

CUSTOMER INFORMATION

An Industry response to the Office of Rail and Road

Customer Information Programme

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June 2020

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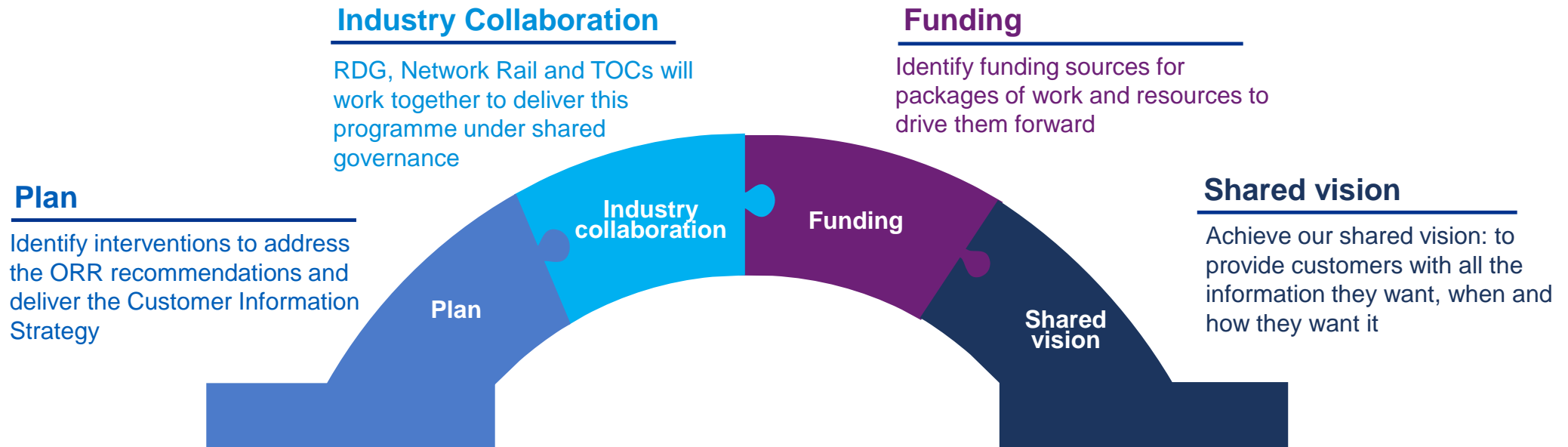


EXECUTIVE SUMMARY

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.

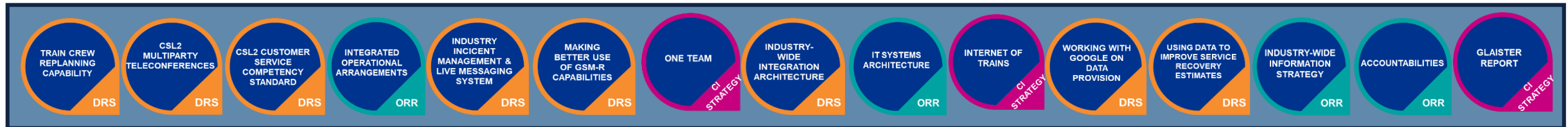
The programme of work set out in this report is ambitious and wide-ranging and will be continuously iterated as new customer insights emerge and engagement with key operational stakeholders recommences following delays caused by COVID-19.



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

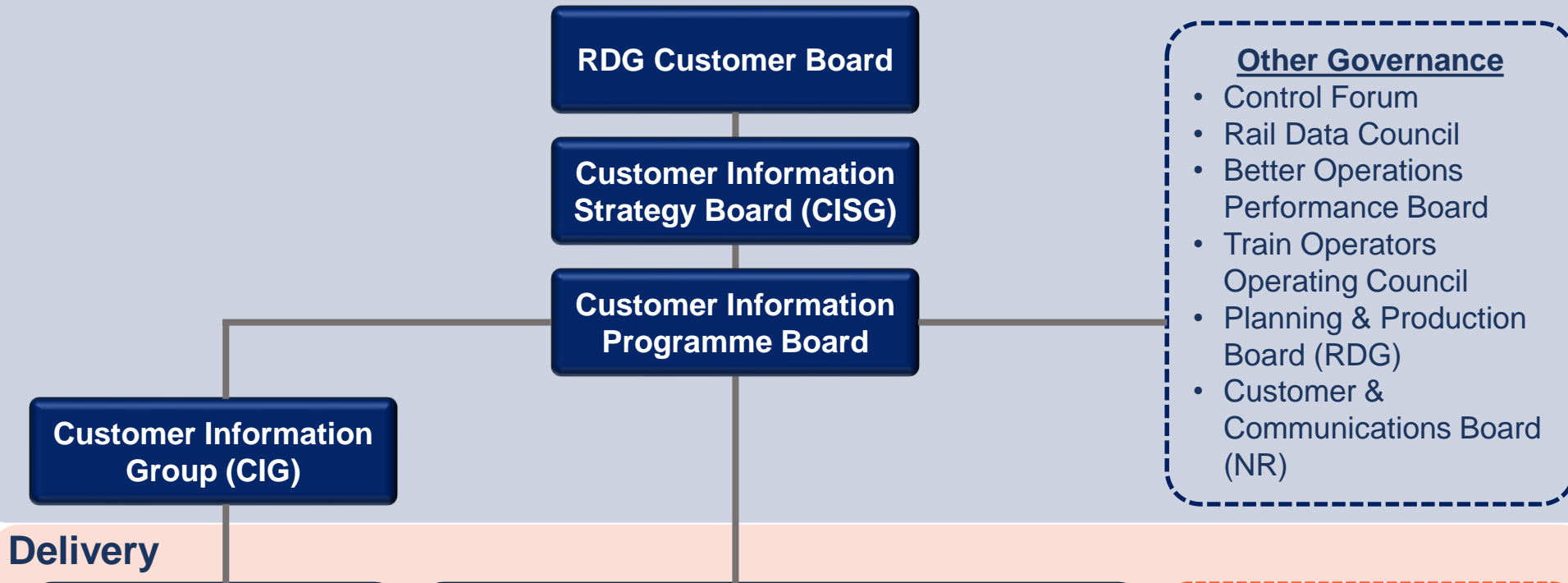
This programme is seeking to achieve a significant and sustained improvement in the delivery of Customer Information. It is not a funded programme of work, but funding will be required for certain work packages. Funding opportunities will be targeted where appropriate or requirements will be taken forward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

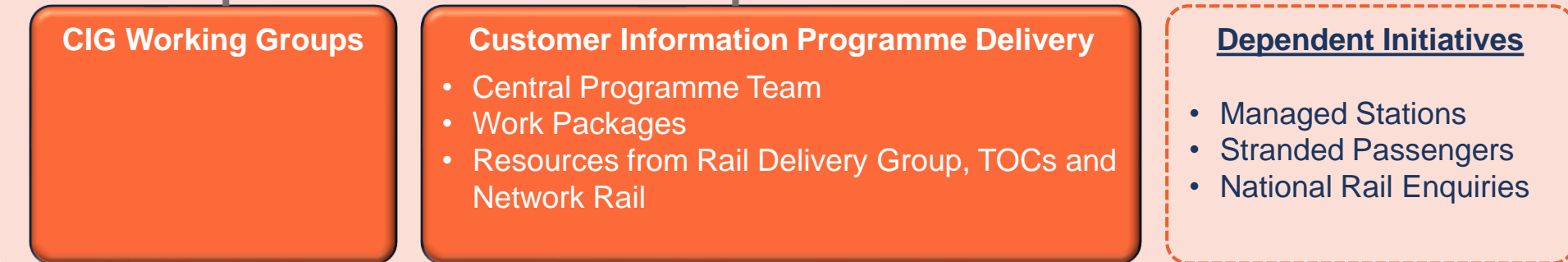
GOVERNANCE, ROLES AND RESPONSIBILITIES

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



Delivery



Key Enablers



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

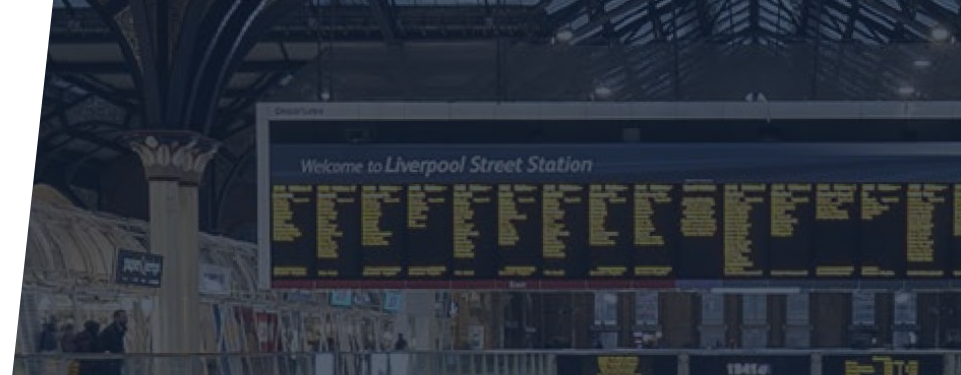


We Commit

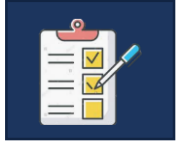
To bringing in additional resource to work specifically on these work packages and deliver our propositions



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.



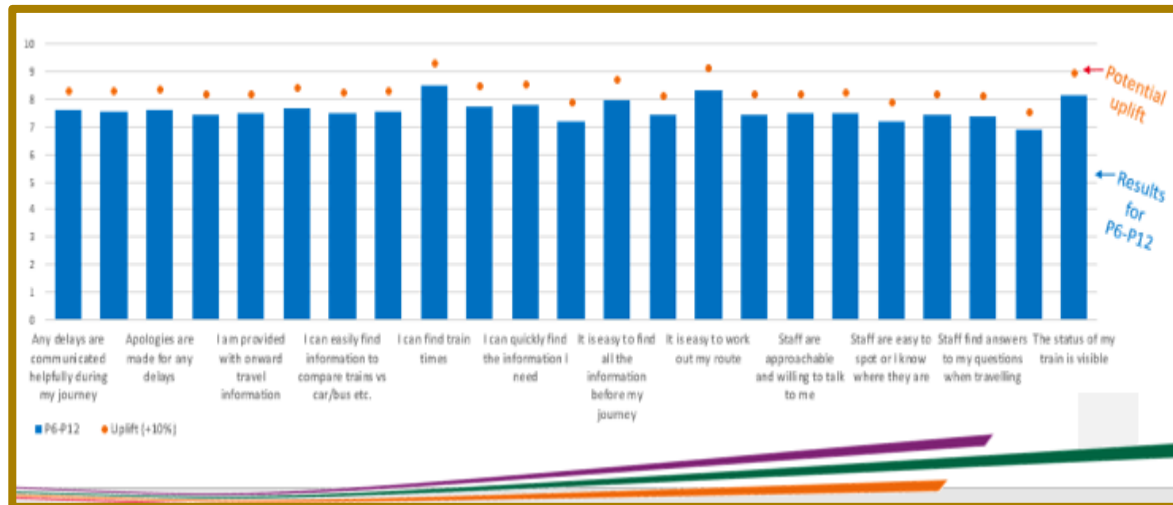
Provide regular updates on progress to the ORR and conduct broader stakeholder management activities.

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

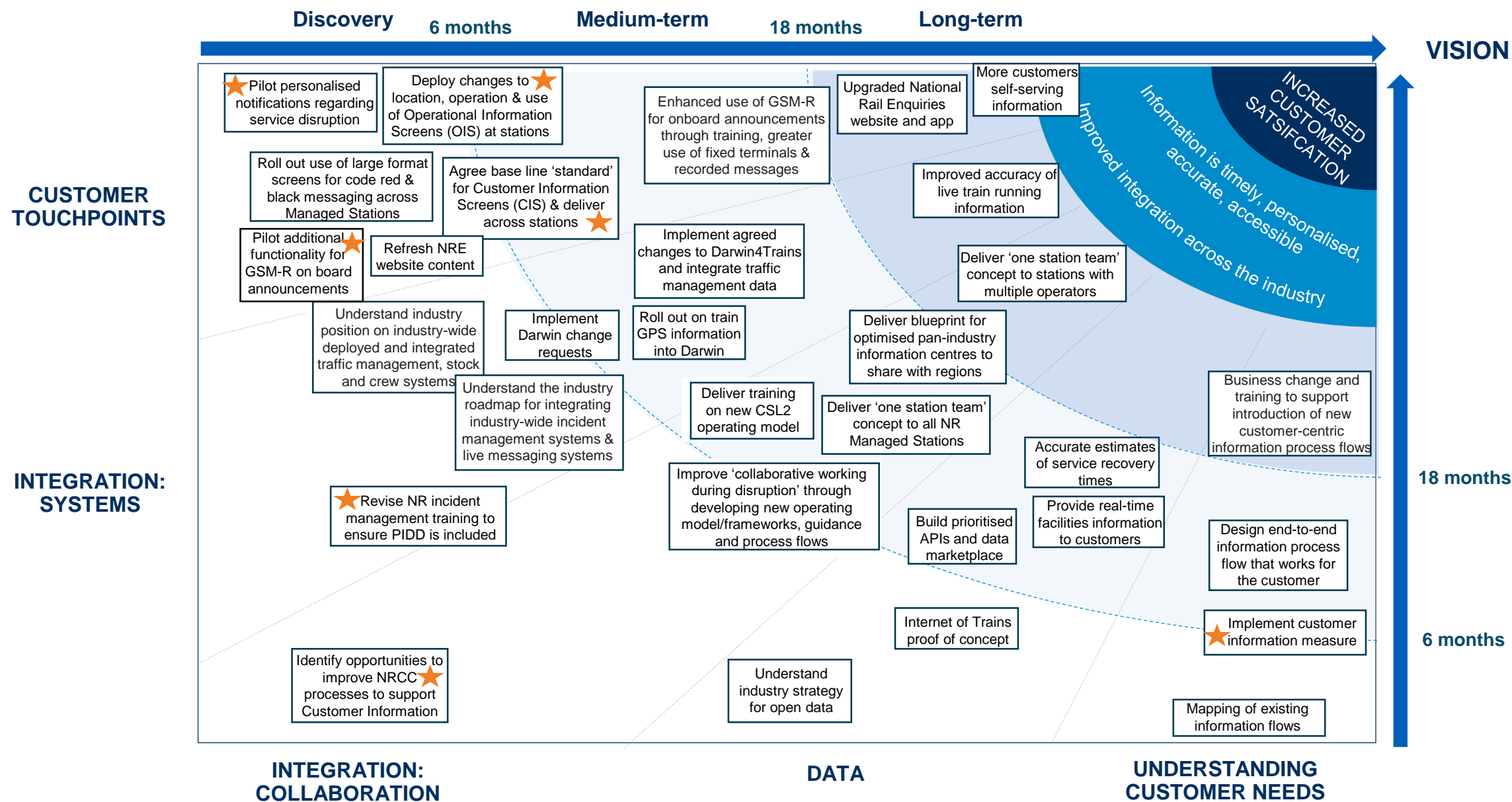
- Designing the ultimate customer information experience
- Customer Information Measure (Maturity Model)



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



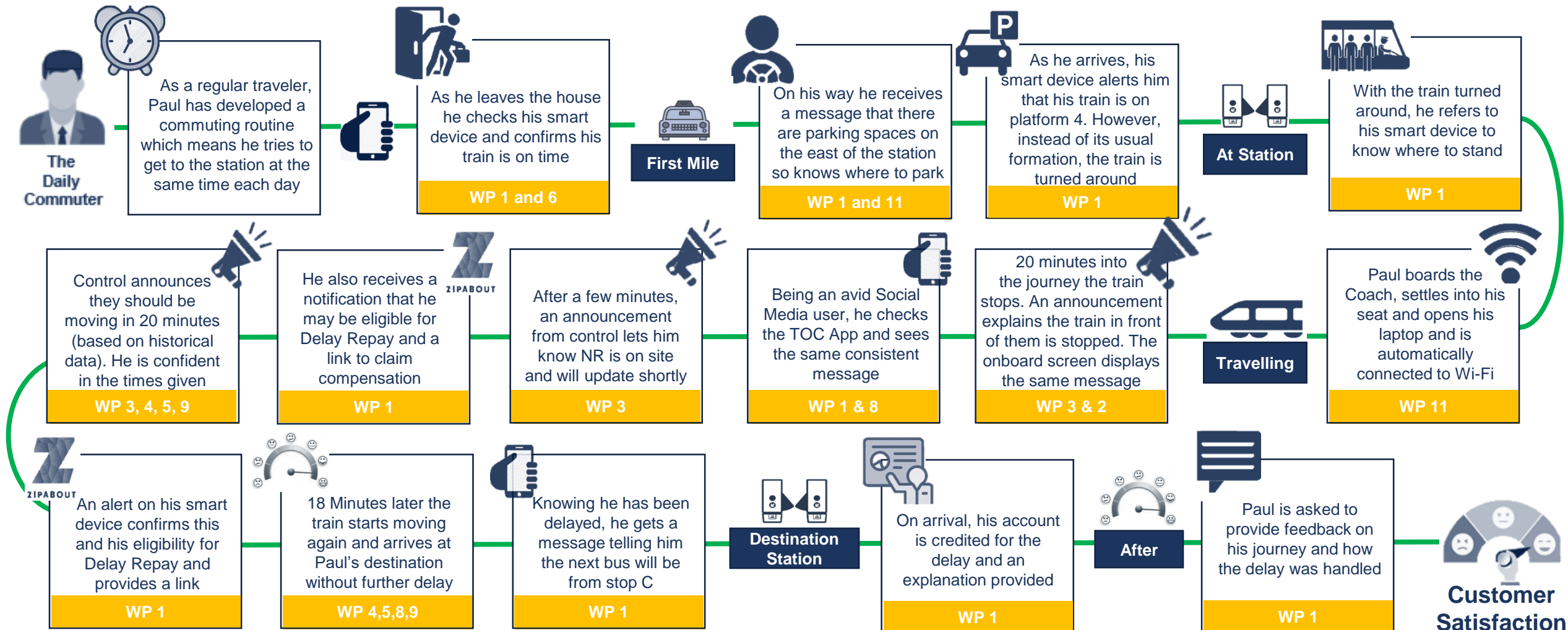
THE CUSTOMER PROPOSITIONS

THE VISION FOR CUSTOMER INFORMATION



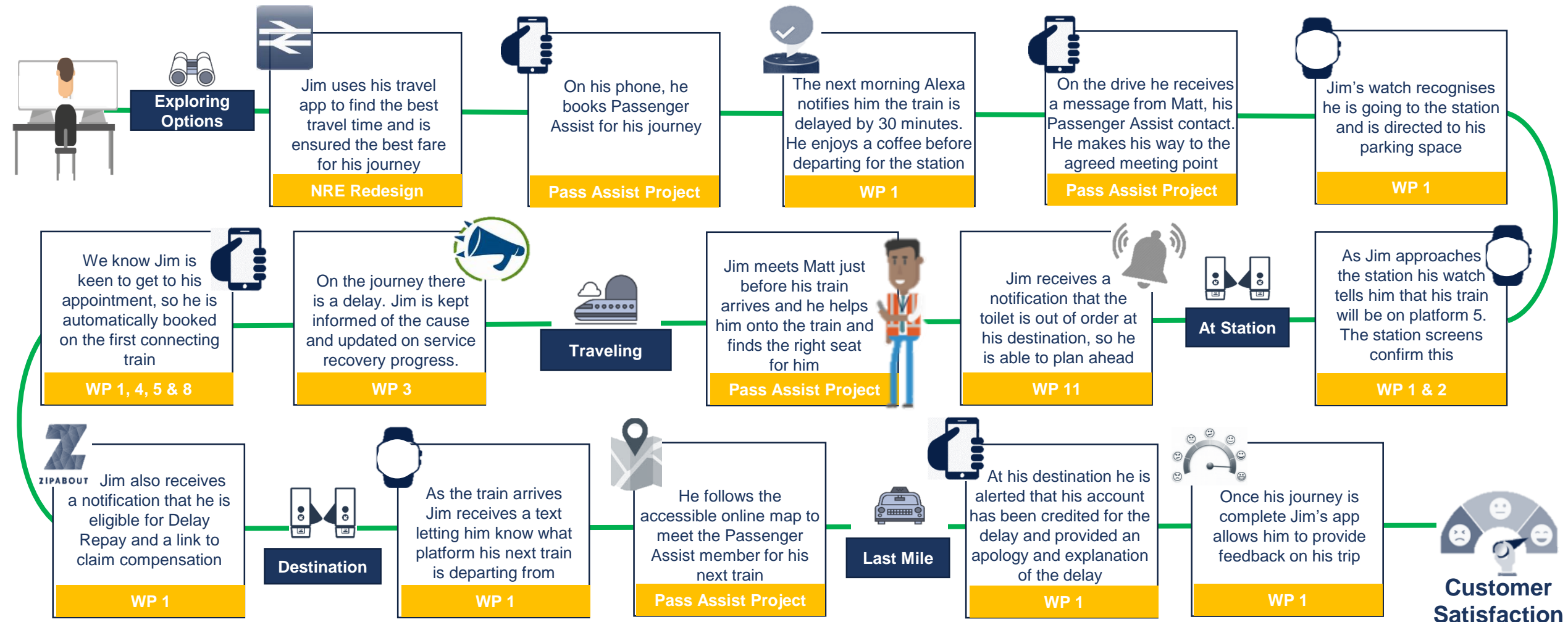
CUSTOMER PROPOSITION

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.



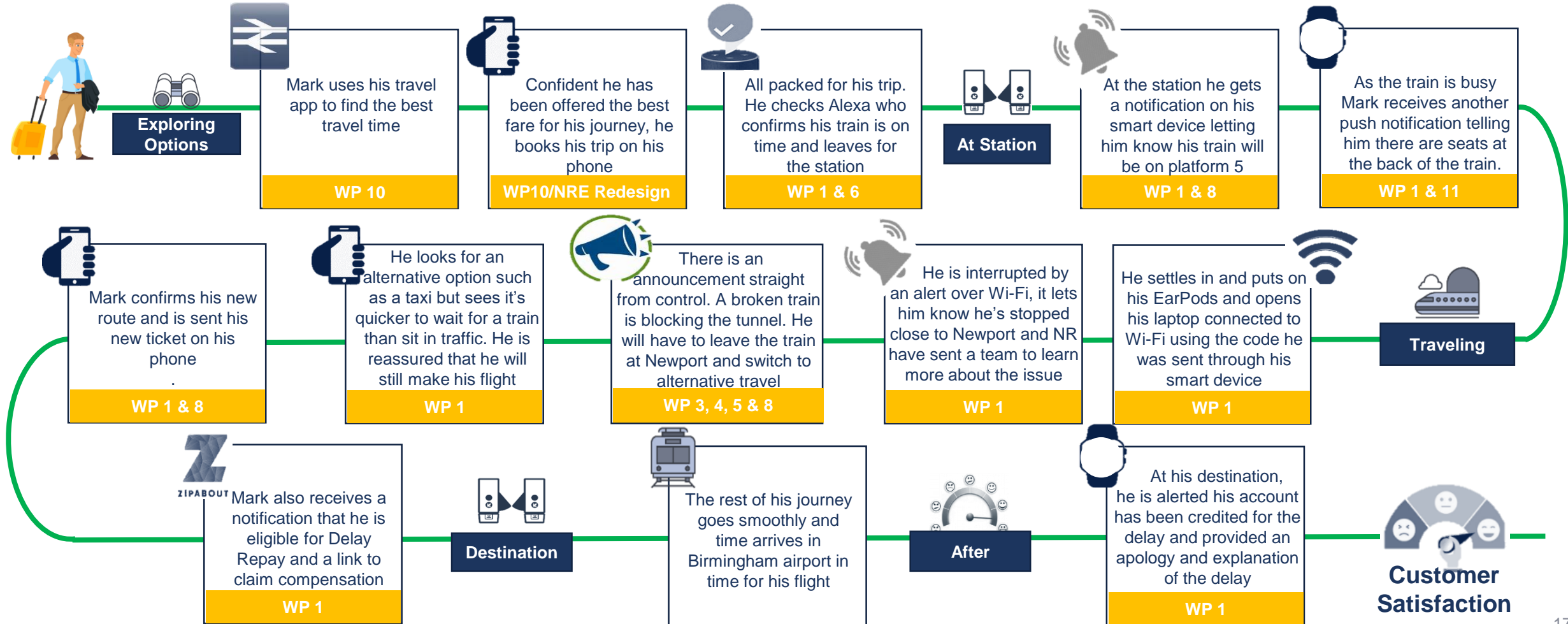
CUSTOMER PROPOSITION

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.



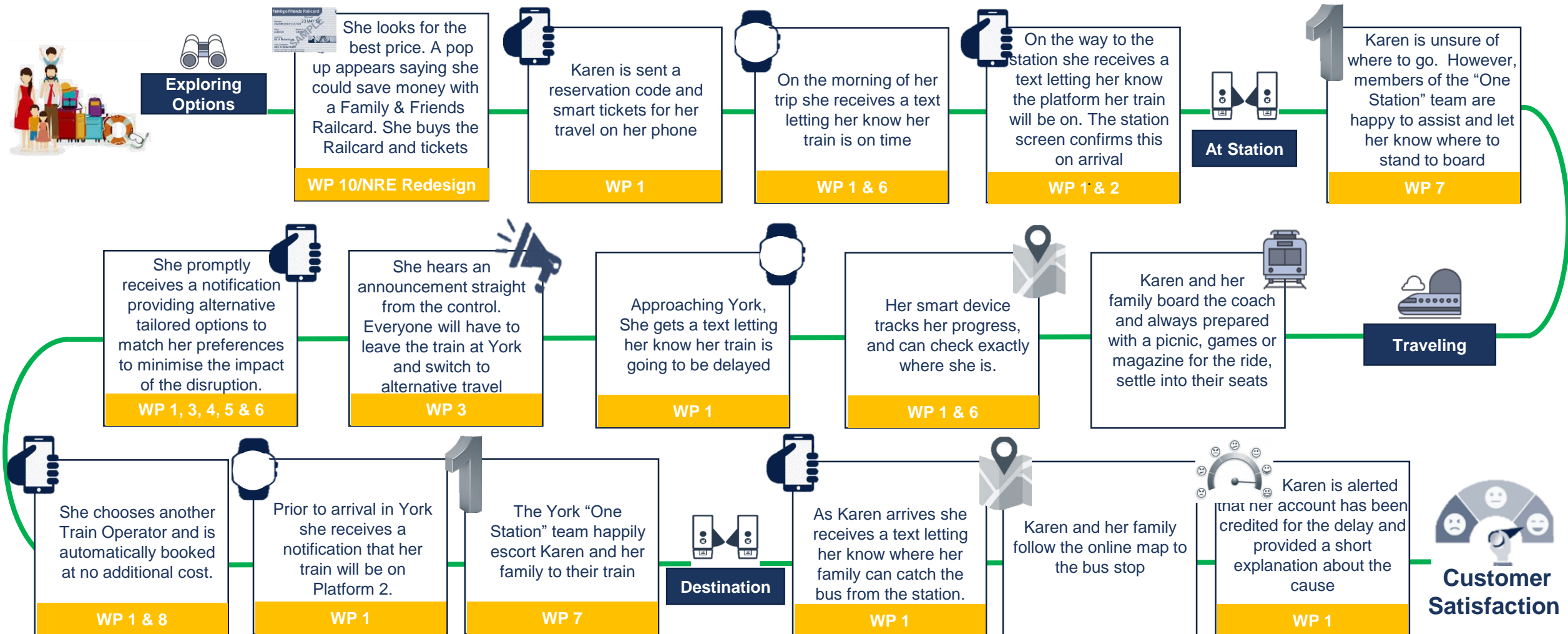
CUSTOMER PROPOSITION

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

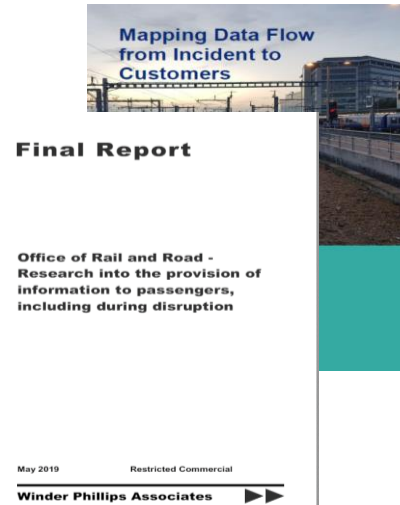
Our strategy is informed by insights from various sources, which have shaped our vision.



PIDD 29 Report



Wavelength



ORR Report



Subject Matter Experts

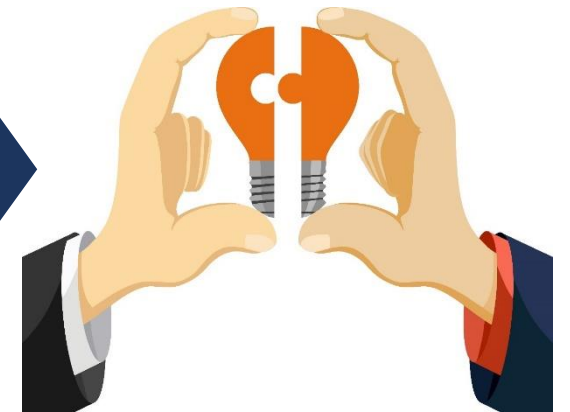


National Rail Passenger Survey
Transport Focus Insights



CX Principles

Our Vision

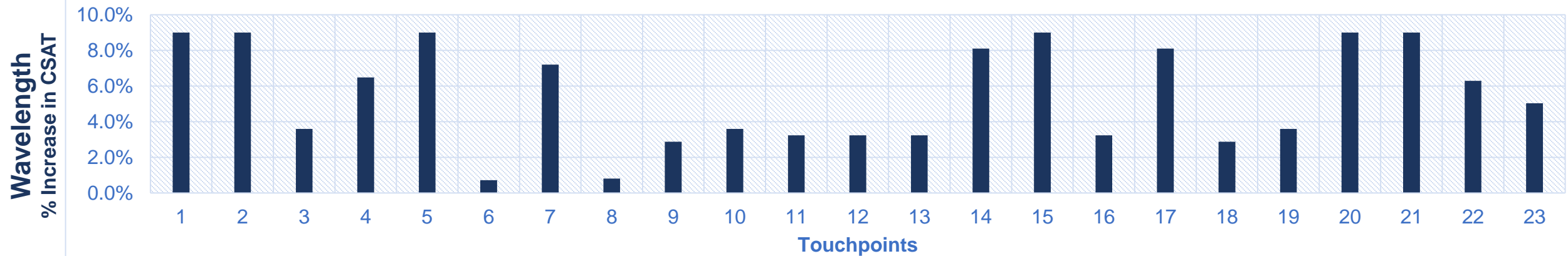


To provide customers with all the information they want, when and how they want it

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

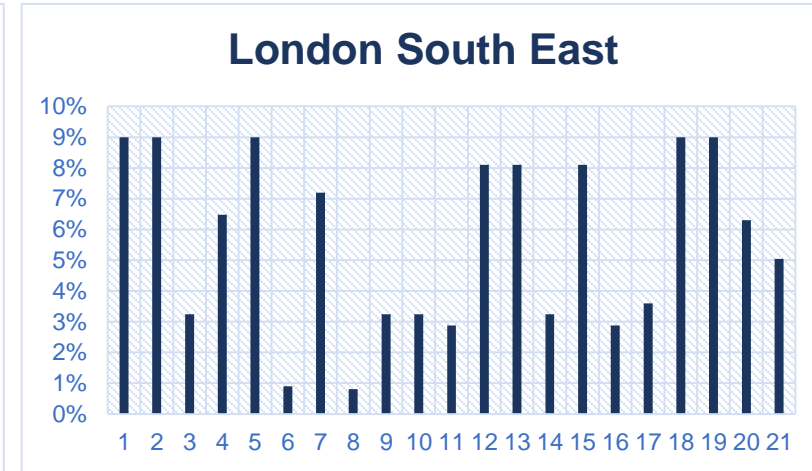
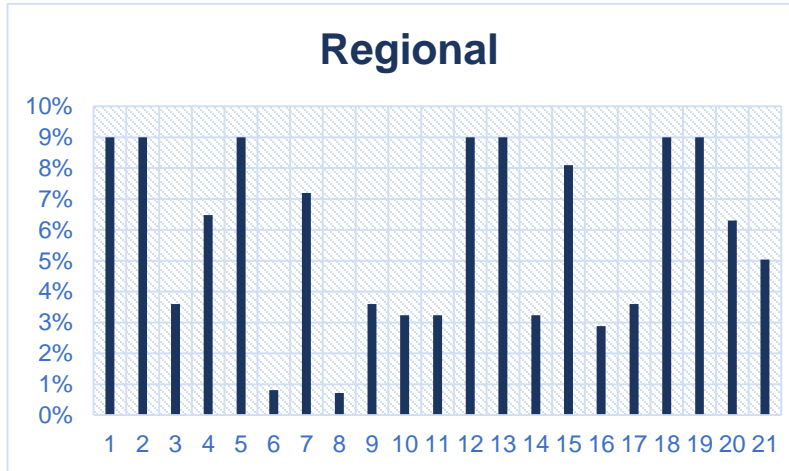
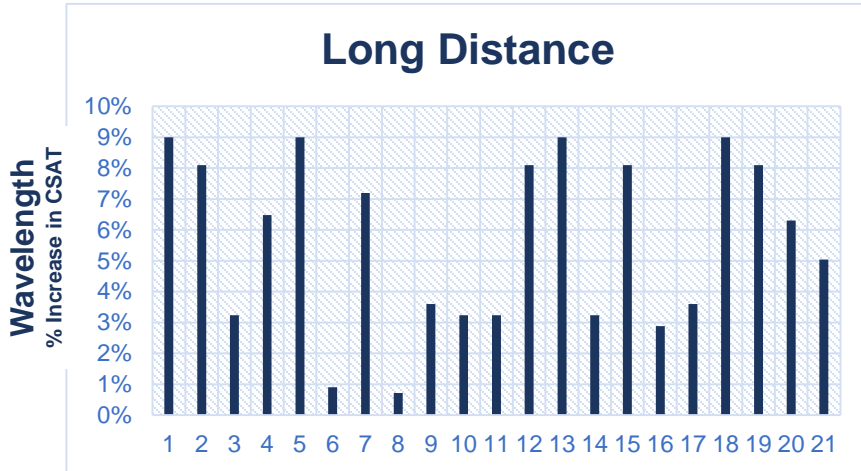


1. Any delays are communicated helpfully during my journey
2. Any delays are communicated helpfully while I am waiting
3. Apologies are made for any delays
4. I am communicated with appropriately in advance of my journey
5. I can find out how my journey is going
6. I can get help if I need it
7. Information 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

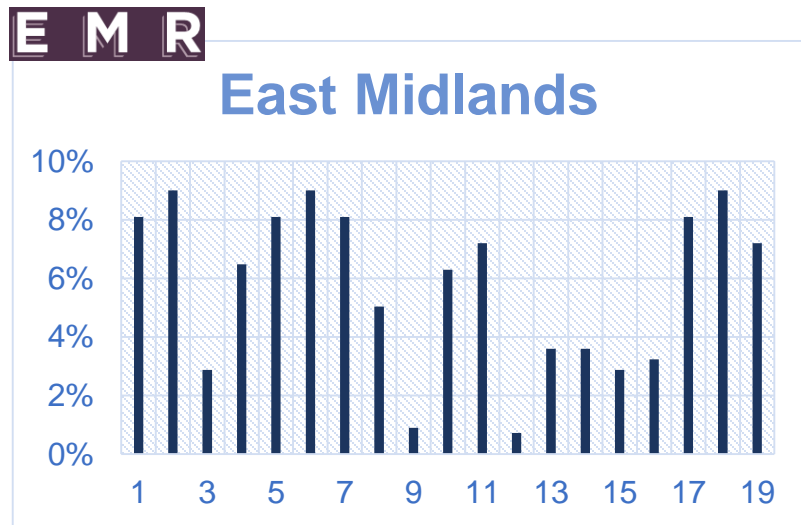
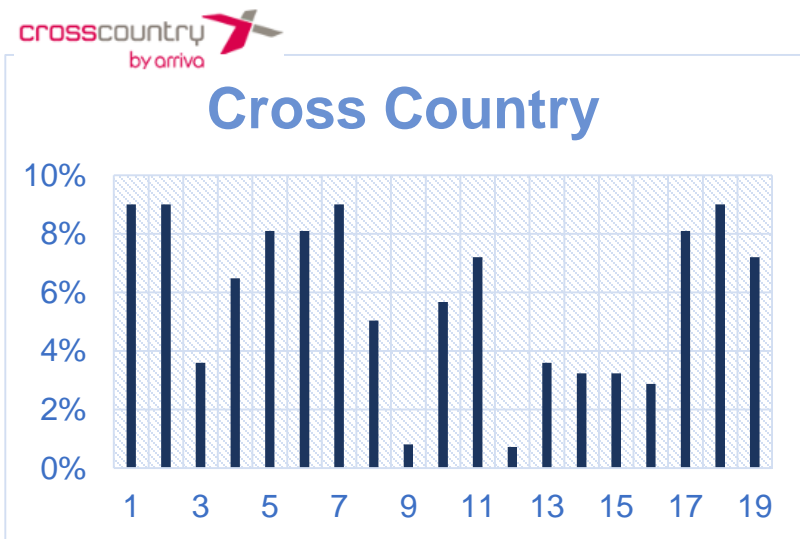
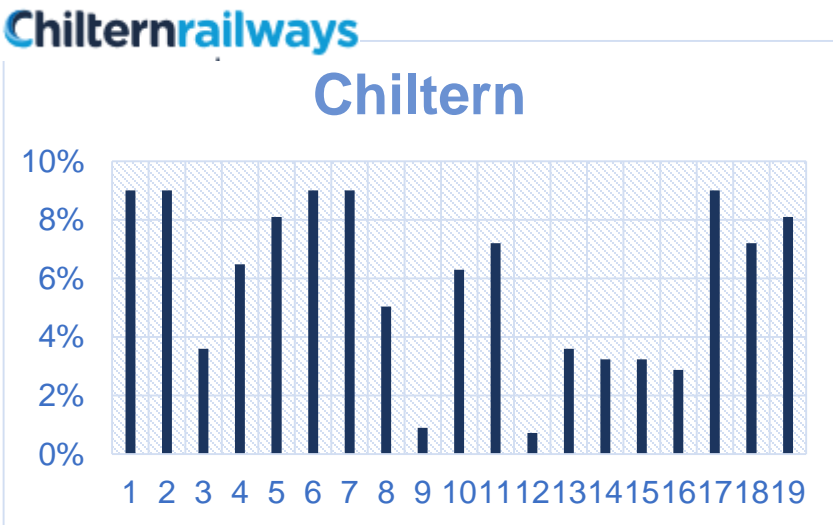
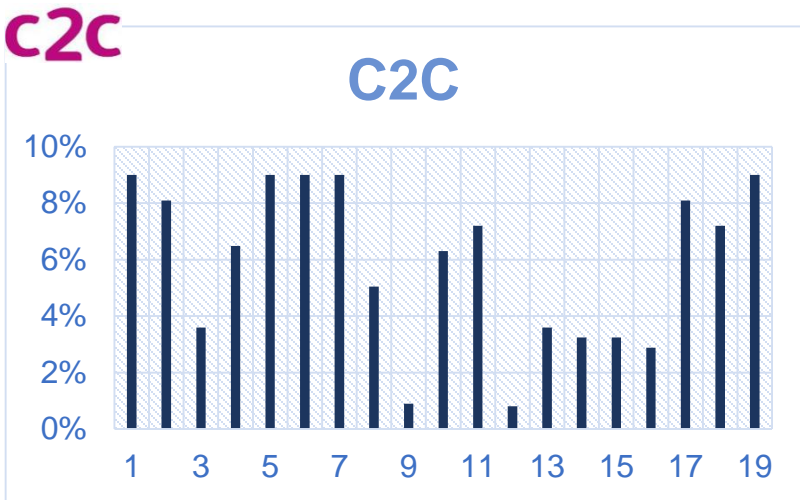
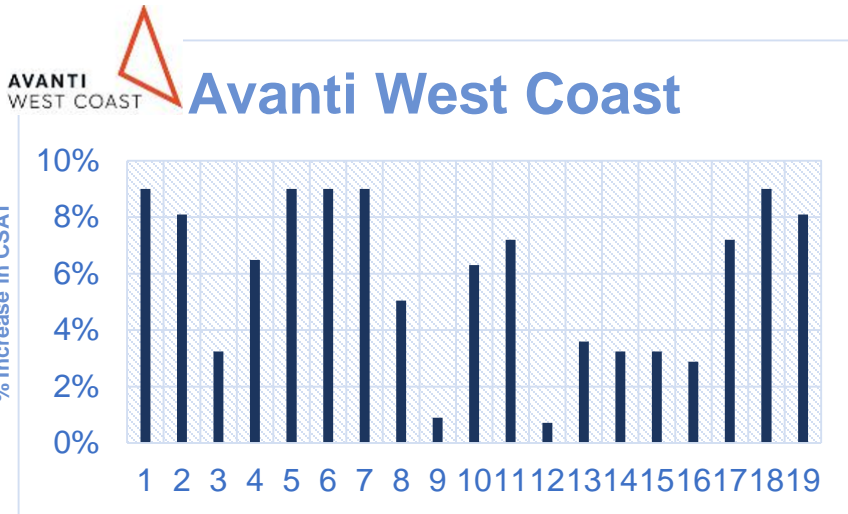
The work packages agreed for the Customer Information programme will lead to improvements in long distance, regional and London South East services for the below customer information touchpoints as measured through Wavelength.



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
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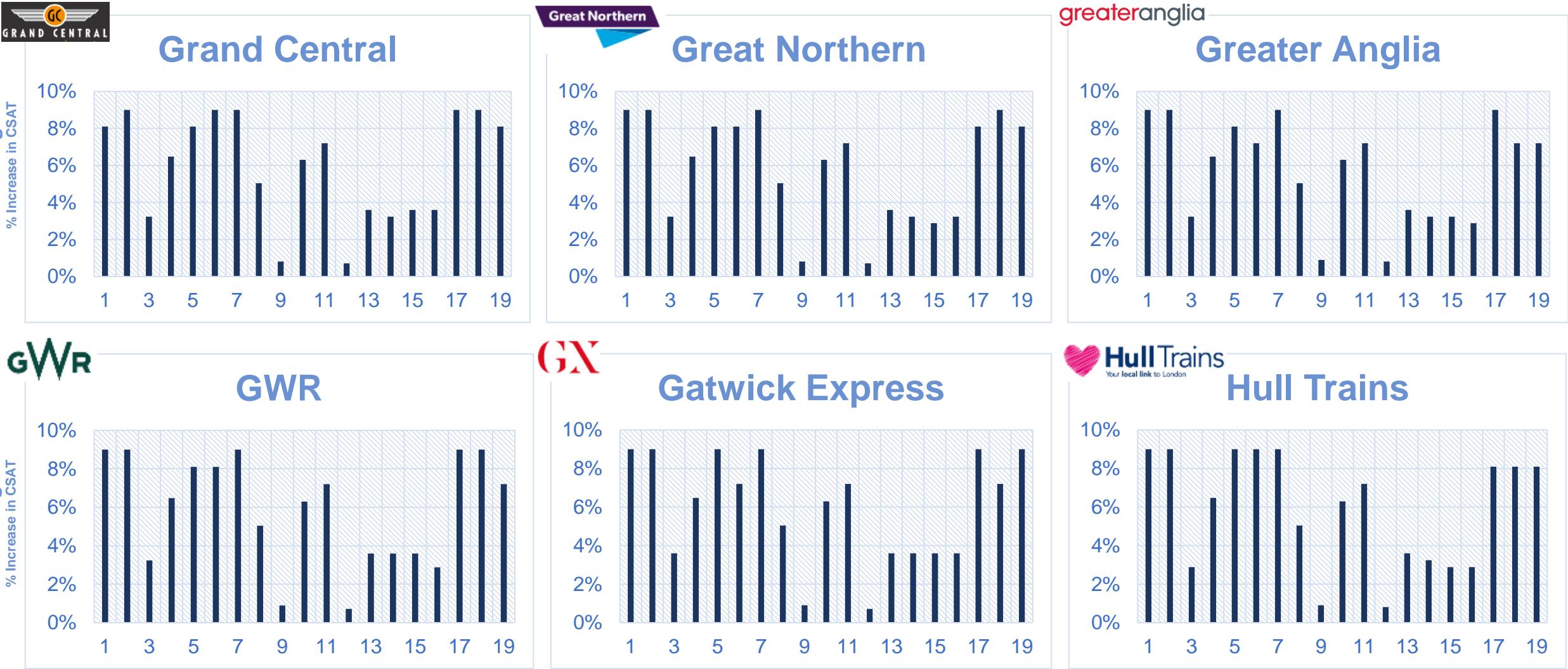
MEASUREMENT AND MONITORING

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



MEASUREMENT AND MONITORING

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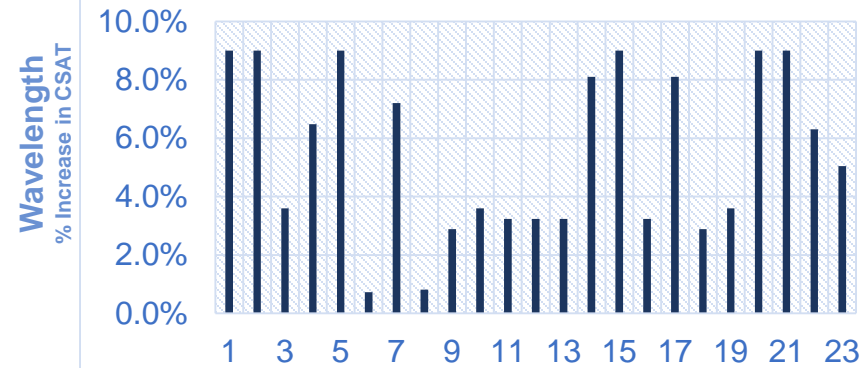


MEASUREMENT AND MONITORING

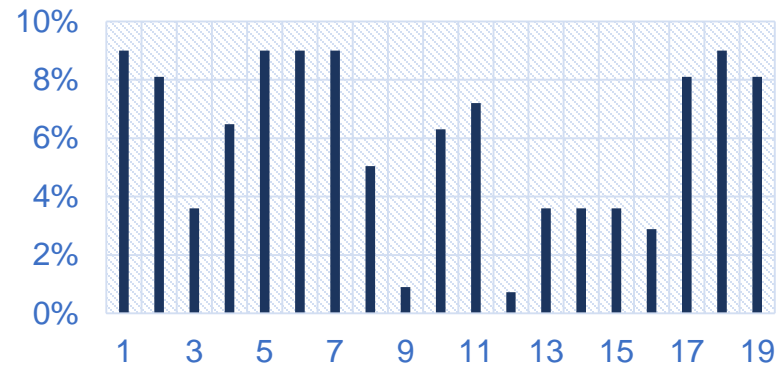
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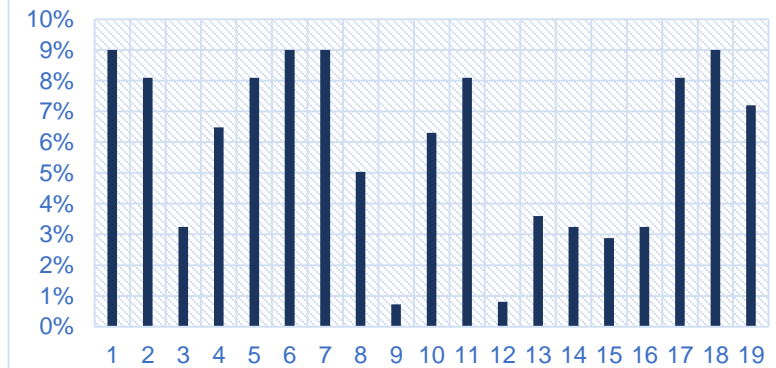
LNER



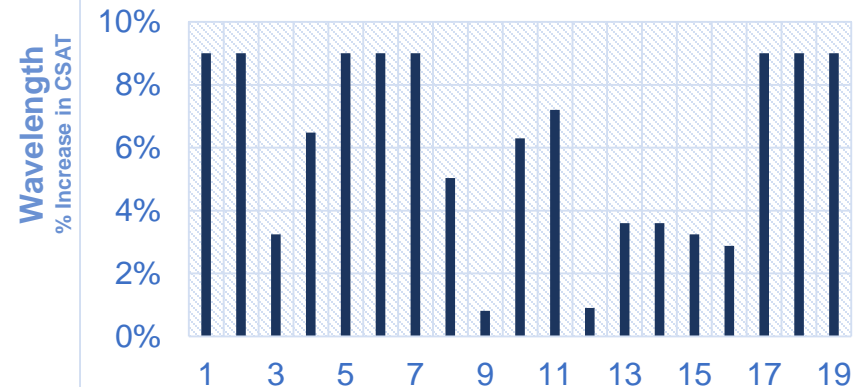
London Overground



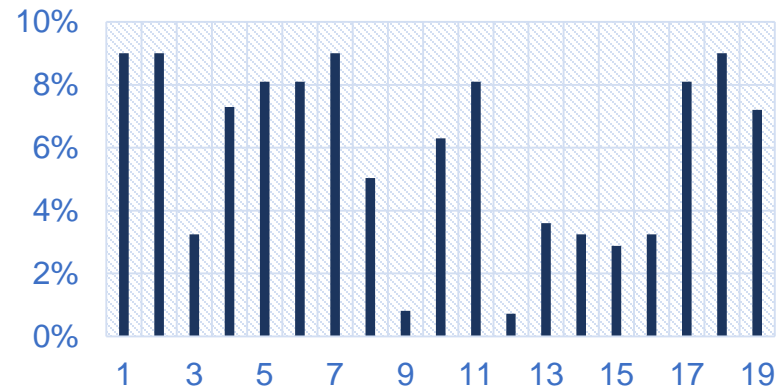
London Northwestern



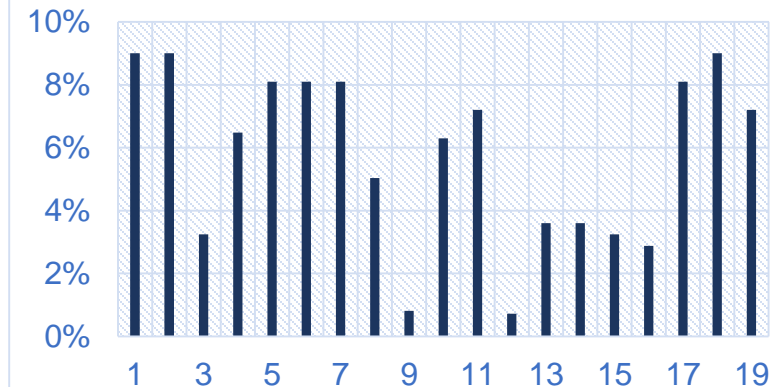
MerseyRail



Northern

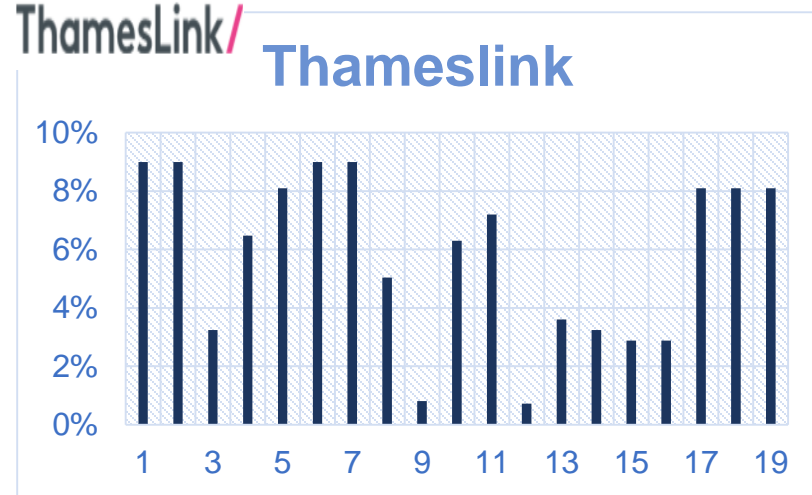
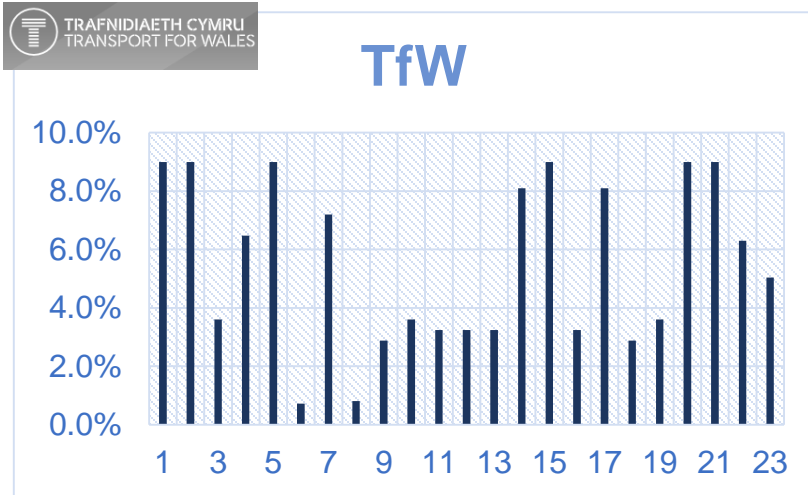
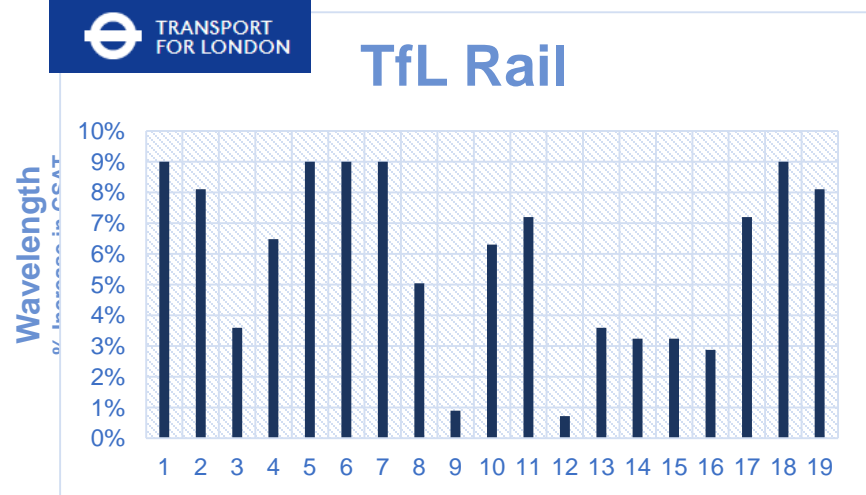
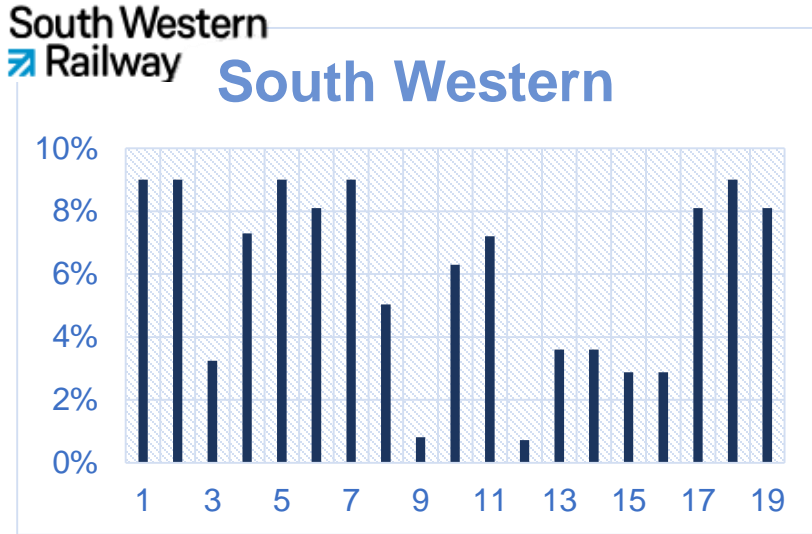
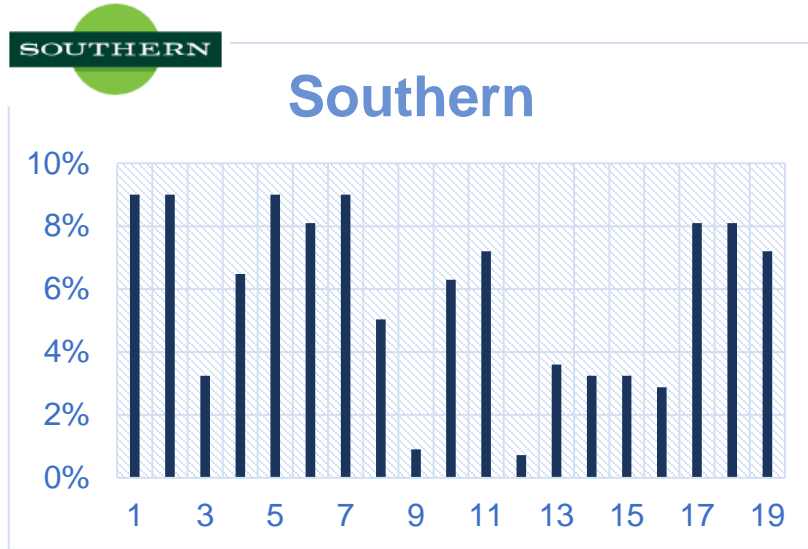
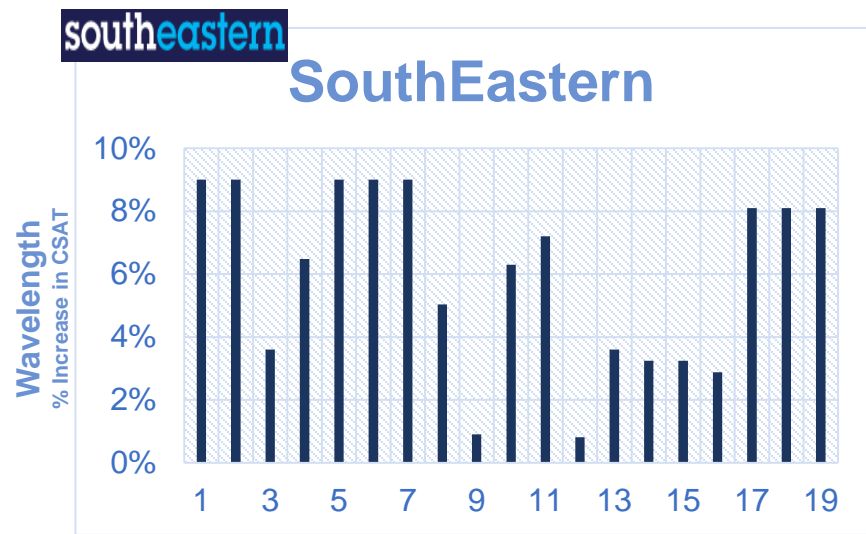


ScotRail



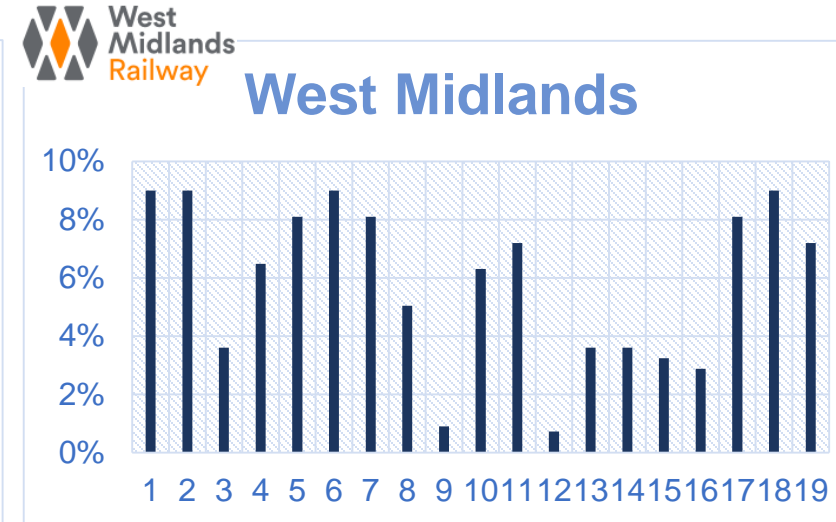
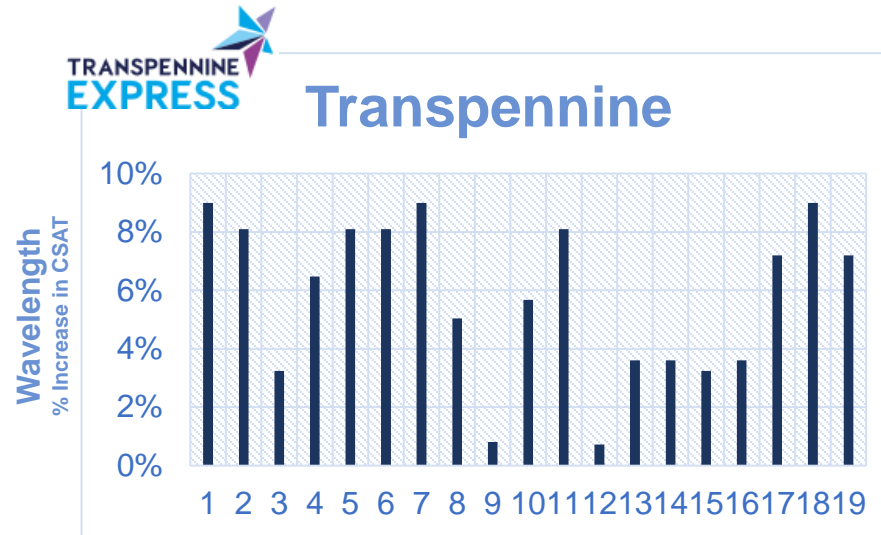
MEASUREMENT AND MONITORING

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MEASUREMENT AND MONITORING

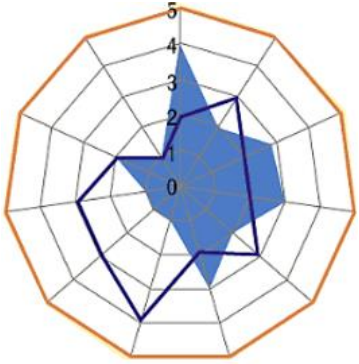
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THE CUSTOMER INFORMATION MATURITY MODEL

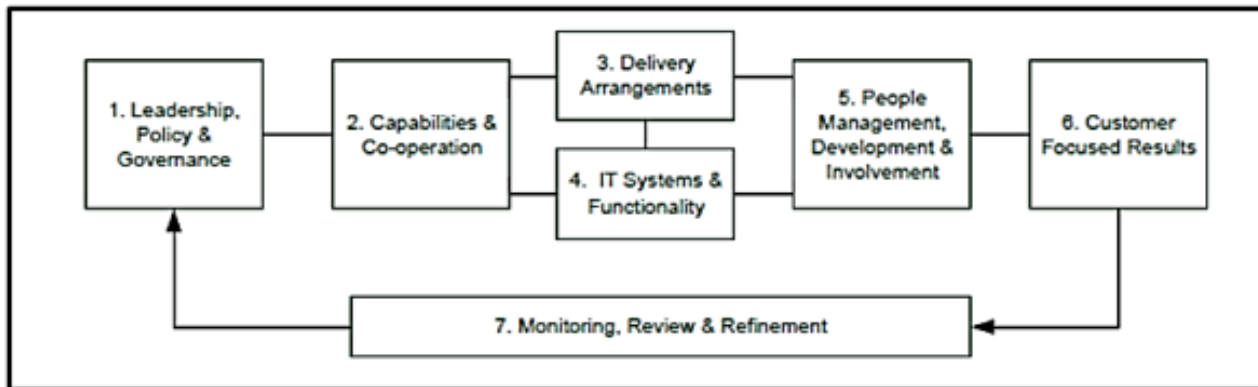
The Customer Information Maturity Model (CIM) will monitor, audit and review customer information to ensure continual improvement among Industry members.

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



Customer Statement

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



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



Right Tools

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 <ul style="list-style-type: none"> Understand NR roadmap for Traffic Management Systems and plot future network coverage. 	◀◆▶					
Stock and Crew Systems <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Create a matrix that show TOC and NR plans Better Operations Programme Board to agree forward action plan and work to be undertaken. 		◀◆▶		◀◆▶		



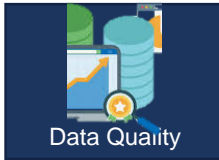

Staff confidently help me with my questions

Customer Statement



Objective:

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

		2020		2021				2022			
		J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Customer Impact MEDIUM	Benefits										
Customers Increased quality and timeliness of information	 Data Quality										
 Right Tools	Our People Quicker dissemination of information										
Governance Owner											
BOPB / NR Network Services											



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

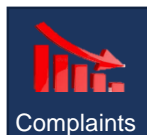
Benefits

Customers

Customer queries
resolved on first contact



Our People



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

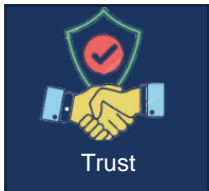
— 2020 ————— 2021 —————>

Customer Impact
MEDIUM

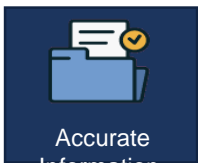
Benefits

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) <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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:

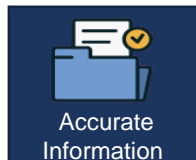
Subject to funding approvals, deliver added functionality for Darwin and optimum up-time to ensure that it meets its key purpose of being the central repository of information for real-time train information

Customer Impact
MEDIUM to HIGH

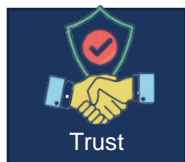
Benefits

Customers

Provision of more
accurate and reliable
information.



Accurate
Information



Trust

Our People

Personalised notifications
to customers will improve
confidence in industry
information

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
- Develop roadmap for progressive modernisation of Darwin						
Darwin for Trains <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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) <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - Work with third parties to understand scale of issues and root causes - Address the root cause of issues 						
Helping Users <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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			
		J-S	O-D	J-M	A-J	J-S	O-D
Activity		Q3	Q4	Q1	Q2	Q3	Q4
Customer Impact LOW	Benefits	Delivery dates subject to detailed stakeholder planning					
	<div><div><p>Customer focused communication</p></div><div><p>Customers</p><p>Communication is consistent and focused on customer outcomes</p></div></div> <div><div><p>Customer Satisfaction</p></div><div><p>Our People</p><p>Trained to a competency where customer service is the focus during disruption and normal operations</p></div></div> <div>Governance Owner</div> <div>Customer Information Strategy Group</div> <td><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</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	<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					



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

Customer Statement



Objective:

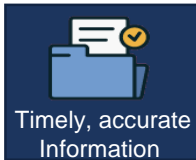
Improve onboard announcements through changes to onboard technology and employee training

Customer Impact
HIGH

Benefits

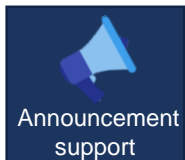
Customers

Customers receive timely,
accurate information
while on their journeys.



Our People

Supports drivers and
onboard staff in making
announcements



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 	◆	◆	◆			



I am told useful information before, during and after my journey

Customer Statement



Objective:

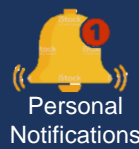
Achieve industry consensus and funding proposal for improved notifications to customers regarding changes to their journey, personalised to their needs

Customer Impact
MEDIUM

Benefits

Customers

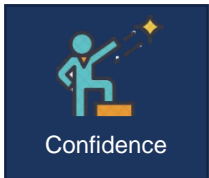
Allows for
personalised
notification on service
disruption and recovery



Personal
Notifications

Our People

Personalised
notifications to
customers will improve
confidence in industry
information



Confidence

Governance Owner

Customer Information Strategy Group

— 2020 — 2021 — 2022 —→

	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Notifying Customers of Changes to Journey <ul style="list-style-type: none"> - Workshop with NR System Operator - RDG Retail team include requirements for Third Party Investor Licence - Scope out change with third party retailers - Agree with retail board info schedule for third parties - Deploy a pilot with a TOC to apply flags - If pilot successful, develop roadmap delivery - Initiate agreed system changes 	◆	◆								
Provide Smart Ticket Holders Personal Info <ul style="list-style-type: none"> - Digital strategy team to determine requirements - Understand the data currently available including TfW ACCELERATOR programme - Develop roadmap for delivery 	◆	◆								
Share Best Practice <ul style="list-style-type: none"> - Identify current best practice, review outputs and if appropriate work with industry on plan to roll out 	◆	◆								



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:

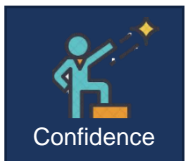
Improved consistency and accuracy of information screens providing customers with an up-to date information source which is consistent across the network

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



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

Customer Statement



Objective:

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

Customer Impact
HIGH

Benefits

Customers

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



Our People



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

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



*My train company has the things that matter to me
on my journey monitored and reported*

Customer Statement



Objective:

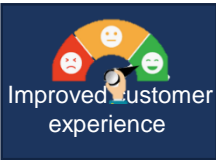
Agreement to and implementation of a new Customer Information Measure (Maturity Model)

Customer Impact
MEDIUM to HIGH

Benefits

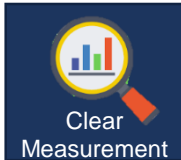
Customers

A more consistent and
better delivered
customer experience



Our People

Ability to measure where
members provide
excellent information and
identify where improvements
can be made



Governance Owner

Customer Information Strategy Group

— 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
Development <ul style="list-style-type: none"> - Workshop with CISG and WPA - Ensure model is set up to measure like for like, not competing services - Agreement of principles: <ul style="list-style-type: none"> i. Tool to drive improvement ii. Measures impact to customers via NRPS, Wavelength - Feedback to WPA - Agree initial version of CIM 	◆									
Implementation <ul style="list-style-type: none"> - Look at potential pilot opportunity to test initial CIM proposal - Iterate based on insights from customers - Implement agreed proposal 	●◆	◆								
Measurement <ul style="list-style-type: none"> - Create ongoing measurement and iteration 		●◆	◆		◆		◆		◆	◆



***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

Benefits

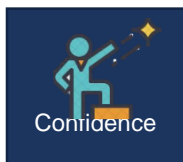
Customers

Enables third parties to develop tools based on the single source of the truth.



Enable

Our People



Improved confidence in the information being provided to customers

Governance Owner

Data Strategy Council

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

Data Standards, Quality and Value

- Build out taxonomy and other metadata
- Identify standards for MaaS
- Develop and monitor Data Scorecard

Innovation, Culture, Skills and Best Practice

- Ongoing skills, innovation and culture training

WP11

Data



Real-time Station and Train Facility Info

INTERNET OF
TRAINSCI
STRATEGYIT SYSTEMS
ARCHITECTURE

ORR

WORKING WITH
GOOGLE ON
DATA
PROVISION

DRS



*I can find out if things important to me are working
before I travel and while on my journey*

Customer Statement



Objective:

Strengthening the value chain to allow third parties to deliver an enhanced customer experience through provision of real-time facilities information

— 2020 ————— 2021 ————— 2022 —————>

Customer Impact
MEDIUM to HIGH

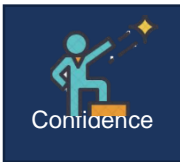
Benefits

Customers

Real-time facility
information based on
a single source of the
truth

Real-time
facilities info

Our People



Confidence

Improved confidence in
the information being
provided to customers

Governance Owner

Data Strategy Council

	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D
Activity	3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Development (subject to work commencing on data marketplace) <ul style="list-style-type: none"> - On Track Retail and Rangel / John Till to work together on a short-term proof of concept - On Track Retail to design front-end for how train loadings may be visualised in-app or website - Identify facility info currently available (each TOC) - Identify timeline for other info (i.e. toilets/ lifts) - Analyse business change management needs (with Rail Data Council) - Business change, including cultivation of digital ecosystem 	●◆	●◆								
Adding APIs to the data marketplace <ul style="list-style-type: none"> - NR lift proof of concept (PoC) for Thames Valley - Add new disruption data API - Expand coverage to other open APIs 		●◆	●◆							
Best Practice <ul style="list-style-type: none"> - Identify current best practice, review outputs and if appropriate, work with industry on plan to roll out 			●◆		◆					

WORK PACKAGE INTERDEPENDENCIES

The below chart illustrates the interdependencies between work packages.

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

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

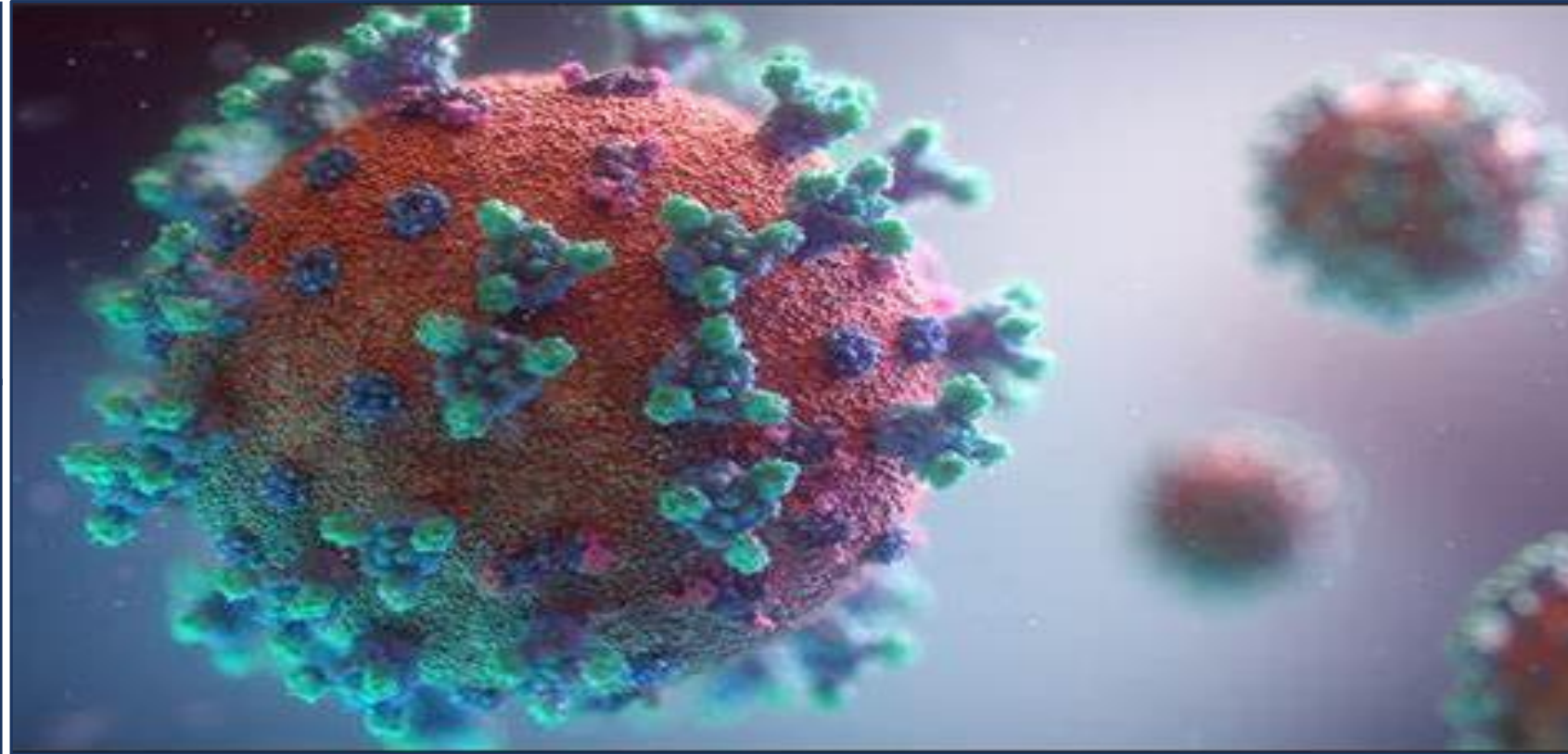


Personalised Messaging to Other Platforms

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.



END