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Consultation Response

London Assembly follow-up investigation into Transport for London's customer service

Date: November 2014

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1. Introduction

Age UK London raises the voice and addresses the needs of older Londoners. We promote and represent the views of older Londoners; we campaign on real issues that make a difference to older people; we work with older people's organisations across London to enhance services; we offer a range of products and services tailor-made for the over 50s (via Age UK London Trading).

We are glad to have the opportunity to input into the Assembly's followup investigation into Transport for London's customer service.

While TfL has taken a number of steps to improve the travel experiences of older people and disabled people among others (including working in partnership with ourselves and other relevant organisations), we agree that it could be beneficial to have a single TfL Customer Charter covering all modes of transport.

If well drafted such a Charter could make clear to all customers what they can expect in terms of their travel experience on any mode of transport which TfL operates or commissions, and how TfL will respond to customer feedback.

2. Answers to the consultation questions

The consultation question which appears the most pertinent for us to answer is:

What should be included in an overall TfL customer charter?

We believe that the following should be included in an overall Customer Charter:

Overall

- Passengers should be easily able to find the information they need to plan their journeys, with suitable options for people who are not online;
- Older and disabled passengers can expect to have their transport needs met on an equal basis to other adults and have good "whole journey" outcomes;
- Passengers can expect to experience a "joined up" transport system where different modes of transport link seamlessly and accessibly;
- Passengers can expect to meet helpful staff who are trained in equalities matters and therefore aware of the needs of older and disabled travellers;
- Passengers can expect clear and transparent responses to complaints made to TfL.

Buses

The Charter should in our view make clear that:

- Passengers who need a seat will have time to reach the nearest available seat before the bus pulls away;
- Buses will pull right up to the kerb at bus stops unless there is an exceptional reason why this is impossible;

- Bus drivers will do all they can to ensure that the wheelchair space is available for wheelchair users who need it;
- Passengers are asked to give up their seat when necessary, not to occupy priority seating, to vacate wheelchair spaces when requested and to help disabled or older passengers stand up or sit down if requested;
- Wheelchair ramps will always be regularly and adequately maintained and will be working on all services.

Underground and Rail

The Charter should in our view make clear that passengers can expect:

- All new facilities to be fully physically accessible including step free access, adequate provision of seating and provision of public toilets;
- All lifts and escalators to be regularly maintained to a high standard so that they are not out of service for unacceptable periods of time;
- All stations to have a customer information and help point which is visible and easy to find;
- That there should be sufficient staff available to provide customers with help and information throughout station opening hours.

Door to Door Transport

The Charter should in our view make clear that passengers can expect:

- Services to be accessible, of good quality, reliable and punctual;
- Services to be affordable;
- Services to be integrated and consistent across London;
- That there will be accessible and transparent assessment and complaints systems;
- That eligibility criteria and appeals systems are based on the Social Model of Disability.

Thank you for your e-mail inviting comment on how TfL meets its obligations to customer service. I welcome this work and hope it will achieve some improvement.

Existing services

I participated in the pilot study of contactless pay on the tube and underground. Since my pattern of use is irregular I felt that my experience might be distinct from that of the majority of participants. We were supposed to be invited to submit feedback but this did not happen, until I reported the fact in my bimonthly newsletter. I then received an invitation to feedback, sent to the e-mail address I use for the newsletter, not the one from which I correspond with TfL on personal matters.

I had sent comments by e-mail, and I did respond to the belated invitation to provide feedback, but I have had no further response. I had been overcharged by £1.70 the first time I used contactless pay, but there is no obvious means of reclaiming this. The web-site only covers where a touch in or touch out goes unrecorded and you are billed the maximum fare in error. In my case the problem arose from non-recognition of my contactless card on a pink reader which resulted in the fare being charged as though it had included zone 1. I had taken a twenty minute walk with a heavy case in order to avoid zone 1 (and all the hassle that carrying luggage through zone 1 in the rush hour involves).

I also raised concerns about use of a relatively old card (poor contact) and the lack of any indication of the amount deducted. If you use a contactless card in any other context you are given a receipt and therefore it is not correct to say that it is no different.

Proposed new services

It has been said (I won't mention names) that one should only consult if one can be confident of receiving the answer one wishes to hear, but TfL takes this to extremes when it comes to major projects that could considerably improve the passenger experience. The West London tram fell foul of this because the obsession within TfL for single-deck articulated trams which was not shared by the public. There is a serious danger that TfL will again alienate the public over CrossRail2 and the southern extension of the Bakerloo line.

When I was a member of the ALA Environment committee twenty years ago, we were given a map of London indicating the density of bus usage throughout the capital. Two corridors stood out from the rest, namely Essex Road in Islington and Walworth Road in Southwark. It was obvious even then that buses were in danger of frustrating bus travel because there is insufficient road space for the number of vehicles needed at peak periods, coupled with their requirement to observe every stop. The way forward was the Hackney-Chelsea line serving Essex Road station (which has hopeless links to the West End) and an extension of the Bakerloo line from Elephant & Castle to Camberwell Green.

There may have been significant changes since that time resulting in either less priority needed for relief on Essex Road and Walworth Road (extremely unlikely) or greater priority for some other route, but if so no evidence has been produced in the public domain.

Proposed loss of service

At the time of writing it is unclear what protection exists in the passengers charter for would-be passengers who may be no longer able to use the services as a result of ticket office closures. There should also be some guarantee that passengers who have lost money as a result of machine malfunction can obtain redress by face to face contact.

Andrew Bosi, Friends of Capital Transport Campaign

30 September 2014

Ross Jardine
Project Officer
Scrutiny and Investigations
London Assembly
Greater London Authority
City Hall
The Queen's Walk
LONDON
SE1 2AA

RECEIVED
02^{Oct} SEP 2014
SECRETARIAT

Dear Sir

LONDON ASSEMBLY TRANSPORT COMMITTEE INVESTIGATION INTO TRANSPORT FOR LONDON (TFL) CUSTOMER SERVICE

I am writing in response to your e-mail of 4 September 2014 on the above.

As London's largest bus operator, responsible for approximately 7,000 staff, 2,200 vehicles and over 190 of the capital's bus routes, my organisation interacts with TfL on a wide range of customer-led issues. Based on your terms of reference, my thoughts are as follows:

PROGRESS IN IMPROVING CUSTOMER SERVICE SINCE JANUARY 2012

- Introduction of digital clock on buses.
- Increase in Countdown displays at bus stops.
- Dealing and responding to customer complaints within agreed timescales.
- Website improvements – e.g. journey planner and easier to access timetables.
- Poster campaigns at bus stops, such as cycle safety, space for buggy users, feet off seats and cashless buses.

WHETHER AN ADDITIONAL OVERARCHING CHARTER IS REQUIRED

- Not in my opinion required.

CONDITIONS OF CARRIAGE AND HOW ENFORCED

- This is something our staff are aware of and enforce where necessary. The so-called 'Big Red Book' works well and we retain input into its re-issue every couple of years.

RECOMMENDATIONS TO IMPROVE CUSTOMER SERVICE

- More accurate recording of telephone complaints, especially logging route, fleet number, vehicle registration and direction of travel.

I welcome your timely contribution to this debate and will follow the Committee's investigation with interest.

Yours faithfully

A handwritten signature in black ink, appearing to read 'J. Trayner', written in a cursive style.

John Trayner
Managing Director

Copy: Mike Weston, TfL Director of Buses

Caroline Pidgeon AM
Chair of the Transport Committee
London Assembly
The Queen's Walk
More London
London SE1 2AA

Our Ref:
Your Ref:

2nd February 2015

Dear Caroline,

Alternative Dispute Resolution

When we met last month I offered to produce a short note for you and Val, setting out the position that has been reached regarding Alternative Dispute Resolution. This follows detailed discussions involving the Department for Transport, the Office of Rail Regulation, Passenger Focus and ourselves, plus a range of other interested parties including the Department for Business Innovation and Skills and the Trading Standards Institute.

The net result of all this activity has been that very little, if anything, will change in the near future, and that our complaint handling role at London TravelWatch will remain as it is. To some extent this is a relief as the worst scenario of all would have been additional statutory duties without any matching resources. But it also means that London passengers will forgo at least for the time being the potential benefits of an independent adjudication system that could be very helpful in providing redress where service failures have caused significant detriment. Some of the key issues may well surface in the forthcoming complaints review planned by the Office of Rail Regulation, in which London TravelWatch expects to participate.

I am sorry we couldn't squeeze our note into the promised single page, but I hope it helps to clarify where things have got to. Please let me know if you would like any further background.

I am copying this letter and enclosed paper to Val Shawcross.

Best regards



Stephen Locke
Chair

LONDON TRAVELWATCH

POSITION NOTE ON ALTERNATIVE DISPUTE RESOLUTION

This is an update on the position that has been reached regarding Alternative Dispute Resolution (ADR), as at the end of January 2015. Both London TravelWatch and Passenger Focus have been engaged in detailed discussions of this issue with the Government Departments concerned. No immediate action is now called for, but it is quite likely that the handling of ADR in the transport sector will arise again in the future.

1. The definition of ADR

The term Alternative Dispute Resolution (ADR) refers to mechanisms designed to enable dissatisfied consumers to seek redress from suppliers of goods and services more speedily and more cheaply than having resort to the courts. It covers both mediation (or conciliation) schemes, where a neutral intermediary seeks to find an outcome which both parties accept voluntarily, and adjudication (or arbitration) schemes in which the intermediary gives a ruling which may be binding upon them. Statutory ADR schemes currently exist in some sectors, such as financial and legal services, and voluntary schemes exist in others, often sponsored by trade associations. There is also a wide variety of funding mechanisms, though it is common for fees (covering at least some of the cost) to be charged to the firm being complained against. But many transactions are not covered by any scheme at present.

2. The EU Directive

The EU Directive on ADR comes into force in July 2015, so any legal or procedural changes needed to give effect to it must be implemented by then. Any scheme provided by an "ADR entity" must meet certain criteria (e.g. that the case handlers are suitably trained, are independent of both parties, and are neutral in their assessment), and must be approved by a "competent body" such as a ministry or regulator. All economic sectors must be covered. ADR schemes can be funded by the government, and/or the parties to each case (though any charges to consumers must be nominal). Suppliers must have had an initial opportunity to resolve matters directly with the complainant (the "bilateral" stage), and they must advise the complainant of the right to have recourse to ADR if they remain dissatisfied. But suppliers are not obliged to take part in the ADR process or to accept its outcome, unless individual member states mandate this (which the current British government does not intend to do).

3. British implementation

The lead department in Britain is BIS. Where no "entity" such as an ombudsman exists or qualifies for this role, BIS proposes that there should be one or more catch-all residual scheme(s) which will be approved by the Trading Standards Institute as the competent body. Unfortunately, because the ADR Directive only applies to disputes initiated by consumers, it does not provide a trigger for reforming existing mechanisms where the supplier is the aggrieved party, however unsatisfactory these may be - e.g. those handling penalty fare appeals.

DfT is responsible for implementing the Directive in the transport sector. For several months, it has been in discussion with London TravelWatch (and Passenger Focus) with a view to persuading us to seek approval as the ADR entities serving Transport for London and National Rail users, on the basis that this would be a natural extension of our current complaint-handling function and could be achieved with minimal administrative change and at limited cost.

4. London TravelWatch and Passenger Focus response

The two consumer bodies have sought to coordinate their negotiating positions, on the grounds that it would be very undesirable for individual transport users to be faced with different ADR rights and processes depending on where or with which operator they happen to have travelled. We have welcomed the Directive in principle, as an enhancement of consumer rights. But we believe that it is essential that it (a) should be implemented in such a way as to complement and augment our existing conciliation function, not replace it, (b) should not be allowed to diminish or hamper our role as consumer advocates, (c) should be mandatory for operators to participate, (d) should lead to binding

decisions, and (e) must be properly funded (but at no charge to users). We have expressed serious reservations about DfT's initial proposals because these would

- require qualifying cases to be referred direct to ADR, without the passenger bodies being able to intervene with operators on the complainants' behalf, as currently happens (although this achieves a satisfactory outcome in the majority of cases)
- require us to discriminate in our handling of cases depending on whether they relate to a contractual issue (such as service failure), which would qualify for ADR, or a policy issue (such as service frequency), which would not
- require us to recruit and train a cadre of neutral ADR case handlers who would have to be seen to operate at arm's length from the rest of the organisation (and with at least some degree of separate governance)
- be neither mandatory nor binding on the operators
- not provide us with any additional funding (whether from Government or the operators) to set up and operate the ADR process, thus potentially jeopardising our ability to continue to discharge our existing functions.

We have pointed out that in the bus industry outside London, complaints are currently handled in the first instance by a user representative body, BUUK, which seeks to conciliate. In the minority of instances in which this does not achieve an acceptable result, complainants whose cases relate to contractual matters can refer them to an independent panel, the Bus Appeals Body (BAB), whose decisions are binding. BAB has been set up voluntarily (and is funded) by the industry's trade association, and comprises one operator nominee and one passenger nominee, with a neutral chair. We believe that this offers an excellent model for delivering the ADR Directive's objectives, and one which we would like to see extended (or, failing that, replicated) to cover the whole of the bus and rail industries. So far, however, DfT has not been willing to pursue this possibility.

5. The current position

We were advised in mid-December that the DfT had concluded that within the time available it will not now be practicable to implement ADR in the public transport sector in the manner it had intended. This is primarily because (given that it is more important for BIS to focus on other industries which have no existing complaint-handling mechanisms of any kind) there will be insufficient parliamentary time left before the May election to resolve some legal complications. These include a need to reword Passenger Focus's statutory remit, and to define "railways" for the purpose of specifying which systems would be within its scope. So for the time being it will be left to the residual scheme (with Trading Standards Institute as the approving body) nominally to cover TfL and National Rail, though DfT expects that in practice operators will exercise their right not to participate in the scheme. They will therefore continue to refer dissatisfied complainants to us after the current bilateral stage, so there will probably be no real change. It will be for the next government to revisit the issue, if it wishes, perhaps as part of an ORR-led review of rail complaint handling arrangements which is pencilled in for next autumn. Hopefully, this will provide a further but less pressurised opportunity to examine the merits of the BAB model and find a way to use the Directive to the benefit of public transport consumers.

JC 26/1/15

Dear Ross Jardine,

With regard to Customer Service of TfL, I do have something to say.

I wrote to TfL concerning trying to get a bus from Oakwood to Chase Farm Hospital, (I campaigned to get this service instated).

In reply, I got what I now realise is a standard letter in the negative (of course) and by comparing letters at the Enfield Transport User Group, found that this is exactly a STANDARD letter and not a REAL letter. I believe it is just from someone who works a computer, rather than someone who has a grasp of the situation. My immediate reaction was just to give up my well-fought campaign, but I did not!!!

(I am now waiting for TfL to have a meeting in December about the route.
I have heard it takes six years to get a new bus route.....I am about halfway through!)

Yours sincerely
Nicola McDowall
EMU Trustee
Member of Enfield Over 50s Forum

Hi Ross

Here are some officer comments for the GLA call for evidence. These comments have not been signed off by our members.

- We are regularly told by our residents that they are frustrated by the length of time it can take to receive a reply from the TfL customer services and that the reply is usually from a generic customer service address without a named contact. TfL can take several weeks to respond and have occasionally been known to not respond at all. We would like all complaints dealt with within 10 working days and allocated to an officer who puts their contact details on the email response.
We would also like TfL to provide a public generic email addresses for queries from residents. We are currently advised by TfL to redirect residents to the TfL website where a web form can be filled in. However the problem with a webform is that it can be difficult to fill in on a mobile device and also the email trail is not maintained, i.e. the original email from the resident should be included after the response from TfL. Even if the web form is used, we think it is good practice to maintain the email trail.
- Residents are often left frustrated as TfL responses to complaints often don't directly deal with the complaint, but can come across as a generic response thanking the person for getting in touch and stating that TfL will look into the issue. We would like all responses to deal with the specific issue at hand, providing all of the necessary information.

Regards

Sidonie

Sidonie Forrest-Brown
Public Transport Officer
The Royal Borough of Kensington and Chelsea

To consider TfL's passenger charters including the potential to develop an additional overarching customer charter and how TfL manages its staff use of the charters:

- How does Southern use its passenger charter to improve customer service?

The Southern passenger charter informs our customers what level of customer service they can expect to receive from us. We also use the charter to provide vital and useful information to our customers to better inform them about using our services so they can have a positive experience when travelling with Southern and Gatwick Express. With the charter being updated bi-annually, we will actively make amendments to provide additional information to customers to improve their journey experience. Listening to customer feedback through comments and surveys are key ways in which we do this. We have achieved the four-star rating from the British Quality Management Foundation's Recognised for Excellence (R4E) programme. This standard recognises the good work across the business and our successful efforts to share best practice and make improvements. We work closely with stakeholders including local councils, user groups and other passenger representatives to continuously review our standards of service on an ongoing basis. Where further action is required we will work in partnership with Passenger Focus and London TravelWatch when making such changes.

Set out within the Southern passenger charter is a dedicated section for customer service – although further detail is set out in our complaint handling procedure. We welcome contact from customers to provide us with essential feedback about our service and where things have gone right or wrong during our customer's experience. We offer a wide range of contact channels 24/7 so customers can engage with us via the channel they choose rather than being funnelled or directed to specific contact channels. These include:

1. Telephone
2. Email
3. Webforms
4. Social Media including Twitter, Facebook and LinkedIn
5. Letter
6. Fax

In addition, we hold regular 'meet the manager' sessions at least once a month at either of our main London hub stations - London Victoria or London Bridge. We also hold meet the manager sessions on specific train services. This provides our customers the opportunity to discuss any queries in person with our management team. Any feedback we receive in relation to customer service is provided to specific business owners who are accountable for making improvements in the business. Our outsourced customer service team have lists of contacts within the business and they will escalate cases directly to them for prompt resolution.

- How does Southern ensure that its charters are used by its staff?

Passenger's Charter and Complaint Handling procedures are, by nature quite outward facing documents and we could do more to ensure our staff fully recognise the implications of both for example through the induction process.

To explore TfL's conditions of carriage including how it enforces them:

- How do Southern support its staff to enforce the National Rail Conditions of Carriage?

All front line staff including train conductors, gateline and ticketing staff receive training on the National Rail Conditions of Carriage. This is essential to these roles being able to correctly enforce or follow the criteria set out for passengers and to ensure that passengers travel on our services with valid tickets or passes. If complaints are received regarding our enforcement of these conditions, an investigation will take place reviewing the customer's complaint, the report from the employee involved and the evidence to hand. Once this investigation has taken place we will make a judgement on the customer's complaint and respond accordingly. If there is an instance of the customer being incorrectly issued a penalty fare then in addition to providing a refund to the customer, we would make sure that the employee is provided suitable re-briefing or training on the content of the National Rail Conditions of Carriage. If the employee has correctly enforced the National Conditions of Carriage then we would confirm our position in this matter unless there are exceptional circumstances that can be proven by the customer.

To make recommendations to the Mayor and TfL on any actions they could take to improve TfL's customer service further:

- Any examples of best practice in regard to customer service.

Our main objective is to, where possible, resolve a customer's enquiry at the first point of contact. Our customer service team is suitably resourced to manage the demand from our customers and they are targeted to answer and resolve enquiries immediately. Where this is not possible we will manage our customer's expectations by keeping them updated within timescales set out within the passenger charter until the enquiry has been resolved. Achieving the balance of answering enquiries quickly, with a high level of quality and keeping a clear line of communication open with customers is challenging, but represents a good level of customer service that our customer's expect from us.

- It would also be useful to hear from Southern about the advantages and disadvantages of further integrating TfL ticketing and travel information with that of train operating companies in the South East.

This is very much a commercial area and something with we are actively discussing with TfL in relation to Oyster extension proposals and the Key use of the TfL network.

Nick Storie

Customer Services Manager: Southern & Gatwick Express



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

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7 November 2014

Dear Val,

Transport Committee's follow up investigation into TfL's Customer Service

Thank you for your letter of 3 September to Sir Peter Hendy. Peter has asked me to reply. I am sorry that it has taken a while to get back to you in writing, but I am glad that you were able to visit us at Pier Walk last month.

As we explained in our response to the Committee's earlier reports in this area, we welcome the positive contribution you and the Committee have made to help frame our approach to customer service.

We have continued to deliver rapid improvements against the four principles you advocated to improve customer service and take as much hassle out of journeys as possible. I believe that, as a result, we are much more customer-focussed as an organisation. There is, of course, much more to do.

Details on this work and the specific information you have requested are set out in the attachments to this letter.

Thank you again for the Committee's constructive contribution to improving customer service.

Yours sincerely,

Vernon

Vernon Everitt
Managing Director, Customer Experience, Marketing and Communications

Our approach to customer service: Every Journey Matters

Introduction

Transport is not an end in itself. It is a means of economic growth and development and social cohesion to enable people to make the most of life's opportunities.

Our purpose as an organisation is to keep London working and growing and to make life in London better. Despite profound changes in technology, our industry essentially remains a people business. It is our staff and those of our contractors who are at the front line of delivering high quality customer service.

What our customers and users want

Our customers and users tell us that they want four things:

- clear understanding of who we are and what we stand for;
- safe and reliable transport services day in, day out;
- value for money, which is as much about how we treat people as it is about fares and charges; and
- progress and innovation: they want to see a clear return to them personally on all of the investment that is being made to improve our transport.

In short, our customers and users want us to recognise that every journey they make matters whether it is to get to work, school, a hospital appointment or to see friends and family. They rightly demand to see us work tirelessly to improve their transport, to put it right when things go wrong and to take as much hassle out of travel as possible.

Our action plan

We use this simple framework, under the umbrella of Every Journey Matters, to drive an action plan in a range of areas to deliver better customer service. Delivering this is central to the work of everyone at TfL and Customer Care is formally one of our core priorities.

To bring this together as a prioritised programme, we have a dedicated Customer Group, chaired by the Managing Director of Customer Experience, Marketing and Communications, to lead the planning and delivery. The Customer Group brings together senior representatives from every area of the

organisation to ensure that we continue to make progress quickly and in a joined-up way. The group meets monthly and makes regular reports to the Transport Commissioner, his Leadership Team and to the TfL Board.

Action is prioritised against feedback from customers and users and from organisations such as London TravelWatch and Passenger Focus. We listen carefully to comments, complaints and commendations and take action to deal with the root causes of problems. We report publicly on what we have done to resolve complaints at meetings of the TfL Board through our Operational and Financial Report.

This is a constantly evolving programme but is centred on tackling the biggest areas of concern for customers and on identifying more ways in which we can make ourselves easier to do business with. The core themes are described below.

Safe and reliable transport services

Customer service begins with providing safe and reliable services day in, day out as the core of what the whole organisation does.

Sustained investment is delivering, and will continue to deliver, very significant improvements to the safety and reliability of our public transport and road networks. Reflecting the fact that transport is a people business, our staff will remain at the forefront of delivering high quality customer service. As you know, on London Underground, more staff than ever before will be visible and accessible to customers. Improved customer service training will ensure that standards continue to rise in keeping with best practice in other industries.

Real-time and co-ordinated information

Reliable real-time travel information is fundamental to meeting the needs of our customers. We have overhauled and modernised our approach to its provision over the last few years.

Customers want travel information that is integrated, real-time, human in tone, consistent and personalised. And while technology has moved on, we never lose sight of the need to provide information through a wide range of channels, including face-to-face and over the telephone.

Information from our operational control centres on the status of public transport and the roads is supplied automatically in real-time to the public and to television and radio stations. This means that the information we have, our customers have too.

Seventy per cent of Londoners now own a smartphone. Eighty seven per cent use the internet for maps and directions. We have well over 1.8 million followers of our social media channels such as Twitter and our website has been completely redesigned in partnership with our customers to provide real-

time information on the move. The site, which receives over 250 million visits a year, automatically fits whatever device it is being accessed from. Demand for these services continues to grow very rapidly.

We also recognise that customers want to receive this information in different ways and that third parties have an important part to play in bringing new products to market quickly.

This is why we have become a world leader in the provision of free open data feeds. Over 30 data sets, such as the real-time location of trains and buses, are made available in convenient 'plug in and use' formats via the Developers Section of our website. This information is used by App developers and others to power over 200 products over and above the information we provide directly to customers ourselves.

We work closely with the developer community to stimulate innovation in this area. The Shakespeare report for the Department of Business, Innovation and Skills identified our open data provision as an exemplar, estimating the annual benefit to be up to £58m in time saved by our customers.

Our live bus, Tube and rail information systems, delivered online, on mobile phones and at thousands of bus stops and hundreds of stations, means that passengers are kept up-to-date on the status of their services. Tube and rail staff make regular unscripted announcements to reassure passengers and to provide information in the event of disruption.

We use the data derived from our Oyster and contactless payment systems to provide regular tailored emails to the 4.5 million customers who have provided us with their email addresses. These include a weekly update on planned improvement work at the weekends, how that work will benefit customers and how to avoid disruption.

Building on what we learned during the London 2012 Games, our Travel Demand Management (TDM) programme now forms a core part of our operational planning on public transport and the roads.

In essence, TDM is an integrated approach to being open and transparent with businesses, customers and users and to make available the information they need – for example the impact of weekend improvement works or major events such as the Tour de France.

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.

Integrated ticketing

Since its launch in 2002, the Oyster card has evolved to meet the changing needs of customers. This includes the accommodation of Travelcards (2003), 'pay as you go' journeys (2004) and daily fare capping (2005). All of this was to create greater convenience, enabling customers to simply 'tap and go', with the system automatically delivering the best available price for the journey.

Concession cards such as the Freedom Pass (2004), Zip cards for children (2006) and the 60+ card (2012) have all migrated to the Oyster platform.

Oyster was extended to London Overground when TfL took on these services in 2007. It was further extended to the non-TfL suburban national rail services serving London in 2008 and 2010.

There are now nearly 10 million Oyster cards in use regularly and over 14 million Oyster transactions per day.

Ticketing technology has now advanced to offer customers further choices. The recent introduction of contactless payment on Tube and rail services, following its success on London's buses since December 2012, highlights the capital's position as a world leader in making travel more convenient. The flexibility of contactless provides exciting opportunities in the future for further integration and simplification of ticketing.

We will continue to make ticketing as convenient as possible including through the introduction of more flexible ticketing for part-time workers.

There is also a growing consensus that national policy needs clear objectives to drive effective implementation of a more integrated and transparent ticketing system. The technology and know how already exists and, with focus, significant progress can be made drawing on London's experience over the next few years.

Putting it right when things go wrong

Our objective is to treat our customers and users fairly, listen to their concerns and act swiftly to address problems when they arise.

We constantly monitor customer feedback, complaints and mystery traveller surveys across all of our services. This allows us to identify trends and take action to fix problems at source.

This involves getting the big things right, like improving service reliability, journey information and enabling customers to obtain the best value for money. It is also about how our staff and those of our contractors serve our customers and show a human face.

We will continue to tackle the main concerns our customers tell us about. Actions include:

- Introducing automatic refunds for customers who have been charged a maximum fare for an incomplete journey and making it easy to get a refund through an online Oyster account, if it has not been possible to do so automatically;
- Running campaigns reminding customers that it is easy to get a refund on Oyster card balances they no longer need;
- Protecting road users from unofficial Congestion Charge websites which mislead them into paying unnecessary additional charges;
- Making major changes to our customer contact centres to ensure customers receive human, timely and consistent responses to queries and complaints by telephone, email or social media;
- Providing accessibility champions to help everyone to make full use of public transport; and
- Providing 'All Aboard' training to all bus drivers to reinforce how good customer service is vitally important in assisting older and disabled passengers.

-ENDS-

Request for specific information on TfL's Customer Service

Overview of progress in improving customer service

- **Recommendation 1**

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The site is designed for use on the move and has improved Journey Planner and integrated information tools. It configures to fit all forms of devices such as tablets and smartphones. A 'Nearby' function' provides customers with all of the transport services around them at the touch of a button, including walking routes.

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the year before. This is likely to have been driven by the natural increase we are seeing in passenger numbers and the cheaper rate telephone numbers described earlier, which have made it easier and cheaper to contact us.

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Reports are produced for each operational area of TfL setting out the nature of complaints and any emerging themes or trends. These are used to address issues at source. For example, a series of complaints identified an issue with ticket vending machines on the DLR. To resolve this, software has been upgraded, extra machines have been provided at busy stations and there is better signage.

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There has also been a cultural shift in the organisation. Where we were once defensive about complaints, we now enable staff to fix a customer's problem straight away by allowing them greater flexibility in decision making. As a result, our service level agreement is now 10 days for correspondence (it used to be 20 days) with approximately 80 per cent being settled within one day.

Our approach to handling complaints is attached as Appendix A and can be found via the link below:

<http://www.tfl.gov.uk/cdn/static/cms/documents/contact-centre-operations-customer-policy.pdf>

Our complaints data is also published quarterly in our Operational and Financial reports and can be found on the link below:

<https://www.tfl.gov.uk/corporate/publications-and-reports/complaints-report>

Benchmarking

In 2012, the Customer Contact Centre entered the 'Top 50' national benchmarking scheme for customer service with the International Customer Management Institute. Hundreds of contact centres across the country compete to be ranked among the top 50 and rising standards across the industry makes achieving this status progressively harder.

In their latest assessment of us, we were ranked 16th for social media (up 6 places), 22nd on e-mails and 44th on calls. We also won member of the year for applying best practice towards achieving Top 50 standards.

In addition, we are assessed periodically by a mystery shopping company. Each contact centre is benchmarked against industry standards and receives individual feedback to target improvement. In our most recent mystery shopping survey, we scored 98.7 per cent on the quality of call handling.

Information regarding our customer charters is set out on page 8 of our response.

- **Recommendation 3**

By May 2012, TfL should report back to the Committee on how it will work towards increasing transparency, including: confirming the new set of customer service targets; outlining the proposals for published customer service reports; and any work to extend benchmarking beyond the 'complaints per 100,000 journeys' metric.

We are determined to become ever more transparent with our customers and stakeholders. We now publish more information than ever before on a routine basis on all aspects of how we operate. Much of this is designed to explain how we reinvest public money to improve transport for customers and road users.

Following the Assembly's report on transparency in June 2013, we committed to publish contracts which meet certain criteria, redacting only limited information where it would be exempt from disclosure under Freedom of Information. Since then, a range of contracts has been published, particularly for the supply of bus services, and more will follow.

Our transparency pages are available at www.tfl.gov.uk/transparency .

Later this year, we will consult publicly on our overall approach to transparency. We will invite customers, users and stakeholders to comment on the main areas where we might improve.

Our customer service metrics comprise three measures:

- Call abandonment rate – target under 10 per cent;
- Correspondence Service Level Agreement – target 80 per cent; and
- Mystery Shopper Quality assessment scores – target 85 per cent.

Customer satisfaction levels are on or above target across most services, maintaining the high levels of customer satisfaction seen since the 2012 Games. Significant improvements have been seen in relation to the DLR, Barclays Cycle Hire and Congestion Charge, the latter seeing a reduction in complaints of almost 40 per cent over the past year.

- **Recommendation 4**

TfL should report back to the Committee by May 2012 on the development of the 'My TfL' portal, including: how the portal will improve customer service provision for passengers; any study on the opportunity to provide a complaint 'tracking' system; and how TfL can use real-time information to keep passengers informed of general issues.

We are creating a more personalised digital customer experience for users of our website irrespective of whether it is accessed from a desktop, tablet or mobile. This will be branded 'My TfL' and future improvements currently being developed include:

- A single login to all our services and unified online account hub to provide a one-stop shop e.g. Barclays Cycle Hire, Congestion Charging and Oyster combined;
- A unified messaging service, by which all our messages are prioritised and delivered to customers in line with their preferences; and
- Using favourite places, journeys and services to personalise customers online experience.

Our social media channels, such as Twitter and Facebook, are another way of providing our customers with personalised and real-time information. Posts on Facebook about the launch of the 24-hour Tube and changes to stations were seen by more than one million people, while 6,600 comments were posted. We have also promoted our Twitter feeds to accelerate the rate of growth from virtually no Twitter followers to well over 1.8 million in less than two years. Our website gets 250 million visits a year. Twitter has also proved helpful in managing disruptive events, cascading information quickly and providing advice and guidance on alternative routes.

As mentioned earlier, we also continue to provide travel information through other channels such as our website and via numerous third-party Apps made possible through our provision of free, open data.

The great work of our customer service team was highlighted in the first episode of the Channel 4 series, 'The Complainers', televised on 27 May. The episode focused on our relationship with repeat complainers and looked at the customer service provided directly by bus drivers in response to issues raised by passengers.

The episode was watched by around 1.5 million viewers and was followed with a live Twitter session with Shashi Verma, Director of Customer Experience, and our social media team in the contact centre. The response on Twitter was excellent with over 3,000 mentions of the episode and more than 1,500 mentions directly to our Twitter feed. Most of the feedback praised the hard work of our staff and revealed a genuine interest on the part of customers at seeing another, very human, side to our organisation.

- **Recommendation 5**

TfL should report back to the Committee by May 2012 on how it will help to support Freedom Pass holders with a low-cost information and complaint handling resource.

We are working tirelessly to make journeys easier for millions of disabled and older Londoners. Eleven per cent of Londoners describe themselves as disabled in some way, 1.3 million trips a day are made by disabled people and 4.9 million trips a day involve people carrying heavy luggage.

Since we last wrote to you, the Mayoral initiative to restore free travel for Londoners between age 60 and 65 was launched on 1 November 2012, with majority of these applications now made online. The concessionary pass allows free travel on all TfL services and some National Rail services 24 hours a day, seven days a week and free travel outside of morning peak hours on other National Rail services in the capital. This service fills in the gap when free travel for Londoners aged between 60 and 65 was withdrawn.

As set out in our first recommendation, we have moved all of our customer service telephone lines to lower cost 0343 numbers to reduce the costs of contacting us. In addition to this, the Freedom Pass page on our website provides clear, free guidance and advises the customer of the Freedom Pass direct website: <https://www.tfl.gov.uk/fares-and-payments/adult-discounts-and-concessions/freedom-pass/>. We also pass on data to London Councils so those eligible can be issued with Freedom Passes.

Improving accessibility

Providing more effective customer service for people with disabilities is, of course, central to our work.

Our 'Your Accessible Transport Network' action plan builds on the legacy of the London 2012 Games. Action includes installing boarding ramps at 35 Underground stations, introducing new, low-floor trains on the Metropolitan, Circle, Hammersmith & City and District lines, improving signage and investing heavily in accessibility training for staff. Much of the focus on our new website was also to ensure the experience for those with disabilities was radically improved.

More staff will be available in London Underground ticket halls and on platforms, something that will particularly benefit tourists, disabled customers and those unfamiliar with our network, by helping them buy the right ticket, plan their journeys and stay safe and secure.

The journeys of millions of disabled and older Londoners are set to become even easier thanks to new measures aimed at improving accessibility. All Tube stations will remain staffed at all times when services are operating, and a 24-hour service on core parts of the network at weekends will be introduced during 2015.

On 14 March 2014, we launched the extension of the very successful turn-up-and-go assistance that operates on the Tube and London Overground. We will introduce boarding ramps at more stations and provide more information to disabled customers through our website.

As you are aware, we have reaffirmed our plans to make the entire Crossrail route accessible as joint sponsors with Crossrail and the Department for Transport (DfT) and we have published options to make the remaining seven stations step free.

We have also introduced 'accessibility champions', who are being empowered to use their knowledge to give our more vulnerable customers the confidence they need to use our network. The accessibility champions work with others across the business to help plan and deliver our services in a way that responds to the needs of all our customers.

We have also been running an engagement campaign, 'Come on Board', with local groups across London to raise awareness of the range of accessible services we provide. This has focused on previously difficult to reach grassroots communities. Engagement and research with older and disabled passengers and stakeholders has shown that many people are not aware of the services we have to help them travel. So we have spoken to around 70 community groups and their members to give disabled and older customers the knowledge and confidence to use, or use more of, the transport options available.

On 2 October 2014, we held a pioneering event; Access All Areas at ExCel, to help more disabled and older people to get out and about on our network. Hundreds of people came along to our exhibition to experience some of our latest accessibility innovations and to become a bit more familiar with our services.

Feedback from the day was extremely positive, with attendees feeling they gained useful information, had excellent networking opportunities and felt positive about our work in this area. The post-event survey shows that 90 per cent of attendees agreed we are making it easier for disabled people to get around, 94 per cent rated the event as 'good' or 'very good' and 92 per cent want to attend a similar event in future.

- **Recommendation 6**

TfL should report back by May 2012 on how it plans to increase the amount of information reported to the Board about customer feedback and complaints.

As mentioned, we now publish details of our complaints data and customer satisfaction scores in our quarterly Operational and Financial Performance reports to the Board. These set out trends and explain what action we are taking to fix problems.

Our most recent report can be found on the link below, with customer information outlined on pages 21-27:

<http://www.tfl.gov.uk/cdn/static/cms/documents/board-20140924-part-1-item06-ofr-ipr-amended.pdf>

We have been developing various methods for bringing together the main trends and themes from customer contacts on Oyster, London Underground, London Buses and Streets to identify the issues which are repeatedly causing customer dissatisfaction. This intelligence is fed back to the business on a regular basis to inform improvements and business change.

- **TfL's use of passenger charters**

During research undertaken in September and October 2012, customers warned us that they did not want to read about what we do and intend to do. Instead, the preference was for us to demonstrate the 'promise' of Every Journey Matters through delivery in the areas customers care about.

We have therefore used the model of what customers want – described in our cover note – to deliver in practice, high quality customer service day in, day out. We measure the effectiveness of this through our Customer Satisfaction Scores, mystery shopping and analysis of complaints.

As a result, we have taken action such as introducing a more convenient way for customers to get a refund when they experience a delay to their journey on the Tube, DLR or London Overground (LO) services by replacing the Charter refund scheme.

Under the Charter refund scheme, customers had to complete a paper or electronic form providing all their details with each application. The process was time consuming and it took up to one month before customers received a letter with a Charter refund voucher, which was redeemable only at Tube and London Overground ticket offices.

The new system requires customers simply to provide details of their delayed journey via their TfL online account. Customers are contacted by email within seven days to let them know the status of their refund application. Oyster customers have the option of having their refund added back to their Oyster card, to their bank account or as a web account credit redeemable when they next top up or buy a Travelcard online. Contactless payment card customers have refunds credited to their contactless payment card and paper ticket customers directly to their bank account.

Not only is the process quicker and simpler for customers, it has also enabled us to make savings in administration which can be reinvested in transport and tighten up our processes to detect fraud. Customers have been informed about the changes through social media, posters displayed at Tube and LO stations, media coverage and additional information on our website.

We have worked to ensure that all staff are trained and briefed, making sure they use appropriate behaviours to deliver a high quality customer service. This approach ensures the creation and delivery of a human experience for our customers. We also look to benchmark ourselves against the likes of John Lewis, ie role modelling and delivering strong customer-focused behaviours.

Staff training (including refresher training and relevant briefings) support the promise. We favour a direct, hands on, approach, in which customers experience for themselves frequent services, clear information and clean, safe environments. Through our recruitment and training programmes, we seek to provide the best staff giving high levels of customer service.

How many times were the following documents accessed online over the last three financial years (ie 2011/2012, 2012/2013 and 2013/2014)?

- **TfL's Conditions of Carriage;**
- **London Overground Customer Charter;**
- **DLR Customer Promise; and**
- **Barclays Cycle Hire terms and conditions.**

This has been completed for the last financial year (1 April 2013 to 31 March 2014) as in general we do not have the data requested from the old TfL website. The information set out below therefore largely relates to documents being accessed from the new website, launched in March this year.

TfL's Conditions of Carriage

Has been accessed 8,930 times (5,798 times from the new website and 3,132 times from the old website).

London Overground Customer Charter

Data is not available for the last financial year as this information was added to the new website on 4 April 2014.

DLR Customer Promise

Has been accessed 114 times on the new website.

Barclays Cycle Hire terms and conditions

Has been accessed 2,836 times on the new website.

How many hard copies of the following documents were printed during the last three financial years and where were these distributed?

- **London Overground Customer Charter;**
- **DLR Customer Promise;**
- **A Charter for Tramlink Passengers; and**
- **London River Services Statement of Passenger Commitment.**

London Overground

Charter leaflets were distributed to all the London Overground stations that existed at the time during each leaflet's lifespan. Stations have the Charter leaflets on display for customers to pick up and copies were also sent to customers upon request. Figures of those printed are set out below. Please note that this represents leaflets produced for stock, not requests for leaflets.

- **2010-11:** 25,000
- **2011-12:** 0 (*stock remained from 2010-11 print run*)
- **2012-13:** 0 (*stock remained from 2010-11 print run*)
- **2013-14:** 5,000
- **2013-14:** 7,500 (New version issued June 2014)

DLR Customer Promise

5,000 Customer Service Promise leaflets were last printed in April 2013. These are distributed from station information points, our Customer Contact Centre and through community centres, community open days and events and through local hotels. 4,000 have been distributed to date.

A Charter for Tramlink Passengers

The current Charter was issued in January 2011 and 2,000 leaflets were printed then. They have been distributed via direct Tramlink outlets.

London River Services (LRS) Statement of Passenger Commitment

As the licensing authority, LRS does not publish the Conditions of Carriage as these define the relationship between boat operators and the passenger. The LRS licence with boat operators, which includes the Statement of Passenger Commitment, does though encourage them to display the Conditions of Carriage on their boats.

- **TfL's Conditions of Carriage**

Our Conditions of Carriage are reviewed and updated every quarter in line with changes to the network. They are available at www.tfl.gov.uk/terms and we also send copies to customers on request. This information can be easily accessed via our website - whether from home, work or on the move - and modified for individual needs for example those who are visually impaired.

We also take steps to encourage considerate behaviour and also tackle anti-social behaviour in line with our conditions of carriage. Our 'Travel Better London' campaign specifically addresses the need to think of others when travelling.

The behaviours expected include co-operating with our staff and treating them and other passengers with respect, using language that does not cause

offence to others, not playing loud music and keeping your feet off the seats. This reminds passengers that their behaviour helps improve transport for everyone.

Provisions for pregnant women

All our trains and buses have priority seating, clearly marked next to doors. These are for disabled people, pregnant women, older people, those travelling with children and anyone less able to stand. Customers are expected to give priority to these customers.

'Baby on board' badges were introduced to help pregnant women identify themselves to others. Our research shows that some women prefer not to announce that they are pregnant and others may not wish to be offered a seat. Equally, we want to avoid the situation where someone who has a hidden or less obvious disability is not obliged to give up a seat that they themselves need.

Enforcement of our Conditions of Carriage

In addition to our campaigns about travel behaviour, we also take steps to tackle crime and anti-social behaviour on the transport network. We fund more than 2,500 uniformed officers from the Metropolitan Police Service, British Transport Police and the City of London Police.

We can also withdraw travel concessions from young people who are found to be in breach of our Behaviour Code <<https://www.tfl.gov.uk/fares-and-payments/penalties-and-enforcement/young-persons-behaviour-code>>.

When a travel concession is removed, a young person can earn it back by volunteering in their local community.

Customers who have experienced anti-social behaviour are actively encouraged to report it to police. More detailed guidance about reporting crime and anti-social behaviour is available on the following link:

<https://www.tfl.gov.uk/travel-information/safety/report-a-crime-or-incident?intcmp=5340>

As well as detecting and preventing fare evasion, our Revenue Control Inspectors play a vital role in reporting any breaches of the Conditions of Carriage and Railway Byelaws.

-ENDS-

Contact Centre Operations Customer Promise

Our commitment to excellent customer service

At Transport for London we are committed to providing a high-quality service to everyone we come into contact with. We welcome your comments and want you to tell us when things go wrong.

For us, a complaint is any expression of dissatisfaction with our service that calls for a response. We will listen to complaints, treat them seriously, resolve them as quickly as possible and learn from them so that we can continue improving our service.

That is why we promise to:

- Make it easy to access our services
- Listen to you so we can better understand your needs
- Be polite, professional and helpful
- Treat you fairly and with respect
- Protect your confidential information and privacy
- Keep you informed
- Aim to get things right first time
- Welcome your feedback and use it as an opportunity to put our customers at the heart of everything we do

Making a comment, compliment or complaint:

- Every member of staff can tell you how to do this
- We like to know when we get it right. We also welcome suggestions on how we can improve our services
- If you are not satisfied with the way we respond, you have the right to ask for a review. We will write to let you know the outcome of a review within 10 working days of receiving the complaint. If we cannot complete a review within this time, we will tell you why
- If you are still dissatisfied after the review we will let you know what to do next
- If we have got things wrong we will apologise and try to put them right

When you call us:

- We will answer within 40 seconds
- We will greet you politely. Our agents will always provide their name and the area of the business they deal with
- We will always confirm your identity if we are discussing your personal information
- If we need to get in touch with you, we will do so in a way that is convenient to you (eg email, fax, letter)
- When our lines are closed we will ensure you hear a recorded message explaining our service opening hours and alternative access methods

When you visit our website:

- Information will be up to date and easy to understand
- We will publish updates promptly when there are changes or disruption to our services
- We will try to ensure that you are only three clicks away from the information you need
- We will make it easy to carry out payments online
- We will ensure our website is secure so you can be confident your personal information is safe when making transactions

When you write or email us:

- We will acknowledge your letter or email within 48 hours. We will contact you with a full response within 10 working days **or** let you know what is happening with your inquiry, how long it is likely to take to complete, and the name and contact details of the person dealing with it
- If you use a publicised email address you will receive an automatic message informing you of our standard for responding to emails
- If we know you need a response in a different format (such as large print or audio) we will respond within 10 working days whenever possible
- Our agents will reply using plain English and will always provide their name and full contact details

Escalation and external review:

- If your complaint is not resolved to your satisfaction you can ask to escalate the issue to a manager for further review. After this, if you feel we still have not dealt with your complaint appropriately, you can ask for it to be given further consideration by a senior manager
- If, after following the above process, you are still unhappy with the outcome, you can refer your complaint, depending on the issue, to London TravelWatch or the Local Government Ombudsman. Contact details are shown below:

London TravelWatch	
Phone	020 3176 2999 (09:00 – 17:00, Monday to Friday)
Online	www.londontravelwatch.org.uk/complaints/online
Email	enquiries@londontravelwatch.org.uk
Post	London TravelWatch, Dexter House, 2 Royal Mint Court, London, EC3N 4QN

Local Government Ombudsman	
Phone	0300 061 0614 (08:30 – 17:00, Monday – Friday)
Online	www.lgo.org.uk/making-a-complaint
Post	The Local Government Ombudsman, PO Box 4771, Coventry, CV4 0EH

How to contact us:

TfL Customer Services	
Phone	<p>0343 222 1234</p> <p>Travel information and journey planning enquiries for all modes of transport (24 hours)</p> <p>Oyster enquiries (08:00 – 20:00, seven days a week)</p> <p>London Underground enquiries (08:00 – 20:00, seven days a week)</p> <p>Buses enquiries (08:00 – 20:00, Monday to Friday)</p> <p>Streets enquiries (24 hours)</p> <p>Emirates Air Line (08:00 – 20:00, seven days a week)</p> <p>Lost Property (08:30 – 16:00, Monday to Friday)</p>
Textphone	0800 112 3456
Online	www.tfl.gov.uk/contact
Post	TfL Customer Services, 4th Floor, 14 Pier Walk, London, SE10 0ES

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We produce a number of reports that provide feedback to our operational teams. These are often supplied overnight for senior managers to discuss in the morning and decide what action to take. This is another area where there has been significant progress since the Committee's original report.

There has also been a cultural shift in the organisation. Where we were once defensive about complaints, we now enable staff to fix a customer's problem straight away by allowing them greater flexibility in decision making. As a result, our service level agreement is now 10 days for correspondence (it used to be 20 days) with approximately 80 per cent being settled within one day.

Our approach to handling complaints is attached as Appendix A and can be found via the link below:

<http://www.tfl.gov.uk/cdn/static/cms/documents/contact-centre-operations-customer-policy.pdf>

Our complaints data is also published quarterly in our Operational and Financial reports and can be found on the link below:

<https://www.tfl.gov.uk/corporate/publications-and-reports/complaints-report>

Benchmarking

In 2012, the Customer Contact Centre entered the 'Top 50' national benchmarking scheme for customer service with the International Customer Management Institute. Hundreds of contact centres across the country compete to be ranked among the top 50 and rising standards across the industry makes achieving this status progressively harder.

In their latest assessment of us, we were ranked 16th for social media (up 6 places), 22nd on e-mails and 44th on calls. We also won member of the year for applying best practice towards achieving Top 50 standards.

In addition, we are assessed periodically by a mystery shopping company. Each contact centre is benchmarked against industry standards and receives individual feedback to target improvement. In our most recent mystery shopping survey, we scored 98.7 per cent on the quality of call handling.

Information regarding our customer charters is set out on page 8 of our response.

- **Recommendation 3**

By May 2012, TfL should report back to the Committee on how it will work towards increasing transparency, including: confirming the new set of customer service targets; outlining the proposals for published customer service reports; and any work to extend benchmarking beyond the 'complaints per 100,000 journeys' metric.

We are determined to become ever more transparent with our customers and stakeholders. We now publish more information than ever before on a routine basis on all aspects of how we operate. Much of this is designed to explain how we reinvest public money to improve transport for customers and road users.

Following the Assembly's report on transparency in June 2013, we committed to publish contracts which meet certain criteria, redacting only limited information where it would be exempt from disclosure under Freedom of Information. Since then, a range of contracts has been published, particularly for the supply of bus services, and more will follow.

Our transparency pages are available at www.tfl.gov.uk/transparency .

Later this year, we will consult publicly on our overall approach to transparency. We will invite customers, users and stakeholders to comment on the main areas where we might improve.

Our customer service metrics comprise three measures:

- Call abandonment rate – target under 10 per cent;
- Correspondence Service Level Agreement – target 80 per cent; and
- Mystery Shopper Quality assessment scores – target 85 per cent.

Customer satisfaction levels are on or above target across most services, maintaining the high levels of customer satisfaction seen since the 2012 Games. Significant improvements have been seen in relation to the DLR, Barclays Cycle Hire and Congestion Charge, the latter seeing a reduction in complaints of almost 40 per cent over the past year.

- **Recommendation 4**

TfL should report back to the Committee by May 2012 on the development of the 'My TfL' portal, including: how the portal will improve customer service provision for passengers; any study on the opportunity to provide a complaint 'tracking' system; and how TfL can use real-time information to keep passengers informed of general issues.

We are creating a more personalised digital customer experience for users of our website irrespective of whether it is accessed from a desktop, tablet or mobile. This will be branded 'My TfL' and future improvements currently being developed include:

- A single login to all our services and unified online account hub to provide a one-stop shop e.g. Barclays Cycle Hire, Congestion Charging and Oyster combined;
- A unified messaging service, by which all our messages are prioritised and delivered to customers in line with their preferences; and
- Using favourite places, journeys and services to personalise customers online experience.

Our social media channels, such as Twitter and Facebook, are another way of providing our customers with personalised and real-time information. Posts on Facebook about the launch of the 24-hour Tube and changes to stations were seen by more than one million people, while 6,600 comments were posted. We have also promoted our Twitter feeds to accelerate the rate of growth from virtually no Twitter followers to well over 1.8 million in less than two years. Our website gets 250 million visits a year. Twitter has also proved helpful in managing disruptive events, cascading information quickly and providing advice and guidance on alternative routes.

As mentioned earlier, we also continue to provide travel information through other channels such as our website and via numerous third-party Apps made possible through our provision of free, open data.

The great work of our customer service team was highlighted in the first episode of the Channel 4 series, 'The Complainers', televised on 27 May. The episode focused on our relationship with repeat complainers and looked at the customer service provided directly by bus drivers in response to issues raised by passengers.

The episode was watched by around 1.5 million viewers and was followed with a live Twitter session with Shashi Verma, Director of Customer Experience, and our social media team in the contact centre. The response on Twitter was excellent with over 3,000 mentions of the episode and more than 1,500 mentions directly to our Twitter feed. Most of the feedback praised the hard work of our staff and revealed a genuine interest on the part of customers at seeing another, very human, side to our organisation.

- **Recommendation 5**

TfL should report back to the Committee by May 2012 on how it will help to support Freedom Pass holders with a low-cost information and complaint handling resource.

We are working tirelessly to make journeys easier for millions of disabled and older Londoners. Eleven per cent of Londoners describe themselves as disabled in some way, 1.3 million trips a day are made by disabled people and 4.9 million trips a day involve people carrying heavy luggage.

Since we last wrote to you, the Mayoral initiative to restore free travel for Londoners between age 60 and 65 was launched on 1 November 2012, with majority of these applications now made online. The concessionary pass allows free travel on all TfL services and some National Rail services 24 hours a day, seven days a week and free travel outside of morning peak hours on other National Rail services in the capital. This service fills in the gap when free travel for Londoners aged between 60 and 65 was withdrawn.

As set out in our first recommendation, we have moved all of our customer service telephone lines to lower cost 0343 numbers to reduce the costs of contacting us. In addition to this, the Freedom Pass page on our website provides clear, free guidance and advises the customer of the Freedom Pass direct website: <https://www.tfl.gov.uk/fares-and-payments/adult-discounts-and-concessions/freedom-pass/>. We also pass on data to London Councils so those eligible can be issued with Freedom Passes.

Improving accessibility

Providing more effective customer service for people with disabilities is, of course, central to our work.

Our 'Your Accessible Transport Network' action plan builds on the legacy of the London 2012 Games. Action includes installing boarding ramps at 35 Underground stations, introducing new, low-floor trains on the Metropolitan, Circle, Hammersmith & City and District lines, improving signage and investing heavily in accessibility training for staff. Much of the focus on our new website was also to ensure the experience for those with disabilities was radically improved.

More staff will be available in London Underground ticket halls and on platforms, something that will particularly benefit tourists, disabled customers and those unfamiliar with our network, by helping them buy the right ticket, plan their journeys and stay safe and secure.

The journeys of millions of disabled and older Londoners are set to become even easier thanks to new measures aimed at improving accessibility. All Tube stations will remain staffed at all times when services are operating, and a 24-hour service on core parts of the network at weekends will be introduced during 2015.

On 14 March 2014, we launched the extension of the very successful turn-up-and-go assistance that operates on the Tube and London Overground. We will introduce boarding ramps at more stations and provide more information to disabled customers through our website.

As you are aware, we have reaffirmed our plans to make the entire Crossrail route accessible as joint sponsors with Crossrail and the Department for Transport (DfT) and we have published options to make the remaining seven stations step free.

We have also introduced 'accessibility champions', who are being empowered to use their knowledge to give our more vulnerable customers the confidence they need to use our network. The accessibility champions work with others across the business to help plan and deliver our services in a way that responds to the needs of all our customers.

We have also been running an engagement campaign, 'Come on Board', with local groups across London to raise awareness of the range of accessible services we provide. This has focused on previously difficult to reach grassroots communities. Engagement and research with older and disabled passengers and stakeholders has shown that many people are not aware of the services we have to help them travel. So we have spoken to around 70 community groups and their members to give disabled and older customers the knowledge and confidence to use, or use more of, the transport options available.

On 2 October 2014, we held a pioneering event; Access All Areas at ExCel, to help more disabled and older people to get out and about on our network. Hundreds of people came along to our exhibition to experience some of our latest accessibility innovations and to become a bit more familiar with our services.

Feedback from the day was extremely positive, with attendees feeling they gained useful information, had excellent networking opportunities and felt positive about our work in this area. The post-event survey shows that 90 per cent of attendees agreed we are making it easier for disabled people to get around, 94 per cent rated the event as 'good' or 'very good' and 92 per cent want to attend a similar event in future.

- **Recommendation 6**

TfL should report back by May 2012 on how it plans to increase the amount of information reported to the Board about customer feedback and complaints.

As mentioned, we now publish details of our complaints data and customer satisfaction scores in our quarterly Operational and Financial Performance reports to the Board. These set out trends and explain what action we are taking to fix problems.

Our most recent report can be found on the link below, with customer information outlined on pages 21-27:

<http://www.tfl.gov.uk/cdn/static/cms/documents/board-20140924-part-1-item06-ofr-ipr-amended.pdf>

We have been developing various methods for bringing together the main trends and themes from customer contacts on Oyster, London Underground, London Buses and Streets to identify the issues which are repeatedly causing customer dissatisfaction. This intelligence is fed back to the business on a regular basis to inform improvements and business change.

- **TfL's use of passenger charters**

During research undertaken in September and October 2012, customers warned us that they did not want to read about what we do and intend to do. Instead, the preference was for us to demonstrate the 'promise' of Every Journey Matters through delivery in the areas customers care about.

We have therefore used the model of what customers want – described in our cover note – to deliver in practice, high quality customer service day in, day out. We measure the effectiveness of this through our Customer Satisfaction Scores, mystery shopping and analysis of complaints.

As a result, we have taken action such as introducing a more convenient way for customers to get a refund when they experience a delay to their journey on the Tube, DLR or London Overground (LO) services by replacing the Charter refund scheme.

Under the Charter refund scheme, customers had to complete a paper or electronic form providing all their details with each application. The process was time consuming and it took up to one month before customers received a letter with a Charter refund voucher, which was redeemable only at Tube and London Overground ticket offices.

The new system requires customers simply to provide details of their delayed journey via their TfL online account. Customers are contacted by email within seven days to let them know the status of their refund application. Oyster customers have the option of having their refund added back to their Oyster card, to their bank account or as a web account credit redeemable when they next top up or buy a Travelcard online. Contactless payment card customers have refunds credited to their contactless payment card and paper ticket customers directly to their bank account.

Not only is the process quicker and simpler for customers, it has also enabled us to make savings in administration which can be reinvested in transport and tighten up our processes to detect fraud. Customers have been informed about the changes through social media, posters displayed at Tube and LO stations, media coverage and additional information on our website.

We have worked to ensure that all staff are trained and briefed, making sure they use appropriate behaviours to deliver a high quality customer service. This approach ensures the creation and delivery of a human experience for our customers. We also look to benchmark ourselves against the likes of John Lewis, ie role modelling and delivering strong customer-focused behaviours.

Staff training (including refresher training and relevant briefings) support the promise. We favour a direct, hands on, approach, in which customers experience for themselves frequent services, clear information and clean, safe environments. Through our recruitment and training programmes, we seek to provide the best staff giving high levels of customer service.

How many times were the following documents accessed online over the last three financial years (ie 2011/2012, 2012/2013 and 2013/2014)?

- **TfL's Conditions of Carriage;**
- **London Overground Customer Charter;**
- **DLR Customer Promise; and**
- **Barclays Cycle Hire terms and conditions.**

This has been completed for the last financial year (1 April 2013 to 31 March 2014) as in general we do not have the data requested from the old TfL website. The information set out below therefore largely relates to documents being accessed from the new website, launched in March this year.

TfL's Conditions of Carriage

Has been accessed 8,930 times (5,798 times from the new website and 3,132 times from the old website).

London Overground Customer Charter

Data is not available for the last financial year as this information was added to the new website on 4 April 2014.

DLR Customer Promise

Has been accessed 114 times on the new website.

Barclays Cycle Hire terms and conditions

Has been accessed 2,836 times on the new website.

How many hard copies of the following documents were printed during the last three financial years and where were these distributed?

- **London Overground Customer Charter;**
- **DLR Customer Promise;**
- **A Charter for Tramlink Passengers; and**
- **London River Services Statement of Passenger Commitment.**

London Overground

Charter leaflets were distributed to all the London Overground stations that existed at the time during each leaflet's lifespan. Stations have the Charter leaflets on display for customers to pick up and copies were also sent to customers upon request. Figures of those printed are set out below. Please note that this represents leaflets produced for stock, not requests for leaflets.

- **2010-11:** 25,000
- **2011-12:** 0 (*stock remained from 2010-11 print run*)
- **2012-13:** 0 (*stock remained from 2010-11 print run*)
- **2013-14:** 5,000
- **2013-14:** 7,500 (New version issued June 2014)

DLR Customer Promise

5,000 Customer Service Promise leaflets were last printed in April 2013. These are distributed from station information points, our Customer Contact Centre and through community centres, community open days and events and through local hotels. 4,000 have been distributed to date.

A Charter for Tramlink Passengers

The current Charter was issued in January 2011 and 2,000 leaflets were printed then. They have been distributed via direct Tramlink outlets.

London River Services (LRS) Statement of Passenger Commitment

As the licensing authority, LRS does not publish the Conditions of Carriage as these define the relationship between boat operators and the passenger. The LRS licence with boat operators, which includes the Statement of Passenger Commitment, does though encourage them to display the Conditions of Carriage on their boats.

- **TfL's Conditions of Carriage**

Our Conditions of Carriage are reviewed and updated every quarter in line with changes to the network. They are available at www.tfl.gov.uk/terms and we also send copies to customers on request. This information can be easily accessed via our website - whether from home, work or on the move - and modified for individual needs for example those who are visually impaired.

We also take steps to encourage considerate behaviour and also tackle anti-social behaviour in line with our conditions of carriage. Our 'Travel Better London' campaign specifically addresses the need to think of others when travelling.

The behaviours expected include co-operating with our staff and treating them and other passengers with respect, using language that does not cause

offence to others, not playing loud music and keeping your feet off the seats. This reminds passengers that their behaviour helps improve transport for everyone.

Provisions for pregnant women

All our trains and buses have priority seating, clearly marked next to doors. These are for disabled people, pregnant women, older people, those travelling with children and anyone less able to stand. Customers are expected to give priority to these customers.

'Baby on board' badges were introduced to help pregnant women identify themselves to others. Our research shows that some women prefer not to announce that they are pregnant and others may not wish to be offered a seat. Equally, we want to avoid the situation where someone who has a hidden or less obvious disability is not obliged to give up a seat that they themselves need.

Enforcement of our Conditions of Carriage

In addition to our campaigns about travel behaviour, we also take steps to tackle crime and anti-social behaviour on the transport network. We fund more than 2,500 uniformed officers from the Metropolitan Police Service, British Transport Police and the City of London Police.

We can also withdraw travel concessions from young people who are found to be in breach of our Behaviour Code <<https://www.tfl.gov.uk/fares-and-payments/penalties-and-enforcement/young-persons-behaviour-code>>.

When a travel concession is removed, a young person can earn it back by volunteering in their local community.

Customers who have experienced anti-social behaviour are actively encouraged to report it to police. More detailed guidance about reporting crime and anti-social behaviour is available on the following link:

<https://www.tfl.gov.uk/travel-information/safety/report-a-crime-or-incident?intcmp=5340>

As well as detecting and preventing fare evasion, our Revenue Control Inspectors play a vital role in reporting any breaches of the Conditions of Carriage and Railway Byelaws.

-ENDS-

Our approach to customer service: Every Journey Matters

Introduction

Transport is not an end in itself. It is a means of economic growth and development and social cohesion to enable people to make the most of life's opportunities.

Our purpose as an organisation is to keep London working and growing and to make life in London better. Despite profound changes in technology, our industry essentially remains a people business. It is our staff and those of our contractors who are at the front line of delivering high quality customer service.

What our customers and users want

Our customers and users tell us that they want four things:

- clear understanding of who we are and what we stand for;
- safe and reliable transport services day in, day out;
- value for money, which is as much about how we treat people as it is about fares and charges; and
- progress and innovation: they want to see a clear return to them personally on all of the investment that is being made to improve our transport.

In short, our customers and users want us to recognise that every journey they make matters whether it is to get to work, school, a hospital appointment or to see friends and family. They rightly demand to see us work tirelessly to improve their transport, to put it right when things go wrong and to take as much hassle out of travel as possible.

Our action plan

We use this simple framework, under the umbrella of Every Journey Matters, to drive an action plan in a range of areas to deliver better customer service. Delivering this is central to the work of everyone at TfL and Customer Care is formally one of our core priorities.

To bring this together as a prioritised programme, we have a dedicated Customer Group, chaired by the Managing Director of Customer Experience, Marketing and Communications, to lead the planning and delivery. The Customer Group brings together senior representatives from every area of the organisation to ensure that we continue to make progress quickly and in a joined-up way. The group meets monthly and makes regular reports to the Transport Commissioner, his Leadership Team and to the TfL Board.

Action is prioritised against feedback from customers and users and from organisations such as London TravelWatch and Passenger Focus. We listen carefully to comments, complaints and commendations and take action to deal with the root causes of problems. We report publicly on what we have done to resolve complaints at meetings of the TfL Board through our Operational and Financial Report.

This is a constantly evolving programme but is centred on tackling the biggest areas of concern for customers and on identifying more ways in which we can make ourselves easier to do business with. The core themes are described below.

Safe and reliable transport services

Customer service begins with providing safe and reliable services day in, day out as the core of what the whole organisation does.

Sustained investment is delivering, and will continue to deliver, very significant improvements to the safety and reliability of our public transport and road networks. Reflecting the fact that transport is a people business, our staff will remain at the forefront of delivering high quality customer service. As you know, on London Underground, more staff than ever before will be visible and accessible to customers. Improved customer service training will ensure that standards continue to rise in keeping with best practice in other industries.

Real-time and co-ordinated information

Reliable real-time travel information is fundamental to meeting the needs of our customers. We have overhauled and modernised our approach to its provision over the last few years.

Customers want travel information that is integrated, real-time, human in tone, consistent and personalised. And while technology has moved on, we never lose sight of the need to provide information through a wide range of channels, including face-to-face and over the telephone.

Information from our operational control centres on the status of public transport and the roads is supplied automatically in real-time to the public and to television and radio stations. This means that the information we have, our customers have too.

Seventy per cent of Londoners now own a smartphone. Eighty seven per cent use the internet for maps and directions. We have well over 1.8 million followers of our social media channels such as Twitter and our website has been completely redesigned in partnership with our customers to provide real-time information on the move. The site, which receives over 250 million visits a year, automatically fits whatever device it is being accessed from. Demand for these services continues to grow very rapidly.

We also recognise that customers want to receive this information in different ways and that third parties have an important part to play in bringing new products to market quickly.

This is why we have become a world leader in the provision of free open data feeds. Over 30 data sets, such as the real-time location of trains and buses, are made available in convenient 'plug in and use' formats via the Developers Section of our website. This information is used by App developers and others to power over 200 products over and above the information we provide directly to customers ourselves.

We work closely with the developer community to stimulate innovation in this area. The Shakespeare report for the Department of Business, Innovation and Skills identified our open data provision as an exemplar, estimating the annual benefit to be up to £58m in time saved by our customers.

Our live bus, Tube and rail information systems, delivered online, on mobile phones and at thousands of bus stops and hundreds of stations, means that passengers are kept up-to-date on the status of their services. Tube and rail staff make regular unscripted announcements to reassure passengers and to provide information in the event of disruption.

We use the data derived from our Oyster and contactless payment systems to provide regular tailored emails to the 4.5 million customers who have provided us with their email addresses. These include a weekly update on planned improvement work at the weekends, how that work will benefit customers and how to avoid disruption.

Building on what we learned during the London 2012 Games, our Travel Demand Management (TDM) programme now forms a core part of our operational planning on public transport and the roads.

In essence, TDM is an integrated approach to being open and transparent with businesses, customers and users and to make available the information they need – for example the impact of weekend improvement works or major events such as the Tour de France.

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.

Integrated ticketing

Since its launch in 2002, the Oyster card has evolved to meet the changing needs of customers. This includes the accommodation of Travelcards (2003), 'pay as you go' journeys (2004) and daily fare capping (2005). All of this was to

create greater convenience, enabling customers to simply 'tap and go', with the system automatically delivering the best available price for the journey.

Concession cards such as the Freedom Pass (2004), Zip cards for children (2006) and the 60+ card (2012) have all migrated to the Oyster platform.

Oyster was extended to London Overground when TfL took on these services in 2007. It was further extended to the non-TfL suburban national rail services serving London in 2008 and 2010.

There are now nearly 10 million Oyster cards in use regularly and over 14 million Oyster transactions per day.

Ticketing technology has now advanced to offer customers further choices. The recent introduction of contactless payment on Tube and rail services, following its success on London's buses since December 2012, highlights the capital's position as a world leader in making travel more convenient. The flexibility of contactless provides exciting opportunities in the future for further integration and simplification of ticketing.

We will continue to make ticketing as convenient as possible including through the introduction of more flexible ticketing for part-time workers.

There is also a growing consensus that national policy needs clear objectives to drive effective implementation of a more integrated and transparent ticketing system. The technology and know how already exists and, with focus, significant progress can be made drawing on London's experience over the next few years.

Putting it right when things go wrong

Our objective is to treat our customers and users fairly, listen to their concerns and act swiftly to address problems when they arise.

We constantly monitor customer feedback, complaints and mystery traveller surveys across all of our services. This allows us to identify trends and take action to fix problems at source.

This involves getting the big things right, like improving service reliability, journey information and enabling customers to obtain the best value for money. It is also about how our staff and those of our contractors serve our customers and show a human face.

We will continue to tackle the main concerns our customers tell us about. Actions include:

- Introducing automatic refunds for customers who have been charged a maximum fare for an incomplete journey and making it easy to get a refund

through an online Oyster account, if it has not been possible to do so automatically;

- Running campaigns reminding customers that it is easy to get a refund on Oyster card balances they no longer need;
- Protecting road users from unofficial Congestion Charge websites which mislead them into paying unnecessary additional charges;
- Making major changes to our customer contact centres to ensure customers receive human, timely and consistent responses to queries and complaints by telephone, email or social media;
- Providing accessibility champions to help everyone to make full use of public transport; and
- Providing 'All Aboard' training to all bus drivers to reinforce how good customer service is vitally important in assisting older and disabled passengers.

-ENDS-