

Winter Preparedness – London TravelWatch

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NATIONAL TASK FORCE

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What is the National Task Force?

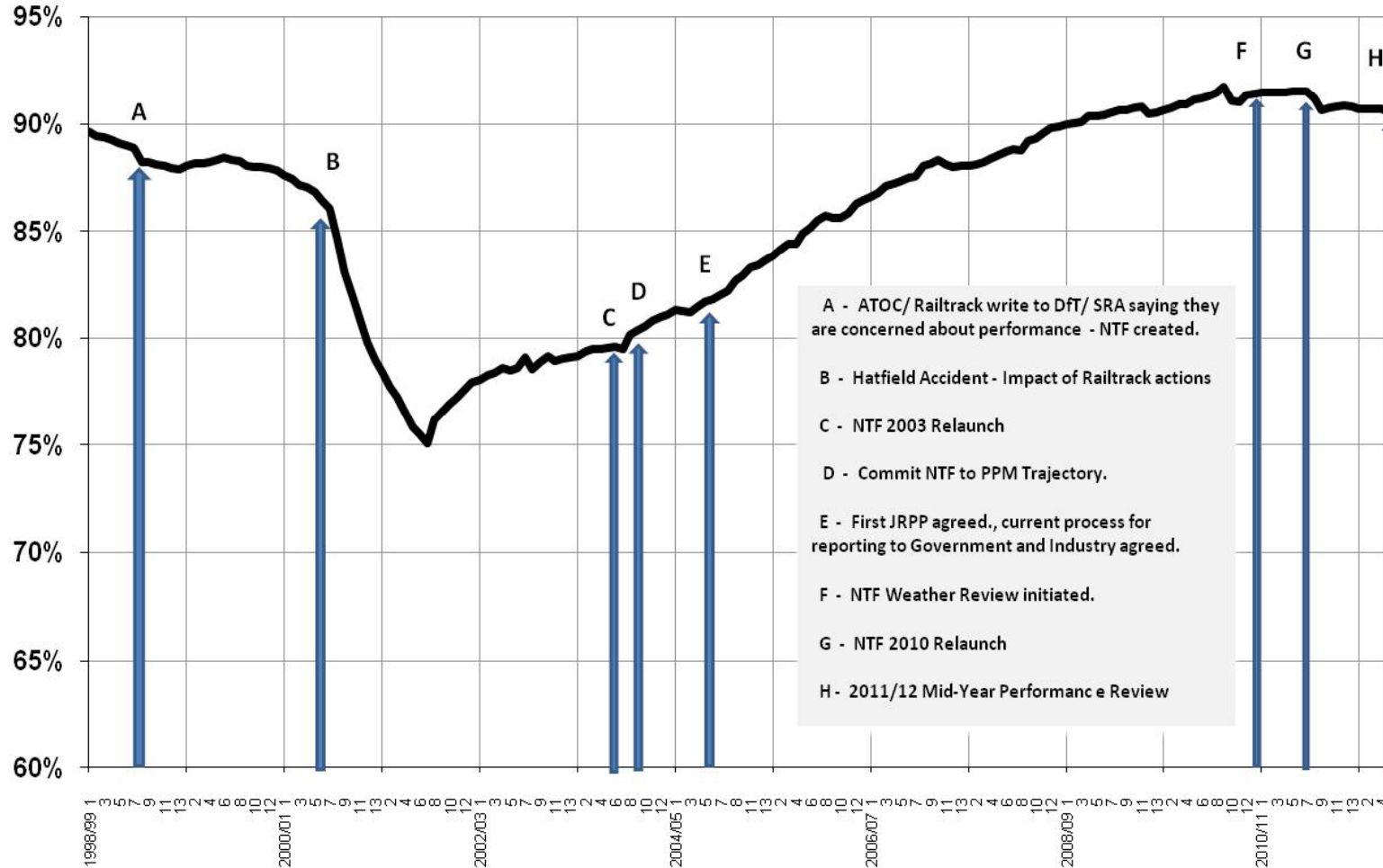
- Created in 1999 in response to declining rail punctuality to bring together all industry players at a senior level
- Ineffective and re-launched in 2003/04, with dedicated senior director - Gary Cooper and TOC Nominated Chair – currently Chris Burchell
- Five overarching themes since August 2010
 - Punctual railway
 - TOC and NR Asset Reliability
 - Passenger Information During Disruption (PIDD)
 - Industry Major Projects / Strategic Activity
 - Capacity and Utilisation

Who is the National Task Force?

- Membership
 - Each TOC Owner nominee, one FOC owner
 - NR Customer Service and Operations Directors
 - NR Heads of Planning, Performance and Maintenance
 - DfT and ORR Delivery / Performance Directors
 - ATOC Chief Executive
 - Chair NTF-Operators Group
 - Dedicated part-time NTF business director
- Other industry parties as necessary

PPM Moving Annual Average

All Franchised TOCs P1 1998/99 - P5 2011/12



National Task Force

NTF Role in Winter Preparation

- Show industry leadership and commitment
- Ensure system wide view of the lessons to be learned from 2009/10 and 2010/11 and actions to improve
 - NR Asset Reliability
 - TOC (RoSCo) Asset Reliability
 - Passenger Information During Disruption
 - Amended Timetable Quality and Availability
 - Industry Guidance through good practices
- NTF led the industry response to Quarmby, Transport Select Committee and Local Government Association Reviews

NTF Overview - NR Assets

- NR here today - will go through its activities
- NTF request to look at DC Network and “all the rest” as two separate activities
 - Conductor Rail Heating
 - Rail Head Treatment Trains
 - Snow clearing machinery
 - Protection for Trackside equipment
 - Long term – should third rail system be replaced

NTF overview - TOC Rolling Stock

- Differing failure modes each TOC – even same builder same class of train
- RoSCo (vehicle owners) TOCs and NR joint work – system led approach requested by NTF
- Snow covers for motors on fleets where snow caused electrical “flashover”
- Trialling door pocket heaters ~ 10% of trail fleet fitted
- Trialling coupler bags for some fleets and heated couplers on others
- Modification to train control systems to reduce likelihood of freezing and easier access of system does freeze
- Overhaul and redesign of equipment that provides light and heat – to reduce likelihood of failure
- Software changes to reduce frequency of train electrical system shut down
- In service de-icing from passenger trains in Kent

NTF overview - TOC Operations

- NR and TOC agree Key Route Strategy (KRS) for each NR route
- Train Driver training on rolling stock modifications - how the train will behave differently
- KRS drives what amended timetable can be run
- KRS determined by
 - infrastructure availability capability
 - rolling stock capability
 - (less common) human resource capability
- Reduce joining and splitting
- Additional salt ordered
 - Trials show salt best for de-icing stations and public areas
 - Mechanical snow clearance machines
- Significant work on stranded customers – more later
- Work with NR and local authorities re access clearance to depots and stations – also raised personally with LGA

NTF Overview Passenger Information During Disruption (PIDD) 1

- NTF captured over 100 issues from customers, funders, stakeholders, industry
- Cross-industry workstreams
 - Improving information to “control” from site of an incident
 - Training for controllers in building and implementing a plan to recover the train service
 - One version of the truth - all sources
 - Training for staff and managers and identifying and procuring hardware needs for staff
 - Amended timetable availability
 - Building a longer term capability 2- 10 years
- Senior cross-industry champion - C.E.O. of NRE

NTF Overview - Passenger Information During Disruption (PIDD) 2

- Systematically going through stakeholder expectations and feeding back to proposers
- What will be better this winter?
 - Alternative route maps for severe disruption
 - Ticket acceptance policies pre- agreed between TOCs
 - Immediate updating of on line journey planners
 - Use of social media by NRE and by some TOC Customer Service Teams
 - BlackBerry application for front-line staff
 - About to trial a disruption app – get feedback in real time from customers experiencing it
 - Amended timetable advertising and performance

NTF Overview NR and TOC Amended Timetables

- All ex NSE TOCs have agreed contingency plans
- All lodged with NR except Heathrow Connect and Express
- NR staff training on new system complete
- NR resource available to amend timetables 7 days a week from 5 November
- Aim for availability 21:00 the evening prior to introduction
- Timetables validated against Key Route Strategies – complex – further discussions next week
 - Performance impact depending on degree of validation
 - Not as thorough as for permanent timetable

Realism

- Things won't be perfect - a massive industry wide project over several years and can't test some solutions until severe weather
 - Work on conductor rail high risk sites almost complete review today on a technical issue identified at end of last week – but we know the kit works
 - Late design modification for snow treatment trains - plan completion beginning December
 - Train snow filters differing states of completion differing fleets - some complete, some will complete by December, others run into new year
 - Amended timetables – the aim is journey completion they will have less conflict validation than the permanent plan
 - PIDD delivering the vision of accurate information for all *whenever, wherever and however* requested is longer term
 - Industry good practices re-written - this winter first test

Summary

- NTF – senior cross industry body for train service delivery set out what is required and tracks delivery
 - Modifications to rolling stock hardware and software
 - Conductor Rail Heating
 - Additional rail head treatment capability
 - Improved passenger information – timeliness, accuracy, “one answer”
 - Use of social media for assurance and to show we know there is a problem
 - New guidance for customer centric approach if trains stranded
 - Pre- agreed and tested amended timetables
 - Additional snow / de-icing equipment for public areas
 - Not all work complete – much completes between now and January but some is next winter and some longer still



Meeting the needs of stranded customers

A high level briefing



Meeting the needs of stranded customers - history

- Processes have been in place for years setting how to rescue trains – but focussing on the train not the people on it
- Many attempts as far back as BR to bring customer centric thinking to recovery – none were national and many not sustained nor shared as good practices
- ATOC Railtrack and Network Rail have analysed high profile strandings in the past driven by the need to care better for customers but it is clear more attention to the issue is needed
- The train focused processes are necessary and are documented as good practices – so the work wasn't wasted but we need more – we need those leading recovery to think “soft” customer needs as well as “how to move the train”

Meeting the needs of stranded customers - problem

- We have a much to prove to our customers and need to show by our **actions** that “the railway”:
 - Knows they are stranded
 - Cares about their personal, environmental and onward journey needs
 - Is in control and has a plan
 - Understands customers will be annoyed, frustrated, uneasy, possibly panicking and have personal needs depending on the time taken to get them off the train
 - May want redress after the event and definitely will if not handled well
- We are far from achieving this – shown by some customers thinking it better to get off the train under their own volition than trust “the railway”

Meeting the needs of stranded customers - process

- Guidance developed by a cross industry group involving TOCs, ATOC, Passenger Focus and Network Rail
- Single national guidance simply won't work – businesses and incidents too diverse
- Comprehensive guidance note for TOCs and NR Routes setting out good practices to consider when building local response plans
- To be presented to TOCs and NR later this month for “sign off” as cross-industry guidance.

Meeting the needs of stranded customers – content 1

- The guide contains advice on the roles of on board staff:
 - Providing assurance, information, visibility
 - Identifying any customers who are, or may quickly become vulnerable
 - Demonstrating that “the railway” has a plan
- And role of other staff e.g. signallers, controllers, on call managers, NRE, TOC customer service staff:
 - Ensure the on board staff are briefed and kept informed
 - Develop and communicate a plan to move the customers
 - Arrange for information to meeters and greeters and onward travel to destination
 - Use social media to communicate direct to customers and staff on the train(s)

Meeting the needs of stranded customers – content 2

- The guide contains advice on determining the most appropriate response which depends on:
 - Likely duration and reason for stranding
 - Numbers of trains and customers involved
 - Location of the stranded train(s) relative to roads, stations, safe access points
 - Weather and time of day
 - Type of customer (and train service) *e.g. Customers on a train going 50 or more miles between stops are less likely to self detrain than commuters on services with short distances between stations*
 - Number of railway staff available at work on the train, from one (Driver Only Operation) up to seven (some long distance trains) and any staff not on duty who could help

Meeting the needs of stranded customers – content 3

- The guide contains advice on customers' hierarchy of needs:
 - Supervision / information/ assurance
 - Personal care for vulnerable people
 - Heating / cooling
 - Lighting
 - Access to toilets
 - Liquid refreshment
 - Solid refreshment
 - Post event meeters and greeters
- And the need for TOCs to be specific in their staff training regarding how each type of train “behaves” if it has no power and what the crew should do to minimise impact on the customers

Meeting the needs of stranded customers – content 4

- The guide contains advice on:
 - Hierarchy of solutions, from move the train to a station, get customers onto another train, to - worst case – uncontrolled evacuation onto the railway line
 - Help from external agencies
 - Dealing with customers after they have been detrained
 - Pro- and reactive use of social media direct to customers on the train and to meeters and greeters

Meeting the needs of stranded customers – Summary

- We have to do better - this requires:
 - Adopting good practices
 - Implementing agreed processes
 - Cultural change from all involved in responding to stranded customers
 - Relentless focus on customers' soft needs as well as the hard facts of moving the train or the customers
 - Bringing discipline and timed planning to decision making
 - It is going to take time and there will be mistakes – each situation is different and TOCs and NR need to act as partners
- The current work is the most focus the industry has given to the issue – it is a start but will require continued attention
- Best solution – stop it from happening through weather preparation and improved asset reliability (TOC and NR)