

# *c2c Local Plan for Passenger Information During Disruption (PIDD)*

**Version: 7a**

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## *1. Introduction and Purpose*

c2c are committed to monitoring and improving Passenger Information During Disruption. Our Local PIDD plan sets out the steps we take in order to provide the best possible service when there are significant delays and cancellations on our route.

As part of our license conditions, we are required to have our PIDD plan approved by the Office of Rail and Road (ORR). This ensures that we are taking the necessary steps to comply with industry guidelines. Our PIDD Local Plan has been produced in accordance with the October 2016 ATOC Approved Code of Practice - Provision of Customer Information and reflects that c2c is a Metro style Driver Only Operation railway.

This document is our way of showing our customers the key components of how we provide information during disruption. Industry language can be complicated, but where possible we will try to use jargon-free alternatives.

## *2. Review process*

Our Local PIDD Plan is reviewed annually to ensure it reflects our current policies and procedures. The document is owned by the c2c Service Delivery department, with input the Customer Experience team. This plan may be reviewed by the ORR.

The quality of our outputs and the way we handle disruption is regularly reviewed in order to ensure that we are providing the best possible response during disruption. More detail on how we analyse our performance during disruption can be found later in this document.

## *3. How we comply with PIDD guidance*

### **3a. Understanding customer perceptions**

The National Rail Passenger Survey (NRPS) conducted by Transport Focus provides a measure of customer perceptions of 'How well the train company deals with delays'. The survey runs every Autumn and Spring and is complemented by c2c's own Customer Satisfaction Survey (CSS) which runs every Summer and Winter.

On top of the results provided by NRPS & CSS, c2c obtain continuous feedback through website listening posts, email surveys, Social Media and the comments and complaints handled by our Customer Relations team. All of these feedback sources are analysed with the results passed on to our Train Planning, Service Delivery and Customer Experience teams.

### **3b. Monitoring quality of messaging**

The quality of Customer Service Level 2 (CSL2) messages are monitored by the Head of Service Delivery. The frequency is measured on a periodic basis through automated reports from Nexus Alpha, with the MAAs for 15 and 20 minute messaging reported in the c2c Board Report.

Good practice was identified and shared amongst the ATOC (now known as the Rail Delivery Group) Information Development Group in April 2015, this has been incorporated into the Good Practice Guide. As a result, we have developed a new internal standard which aligns with RDG documentation, and details the criterion by which core messages should be measured for quality, as well as frequency.

## 4. Our disruption thresholds & CSL2

c2c's service disruption thresholds and CSL2 triggers are deemed appropriate and fit for purpose for a high frequency, metro-style operation. These have been developed to foster high performance and to deal with incidents in the most effective way possible. Therefore, this reduces the impact of service delays on passengers.

The thresholds are summarised below:

| Threshold     | Service Level   |
|---------------|---|
| <b>Green</b>  | Services running normally, between "on-time" and up to 5 minutes late (therefore within PPM). There are no incidents or issues arising.   |
| <b>Yellow</b> | Delay up to 20 minutes to more than one train on a line of route, and includes a train that is altered from its booked working.   |
| <b>CSL2*</b>  |   |
| <b>Red</b>    | <p><b>OFF PEAK</b><br/>                 2 or more successive trains in the same direction running more than 15 minutes late<br/> <i>and or</i><br/>                 2 or more same direction cancellations on the same route in the space of 1 hour<br/> <i>and or</i><br/>                 Any situation that requires the provision of alternative transport (aside from single taxis)<br/> <i>and or</i><br/>                 Any single train at a stand for more than 60 minutes<br/> <i>and or</i><br/>                 Any detrainment not within a station.</p> <p><b>PEAK</b><br/>                 2 or more successive trains in the same direction running more than 10 minutes late<br/> <i>and or</i><br/>                 2 or more peak direction cancellations on the same route in the space of 1 hour<br/> <i>and or</i><br/>                 Any situation that requires the provision of alternative transport (aside from single taxis)<br/> <i>and or</i><br/>                 Any single train at a stand for more than 30 minutes<br/> <i>and or</i><br/>                 An detrainment not within a station</p> |

\*The triggering of CSL2 results in a number of actions to be taken by different roles across the business. The roles and responsibilities for c2c during disruption are embedded within local on-call arrangements, our principles of passing on customer information, and how the service delivery centre manages disruption.

The local induction for new staff includes a disruption management briefing to provide an overall appreciation of the different roles during disruption. Staff are given the opportunity throughout their career to visit the Service Delivery Centre at Upminster IECC (Integrated Electrical Control Centre).

Staff that are on c2c's On Call Roster are given a dedicated On Call briefing, which includes ensuring the provision of consistent and regular information from the c2c Customer Information Manager. On Call packs also include checklists, which ensure that key tasks have been undertaken. This is underpinned by a command structure (Gold / Silver / Bronze) for On Call staff during major disruption. These clearly defined roles and responsibilities enable efficient internal and external communication of incident management, and information for customers.

## 5. Operational responses: the Control Room

The “Control Room” for the purposes of this document refers to the c2c Service Delivery Centre, located at the Upminster IECC. Network Rail signalling staff are also located within this office.

### 5a. Holding messages

Holding Messages should be issued as soon as practicably possible when the Control room becomes aware of an incident that is likely to result in a CSL2 threshold incident.

It is not necessary that all details are known, nor the response times – merely that train services will be disrupted between two points and that more information will follow.

This would then be followed by Core Messages at regular intervals, targeted to be within 15 minutes of each previous message and not exceeding 20 minutes.

**An example of a holding message is displayed below:**

**HOLDING MSG-RED: An object being caught on the overhead electric wires West Ham High Level - Barking having an impact across the whole c2c network.**  
*Until 25/01/2019 10:30*

#### Internal Information

#### SITUATION

A balloon has been reported on the OHL at Plaistow on the DML between WEH and BKG.  
Currently investigating but ML02 may have to be implemented.  
Trains may be able to be cautioned through the area if possible.

c2c aim to distribute core messages every 15 minutes during CSL2 triggered disruption in order to ensure consistent updates to staff.

This information is distributed by the Customer Information Manager using Tyrell and is supported by the established Retail Management Centre for additional information requirements by stations.

**The information included within messages should include:**

- The nature of the problem (required from c2c or Network Rail)
- Understanding what format the service will take in the meantime (c2c Train Service Manager)
- The Impact on the train service (c2c Train Service Manager)
- An estimated time for normal running to resume.
- Depends on estimate for fix / moving obstruction etc
- Advice for the Customer
- Alternative routing, ticket acceptance etc.
- Contingency plans
- Delay Repay

Messages will contain “at least until hh:mm” until the estimate of the disruption impacts becomes more firm.

## **5b. Mobilisation of response teams**

On Call staff are mobilised by the service delivery centre when deemed appropriate to provide an enhanced level of response and customer service. On Call roles are split between retail and operations. Retail roles focus on stations and customer information, whilst operations roles are centred on incident and train service management. During major disruption, a Gold / Silver / Bronze command structure will be implemented. The following positions exist in the c2c On Call structure:

- 3rd Line On Call Manager
- 2nd Line Operations
- 2nd Line Retail Manager
- 1st Line Operations
- 1st Line Retail Manager.

c2c On Call staff review training in the principles of incident response. Part of the responsibilities of On Call staff include the arrangement for deployment of additional staff such as revenue protection, driver managers, or recruitment of Customer Action Teams (CAT) from the c2c Head Office at Cutlers Court, Houndsditch (London). CAT's are intended to provide support for front line staff.

## **5c. Altering train services**

Amendments to train services shall be made by the Train Service Manager, and communicated to the Customer Information Manager who is responsible for inputting the amendment. The software 'Tyrell' is used to do this. Where it is already known that a train is going to be cancelled, this should ideally be inputted into Tyrell before it's booked departure time, else within 5 minutes of knowing it has been cancelled. This is essential to assisting in customer journey planning.

c2c is connected through Worldline LICC at Upminster to Darwin; this results in Tyrell messages being relayed to the Darwin database and then on to all dependant downstream systems. This provides consistent information across departure boards, National Rail Enquiries apps and websites – giving 'one version of the truth'.

## **5d. Contingency planning**

The Service Delivery Centre has a documented process for managing service disruption. This includes preferred short-formations in the event of shortage of rolling stock, special stop orders in the event of a cancellation, and service formulae for a number of disruption scenarios.

Passenger loadings are included, with a matrix for all peak trains and 'affected' services as a result of cancellations or another form of service alterations.

Contingency plans have also been created for every frequent combination of line blockage (or restricted access) along the Thameside Route. This is intended to create an ‘off the shelf’ train plan for control staff. Each appropriate contingency plan is attached to every CSL2 message, and can be used by front line staff to communicate the train plan to customers. An example of a contingency plan is shown below:

**c2c**

**CONTINGENCY PLAN OCK01**

**Full or Partial Line Blockage between Upminster and Grays**

**Reaction**

CSL2 will be active. Customer information should be a priority to all station staff. Trains will not operate between Upminster and Grays. Passengers travelling towards the affected area should be pre-warned. Cancellations, alterations or delays may also occur to some services on the rest of the c2c network.

**Alternative Transport**

Ticket acceptance will be arranged on TfL Buses service 370 (Lakeside-Ockendon-Upminster) and TfL Buses service 372 (Lakeside-Rainham). Ensign Rail Replacement Buses will be ordered to run if delays are likely to continue over 70 minutes, see bus plan below.

**Service Plan (whilst the line is blocked\*)**

|  |  |   |
|--|--|---|
| <p><b>AM Peak Amended Train Service</b></p> <p>All trains <b>via Ockendon</b> will divert via Rainham.</p> <p>Trains <b>via Rainham</b> unaffected.</p> <p>Trains <b>via Laindon</b> unaffected.</p>   | <p><b>PM Peak Amended Train Service</b></p> <p>All trains <b>via Ockendon</b> will divert via Rainham.</p> <p>Trains <b>via Rainham</b> unaffected.</p> <p>Trains <b>via Laindon</b> unaffected.</p>   | <p><b>Off Peak Amended Train Service</b></p> <p>All trains <b>via Ockendon</b> will divert via Rainham.</p> <p>Trains <b>via Rainham</b> unaffected.</p> <p>Trains <b>via Laindon</b> unaffected.</p> |
| <p><b>AM Peak Bus Plan</b></p> <p>Buses run between Chafford Hundred and Grays. <b>Peak passengers from Chafford Hundred</b> should take this bus and change at Grays for trains towards Fenchurch St.</p> <p>Buses shuttle between Ockendon and Upminster. <b>Peak passengers from Ockendon</b> should take this bus and change at Upminster for trains towards Fenchurch St.</p> <p>A limited bus service will run between Grays and Upminster calling all stations.</p> | <p><b>PM Peak Bus Plan</b></p> <p>Buses run between Grays and Chafford Hundred. <b>Peak passengers for Chafford Hundred</b> should travel by train to Grays and change there for this bus.</p> <p>Buses shuttle between Upminster and Ockendon. <b>Peak passengers for Ockendon</b> should travel by train to Upminster and change there for this bus.</p> <p>A limited bus service will run between Upminster and Grays calling all stations.</p> | <p><b>Off Peak Bus Plan</b></p> <p>Buses run between Upminster and Grays calling all stations.</p>  |

\* Once the line has reopened train services will be reinstated, however cancellations alterations and delays may still occur. Please utilise all train information tools for details.

Contingency plans enable us to improve the quality and speed of information given to customers about the train service during disruption.

### 5e. Day A for Day B timetables

If severe disruption is expected (such as forecast heavy snowfall), c2c can implement a contingency ‘Day A for Day B’ timetable.

c2c currently owns two structured contingency timetables:

Fixed Formation Plan - Minimises the amount of coupling and uncoupling required.

Key Route Strategy - Minimises the amount of infrastructure used.

c2c Seasonal working documents outline how a contingency timetable should be implemented, and the timescales that are expected by Network Rail.

Following the decision to deploy a Day A for Day B timetable, the correct deployment of the CIF file (containing contingency timetable information) through to downstream systems should be checked by the Customer Information Manager.

## **5f. Cause of disruption**

The Customer Information Manager will select the cause of the incident in Tyrell from the list of approved causes as determined by the ATOC Information Development Group.

Where necessary additional detail to provide more specific information can be added to the “Further Information” section of the message.

The National Rail Enquiries (NRE) Service Level Agreement with c2c details how NRE shall use this information and the timescales within which this shall be displayed on their website/social media channels.

c2c also has a documented process that outlines the responsibilities for checking the consistency of information about c2c disruption across different providers.

c2c makes use of the amended form of words in the unfortunate event of a fatality on the line. This is in accordance with recommendations from Transport Focus and the Samaritans (PIDD-50).

## **5g. Auditing our systems**

The Tyrell address book is reviewed each quarter. This includes reviewing the directory.

# **6. Customer service response**

## **6a. Alternative Routing and Ticket Validity**

c2c have a documented process for how to communicate ticket acceptance, and how to log when a request is made. The times ticket acceptance was accepted, withdrawn or decline (with a reason why) should also be included.

Tickets are accepted beyond the length of the disruption itself, when passengers need to return to vehicles which may have been parked at a c2c station rather than their usual home station.

Ticket acceptance arrangements exist between:

- c2c,
- Abellio Greater Anglia,
- Docklands Light Railway,
- Arriva Rail London (London Overground),
- TfL Rail (Crossrail),
- London Underground,
- London (TfL) Buses
- Arriva Buses between Southend Travel Centre and Shoeburyness,
- First Essex Buses

## 6b. Our Best Fare Commitment

c2c is obliged to offer the best possible price to customers for the journey that they are making – this is covered by the principles of Impartial Retailing.

Our Passengers Charter details our “Best Fare Commitment”, where if customers can show that there was a cheaper ticket available for the route they were travelling, then they will be entitled to compensation of twice the difference between the ticket sold and the correct ticket.

## 6c. Do not travel policy

c2c has arrangements in place for when customers are advised not to travel. This should be publicised when certain service thresholds have been met, or forecast to be met. c2c must follow documented process when publicising not to travel information.

## 6d. Disruption on other TOCs

When there is disruption on other train operating companies (TOCs), c2c may accept tickets of other TOCs.

Customer facing staff are provided with tools (Tyrell Check, Tiger, Departure Boards, NRE, etc.) in order to communicate when there are delays on other services.

Information regarding London Overground disruption at Barking is provided on the information screens operated by c2c. Information relating to London Overground disruption at Upminster (to Romford) is communicated to c2c Control from the London Overground Control; this information is in turn passed to Upminster station for onward communication.

TfL status information is proactively communicated across the c2c route, with automated announcements providing an update every 10 minutes.

## 7. Stations response

### 7a. Customer Information Screens (CIS)

The CIS on the c2c route is operated from the c2c Control at Upminster SDC by the Customer Information Manager. Staff at Fenchurch Street and Barking are also capable of updating CIS.

As well as displaying information relating to individual trains, their calling pattern and the expected departure time, these screens are also able to display special notices. These are used during disruption to inform customers of the general situation, the reason for the delay and any expected journey extension. This information is fed into the automatic on platform announcement system (with the exception of Fenchurch Street, where all announcements are manual).

Recent improvements have also been applied to CIS across the route, this includes passenger loading data and arrival times at every station.



It is recognised that during major disruption, it is more helpful for customers to see the trains that are running, as opposed to cancelled trains. This was previously achieved only by the Customer Information Manager manually suppressing cancelled trains one-by-one. However, 'Disruption mode' can be enabled by the Customer Information Manager which will limit the CIS displays to show only trains that are running. Automated announcements are also included within disruption mode. This enhances the quality and quantity of data that passengers receive during service disruption.

### **7b. Stations staff**

c2c recognises the need to reduce the number of queries being made to the c2c Control (particularly the Customer Information Manager) during disruption – particularly those relating to information that is already available by other means.

In order to achieve this, upon the triggering of CSL2, c2c establishes a "Retail Management Centre" (RMC) set up by the 1st Line On Call Retail or their intermediate nominee – it is the RMC that engages with the SDC. The RMC relay messages and answers queries for stations. It is important that the RMC establishes itself such that the person designated has access to information and a telephone number that can be communicated to the business.

### **7c. Announcements**

During a CSL2 event Station Staff are also equipped with announcing materials and tools to provide regular updates to passengers who are present on the station. In addition to manual announcements there will be automated announcements initiated by the Service Delivery Center as a result of being in "Disruption mode". Automated disruption announcements inform passengers of the nature of the delay, how long until the next departure and an apology for the delay to service.

### **7d. Station help points**

Help points are available at all c2c stations. These provide a direct link to the Customer Information Manager at the SDC. During an emergency, customers are also able to contact the emergency services through a second button on the help points.

## **8. On train response**

### **8a. Driver communication**

c2c operates a driver only operated (DOO) railway. As such, it is the provision of information to drivers in order for this to be relayed to customers which is important.

Drivers are encouraged to contact the signaller using the GSM-R (in cab radio) within 1 minute of becoming stationary at a red signal.

Drivers may not always immediately know why the service is delayed, but they are encouraged to make a "1 minute announcement" to customers. If no further information is available, at the least this should be that they don't yet know the reason for coming to a stop and that they are contacting the signaller to find out more information.

The provision of information to the driver from the signaller, is dependent upon a number of factors:

- Complexity of the disruption
- Workload of the signaller

The Customer Information Manager must ensure that the Shift Signal Manager has arranged for either a periodic General Broadcast or a berth-activated message to be recorded. The information provided using the general broadcast must include information from the CSL2 Core Message, so that the information can be relayed to the passengers on board trains on the network.

## 8b. On train help points

We have installed help points on all of our trains. These are found in every 4 carriages, besides the accessible toilet and cycle storage space. Unlike station help points, on train help points are answered by c2c staff in the Network Rail Romford Railway Operations Centre.

## 9. Other sources of information

### 9a. Website and app

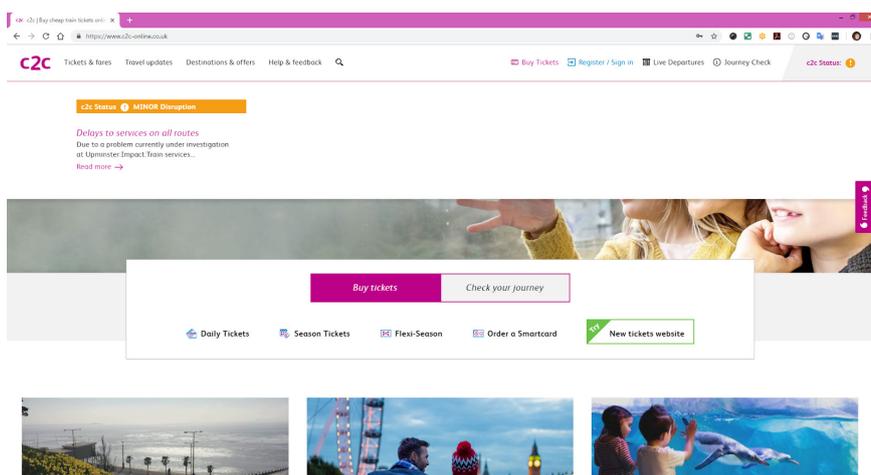
c2c maintain a JourneyCheck service, allowing customers to view information on any disruption for the entire c2c network including stations. We offer JourneyCheck alerts, allowing the customer to sign up for personalised alerts when our service is disrupted.

Our website allows customers to quickly and easily view yellow and red disruption types with one click. This message automatically appears and updates on the website, using the information compiled by the SDC. Website functionality has also been delivered to allow on-call staff to add further customer information and advice messages to the disruption pages, on top of what is included in the original SDC message.

We provide a 'check your journey' tool which allows customers to quickly check all aspects of their journey including live departures, link to JourneyCheck, link to sign up for JourneyCheck alerts, and service alterations calendar and download our timetable.

Our e-commerce website alerts customers of live disruption if they are planning or buying tickets for services that are departing in the near future.

No additional work has taken place on our existing app as we are creating a new app to be delivered in Summer this year. Our new app will provide live departure information and also integrate with JourneyCheck information. As our customers will be able to purchase tickets using the app, it will also let customers know if any services departing in the near future are disrupted.



## 9b. Social Media

The c2c Twitter feed (@c2c\_Rail) is staffed throughout all hours of c2c service operation by c2c managers who are able to provide information in real-time, both as broadcast messages to the followers, or in response to direct queries.

Staff managing the account are able to access a variety of information sources including the c2c website, Live Departure Boards, network diagrams with live-train tracking and the c2c and Network Rail Control Pager feeds – giving the detailed information relating to the disruptive incident. In 2018, staff were trained on how to use Tyrell Check and Tiger to find further information on disruptions, including up to date train running information.

The c2c Twitter team proactively promote the ability to claim compensation during disruption, by providing customers with the link to the online application form. This will most often be the case when the Twitter team operates in ‘broadcasting’ mode, where responding to individual tweets is not the most effective strategy. Customers are reminded that they are now eligible to claim after delays of just 15 minutes, or if they have travelled using a c2c Smartcard they will receive Automatic Delay Repay compensation from 2 minutes.

During large disruption events, National Rail Enquiries also provide updates on Twitter (@nationalrailenq). The National Rail Communications Centre at Doncaster have the same information available from the c2c and Network Rail Control centres and the Twitter feed provides short updates as well as directing customers to the National Rail Enquiries ‘Service Disruptions’ page on their website.

Where available and appropriate, the c2c Twitter team will provide photos of the incident causing disruption. This approach, combined with retweeting relevant information provided by appropriate third-parties helps to fully communicate the changing story of an incident and how it is being responded to.

## 9c. Customer Relations

The c2c Customer Relations department is based at the c2c HQ building and has access to the same sources of information as the c2c managers controlling the c2c Twitter account. The Customer Relations team are able to provide real time travel information during disruption.

Overspill (and out of hours) calls are handled by a third party call team on c2c’s behalf, they have access to the same information as the Customer Relations team during disruption.

## 10. Learning for the future

Feedback after disruption is reviewed by the Train Planning, Service Delivery and Customer Experience teams at c2c. A variety of sources of information are considered, including Social Media, Survey Data, feedback forms, customer complaints and staff feedback. This information is considered as part of c2c’s Customer Focussed Goal Group, which looks to set future customer improvement strategies.

Customer and staff feedback is considered alongside the operational response to a disruption in order to understand what lessons can be learnt in case of future disruption events. After significant incidents, a full incident review is published on the c2c website to inform customers what happened, its impact and how the issue was managed. This message is proactively promoted to customers through Social Media, along with information regarding on how customers can claim compensation.

## Appendices

### Appendix 1: Record of amendments

| Issue     | Date of Issue   | Revised Pages         | Details of Amendment  | Author      |
|-----------|-----------------|-----------------------|---|-------------|
| <b>1</b>  | 1 August 2010   | All                   | New Issue – due to licence condition introduction by ORR.   | Andrew Monk |
| <b>2</b>  | 1 August 2012   | All                   | Review following revision of PIDD ACOP15 by ATOC Ops Council.   | Andrew Monk |
| <b>3</b>  | 1 August 2014   | All                   | Review following revision of PIDD ACOP15 by ATOC Ops Council following Passenger Focus research of May 2014.  | Andrew Monk |
| <b>4</b>  | 1 April 2015    | All                   | Review following agreed PIDD Actions between ORR and RDG in response to PF research of May 2014   | Andrew Monk |
| <b>5a</b> | 1 June 2015     | All                   | Review following updates to standards and implementation of enhancements.   | Andrew Monk |
| <b>5b</b> | 25 June 2015    | 16-24                 | Update to include Industry Action Plan and c2c Actions outside of Industry Plan   | Andrew Monk |
| <b>5c</b> | 30 July 2015    | 9, 10, 17, 23         | Updates to references to the Industry Action Plan and a correction to PIDD-03.  | Andrew Monk |
| <b>5d</b> | 07 August 2015  | 9, 11, 14, 18, 20, 24 | Completion of actions PIDD-13A and PIDD-41.   | Andrew Monk |
| <b>5e</b> | 22 October 2015 | All                   | <p>Completion of Action PIDD-16. Change references from Passenger Focus to Transport Focus. Transparency: Inclusion of perception results about PIDD. Completion of Action PIDD-16. Updates to “Disruption Mode” and “Next Fastest Train” complete. Announcing hours reviewed. New Actions PIDD-46 to PIDD-49 from Christmas 2014 Kings Cross / Paddington Reviews being tracked. New action PIDD-50 now added to the industry plan.</p> <p>First-to-Last Staffing in place. Station Facilities now on Journey Check.</p> | Andrew Monk |

| Issue     | Date of Issue | Revised Pages | Details of Amendment   | Author   |
|-----------|---------------|---------------|--|--|
| <b>5f</b> | 22 Feb 2016   | All           | Updated to make more explicit how customers are advised of the Delay Repay entitlement; that a ticket acceptance arrangement has now been made with First Essex buses; to reflect that some stations have been provided with roaming microphones to help with information provision and to update the latest NRPS satisfaction results with how delays were handled. | Andrew Monk                                    |
| <b>6a</b> | 08 Feb 2017   | All           | Annual Review and Update of Local Plan.  | Andrew Monk                                    |
| <b>7a</b> | April 2019    | All           | Annual Review and Update of Local Plan.<br>Review of structure in order to make more customer friendly.  | Tommy Puncheon,<br>Jack Rumbold,<br>Ryan Moore |

**Appendix 2: Industry PIDD plan (provided separately)**