

Date: 7 July 2015

Item: TfL's Customer Strategy and Action Plan

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**This paper will be considered in public**

**1. Summary**

- 1.1 To provide the panel with an overview of TfL's Customer Strategy and action plan. A separate paper on the agenda sets out a number of commitments we have made to improve customer service following the London Assembly's recent scrutiny of our approach.

**2. Recommendation**

- 2.1 **That the panel note the strategy and action plan set out in this paper and the attached presentation and identify specific areas for further detailed scrutiny at future meetings.**

**3. TfL's Customer Strategy**

- 3.1 Our purpose is to keep London working and growing and to make life here better. Transport is not an end in itself. We are a customer service business that delivers transport to enable jobs, housing and social cohesion. Despite profound changes in technology, the transport industry essentially remains a people business with customers, users and staff (our own and those of our contractors) at the centre of it. We are a big and complex organisation, but that does not mean that we cannot treat people as human beings and put things right when we sometimes get it wrong.
- 3.2 Our customers and users tell us that they want four things:
- (a) a clear understanding of who we are, what we do, what we stand for and what we promise to deliver;
  - (b) safe and reliable transport services day in, day out;
  - (c) value for money, which is as much about how we treat people as much as it is about the fares or charges we levy; and
  - (d) progress and innovation: people want a clear return to them personally for all the investment that is going in to improve transport in London
- 3.3 We bring all this together both internally and externally under 'Every Journey Matters' which captures the essence of what everyone at TfL is working towards.

3.4 TfL's overall business strategy is based around four pillars: our customers and users; our people; our delivery; and value for money. Each pillar is led by a senior officer who brings people together from across the organisation to set priorities and take action to deliver improvements. The Customer Group, chaired by Vernon Everitt, Managing Director of Customer Experience, Marketing and Communications, is accountable for delivering better service for customers and users. TfL's overall scorecard contains challenging targets for customer satisfaction and customer care and performance is regularly discussed and acted upon by TfL's senior leadership.

#### **4. TfL's Customer Programme – action taken**

4.1 Many elements of our customer service work well and rival that of leading retailers and service businesses within transport and in other sectors. This is particularly the case in terms of increased operational reliability, commitment to having well trained, committed and visible staff, harnessing technology, providing accurate real-time information and making paying for travel as convenient as possible. Organisations from all around the world regularly visit us to see how we go about it and to share experience.

4.2 But, as with any modern and progressive business, we must constantly improve and adapt to a changing environment. Customer expectations are rising, technology advancing and the population growing at the same time as we need to make huge savings and efficiencies to protect services and investment. This presents the opportunity for us to find better ways in which to deliver what our customers and users want and to do it with increasing effectiveness and efficiency.

4.3 As most good retailers do, we prioritise our work around an assessment of the common sources of frustration for our customers, or 'pain points' for short. The slide presentation explains these in detail. The most annoying issues on public transport tend to be inconsistency of travel information at stations or on buses, buses not stopping or other poor driver behaviour and being charged a maximum fare on Oyster. On private transport, it tends to be multiple works on the same stretch of road, no one seemingly working at road works and sitting in congestion.

4.4 We have and are taking multiple actions on these and other pain points, including:

(a) a whole new approach to bus driver training in partnership with the bus operators to place greater emphasis on customer service, especially the needs of our customers who need more help (see separate paper on this agenda);

(b) using big data to detect and, where possible, automatically refund customers who have incurred a maximum fare through making a mistake. We also automatically refund where there has been major disruption, meaning that many customers are not put to the trouble of having to 'apply' for a refund. Refunds that cannot be delivered automatically can be obtained simply on-line, at ticket machines or via the Contact Centre. We also run regular customer information campaigns on how to obtain refunds and get the best value for money ticket.

- (c) introducing convenient contactless payment on Tube and rail services in addition to buses. More than 1.3 million taps per day are now made using contactless cards representing around 16 per cent of all pay as you go journeys
- (d) radically improving our live bus, Tube and rail information systems on-line, on mobile and at thousands of bus stops and hundreds of stations. Tube and rail staff make regular unscripted announcements to keep customers informed and are encouraged to bring their personalities to work;
- (e) overhauling our website (12 million users a month) to make it 'mobile first' and wrapping to any device to reflect the changing way our customers consume information on the move;
- (f) providing a new suite of social media products (2.4 million followers) giving a running commentary in real-time on the status of public transport and the roads;
- (g) committing to free, open data through the provision of 30 largely real-time data feeds - eg on the location of trains and buses - powering over 360 third party applications;
- (h) equipping staff with mobile devices so that they too have the information they need to provide excellent face-to-face customer service;
- (i) sending emails to around 4 million customers on our database advising them of changes to services caused by improvement work or major events;
- (j) radically reforming our approach to complaints handling. Rather than being defensive, we analyse them carefully for themes or trends so that our operational teams can look at dealing with the root cause;
- (k) enabling staff on the network and in our Contact Centre (3.3 million contacts every year by phone, email and social media relating to travel information and ticketing) to put things right immediately - e.g. giving immediate no quibble refunds or simply saying sorry if we have let a customer down. We constantly monitor our performance through mystery traveller surveys;
- (l) building on the approaches used during the London 2012 Games, we are engaging with businesses, customers and users to help manage travel demand. We work with Network Rail, ATOC, train operating companies and highway authorities to coordinate the operational and communications elements of this so that customers receive a joined-up message regardless of who operates the service;
- (m) supporting visitors and those unfamiliar with our system by introducing Visitor Centres at gateway stations to provide extra support and providing tailored information to help them make informed decisions before they arrive and while they are 'on the go' in London; and

(n) future developments also include an app to enable simpler payment for Oyster and the Congestion Charge.

4.5 The separate paper on the agenda sets out a number of other steps we have taken or are taking, including the provision of more information on customer service for the main Board via the quarterly Operational and Financial Report.

**List of appendices to this report:**

Appendix 1 – TfL’s Customer Strategy and Action Plan presentation

**List of Background Papers:**

None

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# Safety, Accessibility and Sustainability Panel

7 July 2015

## TfL's Customer Strategy and Action Plan

**Vernon Everitt**

Managing Director

Customer Experience, Marketing and Communications

# Today's presentation - agenda

1. Our purpose
2. Our customer action plan
3. Measuring success
4. Next steps



# Our purpose

‘Keep London working and growing and make life better’

Plan ahead to meet the challenges of a growing population

Unlock economic development and growth

Meet the rising expectations of our customers and users



# What our customers want

Understand what we stand for



Trust





A photograph of an airport check-in area. In the foreground, a woman with short dark hair, wearing a blue long-sleeved shirt, is pointing her right hand towards the right. She is looking at a man with short dark hair, wearing a grey shirt, who is looking back at her. They are standing in front of a check-in counter. In the background, there are several check-in counters with blue signs that say "Assistance" and "Assistance aux clients". Other people are visible in the background, some walking and some standing at the counters. The overall scene is brightly lit and appears to be a busy airport terminal.

# Our Customer action plan



# Delivering the Plan

- All operating businesses have plans and targets for delivering better customer service
- Four pillars:
  - Customers and users (Customer Group)
  - People (People Group)
  - Delivery (Rail and Underground and Surface Boards)
  - Value for money (Value Group)
- Pan-TfL 'Customer Group' co-ordinates customer strategy and plan
- Oversight of all activity by TfL Leadership Team (Chaired by the Commissioner) and the TfL Board and its Panels



# Our Customer Action Plan



Explain TfL



Deliver value



Improve reliability



Improve accessibility



Grow services



Improve safety and security



Enable staff



Provide clean and pleasant transport



Personalise information



Promote London

# Focus on removing pain points

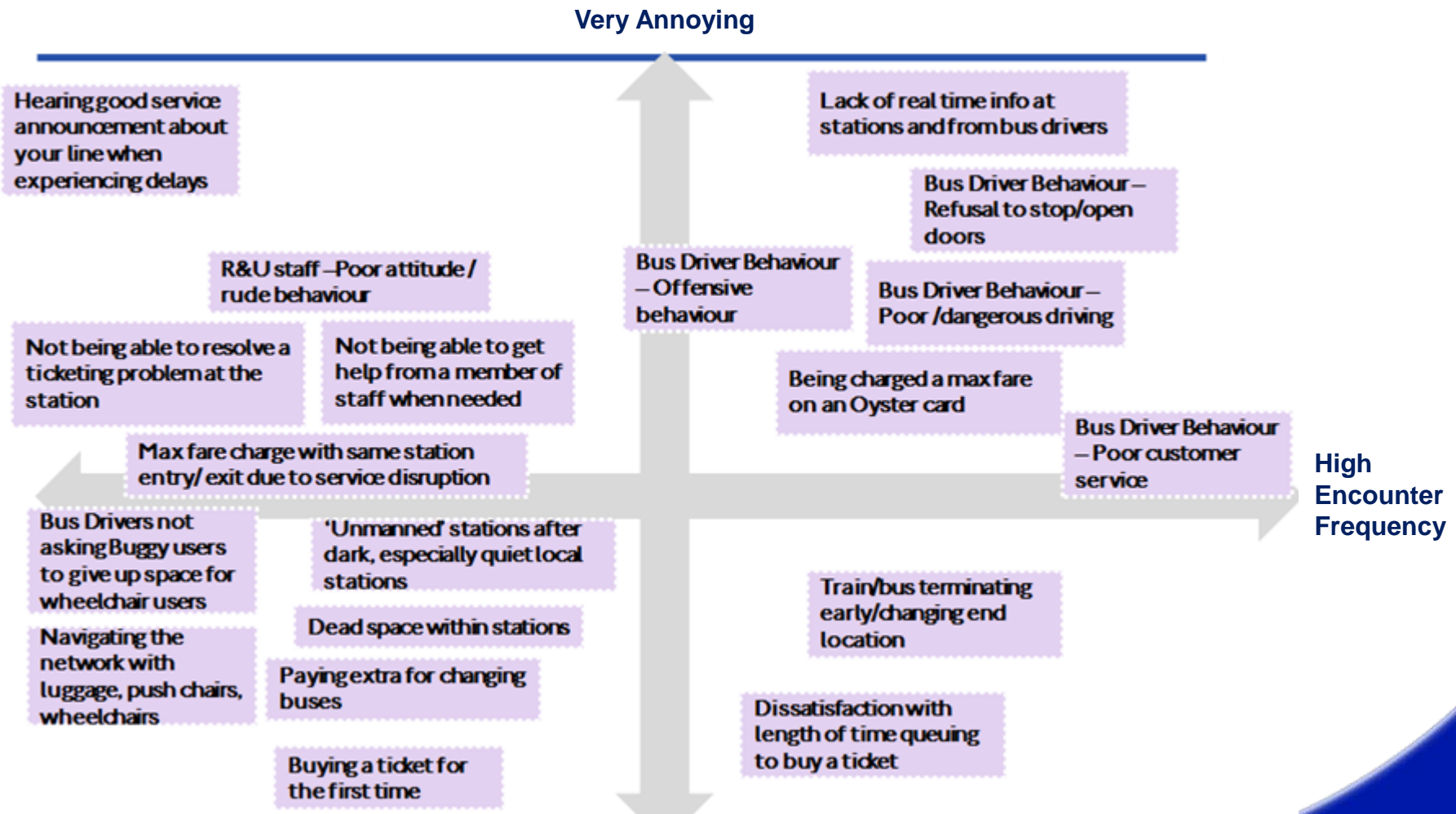
- Many things work well across transport and we have had our highest levels of customer satisfaction ever. However, there remains a number of areas where a growing population, technological advances and rising customer expectations demand constant improvement
- Main things that frustrate our customers are:
  1. Public transport – ticketing; information at time of disruption; behaviour of staff (see slide 9)
  2. Private transport – congestion and information (see slide 10)



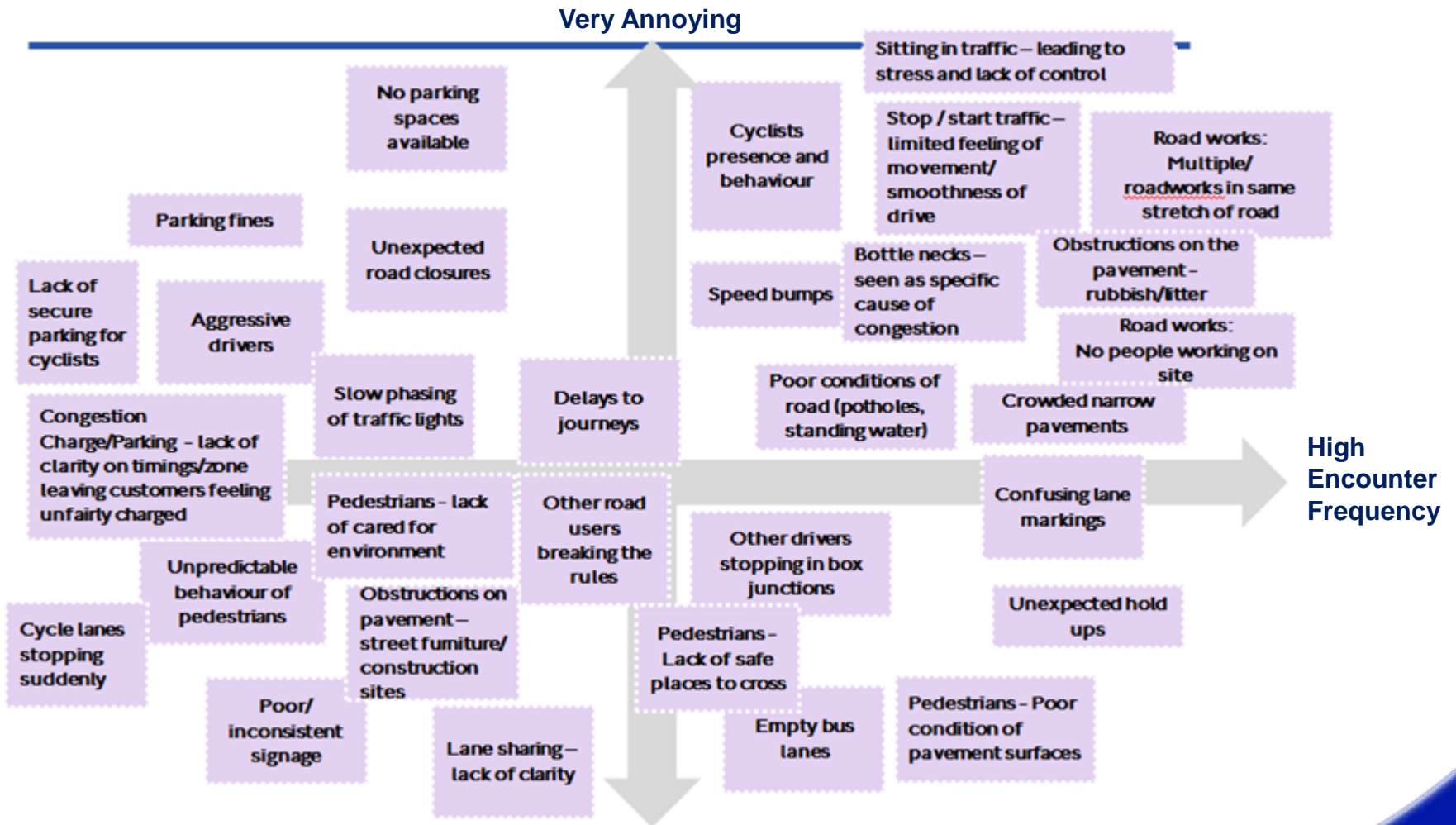
- We have a rolling programme of work underway across TfL to make progress. This involves multiple actions



# Public transport



# Private transport



# Action plan

Examples of the actions we are taking include:



Implementing changes to bus driver training focusing on the needs of customers



Hand held devices for our staff to improve information provision



Staff out in the public area of stations to provide face-to-face customer service



Automatic refunds when there has been major disruption or where we can see someone has made a mistake



Travel Ambassadors to assist customers at major events



# Using Big Data to deliver better outcomes

**Big Data** – is the analysis of one or more large data sets to reveal patterns or trends and enable action to be taken.

## Sources and use of Big Data

Customers/Road Users	Data on travel patterns/behaviour; enable informed choices in real-time
Transport networks	Status and performance of transport systems to improve efficiency, safety and accessibility
Assets	Data from vehicles, trains, roads etc to help plan, design, maintain and invest more effectively
Operations	Simplifying processes and creating new sources of intelligence from better process integration and change
Ways of working	Engaging with staff to share experience and learning, enabling them to collaborate more effectively
Information assurance	Protecting personal data/information





# Automated refunds at times of major disruption

Revenue collection is important for us and our customers



Major operational issues or occasional customer mistakes



Providing our customers with automated refunds

Pattern matching using our customer data



# Integrated ticketing

Seamless, integrated ticketing which automatically charges the correct fare is core to encouraging greater use of public transport

## Oyster cards were introduced in 2003



- Over 17 million transactions every day
- 9.5 million Oyster cards in active use
- 84 per cent of all pay as you go journeys on both Tube and buses

## Contactless payment was introduced on Buses in Dec 2012 and Tube and rail in Sep 2014



- Over 1.3 million transactions per day
- 3 million unique cards used since launch
- 16 per cent of all pay as you go journeys on Tube, rail and buses
- Increasing by 10 per cent per month

## Benefits of integrated smart ticketing and contactless payments



- Takes hassle out of journeys; no queuing or, with contactless, need to buy a ticket at all
- Reduced cost in revenue collection



# Integrated customer information

Seamless, integrated information is also core:



360 travel apps powered by free open data



Website: 12 million users a month to [www.tfl.gov.uk](http://www.tfl.gov.uk)



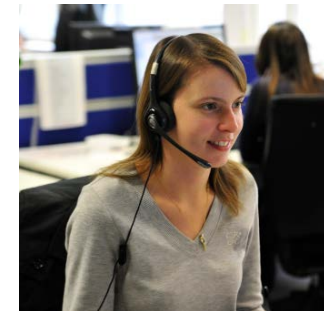
Millions of tailored emails



Over 2.4 million social media followers



Events and works/closure information



Personalised customer service



# Customer information campaigns



# Customer Contact Team



- 3.3 million contacts per year (email, social media, telephone)
- One cohesive organisation
- Personalised customer service
- Expert complaint handling and analysis



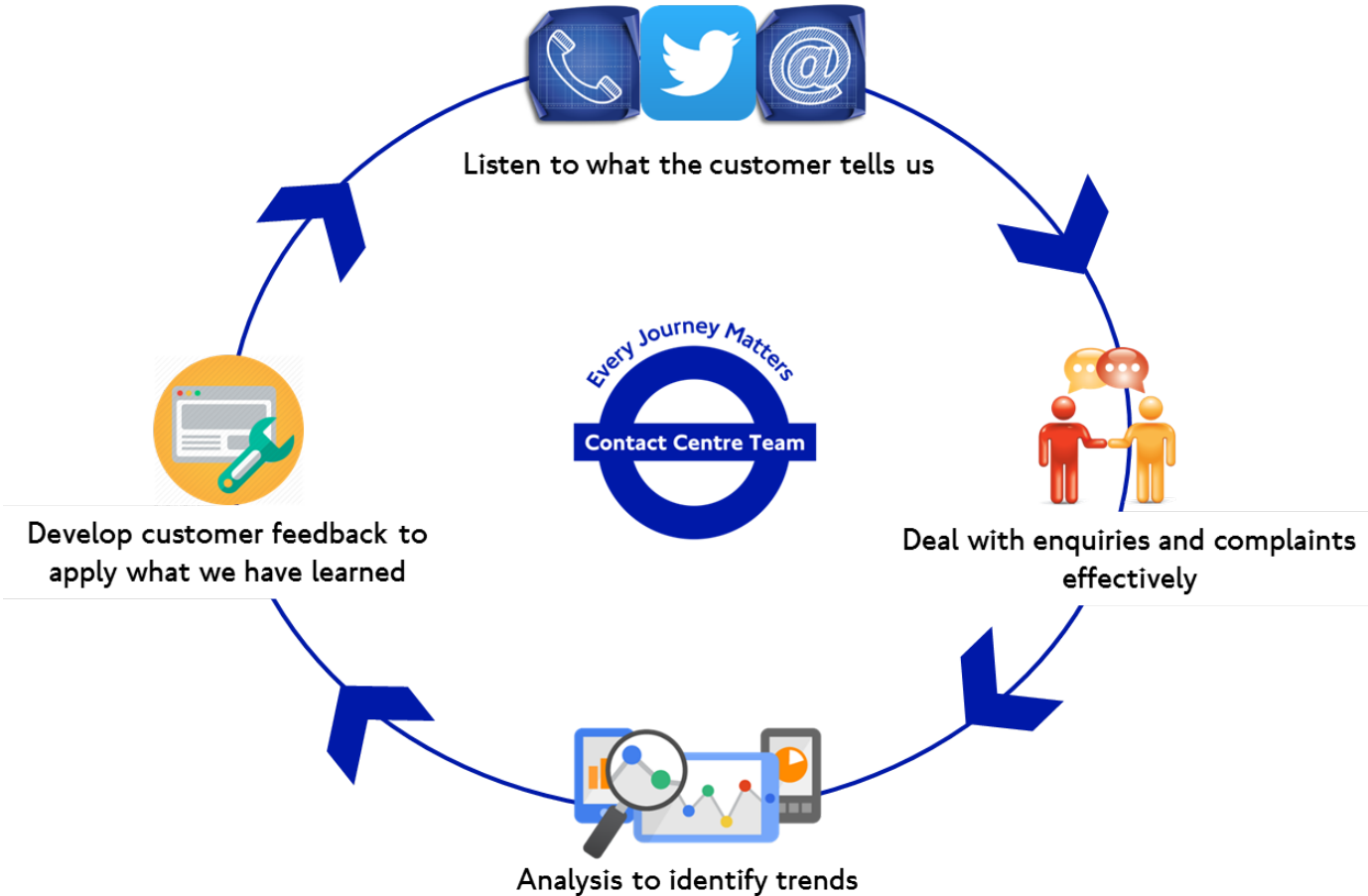
- Real-time customer information
- 20 customer service Twitter handles
- Proactive social media listening



- We constantly measure ourselves against top external organisations
- Ranked in the UK Top 50 contact centres for the past three years
- Continuous third party mystery shopper surveys
- Collaborating with the best in the industry to improve our service



# Using our customer feedback



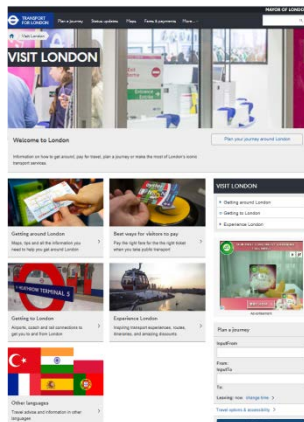
# Supporting our visitors



Eight new Visitor Centres at Gateway stations to provide extra support to visitors



Almost £15 million worth of Visitor Oyster card sales in 2014/15



New visitor web pages with tailored content for the visitor market



Special offers and discounts for visitors to encourage advanced ticket purchase



# Staff views

Viewpoint surveys capture the views of our staff.

- We work with our staff to constantly improve customer services
- 71 per cent of our staff believe that we deliver an excellent service to our customers
- We received over 10,000 comments in our most recent survey on how we can improve customer service across TfL







# Measuring our achievements

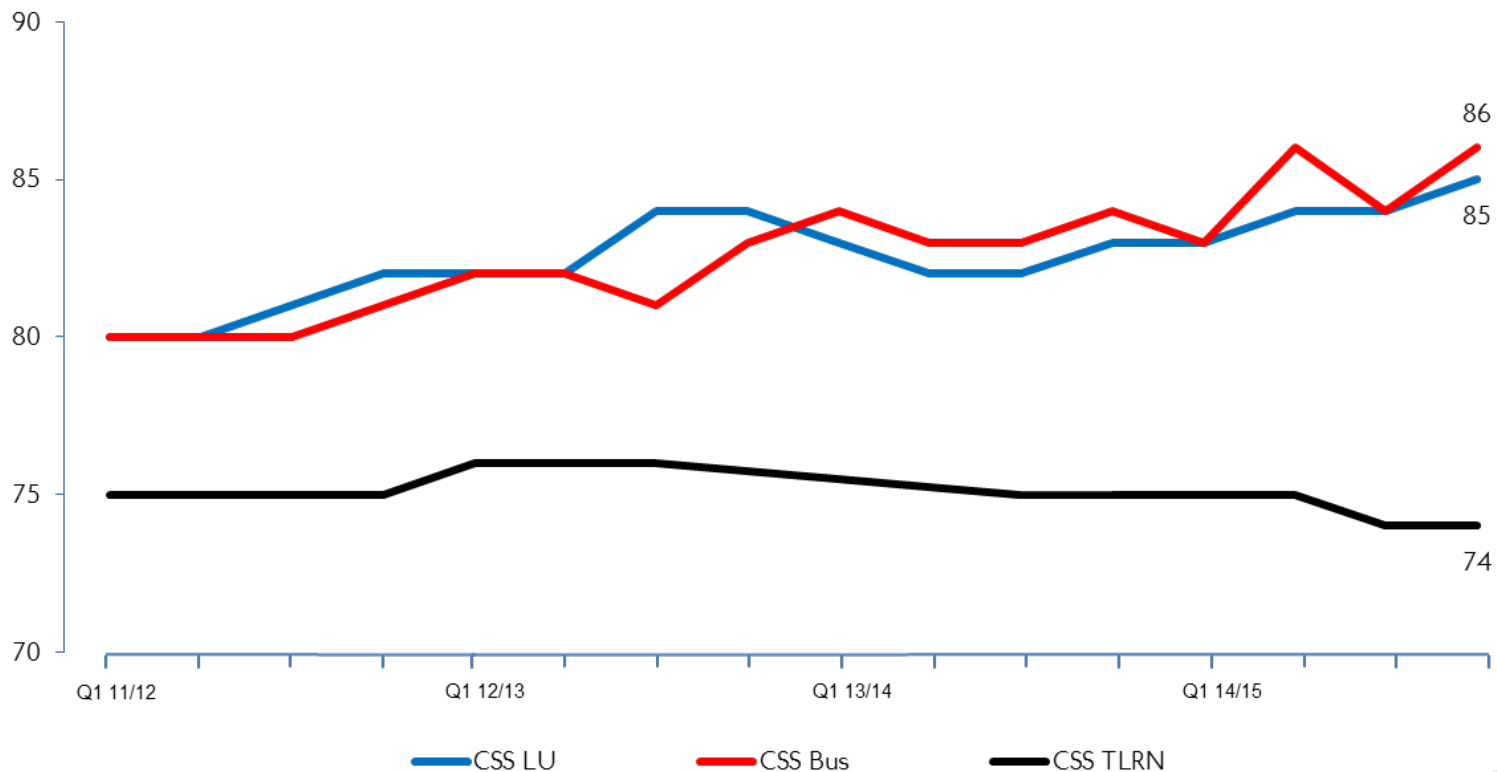


# Measuring our progress

Customer Satisfaction scores for LU and Bus are comparable to leading customer service organisations

Roads shows slight decline due to increasing demand as economy recovers

## Customer Satisfaction Trend



# Next steps

- Continuous programme of improvements
- Act on the recommendations of the Assembly (see separate paper)
- Continue to benchmark ourselves against the best in the transport and other industries
- Continue our programme to provide free and open data
- Continue to systematically use customer feedback to improve



**Thank you**

