING 54, FOLLOWERS 3,442, and FAVOURITES 30. A 'Follow' button is visible.

The main content area shows a list of tweets, all of which are retweets by the Port of Dover Travel account. The tweets are:

- Port of Dover Travel retweeted **P&O Ferries Freight** @POFerriesFR8 · 1h: At 08h10 UK time we are currently checking freight in to DOCA 11h10 and CADO 10h45 sailings- all operating to schedule & on time
- Port of Dover Travel retweeted **DFDS Seaways Updates** @DFDSUKUpdates · 1h: Dover-Calais-Dover services are currently operating with a maximum delay of 15 minutes, please check-in on time for your departure.
- Port of Dover Travel retweeted **DFDS Seaways Updates** @DFDSUKUpdates · 1h: Dover traffic Information, Operation Stack is currently in place on the M20, all tourist traffic is advised to use the M2/A2 to Dover Port.
- Port of Dover Travel retweeted **DFDS Seaways Updates** @DFDSUKUpdates · 1h: DFDS Travel Information: Travelling over the busy holiday period on the English Channel? Travel advice available here ow.ly/QgoaU
- Port of Dover Travel retweeted **P&O Ferries Freight** @POFerriesFR8 · 1h: [Dover] OpStack now coastbound J8-11 & London-bound 9-8. All #freight must have opstack label to enter the Port..
- Port of Dover Travel retweeted **P&O Ferries Updates** @POferriesupdate · 2h: [Dover]OpStack closed coastbound J8-11 & London-bound J9-8. To

On the right side of the page, there are three sections:

- New to Twitter?** Sign up now to get your own personalised timeline. Sign up
- You may also like** - Refresh
 - Port of Dover @Port_of_Dover
 - Dover Dist Council @DoverDC
 - DRIVE EUROPE @DriveEurope
 - P&O Ferries Updates @POferriesupdate
 - DFDS Seaways Updates @DFDSUKUpdates
- Trends**
 - #NewHarryPotterBooks
 - #YakubHanged
 - #Raina10
 - #Wetouchlives
 - Kenya Airways
 - Tink
 - British Gas
 - #CONiacMemories
 - Wilmer Flores
 - Stan Grant

At the bottom of the page, there is a copyright notice: © 2015 Twitter. About Help Ads info

Figure 19: @DFDSUpdates feed on Operation Stack and alternative routes.

https://twitter.com/DFDSUKUpdates

DFDS Seaways Updates (@DFDSUKUpdates)

Find out the latest sailing information across our 4 UK passenger routes.
dfsseaways.co.uk

TWEETS 2,473 FOLLOWING 7 FOLLOWERS 5,500

Follow

Tweets Tweets & replies

DFDS Seaways Updates @DFDSUKUpdates · 1h
DFDS Travel Information: Travelling over the busy holiday period on the English Channel? Travel advice available here ow.ly/QgoaU
2 retweets 1 star

DFDS Seaways Updates @DFDSUKUpdates · 1h
Dunkirk Traffic Information: Please be advised Dunkirk Port is experiencing high volumes of traffic, please allow 90 minutes to check-in
1 retweet

DFDS Seaways Updates @DFDSUKUpdates · 1h
Dover traffic Information, Operation Stack is currently in place on the M20, all tourist traffic is advised to use the M2/A2 to Dover Port.
2 retweets

DFDS Seaways Updates @DFDSUKUpdates · 1h
DFDS Check-in: please allow 90 minutes to pass through passport &...

New to Twitter?
Sign up now to get your own personalised timeline
[Sign up](#)

You may also like - Refresh

- South West Trains** @SW_Trains
- secret_london** @secret_london
- Handpicked London** @LDN
- Boris Johnson** @MayorofLondon
- Metropolitan Police** @metpoliceuk

Trends

- #NewHarryPotterBooks
- #YakubHanged
- #Raina10
- #Wetouchlives
- Kenya Airways
- Tink
- British Gas

09:30 30/07/2015

Figure 20: P&O Ferries gives updates on Operation Stack and suggestions for alternative routes.

The screenshot shows the Twitter profile for P&O Ferries Updates (@POferriesupdate). The profile banner features the text "YOUR SHIP." and the P&O Ferries logo. The profile statistics are: 8,852 tweets, 20 following, 16.2K followers, and 6 favourites. A "Follow" button is visible.

The profile bio reads: "P&O Ferries Updates @POferriesupdate. Latest sailing information from P&O Ferries. This is a message only service, if you require a response please follow @poferries. Dover. poferries.com. Joined February 2010."

The tweets section shows four tweets:

- Tweet 1:** P&O Ferries Updates @POferriesupdate - 2h. "[Dover]OpStack closed coastbound J8-11 & London-bound J9-8. To avoid delays non-commerical traffic is advised to use #M2/A2 where possible." (3 retweets, 4 likes)
- Tweet 2:** P&O Ferries Updates @POferriesupdate - 2h. "[Dover/Calais] Good morning. All services are operating to schedule with space available.." (6 retweets, 1 like)
- Tweet 3:** P&O Ferries Updates @POferriesupdate - 3h. "Good morning. All services on our Irish Sea routes are running to schedule with spaces currently available." (1 retweet)
- Tweet 4:** P&O Ferries Updates @POferriesupdate - 3h. "[Dover]OpStack closed coastbound J8-11 & London-bound J9-8. To avoid delays non-commerical traffic is advised to use #M2/A2 where possible,,"

The right sidebar includes a "New to Twitter?" sign-up prompt, a "You may also like" section with suggestions for DFDS Seaways UK, Portsmouth Port, Port of Dover, Eurotunnel LeShuttle, and P&O Ferries, and a "Trends" section with hashtags like #NewHarryPotterBooks, #YakubHanged, #Raina10, #Wetouchlives, Kenya Airways, Tink, and British Gas.

Figure 21: Kent Police roads unit gives clear information on Operation Stack including specific advice for freight drivers.

The screenshot shows a web browser window displaying the Twitter profile of Kent Police RPU (@kentpoliceroads). The browser's address bar shows the URL <https://twitter.com/kentpoliceroads>. The profile header includes a banner image of a police car, the name "Kent Police RPU", and the handle "@kentpoliceroads". Below the header, statistics are shown: 9,944 tweets, 451 following, 23.7K followers, 1,646 favourites, and 2 lists. A "Follow" button is visible.

The main content area displays a tweet from Kent Police RPU (@kentpoliceroads) posted 13 minutes ago. The tweet text reads: "Latest from Eurotunnel for freight traffic at 1009hrs 30/07/2015 Shuttle. For Freight drivers approaching the French terminal We would like to inform you that our service is currently disrupted due to an incident in the Tunnel which is in the process of being resolved. There is a waiting time of approximately 30 minutes before check-in. The journey from check-in to arrival in the UK will take approximately 2 hours. There are 6 departures per hour. We sincerely apologise for the inconvenience this will cause to your journey." The tweet includes a "View photo" link and shows 3 retweets and 1 star.

Below the main tweet, there is a retweet from Kent Police RPU (@kentpoliceroads) of a tweet from Total Travel South E (@Traffic_SouthE) dated 1 hour ago. The retweeted text says: "#OperationStack latest - plan your journeys carefully folks especially if you're going away to France".

At the bottom of the tweet list, another tweet from Kent Police RPU (@kentpoliceroads) dated 1 hour ago is visible, stating: "The #M20 remains closed this morning, coastbound J8-J11 & Londonbound J9-8." The browser's address bar at the bottom shows the URL <https://twitter.com/kentpoliceroads/status/626669518283259904/photo/1>.

The right-hand sidebar contains a "New to Twitter?" section with a "Sign up" button, a "You may also like" section listing related accounts like KCC Highways, Kent Police (UK), Sussex East RPU, KentPolice Bike Unit, and Kent Fire and Rescue, and a "Trends" section with various hashtags.

The Windows taskbar at the bottom shows the system clock at 09:36 on 30/07/2015, along with icons for Internet Explorer, File Explorer, Outlook, and Word.

Figure 22: Highways England SEAST gives advance warning that Operation Stack is likely to remain in place over the weekend.

highways england

TWEETS 59.5K FOLLOWING 57 FOLLOWERS 34.5K FAVOURITES 2

Follow

Highways England
@HighwaysSEAST
OFFICIAL FEED. Live traffic information from Highways England. We manage England's motorways and major A roads. Contact: bit.ly/1DslcUg
Mwys & major A rds in SE Eng
highways.gov.uk/traffic
Joined December 2010

Tweets Tweets & replies Photos & videos

Highways England @HighwaysSEAST · 5 mins
Reference #OpStack - likely to remain in place over the weekend. Pls note the A20 access from the A260 is now open.

Highways England @HighwaysSEAST · 1 hr
#M25 clockwise between J12 and J13 | Accident bit.ly/oaT8pH

Highways England @HighwaysSEAST · 1 hr
#M27 eastbound between J3 and J4 | Lane(s) blocked bit.ly/sZS8SB

Highways England @HighwaysSEAST · 2 hrs
#M20 westbound between J2 and J1 | Lane(s) blocked bit.ly/qaJ0WR

Highways England @HighwaysSEAST · 3 hrs
#M40 southbound between J5 and J4 | Accident bit.ly/rqWni8

Highways England @HighwaysSEAST · 11 hrs
#M40 J9 southbound exit | Lane(s)

New to Twitter?
Sign up now to get your own personalised timeline
Sign up

You may also like · Refresh

- Total Travel South E @Traffic_SouthE
- Highways England @HighwaysEngland
- KCC Highways @KentHighways
- Kent Police RPU @kentpoliceroads
- TfL Traffic News @TfLTrafficNews

Trends

- #NewHarryPotterBooks
- #YakubHanged
- #Raina10
- #Wetouchlives
- Kenya Airways
- Tink
- British Gas
- #ICONiacMemories
- Wifey Flava

09:37 30/07/2015

Figure 23: Euro Tunnel gives very limited information on Operation Stack and closures on the M20. There are several messages about drivers having clear runs to the railhead.

The screenshot shows the Twitter profile for Eurotunnel Le Shuttle (@LeShuttle). The profile bio reads: "Updates & customer service from 09.00-17.30 GMT for Eurotunnel Le Shuttle Passenger service. Follow us for travel tips, inspiring ideas, offers & competitions." The main tweet, pinned, says: "We're ready for Exit Checks, are you? Don't forget to fill in your passport/ID card details. ow.ly/LIHcl" and includes an image of a passport and a map. Below the main tweet are two retweets: one from Kathryn (@gromit_k) saying "@LeShuttle from W London A406/A13/M25/A2/M2A2/B2068 2h50 very smooth & clear thanks to other tweets for the B road advice" and one from Ian (@twalby) saying "@LeShuttle B2068 lovely road to drive - fantastic views, 60mph all the way. Joins with M20 junction 11a roundabout. Baham to chick in 2hrs".

Figure 24: Kent County Council retweets notices from Kent Police on Operation Stack.

The screenshot shows a web browser window displaying the Twitter profile of Kent County Council (@Kent_cc). The browser's address bar shows the URL https://twitter.com/Kent_cc. The profile header includes the Kent County Council logo and a banner image. Below the header, statistics are shown: 8,470 tweets, 2,323 following, 32.1K followers, 128 favourites, and 2 lists. A 'Follow' button is visible. The main content area shows a list of tweets. The top tweet is a retweet from Kent Police (UK) (@kent_police) posted 3 hours ago, stating: "The #M20 remains closed this morning, coastbound J8-J11 & Londonbound J9-8. #OpStack is unlikely to be lifted before wkend. #alert #alert". Below this is a tweet from Kent County Council (@Kent_cc) posted 16 hours ago: "Trading standards alert: 29 July 2015: Beware the 'Microsoft Phone Scam' kent.gov.uk/leisure-and-co...". The third tweet is a retweet from Kent County Council (@Kent_cc) posted 19 hours ago: "Sign up to our #OpStack/#OperationStack TwitterAlerts to receive latest info direct to your phone (Notification/SMS) twitter.com/kent_police/al...". The fourth tweet is from Kent County Council (@Kent_cc) posted 20 hours ago: "Looking for something fun to do this summer? Visit a Kent Country". On the right side, there is a 'New to Twitter?' section with a 'Sign up' button, and a 'You may also like' section listing accounts like KCC Highways, KOS Media, KentOnline, BBC Radio Kent, and Maidstone council. A 'Trends' section is also visible at the bottom right.

Figure 25: Kent Council Highways gives clear warning that Operation Stack is in use, and the affected routes.

The screenshot shows a web browser window displaying the Twitter profile of KCC Highways (@KentHighways). The browser's address bar shows the URL <https://twitter.com/KentHighways>. The Twitter profile header includes the account name, handle, and statistics: 44.2K tweets, 173 following, 28.3K followers, and 95 favourites. A 'Follow' button is visible.

The main content area displays a list of tweets:

- Tweet 1:** Posted 21 minutes ago. Text: "The exit onto A20 Maidstone Road (Maidstone bound) from Drovers Roundabout is blocked. Please avoid Drovers where possible." It has 4 retweets.
- Tweet 2:** Posted 1 hour ago. Text: "#OpStack in use". It lists road status: "Closed coastbound #M20 J8-J11", "Closed London bound #M20 J9-J8 #M20 J10 slip", "#M20 J13 slip open", and "#A260 slip open". It has 11 retweets.
- Tweet 3:** Posted 1 hour ago. Text: "Ashford, Templar Way Congestion heading towards the junction of A2042 Chart Road: moorl.uk/?8mv6q6".
- Tweet 4:** Posted 2 hours ago. Text: "Ashford, A2042 Canterbury Road: Congestion Between A251 Faversham Road and jct of A28 Simone Weil Avenue : moorl.uk/".

The Windows taskbar at the bottom shows the system tray with the date 30/07/2015 and time 09:49. The taskbar also contains icons for Internet Explorer, File Explorer, Outlook, and Word.

Figure 26: P&O Ferries Freight provides updates on Operation Stack and clear warning that lorry drivers need an Operation Stack ticket to enter the port.

The screenshot shows a web browser window displaying the Twitter profile of P&O Ferries Freight (@POFerriesFR8). The browser's address bar shows the URL <https://twitter.com/poferriesfr8>. The profile header features the P&O Ferries logo and a background image of a person in a blue polka-dot shirt. The profile statistics are: 2,642 tweets, 31 following, 1,743 followers, and 2 favourites. A 'Follow' button is visible.

The main content area displays a list of tweets under the 'Tweets' tab. The tweets are as follows:

- Tweet 1:** P&O Ferries Freight @POFerriesFR8 · 2 hrs
At 08h10 UK time we are currently checking freight in to DOCA 11h10 and CADO 10h45 sailings- all operating to schedule & on time
- Tweet 2:** P&O Ferries Freight @POFerriesFR8 · 2 hrs
[Dover] OpStack now coastbound J8-11 & London-bound 9-8. All #freight must have opstack label to enter the Port..
- Tweet 3:** P&O Ferries Freight @POFerriesFR8 · 4 hrs
[Dover] OpStack now coastbound J8-11 & London-bound 9-8. All #freight must have opstack label to enter the Port.
- Tweet 4:** P&O Ferries Freight @POFerriesFR8 · 4 hrs
At 06h15 UK time we are currently

On the right side of the profile, there is a 'New to Twitter?' section with a 'Sign up' button. Below it, a 'You may also like' section lists several accounts: Eurostar (@Eurostar), Groupe Eurotunnel (@GroupEurotunnel), Transport Topics (@TransportTopics), secret_london (@secret_london), and DFDS Channel Freight (@DFDSChnlFreight). A 'Trends' section at the bottom right lists hashtags like #NewHarryPotterBooks, #YakubHanged, #FriendshipDay, #Raina10, #KQR rebound, Stan Grant, and Tick.

The Windows taskbar at the bottom shows the system clock at 10:10 on 30/07/2015, along with icons for various applications and system utilities.

7. Other information sources – Screenshots 31 July 2015

Figure 27: Stagecoach East Kent website shows no clear delay or disruption information.

The screenshot shows the Stagecoach East Kent website interface. At the top, there is a navigation bar with the Stagecoach logo and the tagline "greener smarter travel". The main navigation menu includes links for Home, Timetables, Tickets, Service Updates, Careers, and Customer Services. A dropdown menu for "Select Your Location" is set to "Canterbury".

The main content area features a large banner for "HOWLETTS THE ASPINAL WILD ANIMAL PARK" with a "Click here to view the timetable (PDF)" link. To the right is a promotional offer for "2 for 1 entry to local attractions when you go by bus!".

Below the banners are several utility sections:

- Find Bus Times:** A form to search for timetables by location and route.
- Buy Your Tickets Online:** A form to purchase tickets by selecting location, product, and period.
- Service Updates:** A section listing updates such as "Statenborough Lane Eastry" and "WHITSTABLE CARNIVAL".

At the bottom, there are social media links for Twitter, a "Regular bus user? Have your say" button, and a "Young Person's Travel PLUS" offer. The footer contains copyright information for Stagecoach Group plc 2013 and technical details about the website's design and development.

© 2015 Transport Focus



Transport Focus
Fleetbank House
2-6 Salisbury Square
London
EC4Y 8JX

0300 123 2350
www.transportfocus.org.uk
info@transportfocus.org.uk

Transport Focus is the operating name of the Passengers' Council.