

Customer Service and Operational Performance Panel



Date: 30 January 2017

Item: Customer Performance Report

This paper will be considered in public

1 Purpose

1.1 The purpose of this paper is to update the Panel on TfL's customer service performance for Quarter 2 2016/17.

2 Recommendation

2.1 **The Panel is asked to note the report.**

3 Customer Reporting to Panel

3.1 This report will be presented at each Panel.

3.2 This report was prepared for the rescheduled meeting due to be held on 23 November 2016, and covers Quarter 2 data. Quarter 3 information will be included in the report to the next Panel meeting on 2 March 2017.

List of appendices to this report:

Appendix 1: Customer Service Report

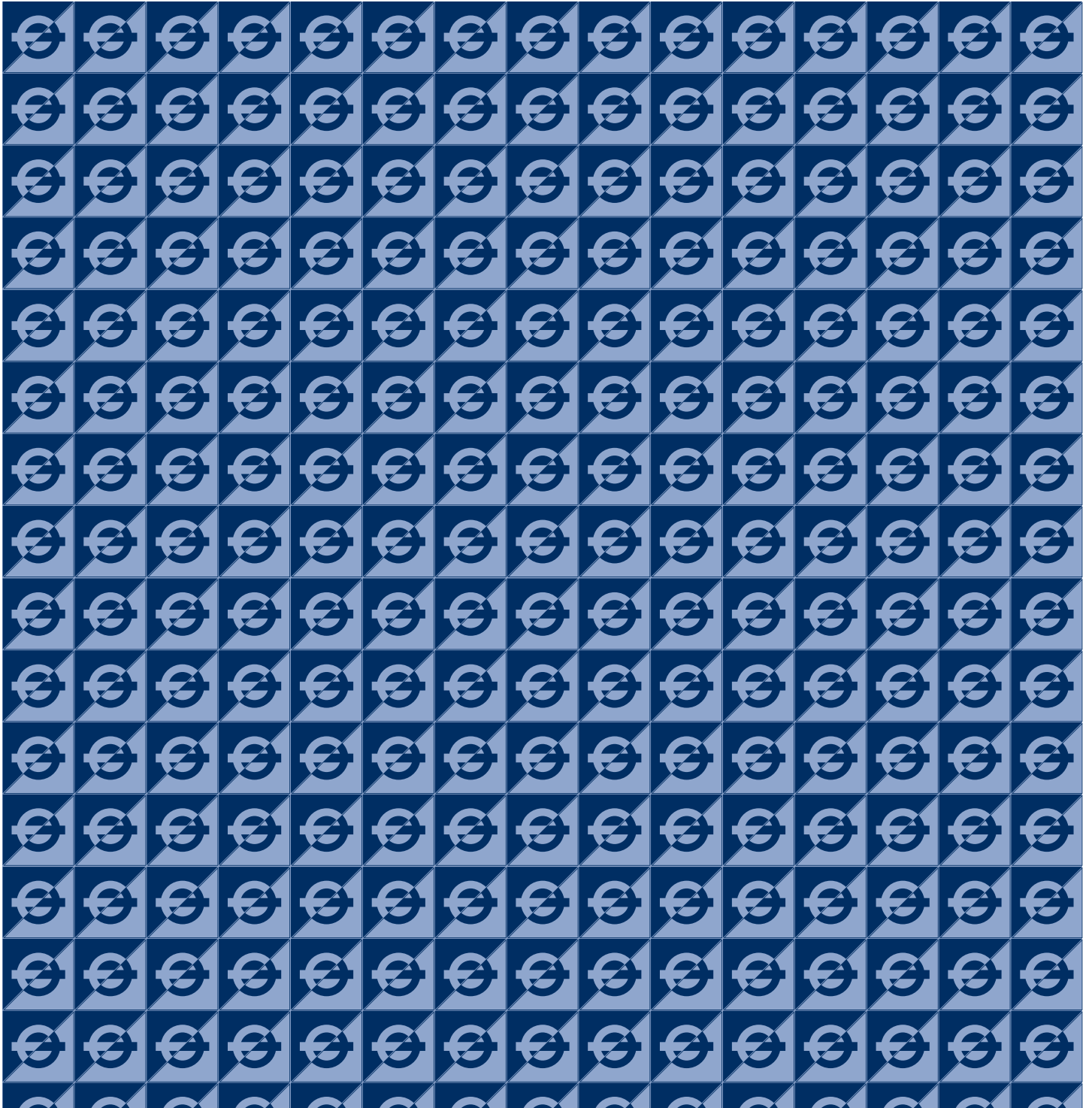
List of Background Papers:

None

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Transport for London quarterly customer performance report

Quarter 2 2016/17



About Transport for London (TfL)

Part of the Greater London Authority family of organisations led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's strategy and commitments on transport.

As a core element in the Mayor's overall plan for London, our purpose is to keep London moving, working and growing, and to make life in our city better. We reinvest all of our income to run and improve London's transport services and to make it more modern and affordable for everyone.

Our operational responsibilities include London Underground, London Buses, Docklands Light Railway (DLR), London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line.

On the roads, we regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network, operate all of the Capital's 6,300 traffic signals and work to ensure a safe environment for all road users.

We are delivering one of the world's largest programmes of transport capital investment, which is building the Elizabeth line, modernising Tube services and stations, transforming the road network and making it safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We work hard to make journeys easier through effective use of technology and data. We provide modern ways to pay through Oyster and contactless payment cards and provide information in a wide range of formats to help people move around London.

Real-time travel information is provided directly by us and through third party organisations, which use the data we make openly and freely available to power apps and other services.

We listen to, and act upon, feedback and complaints to constantly improve our services and work with communities, representative groups, businesses and many other stakeholders to shape transport provision in London.

Improving and expanding transport in London is central to driving economic growth, jobs and housing throughout the United Kingdom. Under the Mayor's housing strategy, we are using our surplus land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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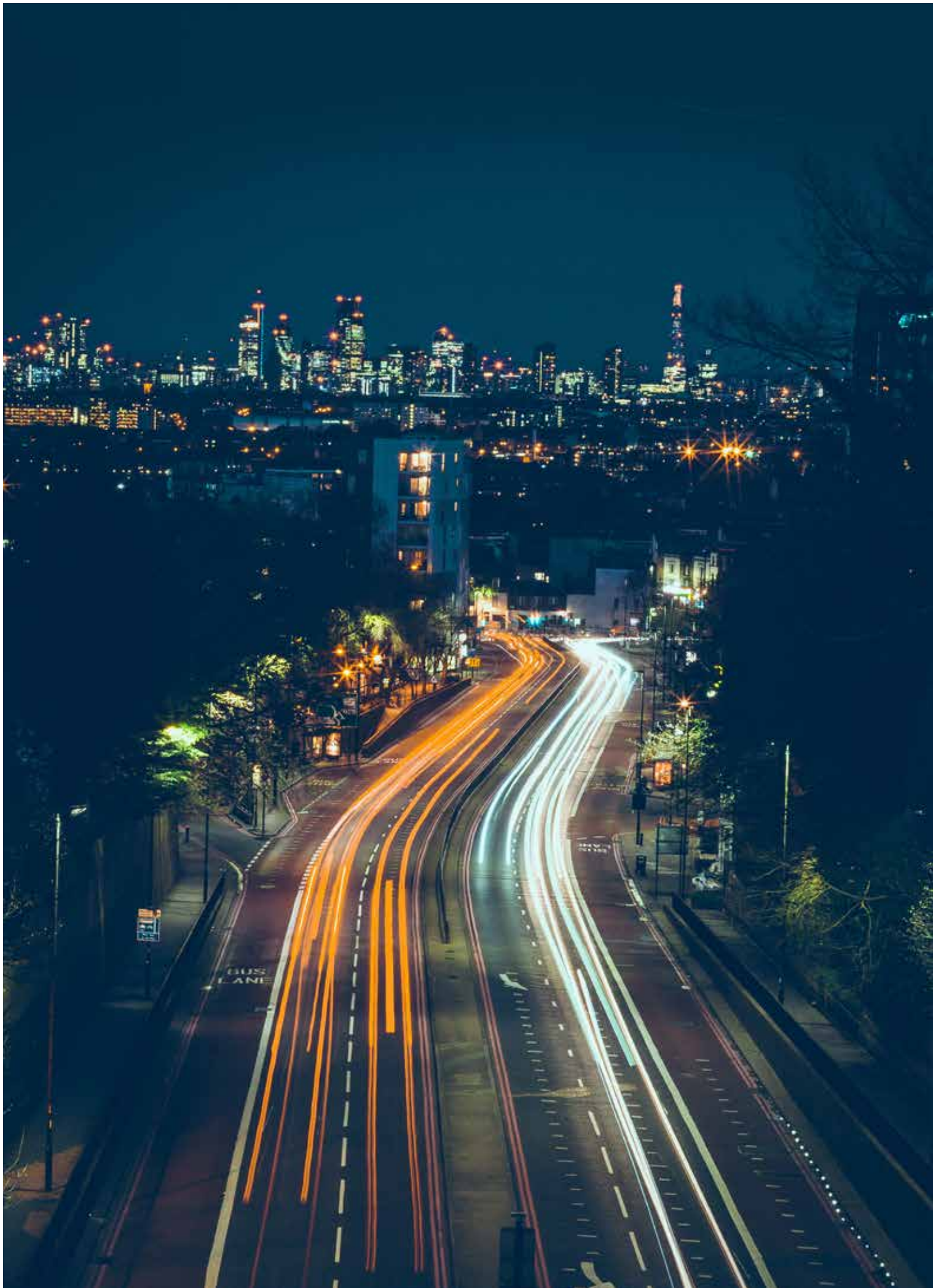
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Introduction

We are here to deliver the Mayor's transport priorities. Our purpose is to keep London moving, working and growing and to make life in our city better.

We encapsulate this in our promise to customers that 'Every Journey Matters'. Our customers want to understand who we are and what we stand for. They rightly expect a safe and reliable transport network every day, value for money, and progress and innovation to make their journeys easier.

Our employees assist millions of customers every day, giving us a vital understanding of how we can do better. As a result, we know the things we need to improve to keep our promises to customers.

Our customer strategy

People – our customers and staff – are at the centre of our strategy. We work hard to provide a high quality face-to-face customer service, supported by modern technology.

To do this we have six strategic priorities to support our customers:

1. Remove customers' day-to-day frustrations
2. Support customers better when things go wrong
3. Explain our promises and priorities and the improvements we are making
4. Be open and transparent in everything we do, and be honest about our mistakes

5. Work together as one TfL team with a clear customer focus
6. Enable staff to make decisions at a local level to deliver even better customer service

We bring Every Journey Matters to life with our customer commitments, described in the appendix attached.

Delivering improvements

We prioritise our work around an assessment of the common sources of frustration for our customers, which we call 'gain points'.

The most annoying issues on public transport include inconsistency of travel information, issues around the bus service, 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 roadwork sites, and traffic congestion.

We are taking action in these and other areas by introducing a whole new approach to bus driver training; radically improving our live bus, Tube, rail and road information systems; and using big data to detect and automatically refund customers who have incurred a maximum fare through a simple mistake.

Vernon Everitt

Managing Director, Customers, Communication & Technology

Listening to customers

Contact centres

We provide personalised customer service to millions of customers every day on our transport network and via our contact centres. We constantly measure the quality of our service against the best customer service providers through mystery shopping and rigorous internal assessment.

For the fifth year running our core contact centre, based at North Greenwich, has been ranked in the UK's Top 50 contact centres for telephony, email and social media channels.

We monitor all customer feedback through our contact centre and provide daily reports to each operations area ensuring immediate action can be taken to address customer issues and share positive feedback to staff. We also analyse longer-term trends which helps set the agenda for our gain point action plan.

Our contact centre covers services including Oyster, contactless payment cards, London Underground, Buses, Docklands Light Railway (DLR), London Overground, London Trams, TfL Rail, the Emirates Air Line and London's road network. Santander Cycles will also be covered by the end of March. We have separate contact centres for Congestion Charge and Dial-a-Ride. All centres share common TfL-wide service level standards, eg timelines for replies to correspondence.

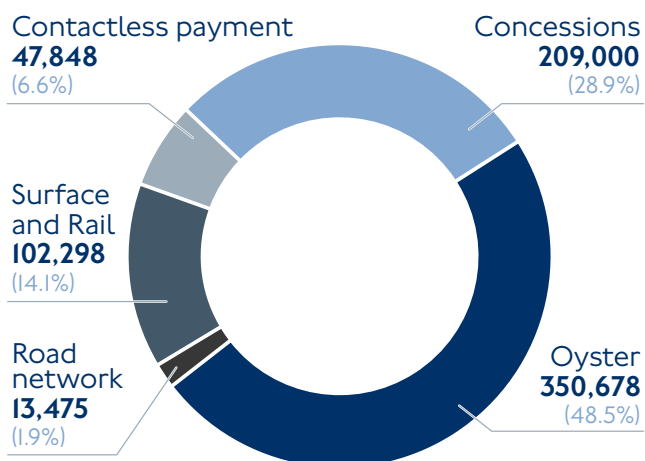
Telephony demand rose by 6.2 per cent from Quarter 1 as we entered the peak time for renewal of travel concessions for young people in August and September. Through careful planning we managed to service this increased demand. Correspondence demand rose slightly owing to a high number of contactless payment card queries as more people switched to this method of payment. Correspondence performance fell during the quarter, owing to higher turnover of staff than expected. This is being redressed with new starters in Quarter 3.

TfL Customer Services

Phone number 0343 222 1234

Financial year	Quarter	Telephony		Correspondence		Quality Score
		Offered calls	ABR (%)	Demand	Closed in SLA (%)	
FY 15-16	Q3	808,810	16.5%	131,087	91.5%	88.0%
FY 15-16	Q4	843,277	10.2%	139,438	93.7%	87.2%
FY 16-17	Q1	681,208	11.4%	108,872	90.4%	88.8%
FY 16-17	Q2	723,299	12.9%	109,369	77.6%	89.8%

Call volume drivers



Our Service Level Agreement

We are committed to resolving enquiries the first time customers contact us. If their enquiry cannot be resolved swiftly and needs further investigation, we will let customers know this within two working days.

Our aim is to provide a full response within 10 working days, but we can often resolve things immediately. If more time is needed, we'll specify timescales and keep customers updated on the progress.

Other contact centres

Road User Charging

Phone number 0343 222 2222

Road User Charging	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17
Calls offered	373,518	448,314	354,961	363,735
Calls answered	334,675	414,846	327,040	334,014
Calls abandoned %	10.4%	7.5%	7.9%	8.2%
Average speed of answer (seconds)	107	81	86	92

Performance throughout Quarter 2 was consistent with previous quarters. A change to a new system and a significant increase in calls has affected recent overall performance (to be reported in Quarter 3). We expect improvement to continue and performance to return to usual levels within the next few weeks.

Santander Cycles

Phone number 0343 222 6666

Santander Cycles	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17
Calls offered	35,458	26,950	38,287	45,717
Calls answered	31,950	24,565	34,903	41,287
Calls abandoned %	9.9%	8.8%	8.8%	9.7%
Average speed of answer (seconds)	38	33	18	20

The number of calls offered to the call centre increased by 19 per cent compared with the previous quarter owing to increased usage during the warmer weather.

Taxi & Private Hire

Phone number 0343 222 4000

Taxi & Private Hire*	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17
Calls offered	135,088	152,365	128,316	124,426
Calls answered	117,431	139,552	120,925	117,140
Calls abandoned %	12.8%	8.1%	5.4%	5.4%
Average speed of answer (seconds)	164	83	58	53

*Data includes the TPH in house call centre and the outsourced call centre

Performance continued to improve in Quarter 2, with abandonment rate remaining in line with the previous quarter and the average speed of answer reducing.

Dial-a-Ride

Phone number 0343 222 7777

Dial-a-Ride	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17
Calls offered	161,259	192,858	156,893	147,813
Calls answered	150,777	183,022	145,440	137,023
Calls abandoned %	6.5%	5.1%	7.3%	7.3%
Management control email bookings	7,859	9,168	8,176	7,714
Management control fax bookings	2,886	2,551	2,673	1,536
Passenger services letter	40	23	23	23
Passenger services email	67	101	57	60

Performance remained in line with the previous quarter.

Complaints

Improving how we handle complaints

Following a report from the London Assembly about our customer service provision (March 2015), we worked with support from external expertise, to audit our complaint handling performance and processes.

All our contact centres were included and the report made a number of recommendations to build on our approach. It also identified a number of

actions to address further opportunities for improvement. A TfL-wide complaint handling forum agreed a single TfL Customer Promise, a set of Complaint Standards, a consistent Service Level Agreement, a new Contact Centre Employee Charter, and a consistent and simple escalation path for any customers unhappy with how we handled their complaint. Complaints levels and our actions to address them are publicly reported to the TfL Board and discussed by the Executive Committee.

Customer complaints

Complaints per 100,000 journeys year-to-date	Q2 2016/17	Q2 2015/16	Variance
London Underground	1.01	1.04	-3%
London Buses	3.00	2.62	15%
DLR	1.18	1.08	9%
London Overground	2.62	3.46	-24%
TfL Rail	2.37	3.11	-24%
London Trams	1.89	1.83	3%
Emirates Air Line	1.44	3.36	-57%
Congestion Charge	5.36	8.48	-37%
London Dial-a-Ride	103.71	91.97	13%
London River Services	0.39	0.59	-34%
Santander Cycles	3.12	2.70	16%
Taxis*	5.77	n/a	-
Private Hire*	4.58	n/a	-
Contactless	0.16	0.23	-30%
Oyster	0.16	0.16	0%

* Journeys not recorded; figures based on survey

Making a complaint

Our customers have historically found it hard to complain online as the forms have been complex and not very intuitive. The limitations of our systems have affected our capability to make the positive changes we know our customers want, but we have now launched a new system which is helping us deal with this problem.

In phase I, our new contactless payment card webforms make it much easier for customers to get in contact with us and make us more efficient by resolving customer queries faster.

The rise in bus complaints is a result of an unfounded suggestion that batteries used in our electric buses contain lithium mined in Tibet. Falls in complaints about reliability have coincided with the completion of some major road schemes.

Dial-a-Ride complaints in Q2 reduced significantly following an improvement in the process used when journeys cannot be fulfilled during busy periods. Proactive work with contractors to further improve the underlying quality of the service has also reduced the number of complaints.

Complaints to Santander Cycles have reduced. This is owing to an improvement in the redistribution of bikes by focusing more on key stations. Refund requests remain the main cause of complaints where customers (primarily casual users) have not always understood the pricing structure. We continue to communicate this on the terminals and our website to tackle this problem.

A new complaints procedure has been established for Congestion Charging, which has resulted in more complaints being resolved first time and without escalation.

Customer satisfaction

We carry out regular surveys to monitor how satisfied customers were with their last journey. We ask how satisfied they were overall and with different aspects such as journey time, safety and security and travel information. In most instances we interview customers just after they have completed their trip so we get an immediate response.

Results are presented in terms of mean scores out of 100 (these are not percentage scores). Customers rate us on a scale of 0 to 10, where 0 is extremely dissatisfied and 10 is extremely satisfied, and the mean score is multiplied by 10 to get a score out of 100. We usually report our results every quarter, though some report less frequently.

Customer satisfaction scores are at all-time high or near high levels this quarter. Satisfaction with London Buses stands at 85, and London Underground has been consistently high, achieving 85 for the last six consecutive quarters. Satisfaction with the TfL Road Network (TLRN) rose two points to 71 this quarter. London Overground scored 84, as did TfL Rail, and satisfaction with DLR continues to be very high at 88.

The TLRN customer satisfaction survey is conducted by our market research company, TNS, using an online panel of people based in London and the South East. To be eligible, respondents need to have used the TLRN in the last month. The TLRN survey is conducted online while other TfL customer satisfaction surveys are conducted face to face. Research shows that this difference in methodology is likely to lead to satisfaction scores for the TLRN survey which are 5-10 points lower.

85

Tube customer satisfaction at record levels



4 ▲

in customer satisfaction on buses since 2013

3 ▲

in customer satisfaction on the DLR since 2013



2 ▲

in customer satisfaction on the London Overground since 2013

Customer satisfaction – last four periods

	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	2017 full-year target
LU	85	85	85	85	85
Buses	86	86	86	85	85
DLR	89	89	89	88	89
London Overground	83	84	84	84	83
London Trams	89	91	91	90	89
EAL	94	93	94	93	93
TfL Rail	83	83	83	84	83
Cycle Hire	N/A	N/A	83	80	82
TLRN	69	70	69	71	74
London River Services	90	91	n/a*	89	88

* due to a new programme of fewer surveys a year

Customer satisfaction – annual scores

	2013/14	2014/15	2015/16	2016/17 YTD
LU	83	84	85	85
Buses	83	85	86	85
DLR	92	92	92	91
London Overground	82	83	84	84
London Trams	89	89	90	89
EAL	93	93	93	93
TfL Rail	n/a	n/a	83	83
TLRN	74	74	70	70
Victoria Coach Station	79	82	81	81
Dial-a-Ride	92	92	92	91
London River Services	89	90	90	89

Commendations

On average, we received just under 100 staff commendations a week in Q2. All commendations are fed back directly to the relevant staff member wherever we can identify them.

Area	Period 04	Period 05	Period 06	Total
London Buses	202	177	182	561
London Underground	113	128	117	358
Oyster	26	41	39	106
Docklands Light Railway	10	8	8	26
Contactless	6	9	10	25
TfL Rail	9	9	3	21
Visitor Centre	8	3	2	13
London Overground	1	4	3	8
Emirates Air Line			1	1
Taxi Private Hire	1			1
Total	376	379	365	1120

‘I would like to say a big thank you to Idris, Customer Services Advisor, for his help this morning on helping me get a refund. He was polite, professional and made me feel valued as a TfL customer. Thanks.’

Contact centre customer

‘I would like to formally thank one of your staff based at Victoria station. His name was Sanj. He helped my family (on a rare visit to London) to quickly identify and resolve a problem when we bought the wrong tube tickets from a machine. Please pass on our thanks again.’

LU customer

‘I just wanted to give a quick note of praise where it’s due. I had a lovely lady bus driver today who spotted me in her mirror looking a bit lost and she called out to me and kindly offered her assistance and reassurance. Well done to her!’

Buses customer



Making life easier for customers

Alongside our staff across the network and our contact centres, we are committed to using our data, digital technology and world-leading ticketing system to make life easier for our customers. For instance, we use our big data to provide our customers

with automated refunds when service disruption occurs, removing the need for our customers to have to contact us.

Website



68.3m

Total number of visits to the TfL website a month

Social media

4.4m

Total number of followers (+11% against Q1)



28.7m

Total number of unique website visitors a month (a unique visitor is an individual who visits the website in the specific time period and is counted once)

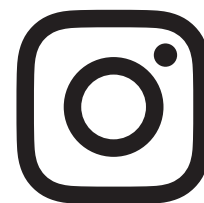


689,000

Total number of Facebook followers (+2% against Q1)

19,000

Total number of Instagram followers (+11% in P6 against P5. This has only just started to be measured)



279.4m

Total number of website page views a month



Open data

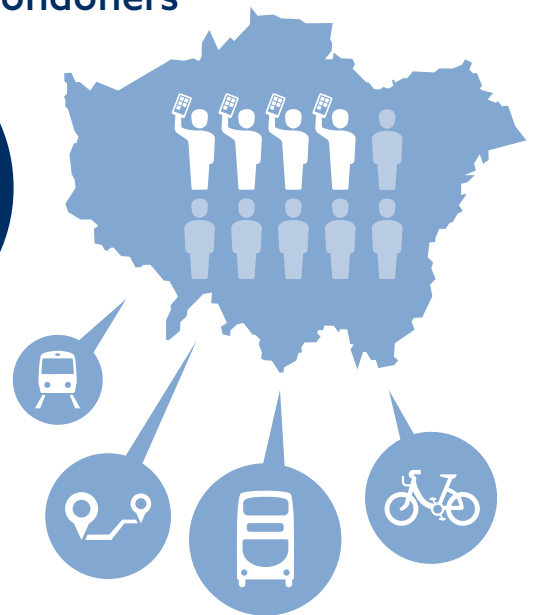
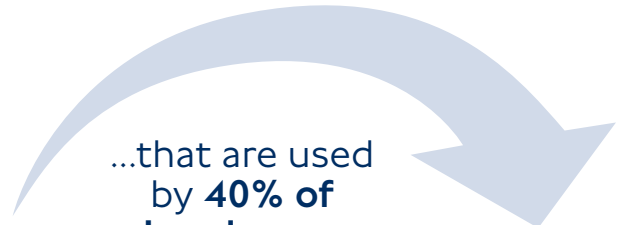
We have more than 10,000 developers with access to our Application Programme Interface (API). In this quarter we had 275.7 million hits requesting data from our unified API.

Currently, over 600 apps are powered by our open data feeds.

Around **10,000 developers** have used our data...



...that are used by **40% of Londoners**



...to produce almost **600 apps** for mobile devices



Ticketing

Technology is making paying for travel on our networks quicker and more convenient.

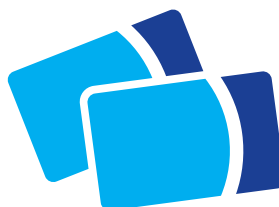
Significantly more people are using pay as you go since the launch of contactless. Pay as you go now represents almost 50 per cent of all fare paying journeys on buses and the Underground.

Over a third of our pay as you go customers now use a contactless bank card, which means they never need to buy a ticket.

	Q2 2016/17	Q2 2015/16	Variance
London Underground – ticketing system overall availability	98.7%	98.7%	–
London Buses – ticketing system overall availability	99.6%	99.1%	1%

17m

Oyster transactions a day



2m+

Contactless transactions a day

2.1m

Customers received automated refunds this quarter



1m

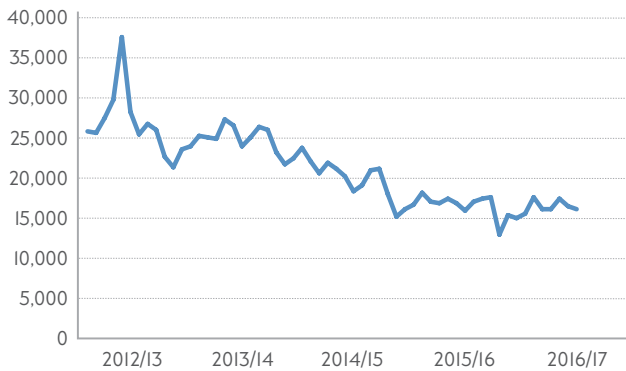
Night Tube journeys since launch (10 weeks)

10m

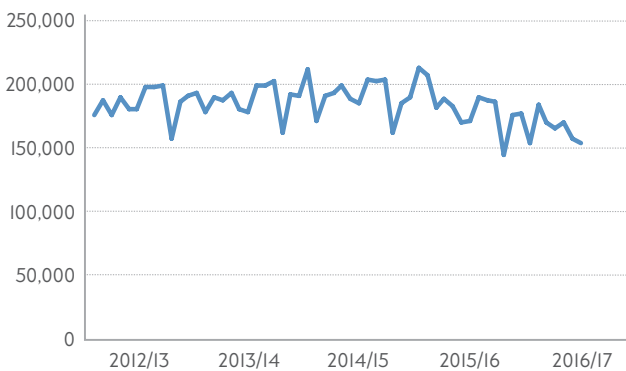
Bus hopper journeys since launch (38 days)



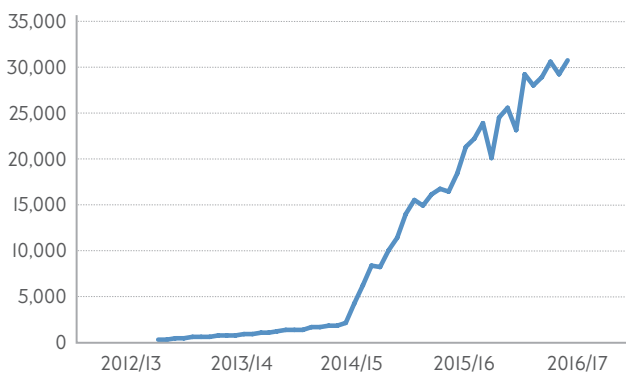
Bus and Underground fare payer journeys – paper tickets



Bus and Underground fare payer journeys – Oyster



Bus and Underground fare payer journeys – Contactless payment cards



Internal IT systems

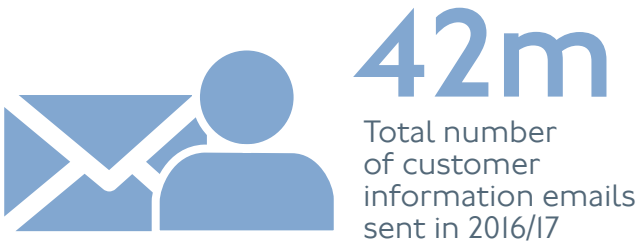
We work hard to ensure our vital IT systems function as they should and set a high target of having them available for at least 99.6 per cent of the time. This measurement is known as 'Achieved User Hours'. We have consistently exceeded this target over the past two quarters, meaning our employees can avoid disruption to their work and can concentrate on delivering better customer service.

Quarter	Period	SLA (%)
Q1 16/17	1	99.91
	2	99.89
	3	99.99
Q2 16/17	4	99.98
	5	99.92
	6	99.73

Graphs for bus and Underground fare payer journeys use figures based on 13 financial periods a year.

Keeping customers informed

Customer information email volumes



Travel demand management

Continuously improving customer information

One of our top priorities is to help customers avoid crowding wherever possible. Feedback from customers shows that a significant minority of people can be flexible in how they travel and would welcome more information on how to avoid the busiest times and places where possible.

Last year we piloted new types of customer information at some of our busiest stations on the Underground network. A significant proportion (five to six per cent) of people made small changes to their travel time to avoid the very busiest times.

We have now begun making this type of information available for all of our busiest stations. In September, posters, web and journey planner information and infographics were released for 11 stations on the Jubilee line and a rolling programme will provide this data for 92 stations this year and during 2017.

We are also improving the ability of station employees to report events such as lift and escalator faults and unusual levels of crowding. A new reporting app has been developed, trialled and found to significantly increase the speed at which we can notify control centres of issues. This provides an enhanced ability to manage these situations and the opportunity for improved live information to alert customers to issues that could affect their journeys.

Future versions of the app may push this information to customers through our



website and be released through the API. This would allow app developers to share this live information with customers, helping them to avoid disruption and delays. The Station Real-Time Information app is now in place on the Piccadilly and Bakerloo lines, and will be rolled out across all stations by the end of the year.

We co-hosted a ‘hackathon’, alongside Amazon Web Services and Ordnance Survey, in which two outstanding entries were identified as having used our data to help manage demand on the public transport network. We will be looking at how these can be further developed.

Within Journey Planner we have made improvements to functionality and crowding messaging for every Tube station.

Events, works and incidents

We continue to support our customers in avoiding disruption and congestion caused by major road and rail improvement works and large events. The following table summarises work, including preparation for events next year, in Quarter 2.

Q2 July to September

Roads	<ul style="list-style-type: none"> Tooley Street, London Bridge Station Redevelopment works, City of London closure of Tower Bridge TfL’s works at Kew Bridge East-West Cycle Superhighway (CS), North-South CS, Archway works Stockwell works Thames Tideway Tunnel London Borough Camden’s West End Project Westminster City Council’s Baker Street two-way project Brent Cross redevelopment HS2 and Bow roundabout
Rail & Underground	<ul style="list-style-type: none"> Thameslink 2016 Gospel Oak to Barking Camden Points East London Line Festive 2016 Easter 2017 Thameslink 2017 Waterloo 2017
Events	<ul style="list-style-type: none"> Regent Street Summer Events Pride London Triathlon Ride London Notting Hill Carnival Great Fire of London anniversary events Tour of Britain Royal Parks Half Marathon Team GB Home coming Bonfire weekend and other events Lord Mayor’s Show & other events New Year’s Eve fireworks and New Year’s day parade IAAF World Athletics

Accessible services and information

We produce a range of materials to help give older and disabled Londoners greater confidence in using public transport.

As well as focusing on new technology and online information, we know it is vitally important to provide printed maps, guides and other material for people who need them.

Our 'Come on Board' campaign focuses on visiting local community organisations across London to raise awareness of our accessible services, including groups supporting blind people, visually and hearing impaired people, older people and carers. We also provide our information to local community centres, libraries and GP surgeries.

During the past three months we have visited 32 organisations and spoken with around 600 people from 23 London boroughs. Another 28 visits are planned over the next three months.

We have also attended borough mobility forums and participants tell us they appreciate the opportunity to give feedback and suggest improvements, and we are taking this on board.

We will also continue to look at how best to make our guides and advice more widely available as we carry on working with local communities.

Marketing campaigns and outcomes

We conduct a range of information campaigns designed to help our customers save money and make life easier for them. The core themes in this period are summarised below.

Fares freeze

Highlighting the Mayor's freeze of TfL fares for the next four years.

Pay as you go value fares

Encouraging customers to use pay as you go rather than Travelcards to save them money.

Hopper

Promoting the Hopper fare on buses and trams, which enables two journeys for the price of one.

Air quality

Raising awareness of new policies as a result of consultations, such as the Emissions Surcharge and Ultra Low Emission Zone.

Bus drivers

Helping customers to reappraise the role of bus drivers and support them in their job.

Pan-London transport improvements

Raising awareness of the work we are doing to improve services across the Capital.

Delivering Every Journey Matters

Explaining our promise of making every journey matter to staff, customers and stakeholders through inspiring stories and examples.

Road safety

Encouraging road users to change their behaviour in relation to five key sources of road danger.

Public transport safety

Reducing incidents that lead to serious injuries or deaths across the network.

The new Hopper fare has arrived

Two journeys for the price of one

The Mayor, Sadiq Khan, has launched the new Hopper fare. Two journeys for £1.50 when you change bus or tram within one hour, using pay as you go on contactless or Oyster.

Always use the same card

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Hopper campaign ▲

Appendix

Our customer commitments

Every journey matters



01 Help, contact and complaints

You can contact us in a way that suits you. We will listen to your feedback and use it to continue to improve our services



02 Fares, payments and refunds

We promise to give you the best value ticket for your journey



03 Keeping you informed

We commit to providing personalised, real-time information at every stage of your journey



04 Accessibility and disabled passengers

We are committed to ensuring London continues to have one of the most accessible transport networks in the world



05 Safety

Safety is a top priority for us on all of our services



06 Reliability

We will provide a reliable service and work to reduce any delays



07 Environment

We are committed to reducing our impact on the environment and providing a clean and comfortable service



08 Sustainability

We contribute to a better quality of life for Londoners, now and in the future



09 Reinvesting in transport

We reinvest all our income to run and improve your services



10 Our customer service performance

We put customers at the heart of everything we do: Every journey matters

To find out more, visit tfl.gov.uk/commitments

000 00000 0000

MAYOR OF LONDON



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