

CUSTOMER INFORMATION

An Industry response to the Office of Rail and Road

Customer Information Programme

Version: Final

June 2020

Intentionally left blank

CONTENTS

- 4 EXECUTIVE SUMMARY
- 5 INTRODUCTION
- 6 GOVERNANCE, ROLES AND RESPONSIBILITIES
- 8 PROGRAMME OVERVIEW: SCOPE & PRINCIPLES
- 11 SUMMARY OF WORK PACKAGES
- 12 PROGRAMME PLAN ON A PAGE – OUTPUTS
- 13 TRANSFORMATION ROADMAP
- 14 THE CUSTOMER PROPOSITIONS
- 19 MEASUREMENT & CONTINUOUS IMPROVEMENT
- 28 THE CUSTOMER INFORMATION MATURITY MODEL
- 29 KEY CHALLENGES IMPACTING THIS PROGRAMME
- 30 THE WORK PACKAGES
- 44 WORK PACKAGE INTERDEPENDENCIES
- 45 COVID-19 RESPONSE

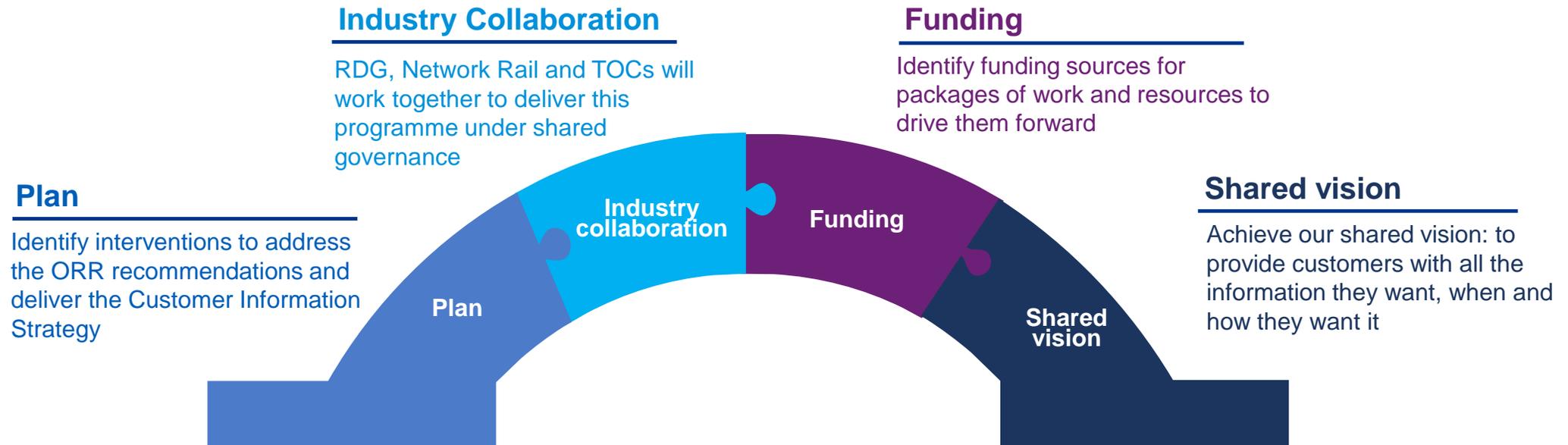


EXECUTIVE SUMMARY

Underpinning everything we do in the railway industry is the desire to deliver the best possible experience for the customer. This is particularly important during times of disruption, when passengers need advice and reassurance, based on clear and reliable information. While there have been frequent efforts to improve our capability in this area, we recognise that we often fall short of meeting customers' expectations.

Guided by the new Customer Information Strategy, we have initiated a comprehensive programme of work to tackle this challenge and deliver an improved experience for the customer. The interventions range from short-term tactical improvements, through to longer-term strategic transformation. They deal with changes to processes, systems, standards, governance, technology and capabilities.

The programme of work set out in this report is ambitious and wide-ranging and will be continuously iterated as new customer insights emerge and engagement with key operational stakeholders recommences following delays caused by COVID-19.



INTRODUCTION

The Customer Information Programme was initiated in response to a challenge by the ORR to deliver a step change in customer satisfaction through industry-wide collaboration.

- To guide the industry, the ORR tendered for and commissioned research into ‘provision of information to customers including during disruption’.
- This research (undertaken by Winder Phillips) provided a number of recommendations. Further independent research into customer information flows was commissioned by RDG in 2019 and carried out by Digital Rail Strategies.
- This programme will review and deliver the recommendations from these research documents and investigate other projects/actions where appropriate.



The icons above indicate which recommendation(s) each work package relates to. These icons appear on the work package slides later in the pack for ease of reference

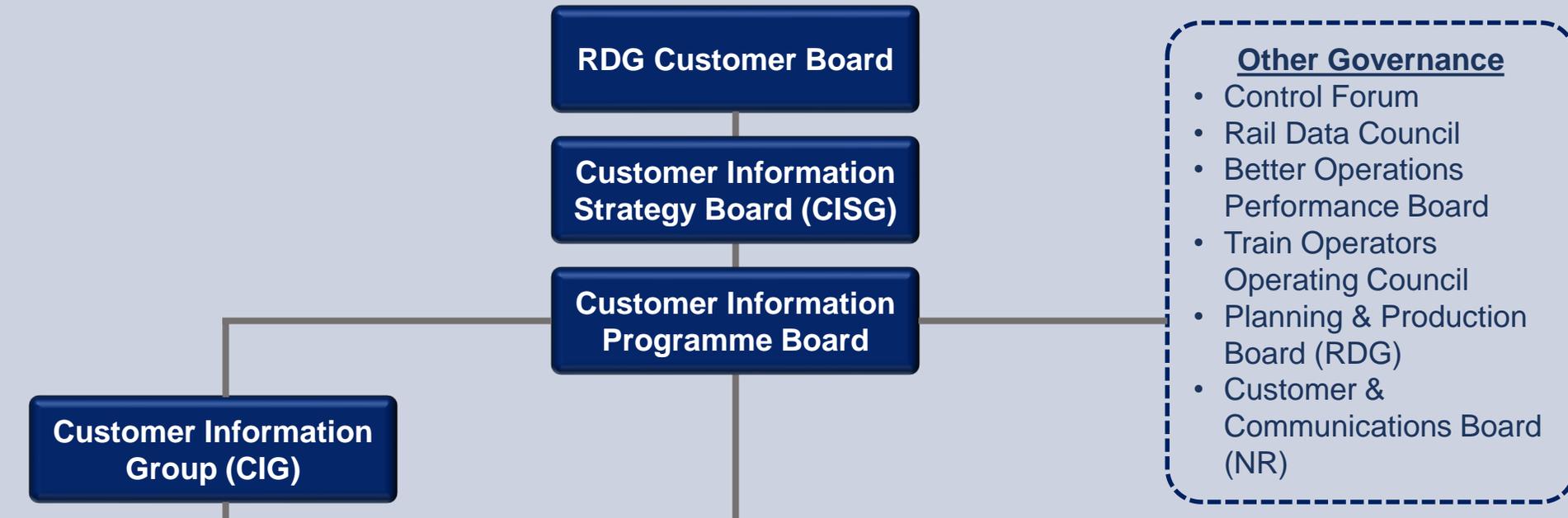
This programme is seeking to achieve a significant and sustained improvement in the delivery of Customer Information. It is not a funded programme of work, but funding will be required for certain work packages. Funding opportunities will be targeted where appropriate or requirements will be taken forward for industry-level discussion.

This pack outlines our commitment to deliver an industry plan to the ORR. It also touches on initiatives that have commenced, interfaces and resource requirements, and how the plan will be delivered jointly with RDG, Network Rail and Train Operators.

GOVERNANCE, ROLES AND RESPONSIBILITIES

This Programme has joint accountability across a number of industry parties, it is important the governance is inclusive of all delivery partners and enablers.

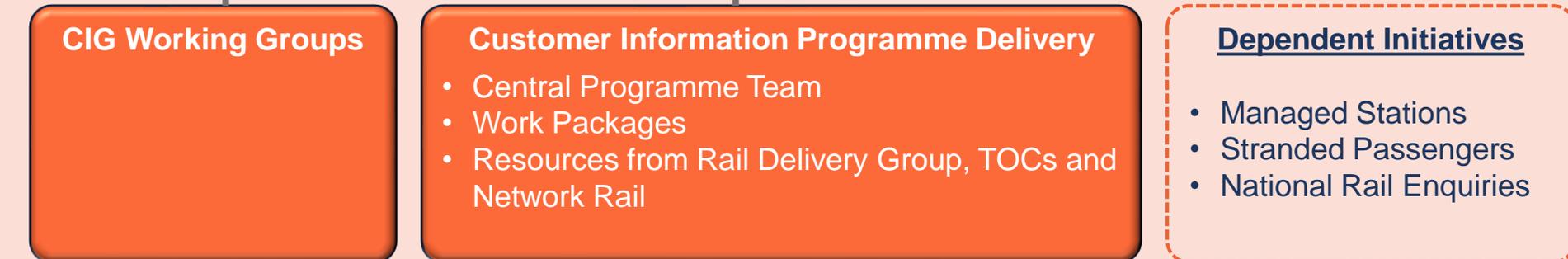
Programme Governance & Leadership



Key Enablers



Delivery



DELIVERING ON THE COMMITMENTS

The interventions on the following slides are designed to achieve a significant and sustained improvement in customer information and ultimately lead to increased customer satisfaction. This slide captures progress against the industry commitments provided to the ORR in the initial January 2020 response.

We Commit

To working with WPA to develop a Customer Information Measure (Maturity Model) for review by the Customer Information Strategy Group at their April 2020 meeting



We Commit

To RDG and Customer Board monitoring and reviewing progress against the plan as laid out on the following slides



We Commit

To continuing to roll out the One Station approach at NR managed stations and multi TOC stations through 2020/21



We Commit

To rolling out a personalised information tool for customers using social media by April 2020



We Commit

To a review of the information provided through National Rail Enquiries (NRE) by April 2020



We Commit

To present a business case to Customer Board for substantial investment in NRE's digital channels to provide better information to customers and data feeds to Third Parties



We Commit

To create a Customer Information Strategy Group formed of Operator and NR Directors responsible for the strategy and components of the Customer Information Measure



We Commit

To bringing in additional resource to work specifically on these work packages and deliver our propositions



PROGRAMME OVERVIEW



PROGRAMME SCOPE



Raise industry awareness of the 2019 Customer Board approved Customer Information Strategy. Using this strategy as the framework, agree with industry SMEs and the Customer Information Strategy Group (CISG) strategic and tactical interventions to deliver the strategic vision, capitalising on best practice from within and external to the rail industry. Deliver these interventions.



Where they align to the Customer Information Strategy, review, approve and deliver the recommendations of the 2019 ORR Winder Phillips Associates report and 2019 RDG Digital Rail Strategies report into customer information flows.



Agree with stakeholders the success criteria for the programme, beyond positive changes to customer feedback and benchmark current performance across these criteria, so impact can be periodically reviewed at CISG.



Lead the industry on the consultation and agreement with the ORR on the newly proposed Customer Information Measure (CIM). Lead the implementation of this CIM across the industry.



Continually iterate the programme, based on emerging insights and results of CIM benchmarking.



Identify the industry systems, processes and people that directly influence the delivery of great, real-time customer information to customers and our own people. Map out an iterative short-medium-long term approach to aligning these systems, processes and people to the Customer Information Strategy; starting with quick wins to show intent and the art of the possible, aligned to a longer-term roadmap.



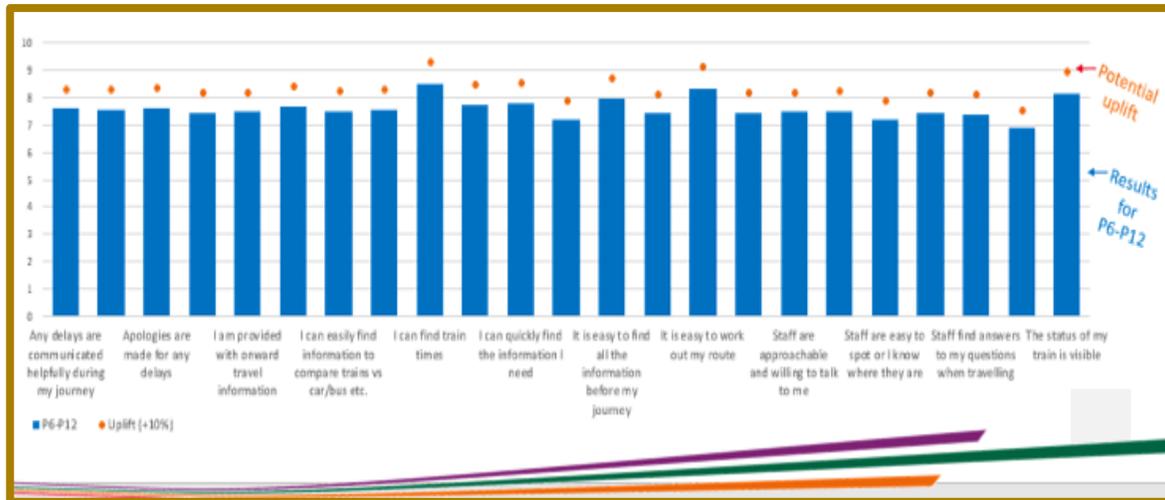
Provide regular updates on progress to the ORR and conduct broader stakeholder management activities.

INSIGHTS AND PRINCIPLES FOR DECISION MAKING

The customer is key to this programme of work. The proposed work packages detailed in the following slides will move the industry towards our vision of **providing customers with all the information they want, when and how they want it.**

This vision is driven by the Customer Information Strategy insights and principles to transform the customer experience.

“Wavelength” insight drives the decision making process. It identifies the priorities of customers, estimates the impact of changes. This will enable us to continuously iterate the plan based on verification of impact.



We want to champion the customer and drive improvements in customer information by following these **5 key principles**

Guiding Principles

- 1 Use insight to drive and iterate our customer proposition
- 2 Work as one with stakeholders to remove obstacles
- 3 Give our teams the right tools
- 4 Be transparent about our progress
- 5 Provide strong customer focussed leadership and collaboration through relevant governance groups to drive significant and sustained improvements to what the customers think about our information provision

“Providing customers with the information they want, when they want and how they want it.”

SUMMARY OF WORK PACKAGES

To achieve the goal of a step change in customer satisfaction, we need to provide customers with information that is **timely, accurate, personalised** and **accessible**. This will require **greater integration** across the industry, both in terms of **systems** and **culture**, underpinned by a thorough **understanding of customer needs** and robust **data & insights**.

Customer Touchpoints



- Improved Onboard Announcements [in-flight]
- Personalised Journey Information for Customers
- Improved use of Customer Information Screens [in-flight]

In addition the following initiatives are being delivered under separate governance:

- Redesign of National Rail Enquiries
- Increase use by customers of information self-service tools

Industry Integration



Systems

- Integrated Network-Wide Operational Systems
- Industry Incident Management Systems
- Improving Real-Time Customer Information (Darwin) [in-flight]



Collaboration

- Working as One Team & One Station for the Customer [in-flight]
- National Rail and Pan London Communication Centres
- Collaborative Working During Major Disruption (CSL2)

Data



- Real-time information about facilities for stations and trains (IoT)
- Data marketplace (making industry data available to all)

Understanding Customer Needs

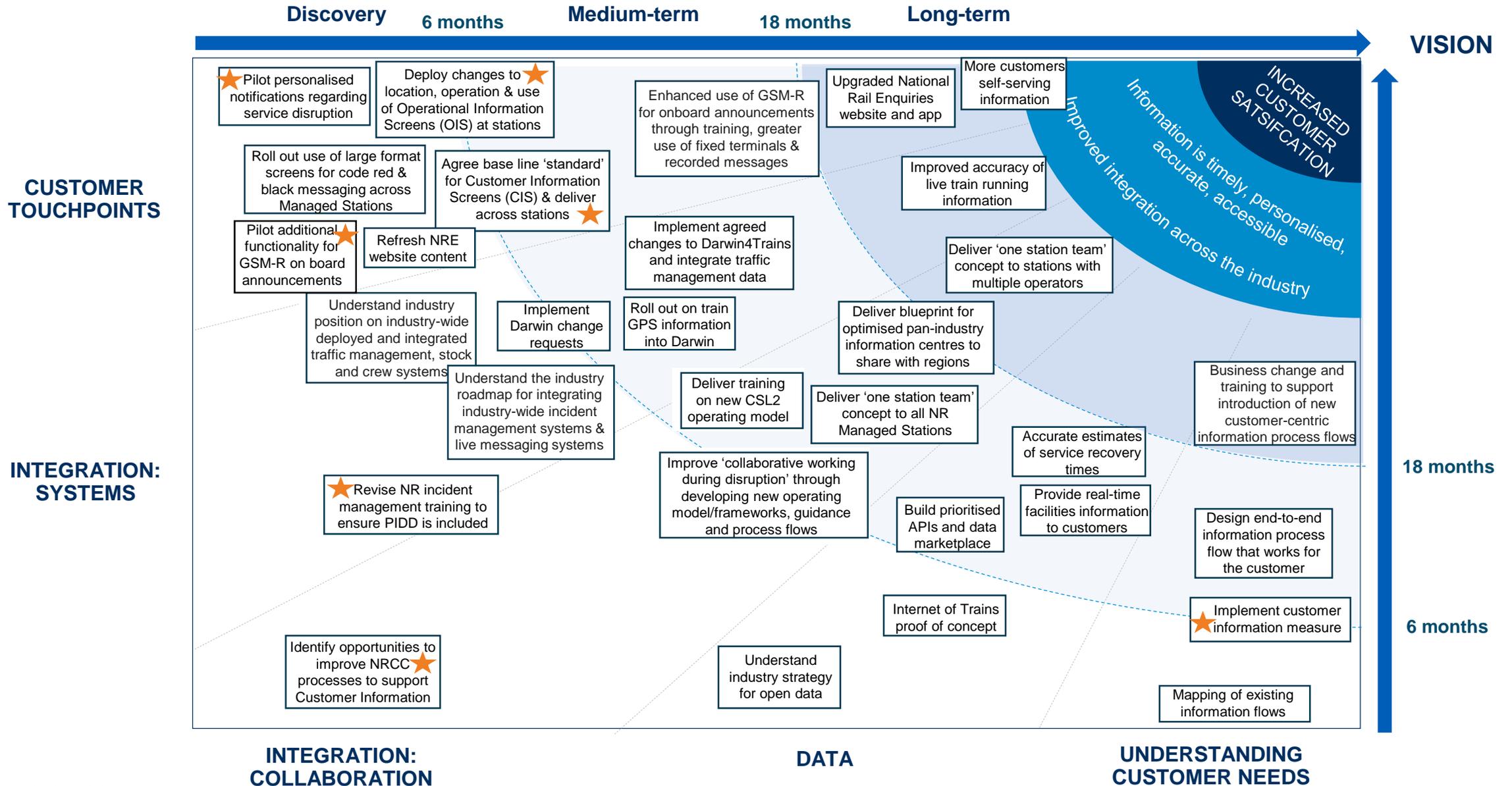
- Designing the ultimate customer information experience
- Customer Information Measure (Maturity Model)



PROGRAMME PLAN ON A PAGE - OUTPUTS

Work packages		Discover	Design, Build & Test	Implement & Iterate
Understanding Customer Needs	<ul style="list-style-type: none"> Designing the ultimate customer information experience enabled by optimised information flows Customer Information Measure (Maturity Model) 	<ul style="list-style-type: none"> Mapping of entire customer information flow with improvement areas identified Iterative short-medium-long term approach to aligning industry people/ processes/ systems to the customer information strategy Trial CIM with four Train Operators to iterate draft proposal from Winder Phillips and inform rollout nationally 	<ul style="list-style-type: none"> Appropriate solutions agreed for identified improvements post-discovery. Business cases shared with CISG Customer Information Maturity Model (CIM) delivered 	<ul style="list-style-type: none"> Implement solutions with appropriate staff training and business change activities Ongoing iteration of the CIM based on customer insights
Customer Touchpoints	<ul style="list-style-type: none"> Personalised journey information for customers Improved on-board announcements Improved use of Customer Information Screens 	<ul style="list-style-type: none"> Updated GSM-R functional & user guide. Training for users TOC action plan for use of fixed terminals for on-board announcements Greater Anglia trial for additional GSM-R functionality. Work commenced to extend to other TOCs Understanding of TOC action plans to improve use of PA/PIS onboard trains Baseline and enhanced standard for CIS at stations defined and funding requirements identified Use of advertising screens at managed stations for customer messaging during major disruption 	<ul style="list-style-type: none"> Costed proposal and draft business rules for industry rollout of improved notifications to customers Costed proposal for enhancements to GSM-R functionality for on-board announcements Costed proposal by TOC for use of on-board PA/PIS Baseline and enhanced standard for CIS implemented at stations (subject to funding) 	<ul style="list-style-type: none"> Personalised journey information for customers: system requirements based on desired customer proposition
Data	<ul style="list-style-type: none"> Data marketplace Real-time information about facilities for stations and trains 	<ul style="list-style-type: none"> Scoping study for a data trust Work on new data marketplace commenced Thames Valley proof of concept for real-time facilities data 	<ul style="list-style-type: none"> Collaborative platform to grow digital ecosystem Geographic coverage expanded to provide data through open API Data use schedule for third party retailers and other developers 	<ul style="list-style-type: none"> Cultivate digital ecosystems through hackathons, partnering strategies etc Data provision obligations in future maintenance contracts
Integration: Systems	<ul style="list-style-type: none"> Improving real-time customer information Industry incident management systems Integrated network-wide operational systems to facilitate quick, accurate customer information 	<ul style="list-style-type: none"> Costed proposal to address gaps (capability v requirements) in Darwin4Trains functionality Proof of concept – traffic mgmt integration into Darwin Functionality, best practice & user guides for Darwin users Inclusion of PIDD in NR incident management training Understanding of industry roadmap for deploying integrated operational systems (incident management, stock & crew, traffic management) 	<ul style="list-style-type: none"> TMS live data integrated into Darwin Process for handling future Darwin change requests and roadmap for development Connectivity issues with third parties using Darwin feeds addressed Action plan for addressing blockers to integrating Traffic Management and Stock and Crew Systems 	<ul style="list-style-type: none"> Agreed and rolled out industry-wide approach to incident management
Integration: Collaboration	<ul style="list-style-type: none"> Collaborative Working During Major Disruption (CSL2) Working as One Team and One Station for the Customer National Rail and Pan London Communication Centres 	<ul style="list-style-type: none"> Updated NR Guidance Notes for Info During Disruption (linked to codes of practice) & finalised process flow maps Pilot One Station model in three stations Requirements gathering for Pan-London Communications Centre Updated contract for the NRCC, to accommodate additional requirements, including new innovation and Customer Information impact measures 	<ul style="list-style-type: none"> Communications framework for planned & unplanned disruption Standard competency training for all staff on CSL2 Roll out of One Station at all NR managed stations Blueprint for collaborative customer info and messaging to share with TOCs, informed by learning from Pan-London team 	<ul style="list-style-type: none"> Collated best practice for One Station initiatives shared with all multi-TOC stations One Station roadmap with KPIs to determine success measures CSL2 integrated into the CIM Agile contract with the NRCC to be able to react to market conditions

TRANSFORMATION ROADMAP



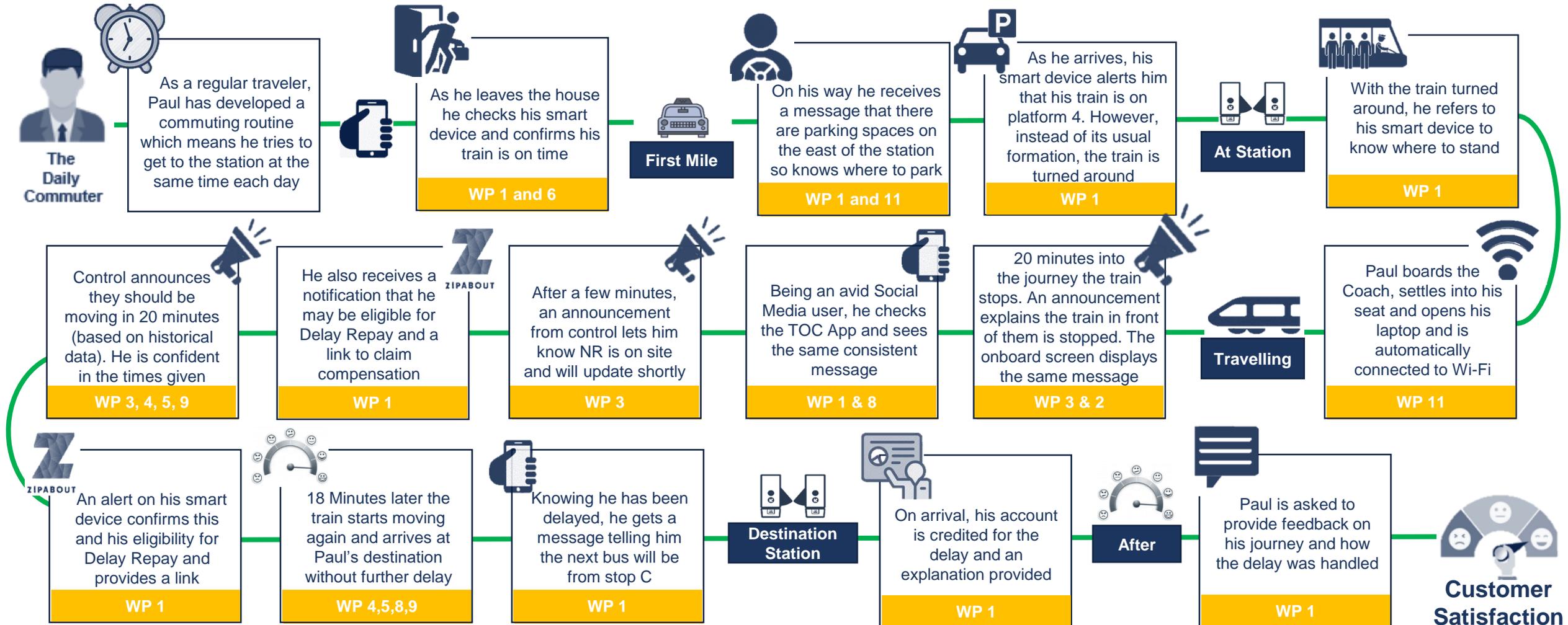
THE CUSTOMER PROPOSITIONS

THE VISION FOR CUSTOMER INFORMATION



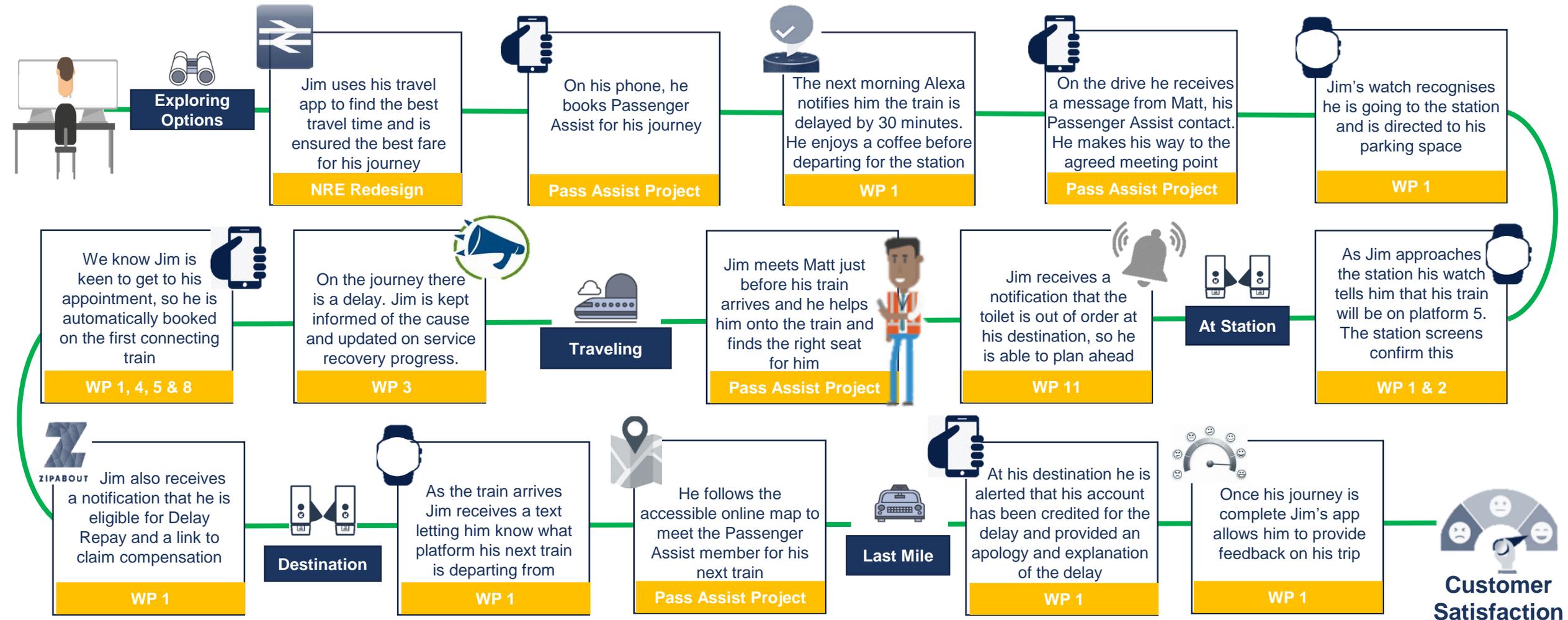
CUSTOMER PROPOSITION

CASE STUDY: The Daily Commuter - Paul is a daily commuter. A train journey for him is purely functional and nothing more. His aim is to get from A to B as efficiently as possible. That includes making the most of his time by working on the train.



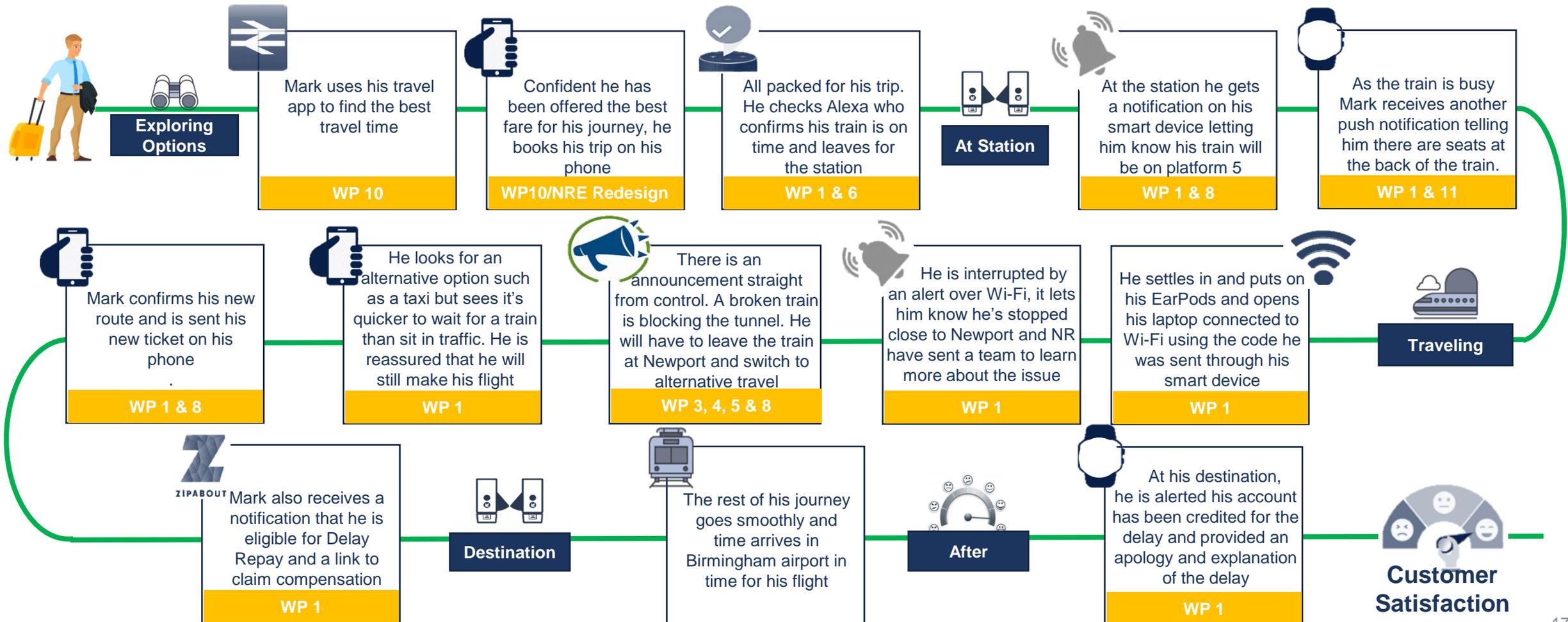
CUSTOMER PROPOSITION

CASE STUDY: Accessible Travel - Jim, a wheelchair user, lives in Milton Keynes. He has to go to the office in London a couple of times a week and often at short notice. Jim gets a call on Tuesday to come to the London office the next day.



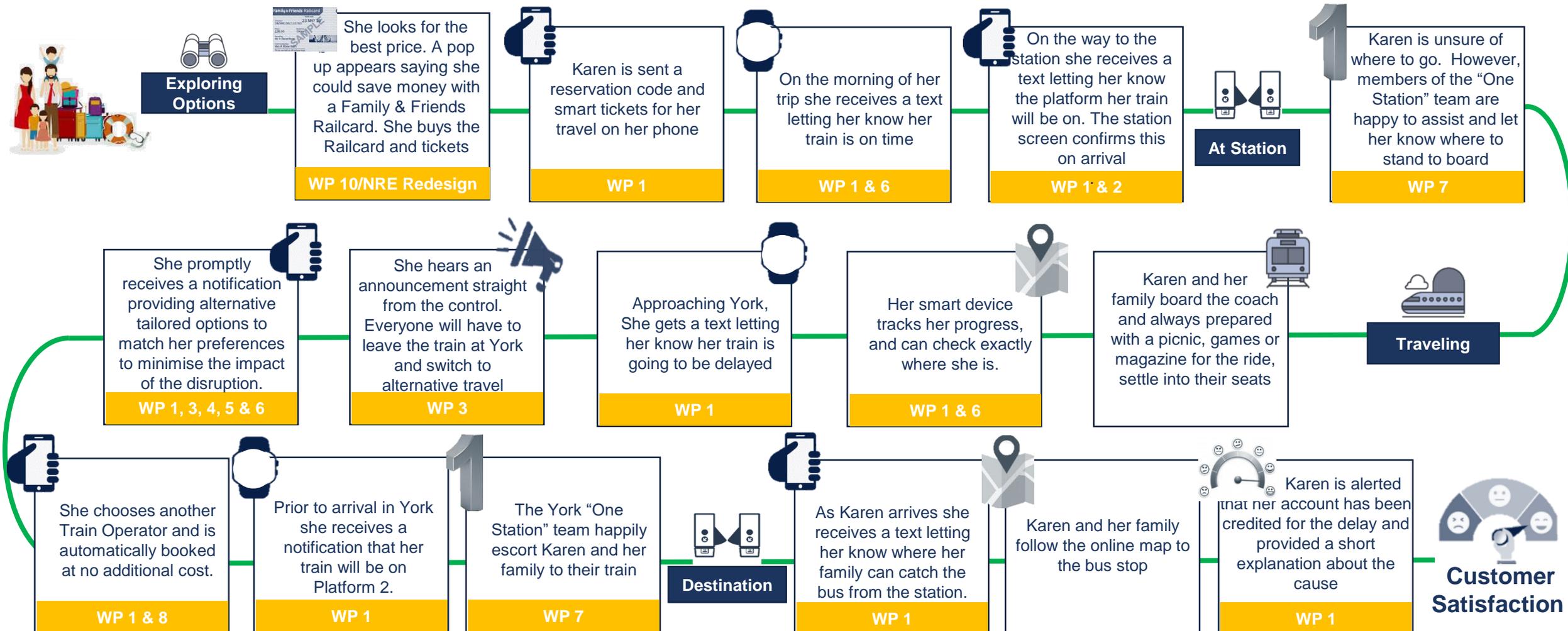
CUSTOMER PROPOSITION

CASE STUDY: Business Traveller - Mark, a business traveller, has an important flight to catch and wants to get from Cardiff to Birmingham airport in the most efficient way. If he is delayed Mark needs quick solutions that automatically take care of him, from alternative routes to automatic refunds.



CUSTOMER PROPOSITION

CASE STUDY: Leisure Traveller - With summer holidays on the way, Karen is looking for a UK break that she and her family can enjoy. Having never been to Scotland she plans a trip for the family.

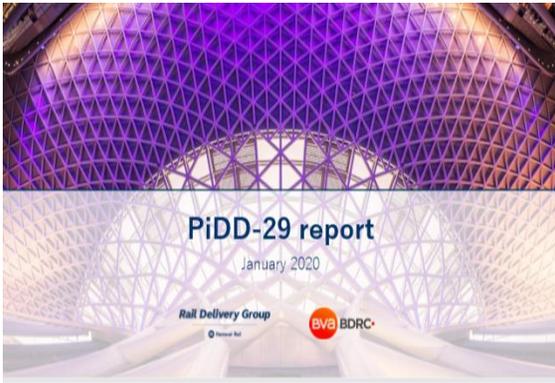


MEASUREMENT & CONTINUOUS IMPROVEMENT



DEVELOPING THE STRATEGY

Our strategy is informed by insights from various sources, which have shaped our vision.



PiDD 29 Report



Wavelength



ORR Report



Subject Matter Experts



National Rail Passenger Survey
Transport Focus Insights



CX Principles



Our Vision

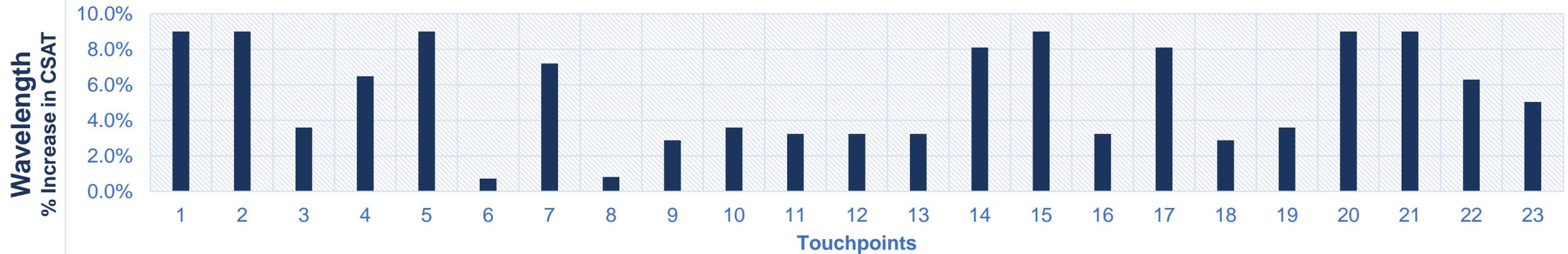


To provide customers with all the information they want, when and how they want it

MEASUREMENT AND MONITORING

The work packages agreed for the Customer Information programme will lead to customer satisfaction (CSAT) improvements across 23 customer information touchpoints, as measured through Wavelength.

Estimated National Uplift



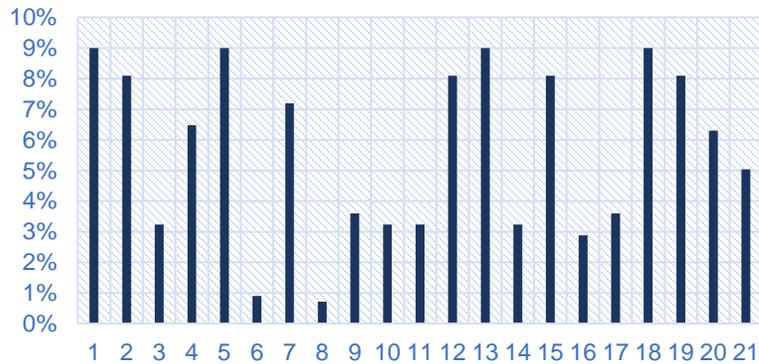
1. Any delays are communicated helpfully during my journey
2. Any delays are communicated helpfully while I am waiting
3. Apologies are made for any delays
4. I am communicated with appropriately in advance of my journey
5. I can find out how my journey is going
6. I can get help if I need it
7. Information about alternatives is given during times of disruption
8. It is easy to find all the information before my journey
9. It is easy to spot staff
10. Staff are approachable and willing to help me
11. Staff are approachable and willing to talk to me
12. Staff are easy to spot

13. Staff are easy to spot or I know where they are
14. Staff find answers to any questions I have whilst waiting
15. Staff find answers to my questions when travelling
16. Staff make the journey more enjoyable
17. The status of my train is visible
18. I can easily find information to compare trains vs car/bus
19. It is easy to work out my route
20. I can access live onward travel info
21. I am provided with onward travel information
22. I can quickly find the information I need
23. I can find train times

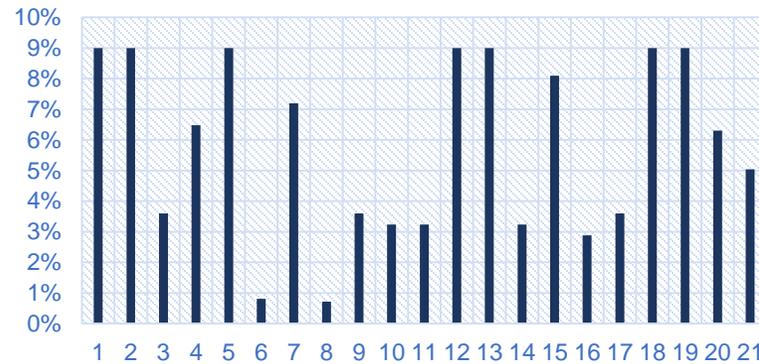
MEASUREMENT AND MONITORING

The work packages agreed for the Customer Information programme will lead to improvements in long distance, regional and London South East services for the below customer information touchpoints as measured through Wavelength.

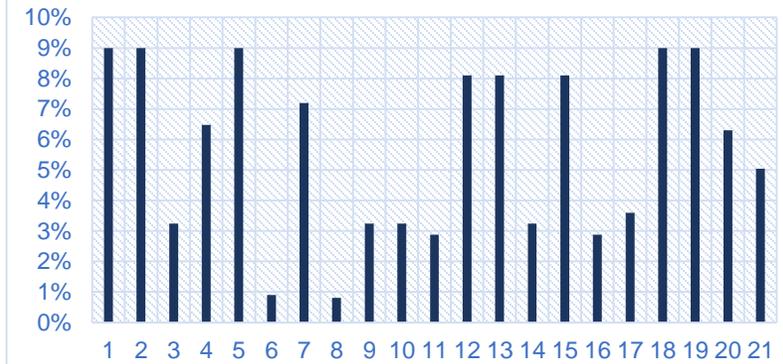
Long Distance



Regional



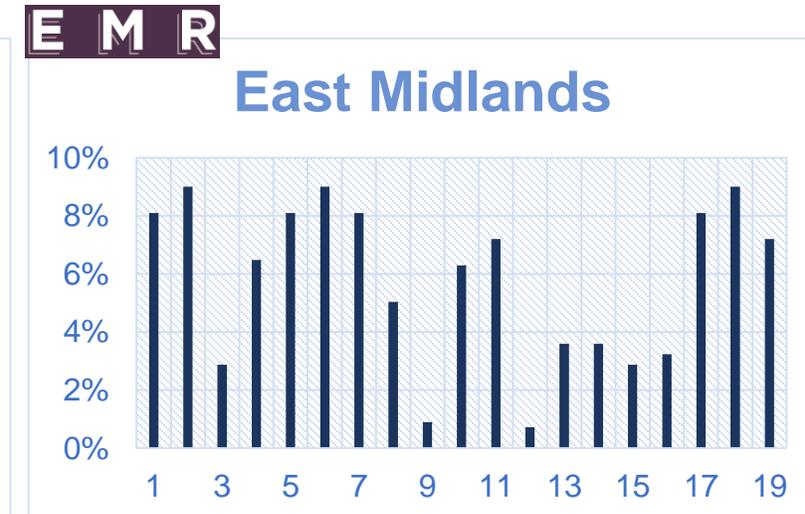
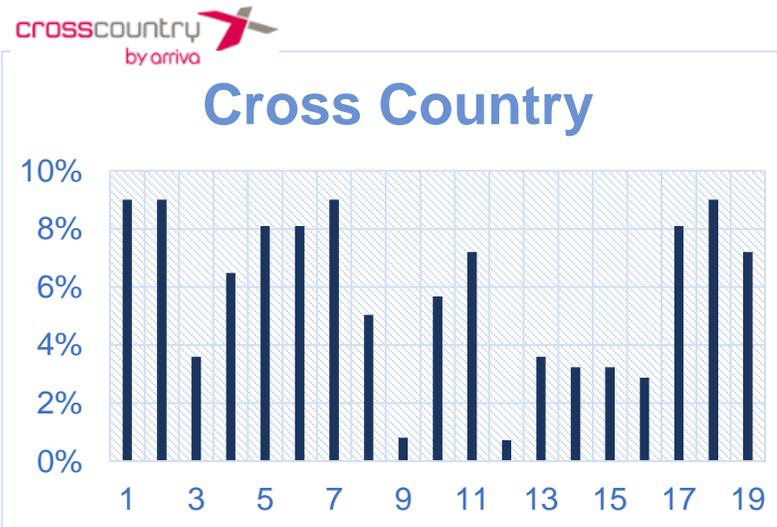
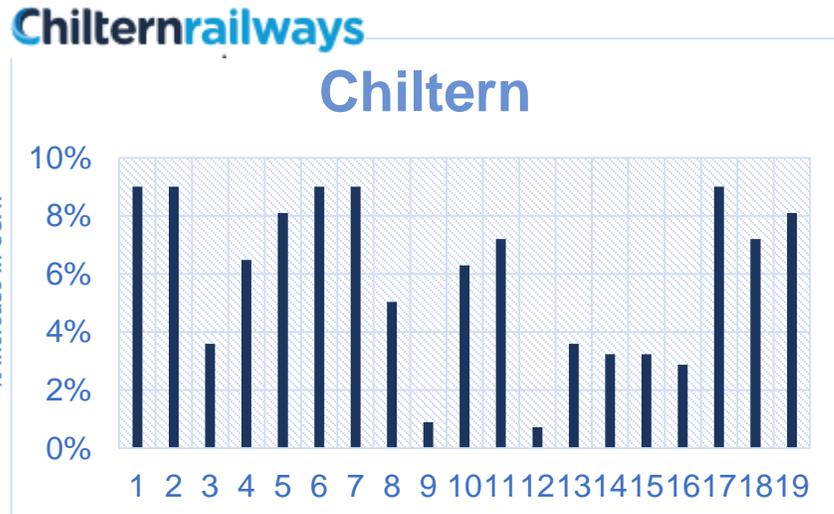
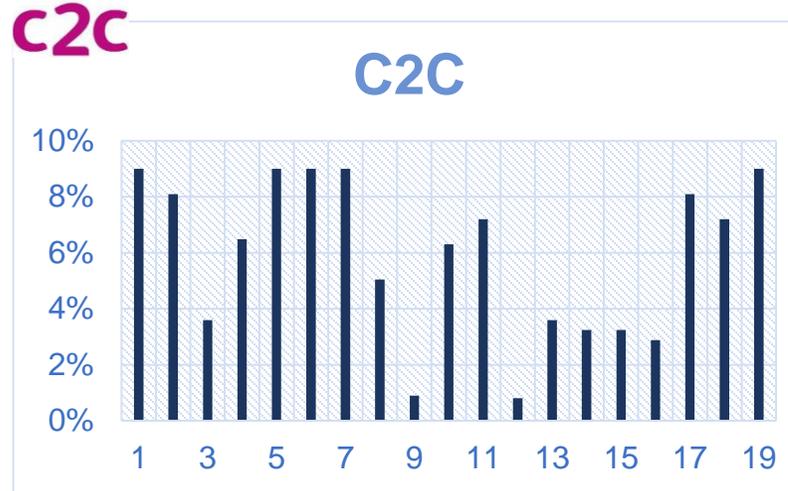
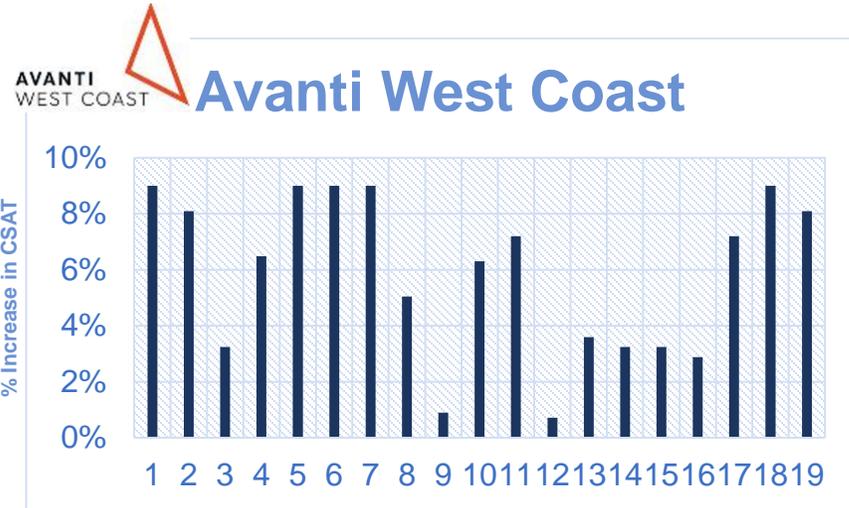
London South East



1. Any delays are communicated helpfully during my journey
2. Any delays are communicated helpfully while I am waiting
3. Apologies are made for any delays
4. I am communicated with appropriately in advance of my journey
5. I can find out how my journey is going
6. I can get help if I need it
7. Information about alternatives is given during times of disruption
8. It is easy to find all the information before my journey
9. It is easy to spot staff
10. Staff are approachable and willing to help me
11. Staff are approachable and willing to talk to me
12. Staff are easy to spot
13. Staff are easy to spot or I know where they are
14. Staff find answers to any questions I have whilst waiting
15. Staff find answers to my questions when travelling
16. Staff make the journey more enjoyable
17. The status of my train is visible
18. I can easily find information to compare trains vs car/bus
19. It is easy to work out my route
20. I can access live onward travel info
21. I am provided with onward travel information
22. I can quickly find the information I need
23. I can find train times

MEASUREMENT AND MONITORING

These work packages are estimated to improve all customer information touchpoints for each individual TOC as indicated below:

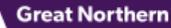
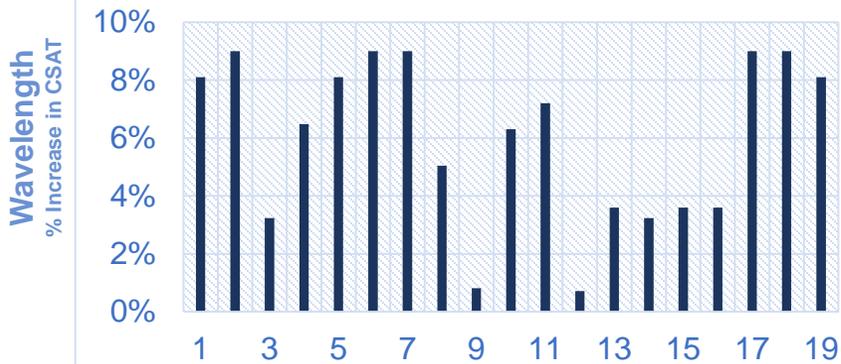


MEASUREMENT AND MONITORING

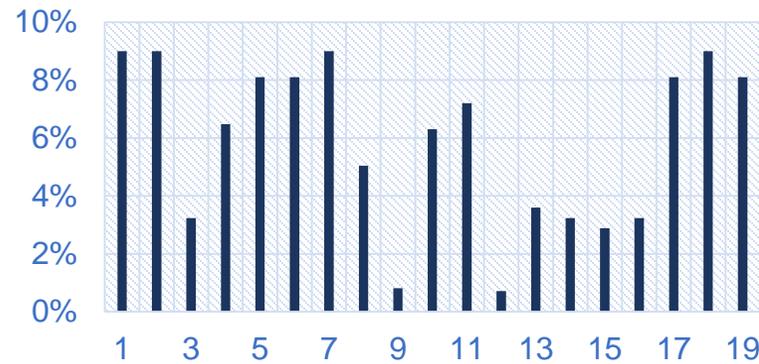
These work packages are estimated to improve all customer information touchpoints for each individual TOC as indicated below:



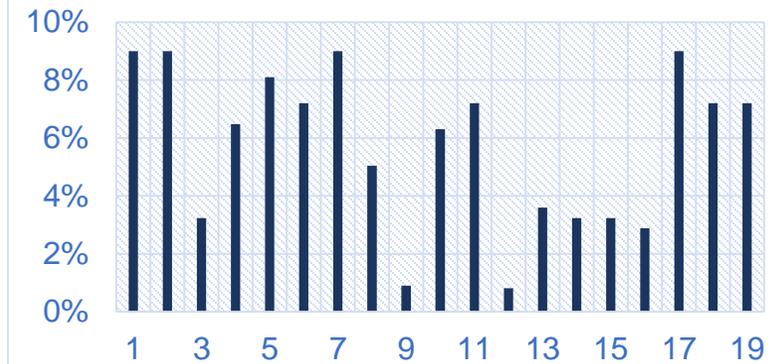
Grand Central



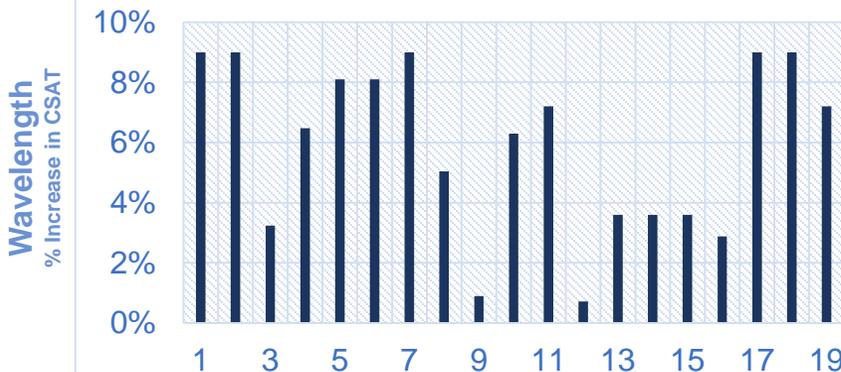
Great Northern



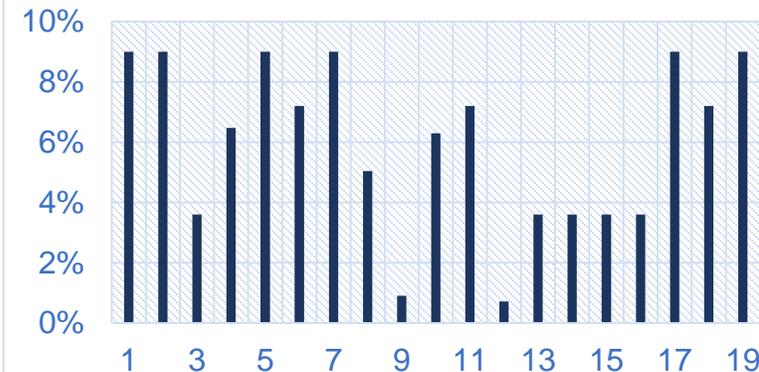
Greater Anglia



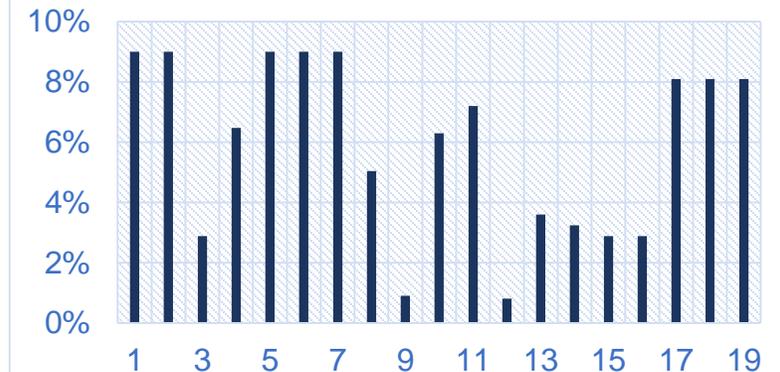
GWR



Gatwick Express



Hull Trains



MEASUREMENT AND MONITORING

These work packages are estimated to improve all customer information touchpoints for each individual TOC as indicated below:

LNER

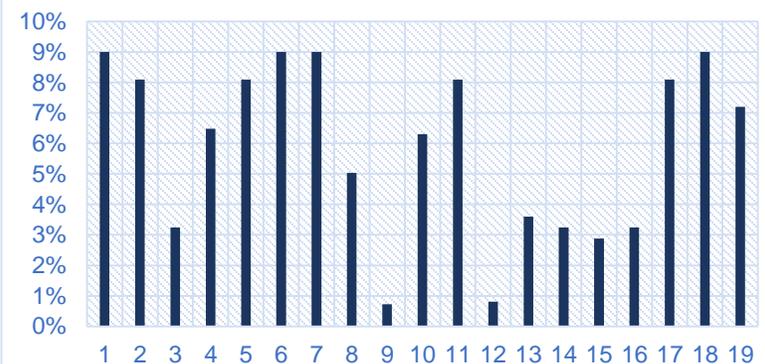
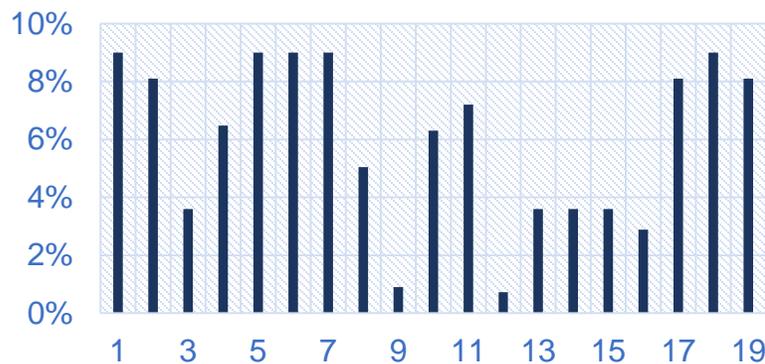
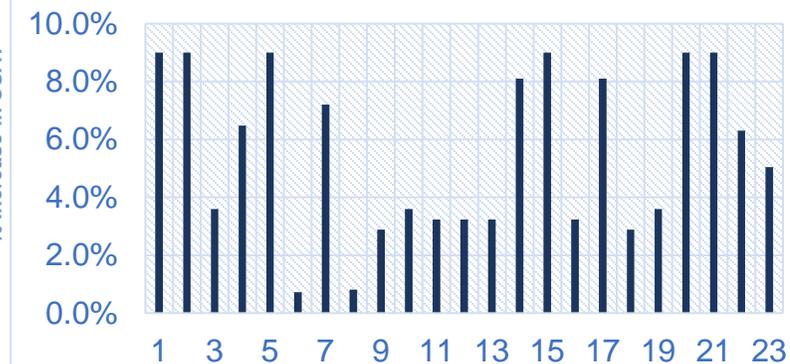
LNER



London Overground



London Northwestern



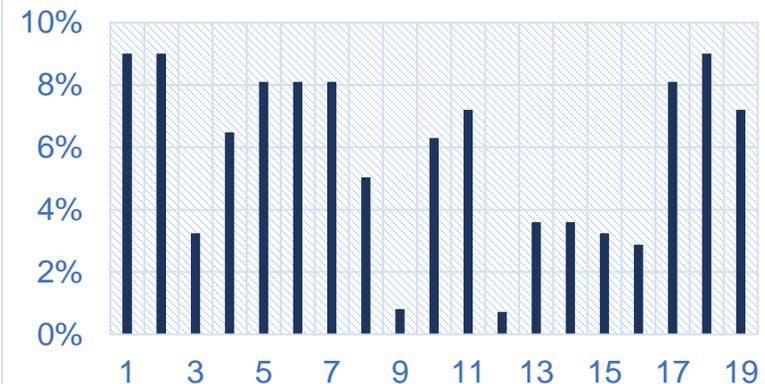
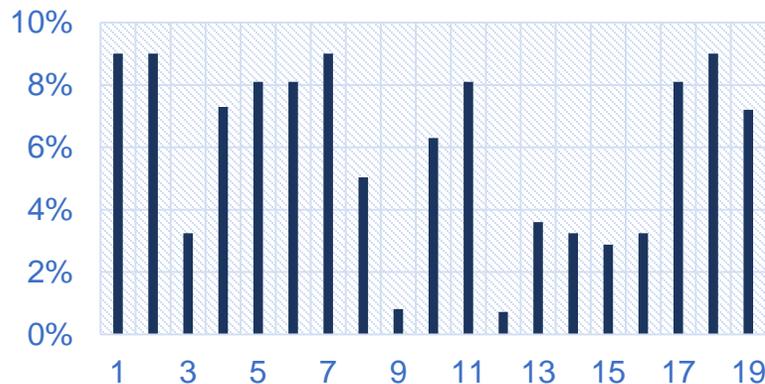
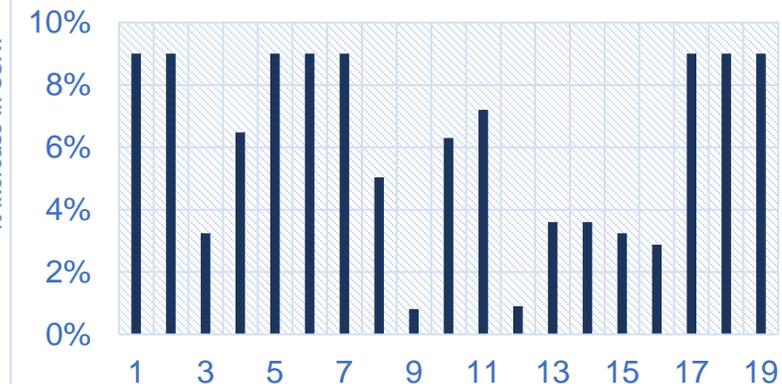
MerseyRail



Northern



ScotRail

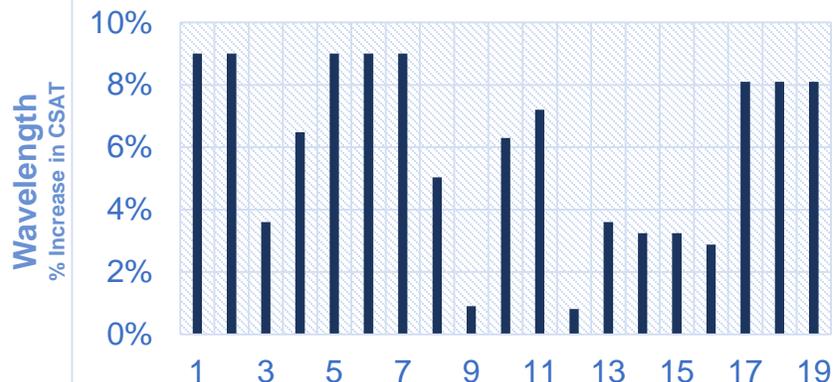


MEASUREMENT AND MONITORING

These work packages are estimated to improve all customer information touchpoints for each individual TOC as indicated below:

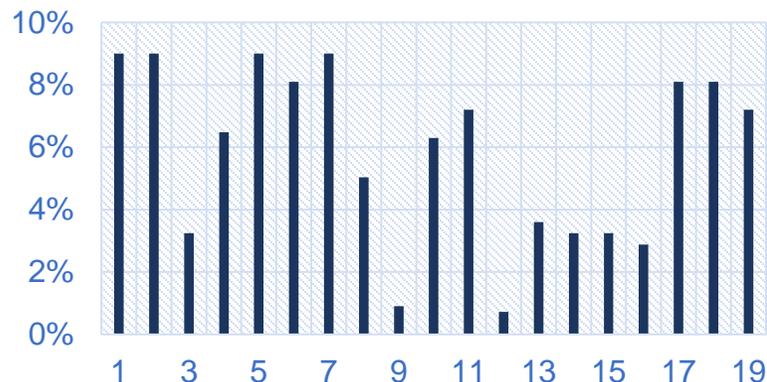
southeastern

South Eastern



SOUTHERN

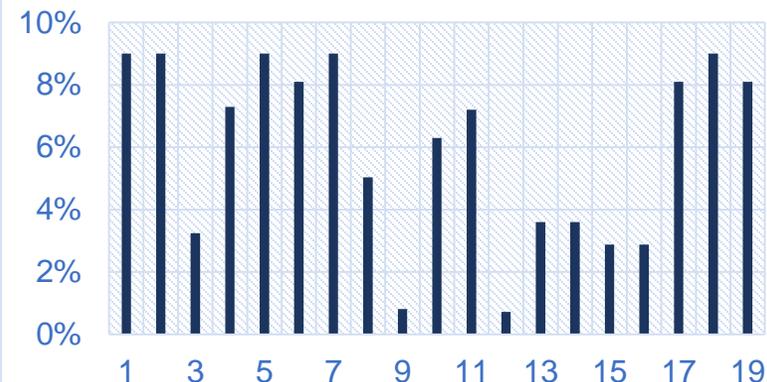
Southern



South Western

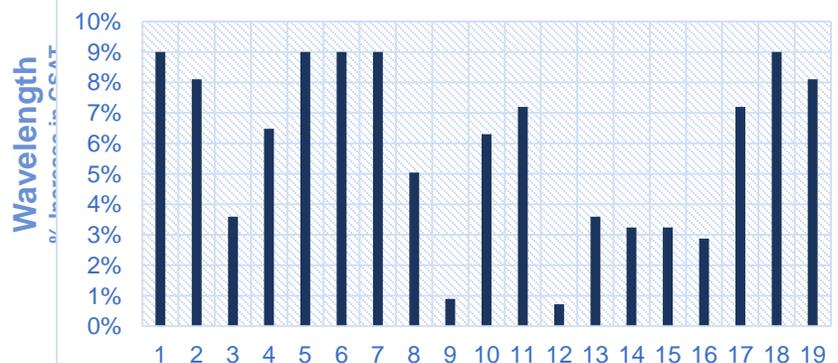


South Western



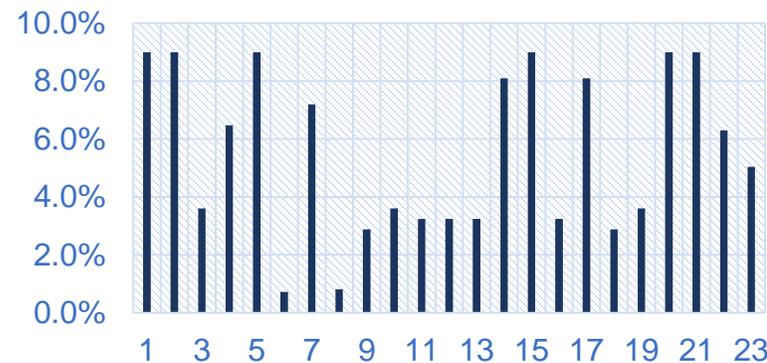
TRANSPORT FOR LONDON

TfL Rail



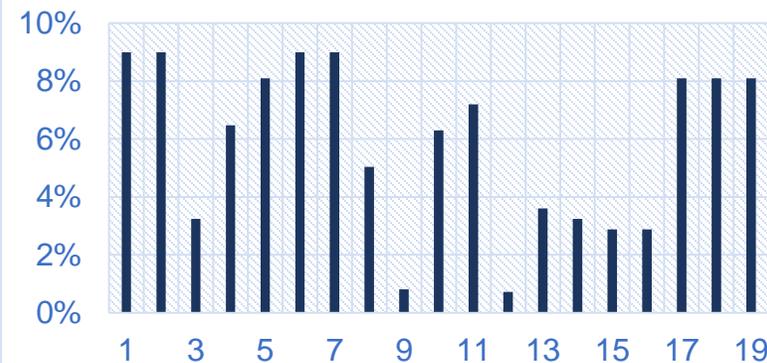
**TRAFNIDIAETH CYMRU
TRANSPORT FOR WALES**

TfW



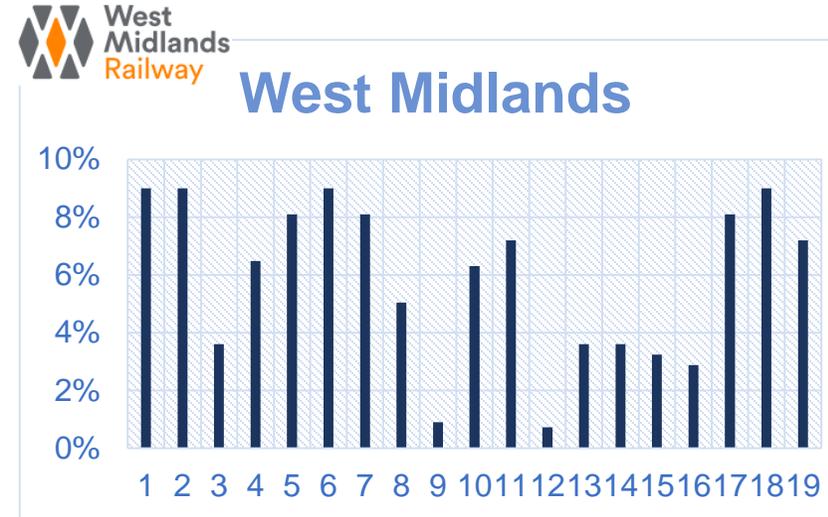
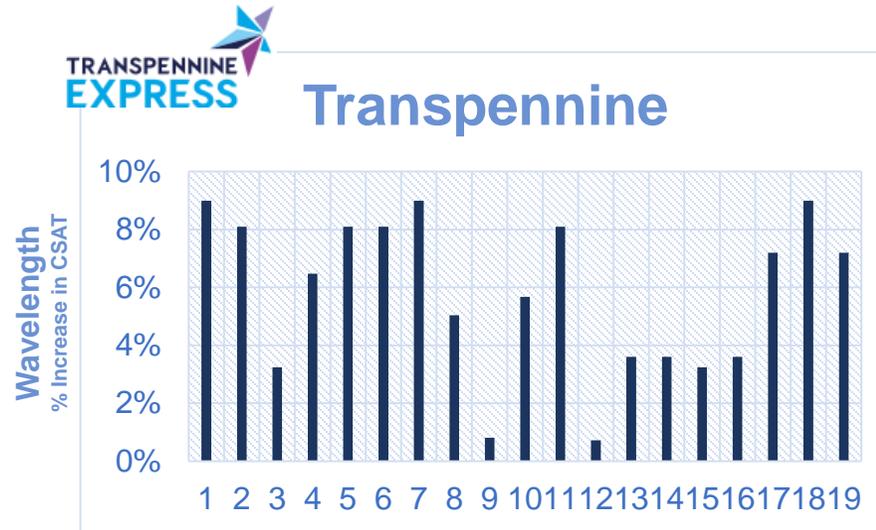
ThamesLink /

Thameslink



MEASUREMENT AND MONITORING

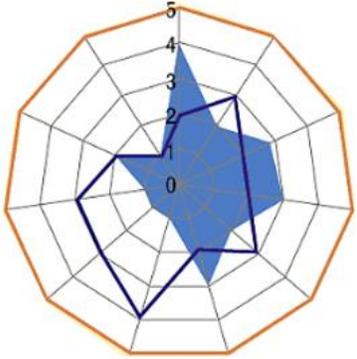
These work packages are estimated to improve all customer information touchpoints for each individual TOC as indicated below:



THE CUSTOMER INFORMATION MATURITY MODEL

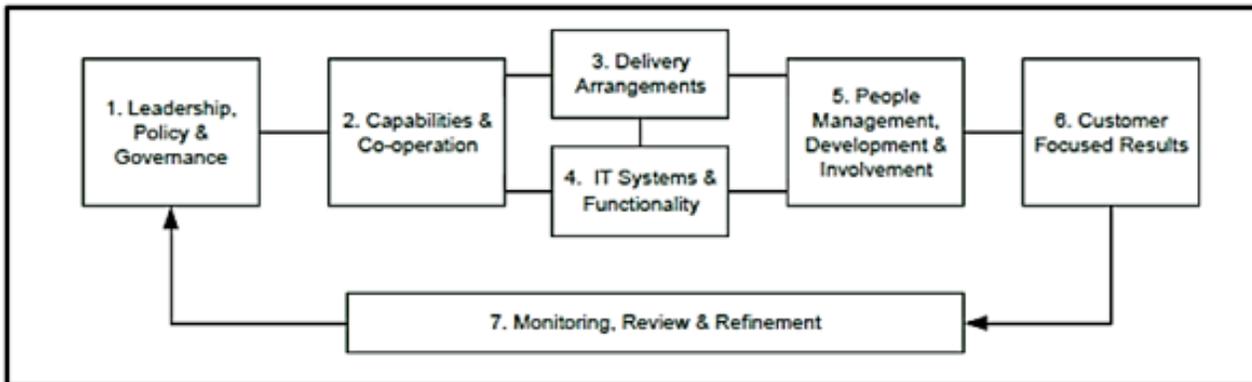
The Customer Information Maturity Model (CIM) will monitor, audit and review customer information to ensure continual improvement among Industry members.

Structured Reviews will



- Be undertaken using a systematic review methodology
- Give the same weight to customer information provision and customer-centric issues as operational considerations
- Identify learning that will be shared with other relevant partners and companies as a matter of routine

Schematic of CIM Components



Benefits

- Measurable focus, question and challenge on customer information arrangements
- Very clear graphics show progress year to year, against objectives
- Enables leadership teams to see and prioritise efforts to strive for excellence
- Reduces innate bias / subjectivity, using evidence-based approach
- Good practices can be identified and extended
- Drive continuous improvement in a structured, integrated and collaborative way
- Enable structured learning to be routinely shared with members
- Criterion can be used for specific focus e.g.
 - enhancement of staff communications skills and competence development
 - help build the business case for better information systems

KEY CHALLENGES

The key challenges impacting the programme are:

Funding strategy



While Network Rail has provided budget for a small programme team, there is no central funding for the work packages. Funding will need to be obtained for wider programme team resources and for work packages as these are scoped and signed off for delivery. A funding strategy for the programme has not yet been developed.

Stakeholder engagement and business change



There is a risk that engagement from TOCs will be inconsistent, due to differences between TOC franchise agreements and committed obligations, differing markets/ customer base, and the level of previous investment in similar solutions.

Availability of key operational stakeholders to engage with the Programme has been severely limited due to urgent COVID-19 activities.

Resourcing and delivery strategy



Resourcing needs for delivery of the work packages is being scoped. It is likely a significant commitment of resource will be required, encompassing both project management and SME support.

Resource requirement from TOCs needs to be fully scoped, and is particularly challenging in the current climate. Commitment of TOC resource both during programme delivery and implementation of proposed outputs will be critical to the success of the programme.

Governance & Accountability



The programme sits in a complex governance landscape requiring sustained input from across RDG, NR and Train Operators. In some cases, accountability for the delivery of work packages is not clear.

A programme board has been established to hold overall accountability for the programme and provide strategic oversight, and ensure it gets adequate focus.

THE WORK PACKAGES



The information I am given is accurate and I get this information when I need it

Customer Statement



Objective

Understand the industry strategy for integrated Traffic Management and Stock and Crew Systems; identify and address blockers to unlock richer and more accurate customer information

Customer Impact
VERY HIGH

Benefits

Customers
This will deliver game-changing customer information



Our People
Providing the right tools for the job



Governance Owner

Better Operations Performance Board (BOPB)

2020 → 2021 →

	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
Traffic Management Systems - Understand NR roadmap for Traffic Management Systems and plot future network coverage.	← ◆ →					
Stock and Crew Systems - Re-issue RDG Stock and Crew Systems Concept of Operations with refreshed content - Understand TOC and FOC plans for Stock and Crew systems roll-out. - Identify blockers to roll-out and efficient running. - Create plan of action to address blockers.	← ◆ →					
		← ◆ →				
			← ◆ →			
Organisation and Delivery - Create a matrix that show TOC and NR plans - Better Operations Programme Board to agree forward action plan and work to be undertaken.		← ◆ →				
				← ◆ →		



Staff confidently help me with my questions

Customer Statement



Objective:

Adopting industry-wide standards for Incident Management Systems and live messaging systems (or closer integration standards between systems)

2020 2021 2022

Customer Impact
MEDIUM

Benefits

Customers
Increased quality and timeliness of information


Our People
Quicker dissemination of information


Governance Owner

BOPB / NR Network Services

	2020		2021				2022			
	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Incident Management (TOCs) - Understand current and proposed plans for incident management systems	●◆									
Incident Management (Network Rail) - Revise incident management training to ensure PIDD is included - Understand the roadmap for the roll-out of QOGNIFY SITUATOR	●◆	◆								
Share Best Practice - Identify current best practice, review outputs and if appropriate, work with industry on plan to roll out			●◆	◆	◆	◆	◆	◆	◆	◆



I can get help from any member of staff at a station

Customer Statement



Objective: Deliver the 'one station team' concept to all Network Rail managed stations as phase 1 and for phase 2 deliver to stations where multiple train operators call

Customer Impact
MEDIUM

Benefits

Customers

Customer queries resolved on first contact

An enhanced experience

Our People

Complaints

CSAT

Sick Days

Governance Owner

Customer Information Strategy Group

— 2020 ————— 2021 —————>

	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
Network Rail Managed Stations <ul style="list-style-type: none"> - Test and rollout 'one team' concept at 3 pilot NR stations - Plan approach for rollout across all NR managed stations - Based on current work, agree timeline for five regions and begin roll out 		● ◆			● ◆	
		● ◆			● ◆	
					● ◆	
Multi TOC Stations <ul style="list-style-type: none"> - Identify approach for rollout to non-NR multi-TOC stations - Plan rollout, including potential piloting / phasing - Commence implementation 					● ◆	● ◆
					● ◆	● ◆
						● ◆



I know the train companies work together and provide me with the information I need so I can make informed choices when I travel

Customer Statement

Objective:

Agree and deliver on the optimised operational model for pan-industry information centres, for example National Rail Communications Centre and multi-operator-based teams in the Palestra, TfL covering London

— 2020 ————— 2021 —————>

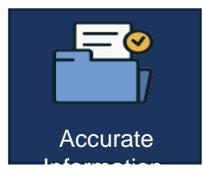
Customer Impact
MEDIUM

Benefits

Customers
Reliable journey and disruption updates helping customers make informed choices.



Our People
Information that staff can depend on to inform of disruption and alternative travel if required



Governance Owner

Customer Information Strategy Group

	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
National Rail Communications Centre (NRCC)						
- Identify key opportunities to improve NRCC process to support Customer Information	● —◆					
- Document opportunities and agree which to implement	● —◆					
- Agree contract including new innovation and Customer Information impacting measures	● —◆					
Pan London Communications Centre						
- Undertake "lessons learned" exercise of those involved in Palestra	● —◆					
- Determine if outside consultancy should look at this co-location model and ensure it is efficient	● —◆					
- Review with participants of Pan London Team this offices role in relation to customer info	● —◆					
- Agree with Pan London team actions to deliver collaborative customer info and messaging		● —◆				
- Using this work create blueprint to share with TOC where they have similar set-ups			● —◆			



Customer Statement

The information I am given is accurate and timely



Objective:

Subject to funding approvals, deliver added functionality for Darwin and optimum up-time to ensure that it meets its key purpose of being the central repository of information for real-time train information

Customer Impact
MEDIUM to HIGH

Benefits

Customers
Provision of more accurate and reliable information.



Our People
Personalised notifications to customers will improve confidence in industry information



Governance Owner

Customer Information Strategy Group

Activity	2020		2021			
	J-S	O-D	J-M	A-J	J-S	O-D
	Q3	Q4	Q1	Q2	Q3	Q4
- Develop roadmap for progressive modernisation of Darwin						
Darwin for Trains - Progress with the technical deep dive workshops with the Darwin team - Understand what functionality it offers, what TOCs need it to offer and what alternatives are deployed in preference to D4T - Develop costed proposal to address gaps (capability v requirements) - Implement any agreed changes - Assess across the TOCs, where data input and outputs are being implemented into customer technology, and the same for third party apps (channels)						
Traffic Management Integration into Darwin - Complete proof of concept using available test data/address any issues - As TMS live data is available, integrate in Darwin to improve real time info						
Darwin Change Requests (CRs) - Outstanding CRs priced by supplier & reviewed by SMEs for priority rating - Proposal for CRs submitted to CISG & funding source identified - Develop & implement streamlined process for future CRs						
Connectivity Issues with Third Parties Using Darwin Feeds - Work with third parties to understand scale of issues and root causes - Address the root cause of issues						
Helping Users - Have service specific messages added into live departure boards - Develop out analytics, metric and generation of KPIs - Provide functionality and user guide - Share best practice for getting data into Darwin in different scenarios						
On Train GPS Data into Darwin - Share current status and benefits of onboarding with CISG - Onboard TOCs when requested						

Delivery dates subject to detailed stakeholder planning



I know that the railway is 'working as one' to help me get to my destination and that the information they provide is accurate and timely

Customer Statement



Objective:

Agree and implement improvements to collaborative working during disruption through refining the operating model/framework, employee training & awareness and automation of processes

2020 → 2021 →

Customer Impact
LOW

Benefits

Customers
Communication is consistent and focused on customer outcomes



Customer focused communication

Our People
Trained to a competency where customer service is the focus during disruption and normal operations



Customer Satisfaction

Governance Owner
Customer Information Strategy Group

	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> - Develop communications framework for planned disruption - Develop communications framework unplanned disruption - Agree with stakeholders for this to replace the current RDG information Codes of Practice and 'retire' current Codes of Practice - Review & update NR Guidance Notes for Info During Disruption (which are linked to RDG codes of practice) - Finalise process flow maps - Initiate process for NRCC to chair industry wide conference calls 						
<ul style="list-style-type: none"> - Brief new framework and NR 'guidance note' to industry - Propose competency standards (grade specific) - Agree appropriate training interventions - Deliver training interventions - Review current manual processes associated with collaboration across partners during disruption - Recommend changes to 'automate' & develop costed proposal - Implement approved changes 						

Delivery dates subject to detailed stakeholder planning



I am kept updated on relevant information while I am on the train

Customer Statement



Objective:

Improve onboard announcements through changes to onboard technology and employee training

Customer Impact
HIGH

Benefits

Customers
Customers receive timely, accurate information while on their journeys.

Timely, accurate Information

Our People
Supports drivers and onboard staff in making announcements

Announcement support

Governance Owner

Better Operations Performance Board (BOPB)

— 2020 ————— 2021 —————>

	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
Use of GSM-R for onboard Announcements <ul style="list-style-type: none"> - Update GSM-R User Guide - Complete gap analysis of existing training vs functional guide - Agree approach to deliver new training to all users - Develop funding proposal for approval or otherwise - Deliver training to all users if approved 		◆	◆◆	TBC TBC		
Fixed Terminals <ul style="list-style-type: none"> - Understand outstanding requirements for TOCs - Explore options to meet reqs prior to wholesale replacement - Understand 'blockers' to adoption besides availability - Agree action plan by TOC to address 		◆◆◆				
Additional Functionality <ul style="list-style-type: none"> - Develop & pilot GA Trial. If successful extend to Scotland as phase 2 (technical solution ready, but subject to NR Professional Head of Operations review and approval) - Understand business requirements for customer information with TOCs - Complete the options selection within NR Telecoms Team - Provide fully costed programme to deliver the business requirements to CISG to agree on next steps 	◆	◆◆◆				
Use of on board PA/PIS <ul style="list-style-type: none"> - Using insight and SMEs to identify by TOC improvement plan reflecting type of rolling stock, type of service and customer profile etc. - Provide costed proposals by TOC for approval or otherwise - Explore alternative approaches within other countries/industries - Produce report for consideration and agreement on next steps 	◆	◆	◆			



The information at the station is easy to find and up to date and I can find out everything I need to know

Customer Statement



Objective:

Improved consistency and accuracy of information screens providing customers with an up-to date information source which is consistent across the network

Customer Impact
LOW to MEDIUM

Benefits

Customers
Increased information sources showing up-to-date information they can depend on



Our People
increased confidence among rail users in the information received from staff



Governance Owner

Customer Information Strategy Group

2020 → 2021 →

	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
Station Customer Information Screens (CIS) <ul style="list-style-type: none"> - Understand the customer requirements for CIS - Stakeholder workshops to agree 'base' functionality - Stakeholder workshop to agree 'enhanced functionality - Determine costs for agreed 'base' requirements and 'enhanced' functionality - Identify potential funding sources to address 'base' and 'enhanced' - Make recommendations to CISG 						
Operational Information Screens (OIS) <ul style="list-style-type: none"> - Review the current situation with OIS and make recommendations for change to ensure maximum customer benefit 						
JC Decaux Screens at NR Managed Stations <ul style="list-style-type: none"> - Roll out functionality to enable NR to use large format advertising screens at managed stations to display messages during major disruption 						

Delivery dates subject to detailed stakeholder planning



Customer Statement

The industry understands my needs as a customer and puts them first



Objective:

Ensure seamless delivery of information to customers through robust processes, in language they understand

— 2020 ————— 2021 —————>

Customer Impact HIGH

Benefits

Customers
Provision of up-to-date, timely and accurate information.



Timely, accurate Information

Our People
Improved information flow so staff have access to more timely, easy to understand and accurate information



Improved Information flow

Governance Owner

Customer Information Strategy Group

	2020		2021			
	J-S	O-D	J-M	A-J	J-S	O-D
Activity	Q3	Q4	Q1	Q2	Q3	Q4
Create the go-to, target customer experience with opportunity, improvement and optimisation mapping to systems and processes.						
Identify the industry systems, processes and people that directly influence the delivery of great, real-time customer information to customers and our own people. Map out an iterative short-medium-long term approach to aligning these systems, processes and people to the customer information strategy; starting with quick wins to show intent and the art of the possible, aligned to an overall roadmap						
Work collaboratively with RDG Control Forum to identify and address issues in communication flows between NR Control, TOC Control and TOC customer information. To include improvements to the quality and consistency of prioritised plans and investigating how data analytics can improve (a) estimating of time to hand back infrastructure to TOCs following an incident to improve the 'accuracy' of prioritised plans, and (b) estimates for service recovery						
Work collaboratively with Managed Station Priorities programme in NR to address identified issues in communication flow from control to NR Managed Stations and how this gets communicated to customers						

Delivery dates subject to detailed stakeholder planning



I get consistent information, no matter the channel, before, during and after my journey

Customer Statement



Objective:

Open and available data sources to third parties so they can develop additional customer information tools based on this single source of the truth

— 2020 ————— 2021 ————— 2022 —————>

Customer Impact MEDIUM to HIGH	Activity	2020		2021				2022					
		J-S Q3	O-D Q4	J-M Q1	A-J Q2	J-S Q3	O-D Q4	J-M Q1	A-J Q2	J-S Q3	O-D Q4		
Benefits	Data and Access - Scoping study for a data trust - Build data provision obligations into future maintenance contracts - Subject to sector deal funding being approved by DfT, commence work on building data marketplace and publishing data	●	◆										
Customers Enables third parties to develop tools based on the single source of the truth.		●	←										
Our People Improved confidence in the information being provided to customers	Data Standards, Quality and Value - Build out taxonomy and other metadata - Identify standards for MaaS - Develop and monitor Data Scorecard		●	●									
Governance Owner Data Strategy Council	Innovation, Culture, Skills and Best Practice - Ongoing skills, innovation and culture training	●											



WORK PACKAGE INTERDEPENDENCIES

The below chart illustrates the interdependencies between work packages.

1 - Strong Dependency (Critical Path), 2 - Medium Dependency, 3 - Weak Dependency.

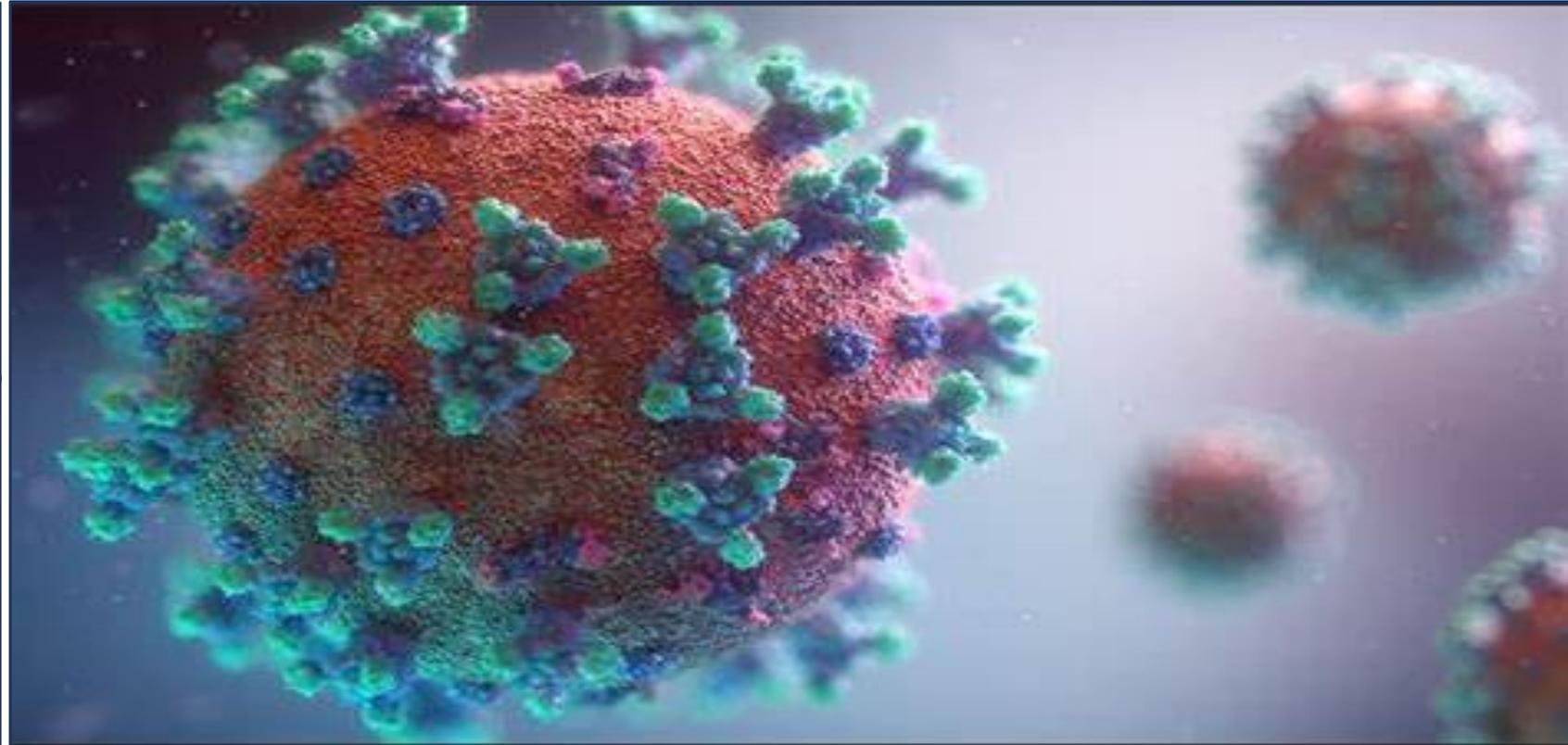
		Downstream												
TASKS		Integrated Industry-wide Operational Systems to Facilitate Quicker & More Accurate Customer	Improved Onboard Announcements	Designing the ultimate customer information experience	Customer Information Measure (Maturity Model)	Open Data (Internet of Trains and Stations)	Open Data: Data Marketplace	Industry Incident Management Systems	Personalised Journey Information for Customers	Improving Real-Time Customer Information (DARWIN) (Includes GPS on Trains)	Working as One Team & One Station for the Customer	National Rail and Pan London Communication Centres	Improved Use of Customer Information Screens	Collaborative Working During Major Disruption (CSL2)
Upstream	Operational Systems to Facilitate Quicker & More Accurate Customer Information			1	1			1						
	Improved Onboard Announcements			1	1				3					
	Designing the ultimate customer information experience	1			1			1						
	Customer Information Measure (Maturity Model)			1										
	Open Data (Internet of Trains and Stations)			1	1									
	Open Data: Data Marketplace			1	1									
	Industry Incident Management Systems	1		1	1									
	Personalised Journey Information for Customers			1	1									
	Improving Real-Time Customer Information (DARWIN) (includes GPS on Trains)			1	1									
	Working as One Team & One Station for the Customer			1	1									1
	National Rail and Pan London Communication Centres			1	1									
	Improved Use of Customer Information Screens			1	1					1				
	Collaborative Working During Major Disruption (CSL2)			1	1						1			

COVID 19 RESPONSE



Quality and consistency audits by the NRCC

Completed weekly to ensure NRE and TOC websites are up-to-date with the correct customer information



Provision of Crowding Information

Providing information on crowding of trains and stations based on existing processes

Alert Me by Messenger

A unique disruption messaging tool providing personalised, up-to-date travel information, so customers can make informed decisions when travelling



Personalised Messaging to Other Platforms

Further development of personalised messaging to other platforms (SMS / WA)

Collaborative Working to Ensure Accurate Information

Weekly checkpoint calls with Customer Information Group to cover customer information issues and shared best practice.



Direct Link

Welcome to Liverpool Street Station

Destination	Platform	Arrival	Departure
London Liverpool Street	1	10:00	10:10
London Liverpool Street	1	10:10	10:20
London Liverpool Street	1	10:20	10:30
London Liverpool Street	1	10:30	10:40
London Liverpool Street	1	10:40	10:50
London Liverpool Street	1	10:50	11:00
London Liverpool Street	1	11:00	11:10
London Liverpool Street	1	11:10	11:20
London Liverpool Street	1	11:20	11:30
London Liverpool Street	1	11:30	11:40
London Liverpool Street	1	11:40	11:50
London Liverpool Street	1	11:50	12:00
London Liverpool Street	1	12:00	12:10
London Liverpool Street	1	12:10	12:20
London Liverpool Street	1	12:20	12:30
London Liverpool Street	1	12:30	12:40
London Liverpool Street	1	12:40	12:50
London Liverpool Street	1	12:50	13:00
London Liverpool Street	1	13:00	13:10
London Liverpool Street	1	13:10	13:20
London Liverpool Street	1	13:20	13:30
London Liverpool Street	1	13:30	13:40
London Liverpool Street	1	13:40	13:50
London Liverpool Street	1	13:50	14:00
London Liverpool Street	1	14:00	14:10
London Liverpool Street	1	14:10	14:20
London Liverpool Street	1	14:20	14:30
London Liverpool Street	1	14:30	14:40
London Liverpool Street	1	14:40	14:50
London Liverpool Street	1	14:50	15:00
London Liverpool Street	1	15:00	15:10
London Liverpool Street	1	15:10	15:20
London Liverpool Street	1	15:20	15:30
London Liverpool Street	1	15:30	15:40
London Liverpool Street	1	15:40	15:50
London Liverpool Street	1	15:50	16:00
London Liverpool Street	1	16:00	16:10
London Liverpool Street	1	16:10	16:20
London Liverpool Street	1	16:20	16:30
London Liverpool Street	1	16:30	16:40
London Liverpool Street	1	16:40	16:50
London Liverpool Street	1	16:50	17:00
London Liverpool Street	1	17:00	17:10
London Liverpool Street	1	17:10	17:20
London Liverpool Street	1	17:20	17:30
London Liverpool Street	1	17:30	17:40
London Liverpool Street	1	17:40	17:50
London Liverpool Street	1	17:50	18:00
London Liverpool Street	1	18:00	18:10
London Liverpool Street	1	18:10	18:20
London Liverpool Street	1	18:20	18:30
London Liverpool Street	1	18:30	18:40
London Liverpool Street	1	18:40	18:50
London Liverpool Street	1	18:50	19:00
London Liverpool Street	1	19:00	19:10
London Liverpool Street	1	19:10	19:20
London Liverpool Street	1	19:20	19:30
London Liverpool Street	1	19:30	19:40
London Liverpool Street	1	19:40	19:50
London Liverpool Street	1	19:50	20:00
London Liverpool Street	1	20:00	20:10
London Liverpool Street	1	20:10	20:20
London Liverpool Street	1	20:20	20:30
London Liverpool Street	1	20:30	20:40
London Liverpool Street	1	20:40	20:50
London Liverpool Street	1	20:50	21:00
London Liverpool Street	1	21:00	21:10
London Liverpool Street	1	21:10	21:20
London Liverpool Street	1	21:20	21:30
London Liverpool Street	1	21:30	21:40
London Liverpool Street	1	21:40	21:50
London Liverpool Street	1	21:50	22:00
London Liverpool Street	1	22:00	22:10
London Liverpool Street	1	22:10	22:20
London Liverpool Street	1	22:20	22:30
London Liverpool Street	1	22:30	22:40
London Liverpool Street	1	22:40	22:50
London Liverpool Street	1	22:50	23:00
London Liverpool Street	1	23:00	23:10
London Liverpool Street	1	23:10	23:20
London Liverpool Street	1	23:20	23:30
London Liverpool Street	1	23:30	23:40
London Liverpool Street	1	23:40	23:50
London Liverpool Street	1	23:50	00:00

END