

Fit for the Future - Stations

Customer Impact Review



EVERY JOURNEY MATTERS

Executive Summary

In November 2013 we announced our modernisation plans for the Tube, including the Fit for the Future – Stations (FftFS) programme. The objectives were to deliver a significant improvement to the way our customers experience our services. Following extensive consultation with stakeholders, staff and trade unions, the phased transformation of stations began in February 2015.

Through this programme we have closed ticket offices and adopted a new staffing model that puts more staff out in our ticket halls, at ticket machines, at gate lines and on platforms where they are more readily available to help customers. Our staff have received comprehensive customer service training to support them to deliver a world-class service to all our customers. Staff have been equipped with new uniforms and the latest handheld technology, giving them immediate access and up-to-the-minute information to assist with customer queries. We have also improved station environments with upgraded ticket machines available in 17 languages and better customer information.

Before the new staffing model was introduced, we worked closely with staff to ensure they were fully briefed on the changes that we would be implementing. We developed a comprehensive staff engagement plan which included training 'Change Champions' to provide peer support, the production of bespoke briefing materials, videos, blogs, and a dedicated intranet to communicate our changes to staff. Having station staff support for the new station model was a key part of the programme as they would be delivering the world-class customer service to our customers.

We recognise that the new operating model is still settling in. As it does, challenges will continue to arise. We are committed to addressing these issues and continuing to provide a very high standard of experience for all of our customers.

We welcome the opportunity for independent scrutiny into the customer impact of ticket office closures, and of the change in operation model. This document provides an overview of the programme objectives and their impact on customers, structured in accordance with the terms of reference for the review. Key evidence from customer surveys is highlighted in the body of this document, with more detailed supporting material provided in the appendix.

Overview of Programme

Since London Underground (LU) first began operating in 1863, we have consistently innovated and adapted to meet the ever changing needs of our customers and support the growth of London. This continues to be the case, with us needing to keep pace with customers, harness the benefits of new technology, and control costs to ensure we deliver value for money for fare-payers.

In response to these challenges, the Fit for the Future - Stations (FftFS) programme was designed to deliver the biggest transformational change to London Underground (LU) in a generation. These fundamental cultural, organisational, technological and operational changes included introducing a new operating model for the first time in 24 years, restructuring every station team, bringing staff out from behind ticket office windows, getting the most out of new technology, and providing enhanced customer service training to every member of staff.

The FftFS programme objectives were:

1. Improve the Customer Experience
2. Reduce Operating Costs
3. Implement the new Operating Model effectively

The primary Programme benefits were:

- Increased quality of customer service
- Simpler ticketing for staff and customers
- Increased staff availability and visibility
- Improved station ambience
- Reduced station operation costs
- Increased staff effectiveness and accountability
- Bring staff and customers with us through the change

The programme has introduced a new station operating model that is tailored to the varying requirements of different station types and matches resources more accurately to the needs of our customers whilst ensuring a safe, reliable and secure network. The programme is also delivering significant cost savings of £50m per year to 2022/23. These cost savings are being reinvested to improve transport for our customers.

In order to meet the needs of our customers within the new station model, the programme was broken down into the following areas:

- **New station staffing model** – a model which puts our staff where our customers need them most and ensures staff are better supported with a more effective line management structure and clearer accountabilities.
- **Ticketing transformation** – transactions have been moved from ticket offices into: a) ticket halls with staff available to help customers at ticket machines if required and b) online or via the customer contact centre. Contactless payment methods, which now comprise around a third of pay as you go transactions, are also helping to facilitate these changes by significantly reducing demand for services at ticket machines.
- **Rationalisation and improvement of station processes** – re-designed processes enabling our staff to be more visible to our customers whilst allowing them to work more efficiently and effectively.

- **Enabling technology** – supporting process changes with new technology solutions which enable staff to serve our customers throughout the station environment with increased access to the relevant information. All staff have been issued a handheld device.
- **Station environment changes** – Customer information plans which make the best use of available space and make the ticket halls easy to navigate, convenient and welcoming for customers to use.

Our customers have different needs, at different stations. For example, the large numbers of visitors arriving at King’s Cross St. Pancras have different needs to the regular commuters passing in and out of their local station in outer London. Equally, the operational requirements of a busy, complex station like Bank/Monument – with lots of platforms, escalators and lifts – requires a different response than a less complex operational station such as East Ham.

To address this we have classified all Underground stations into four different categories depending on the volume and type of customers that use them, and their operational complexity. This has enabled us to tailor our offering to the specific demands of different station types.

The new station staffing model reflects the different types of Tube station and ensures that each station has the staff needed to provide world class customer service. We have also created new roles to bring all staff closer to customers.

The programme has introduced the following classification for all our stations:

- **Gateway stations** – these stations are the main visitor entry points to London, such as King’s Cross St. Pancras and Heathrow Terminals, and are used by a high proportion of people unfamiliar with the Tube network. These stations have designated Visitor Centres (VCs) that provide travel and tourism information to customers. They are at:
 - Paddington, Heathrow, King’s Cross St Pancras, Liverpool Street, Euston, Victoria, Gatwick Airport and Piccadilly Circus
- **Destination stations** – these stations, such as Embankment, are typically located in central London, have high volumes of customers, and include commuter rail termini and tourist destinations.
- **Metro stations** – these stations, such as Clapham South and Southwark, serve predominantly inner London communities and therefore predominantly frequent users.
- **Local stations** – these smaller stations, such as Chiswick Park and Rickmansworth, are in outer London or beyond, have lower customer numbers and serve mainly frequent customers.

The needs of our customers have been central to the development and implementation of our plans. We have also held in-depth and frequent discussions with our stakeholders - including disability groups and trade unions - to ensure their views have been included in the planning and subsequent delivery of this programme. This included over 250 meetings with our trade unions. A full summary of our stakeholder and customer engagement is available in the appendix.

The following sections summarise the impact of these changes on customers. This document has been structured to reflect London Travelwatch review’s areas of focus, as set out in the Mayoral Review “Terms of Reference”.

I. Ticket Purchasing

Areas of focus for the Review:

- Ticketing and payment options, including the ease of purchasing the correct ticket for travel
- How quickly passengers can buy a ticket or get information, including queue length at ticket machines and station congestion

TICKETING AND PAYMENT OPTIONS

As part of this programme we planned and delivered wide-ranging improvements to ensure customers can purchase the correct ticket for their journeys, save time and solve more issues in stations.

With the introduction of contactless payment cards and mobile devices, the growth of online transactions and an increasing desire for customers to self-serve, we needed to adjust our ticketing offer to meet customer needs and maintain excellent customer satisfaction. We recognise that customers want to be able to resolve aftersales problems at the station, and that infrequent customers need support when buying a ticket for the first time.

The key changes we made through this programme included:

- Enhancements to the functionality of our existing ticket machines to support customers to self-serve. A key improvement is the ability to surrender their Oyster card for a refund of low value “pay as you go” (PAYG) credit.
- We improved the purchasing process at ticket machines by creating a more navigable process and a more intuitive on-screen layout. We added a new guide to buying the best ticket, and included more information on ticket selection and options.



Improved signage and more intuitive screens

- We installed clearer ticket machine signage to help customers select ticket machines with the functionality that can best support their needs.
- We also made improvements to our Oyster and Contactless Payment service:
 - Online services – all Oyster and Contactless services are available online on the TfL website, including all Oyster sales, after-sales and non-sales services
 - A simpler online registration process for Oyster and integration with online Oyster protection
 - An improved concessions authorisation process – to ensure all concession entitlements can be easily loaded to an Oyster card in stations

- Online Season Tickets - All Travelcard season ticket sales and aftersales processes are now available online, including all refunds and exchanges
- We have increased alternative ways for visitors to pay. This has been achieved by increased Visitor Oyster cards sold before arrival and the promotion of Contactless payment methods to the visitor market. Visitors still needing to purchase a ticket on arrival are benefitting from increased staff presence at Gateway stations to offer advice and support, with ticket machines offering advice in 17 languages.
- Many services have now been moved online or through our Contact Centre. For example, customers can now get a product refund online for their PAYG balance, Season Ticket & deposit online. The refund is calculated automatically and paid to the customer via a bank transfer
- Through this programme we have also improved the process to report Oyster cards as lost, stolen, failed or damaged. This can now all be done online or through the Contact Centre. Customers wishing to report a problem card are able to choose from one of the following options:
 - Get a refund
 - Transfer to another Oyster card
 - Get a replacement Oyster sent in the post

In addition, we have also introduced the following features to the online account

- Customers with a Jobcentre plus discount on their card are able to purchase Travelcards online with the appropriate discount applied
- Odd period Travelcards are now available to purchase online. Customers can select any custom period from one month to one year in one day increments
- A new design for the online account with better customer messaging

Students & Under 18s

The following customer types are now able to top up via the concessions website

- 5-10 – PAYG only
- 11-15, 16+, 18+ & Apprentice - PAYG & Travelcards
- 18+ & Apprentice are also able to purchase PAYG and/or Travelcards during the application process. This allows their new Oyster photocard to arrive pre-loaded with their selected products

Evidence:

- Overall customer satisfaction with purchasing tickets has remained at a consistently high score of 87 during the ticket office closure and station operating model implementation process
- The percentage of customers experiencing a problem when buying a ticket in the ticket hall reduced from 7 per cent pre-transformation to 6 per cent post-transformation
- Customer's perception of our staff's ability to assist them at ticket machines has improved from 36 per cent before the transformation programme started to 50 per cent since the model has been implemented
- The growth of contactless reduces the need for customers to purchase tickets and queue for refunds. 31 per cent of pay as you go journeys at Gateway and Destination stations use Contactless and 23 per cent at Metro and Local stations. The shift towards Contactless continues to grow week on week.

- Contactless is also relevant to the visitor market. Contactless is promoted as the primary product for domestic visitors and is being introduced as an option for overseas visitors. Around 4 per cent of unique cards seen on the network are non-domestic issue from over 90 different countries. Over one third of PAYG journeys at Liverpool Street and Euston are made with Contactless.
- In addition we sell on average over 72,000 Visitor Oyster cards globally every month helping to remove some demand from the ticket hall. Sales of Visitor Oyster card in 2015/16 increased by over 30 per cent from 2014/15.

SPEED OF ACCESSING TICKETS

We know that customers value being able to buy tickets quickly and easily. Straight forward access to tickets and information, where and when customers need it, has been a key deliverable for this programme.

To enable this we:

- rolled out 150 additional ticket machines across the network to ensure we meet customer demand. This was completed at the end of 2015
- improved ticketing information available to staff so they can better support customers
- provided improved information directly to customers to allow them to self-serve
- provided local solutions to reflect the specific needs of that station. Examples include splitting different ticket machine types at Victoria into separate banks to enable more familiar customers to access machines with the functionality they require quicker, and numbering the ticket machines at Euston to help staff direct customers to machines

Evidence:

- The satisfaction scores for the ease and speed of buying a ticket remained very high throughout the transformation process (93 score pre and post transformation)
- The average Ticket Office queue time for the year before the transformation process started was 118 seconds. The average queuing times for the ticket machines varies from 6 to 37 seconds depending on machine's functionality. While the queue and transaction times have risen by a few seconds, as more involved processes can now be carried out on the machines, this is significantly less than the Ticket Office timings.

2. Access to Information

Areas of focus for the Review:

- The quality of information available to passengers from staff, including examining the impact of the new handheld devices used by staff
- The availability of information to infrequent passengers, at stations with a Visitor Centre open, with a Visitor Centre that is closed, and at other stations.
- Visitor Centre opening hours

QUALITY OF INFORMATION FOR CUSTOMERS FROM STAFF

We know that customers appreciate and want well-informed, visible and helpful staff across the network. Our station staff are incredibly knowledgeable and dedicated to providing a world-class standard of customer service, but, in the past, they haven't always had the tools to deliver it. With millions of customers using the Tube each day, our staff sometimes found that they lagged behind customers in terms of technology. To address this, we equipped all our station staff with handheld mobile devices, containing up-to-date travel and ticketing information.

- From November 2014 to Spring 2016 we equipped over 5,000 station staff with handheld mobile devices (iPads), containing useful links to up-to-date travel and ticketing information in order to assist customers in ticket halls. These are used regularly by staff with 85% on average being used over the past month.
- Previous Tube station administration processes were time intensive and had to be completed in the back office, keeping staff from customers. In many cases, our staff had to use long-standing paper processes. To ensure staff had more time to assist customers, we re-engineered 16 station processes to make them simpler, quicker and more efficient.
 - For example, new Cash Handling Devices have been installed at stations to count and store bank notes and coins from our ticket machines; freeing up staff time from manually counting cash
 - We also created eight new innovative mobile apps for the iPads. This means that station administration, checks and logging can be completed in real-time



Some back office activity still needs to take place in Station Control Points. To ensure customers are still able to speak to these staff members when they are out of the ticket halls, we have installed Voice Transfer Units at 16 stations so that customers can contact members of staff at all times.

These new processes and applications now allow all members of staff to be more mobile around the station and able to assist customers with confidence knowing they are supported by technology and their improved customer service skills from the training programme.

Evidence:

- Our most recent LU Ticketing Report shows that customer perceptions of staff helpfulness has improved from 84 to 87 since ticket offices has closed and the new station operating model has been introduced
- Staff presence score has remained high following the transformation with a score of 96. This is a decrease from the pre-transformation score of 98. We recognise that further attention is required to improve staff visibility, particularly at local stations. There were issues at several of these stations even before ticket offices closed. There is a programme of activity underway that is designed to address this problem. This includes a roster review, efforts to fill vacancies, detailed reporting and intensified local management (see 'Future Challenges' section).

STATION INFORMATION

We know accurate information that is easy to access reassures customers and makes them feel in control of their journey, especially when something goes wrong. Providing easy to find information zones with clear content is important to maintaining trust and customer satisfaction.

We reviewed customer information provision in each ticket hall to make best use of space and to minimise any 'dead areas'. The work was focused on ticket hall information displayed in poster frames, although the position of other information sources such as Help Points were also considered when undertaking the zoning exercise. To minimise disruption to customers any change in poster frame provision was carried out at the same time as the ticket office closure at each station.

These changes delivered:

- a primary information zone in each location, decluttering of duplicated information and redundant poster frames. Where space permitted, we zoned information on the unpaid side of the gate-line to provide customers the opportunity to access all the information required before committing to travel
- a review of exterior information space at every station to ensure customers have access to relevant journey planning information when the station is closed (please note, exterior space is not available at all stations)
- a customer information hierarchy to create consistency across stations and improved effectiveness of information. This approach has now been reflected in new London Underground Customer Service Standards.



Pimlico Station



Euston Station

Evidence:

The Customer Satisfaction score for the usefulness of visual information in the ticket hall has remained consistently high throughout the transformation process, between 83 and 85.

SUPPORT FOR VISITORS AND INFREQUENT USERS

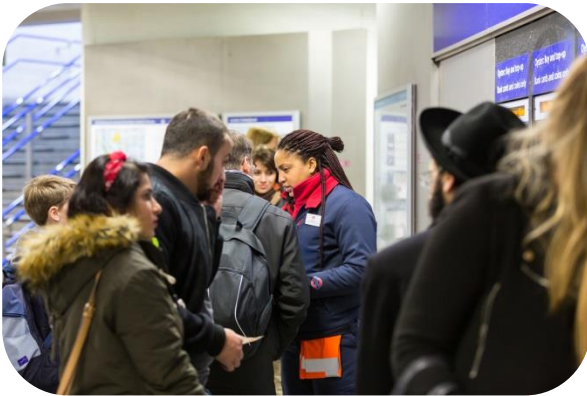
Almost every visitor to London uses our network at some point in their trip. Ninety two per cent of visitors say that their public transport experience affects their perception of London and of those, 82 per cent said their perception had improved or remained the same. We recognise that the service we offer is a critical part of the visitor experience and London's reputation as a tourist destination. We know that visitors need to build confidence quickly and feel supported on arrival. They want to have the essentials of the system communicated in ways that are relevant to them and their needs.

A major part of the FftFS programme was the delivery and transformation of six existing Travel Information Centres (TICs) into Visitor Centres to provide a tailored service to visitors. Two further Visitor Centres were built to create a network of eight that opened at Gateway stations (Paddington, Heathrow, King's Cross St Pancras, Liverpool Street, Euston and Victoria, Gatwick Airport and Piccadilly Circus). The purpose of the Visitor Centres is to provide transport and visitor information, as well as tickets, to first-time and infrequent customers. This benefits customers and supports the smooth operation of the station. This service for visitors allows them access to impartial advice on purchasing the right ticket for their trip, how best to get around London, access to tourist services and to get refunds for pay as you go credit over £10. At Gateway stations the Visitor Centres are located either in the LU ticket hall or on the Rail concourse.

The location criteria for the Visitor Centres was based on several factors, key among which being the proportion of infrequent and first-time visitors using the station and their familiarity with the network, based on their proximity to London. Gatwick Airport was selected in order to support Victoria and London Bridge stations. Piccadilly Circus has had a travel information centre for many years and has also been transformed into a Visitor Centre.

National Rail interchange stations, such as Waterloo and Charing Cross, were not selected as locations for a Visitor Centre as customers at these stations tend to be more familiar with London. Instead, at these Destination stations, Customer Service Assistants (CSA2s) are rostered to assist customers who are less familiar with the network.

The core opening hours for the Visitor Centres are 08:00 to 18:00. These hours reflect the visitor demand, historical sales and footfall data from the station, as well as knowledge and local feedback from staff and managers at each location. Visitor Centre employees collectively speak 16 languages. Outside of these hours visitors still have access to assisted ticket purchase at the ticket machines, refunds under £10 and information from knowledgeable London Underground staff.



King's Cross St. Pancras Station ticket hall



King's Cross St. Pancras Station Visitor Centre

Through the FftFS programme we have also made the following improvements for visitors and infrequent customers:

- Agreed customer service plans at each relevant location to provide a more coordinated customer service between the LU station and Visitor Centres staff
- Introduced a welcome function at 27 high visitor foot flow stations - carried out by the CSA2 role
- Tailored customer information for visitors available online through a new Visiting London section on the TfL website, and offline via a new visitor leaflet at LU stations and Visitor Centres
- Introduced a visitor brand to make it easier for visitors to find tailored travel information throughout their journey

Evidence:

- The overall visitor satisfaction score for the Visitor Centres has risen to 92 from the previous score of 91 (when they were Travel Information Centres). Research indicates that a score of over 90 by customers represents "excellent" service.
- All individual Visitor Centre customer satisfaction measures have increased since the transformation from TICs. These cover customer service levels, provision of information, range of products and the physical appearance of the Visitor Centres. Scores range from very good to excellent.
- Visitors are positive about their ticket purchasing experience at all key stations, with scores above 80.
- There is no significant difference in the satisfaction levels for ease and speed of purchasing tickets at Gateways and National Rail interchange stations, such as Waterloo and London Bridge (not categorised as Gateways). The vast majority of visitors had a problem-free experience at all these stations.

- Visitors were slightly less satisfied with ticketing information at London Bridge, Stratford, Waterloo and Charing Cross compared to Gateway stations, although the satisfaction level was still high. This is not surprising as Gateways have the dedicated Visitor Centre facility. Visitors were more confident they had bought the right ticket than at Gateways but were less likely to perceive there to be a member of staff available for assistance. We continue to promote active engagement by our station staff and the CSA2 function provides additional tailored support for visitors at stations without Visitor Centres.

3. Journey Experience

Areas of focus for the Review:

- The quality of customer service provided at stations
- The impact on passenger perception of safety at stations
- The ease and availability of accessibility and customer service for all passengers, including those with disabilities or hidden disabilities, such as communications problems or learning disabilities

QUALITY OF CUSTOMER SERVICE

Our aim is to give our customers the best experience, from the moment they start to plan their journey to the moment they reach their destinations. Providing high levels of customer service in a consistent manner is important to customers. To support this we designed and delivered the largest training programme ever completed by LU involving every member of station staff. The training programme encouraged staff to listen to customers and treat them as individuals; to use their knowledge and add a personal touch; and to go out of their way to help customers in every way they can.

Our plans have built on our experience and learning from the London 2012 Olympic and Paralympic Games, when more people used the Tube than ever before, and our staff provided millions of customers with excellent customer service.

- This training was interactive and involved practice-based learning, designed to equip staff with the skills, attitudes and behaviours they need to provide world-class customer service. The course included:
 - An overview of the new roles in stations and customer service
 - Resilience and techniques for handling difficult customers
 - Introduction to their handheld devices (iPads)
 - Operational tasks and activities and how this enables customer service
 - Supporting vulnerable customers and those with access needs
 - Techniques for improving interactions with customers and ticketing knowledge
- All 5,000 station staff underwent this training programme – over 25,000 days of training were delivered.
- The training was based on the four commitments which form the basis of the Tube's unique approach to customer service:
 - Every Customer Matters
 - We let our personalities shine through
 - We do everything we can
 - We share what we know



Euston Station



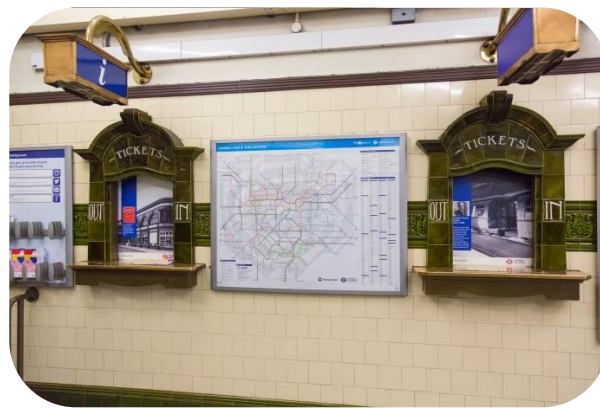
Customer service staff training

We invested in maintaining customer service levels during the transformation works by providing additional face to face support to assist customers and notify them of changes at their station.

The ticket hall experience was further enhanced through the protection and celebration of London Underground’s heritage. The wrapping of the ticket office windows to commemorate and conserve both the network and local history.



Southwark Station



Hampstead Station

Evidence

- Staff Helpfulness measured through our Mystery Shopping Scores has increased two points to 95
- Staff Attention to customers measured through our Mystery Shopping Scores has increased one point to 96
- Overall Customer Satisfaction Score has remained consistent at 85 throughout the programme
- Over 80 per cent of staff who took place in the training felt their ability to provide excellent customer service was improved by this training

PERCEPTIONS OF SAFETY

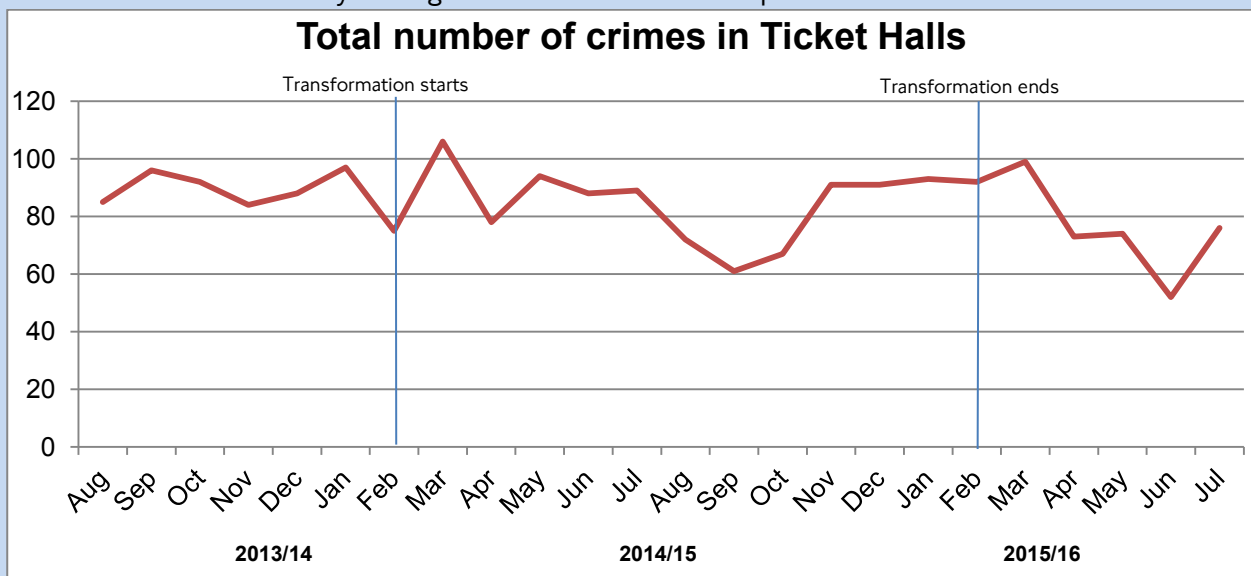
The safety of customers and staff is our top priority and we work closely with the police, emergency services and government to prepare for, and deal with, incidents that threaten the security of the transport network. Customers feel our environment is safe and we need to ensure that security is maintained.

- We have consulted closely with partners, including the British Transport Police, and will continue to work with them now that these changes have been implemented to ensure the Tube's outstanding safety record is maintained. Increased staff visibility acts as a reassurance to customers and is consistent with British Transport Police's ongoing Project Servator
- Roster design has ensured that there are sufficient staff in place to maintain each station's congestion, control and emergency plans
- Under the new staffing model, our stations continue to be staffed from first to last train and there are more staff visible in ticket halls, at ticket machines, on gate-lines and on platforms
- Station staff are also supported by the London Underground Control Centre, which operates 24 hours a day, seven days a week, working closely with the police, with access to CCTV cameras and other systems in order to manage and respond to incidents
- We installed 57 additional Help Points, specifically targeting lone-working stations or stations which did not previously have a help point in the ticket hall

Evidence:

Customer perception of personal safety in our stations has remained consistently high throughout the transformation process and continues to be a considered a key strength of the network by customers

British Transport Police figures covering all crime types in the ticket hall, at the gate-line and ticket machines remained steady throughout the transformation process.



ACCESSIBILITY

Customers with accessibility needs have told us that inconsistency in our service creates complexity, which can create anxiety and dissatisfaction. Ensuring that all parts of this programme works for customers with accessibility needs has been central throughout the development and delivery stages.

The improvements made through this programme have included:

- All staff received improved accessibility training delivered by Transport For All and Inclusion London to ensure they are more proactive in assisting disabled customers. This was integrated into customer service training and includes how to approach and assist customers with both visible and non-visible disabilities
- 'Turn up and Go' services, which allow disabled customers access to assistance without the need to book in advance (this will continue and we are working to standardise our approach)
- We are installing Help Points with induction loops. By the end of the FftFS programme, approximately 99% of LU stations will be fitted with a Help Point with an induction loop

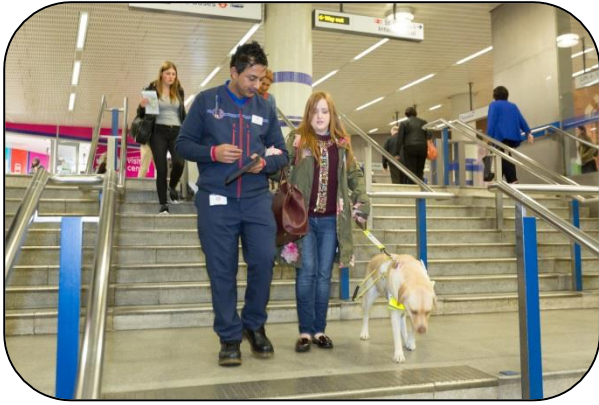
An Accessibility Working Group (AWG) was established as a key forum for engaging with accessibility stakeholders on the FftFS programme. The aim of this group was to ensure inclusion and engagement with key disability groups prior to and during the programme of station transformation changes. The group also offered an opportunity for members to provide ideas or feedback on planned changes to customer information, station environment and ticketing that may well be incorporated into the programme in the future.

The FftFS proposals were also presented to each of the TfL Sub-Regional Mobility forums that took place during 2014/15. We use these Sub-Regional forums to provide a strategic level channel of communication between us and disabled and older people in London on all matters affecting their use of public transport and therefore their mobility.

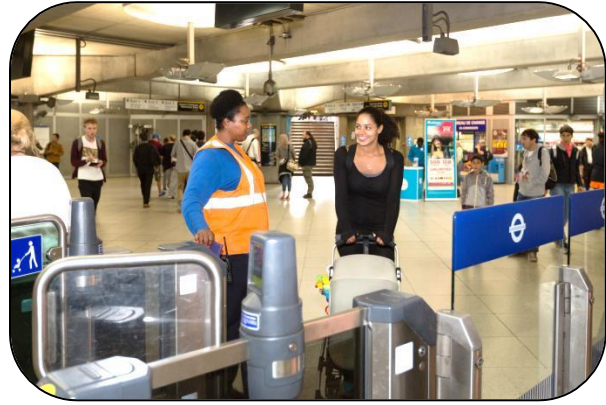
Feedback was incorporated from these groups and used to ensure that the plans worked for disabled customers. For example, initial changes were made to customer information to make this more accessible. During the transformation process this included producing an Easy Read version of the literature for customers following feedback from accessibility groups.

For customers with hidden disabilities, staff assistance at the ticket machines ensures they can continue to purchase a ticket with ease. We have previously implemented a number of initiatives to support customers with hidden disabilities, such as the introduction of a Travel Support Card. This card can be used to discreetly highlight the customer's disability to staff if a customer does not feel comfortable explaining how their disability affects their ability to use ticket machines.

We will continue to prioritise personal assistance for those who need help. We are continuing our wide-ranging work to make the network more accessible – with redeveloped stations, increased use of manual boarding ramps and raised platform sections, better signage and other measures, such as the trial of the 'please offer me a seat' badge for passengers with hidden disabilities or illnesses.



King's Cross St Pancras Station



Westminster Station

Evidence:

Our Accessibility Mystery Shopping Survey rates disabled customer's experiences out of 100. Scores since ticket offices have closed show that:

- More customers are being offered assistance in ticket halls (50.4 to 58.6)
- Staff ability to answer questions has increased (81.7 to 91.5)
- While the ability to find a member of staff has dipped from 87.1 to 80.7, customers report that the reason they are unable to find a member of staff is now more likely to be that they are busy with another customer, and less likely to be that there is no staff present
- Staff helpfulness has increased from 77.1 to 79.1
- Staff helpfulness has improved by eight points since the closure of ticket offices

Our bespoke training course has been well received by stakeholders, customers and staff. Age UK featured the training course recently in their London Age magazine, and we have hosted multiple visits from stakeholders including WhizzKidz and our Accessibility Working Group.

- Over 90 per cent of staff felt that after attending the customer service training course they were more confident in dealing with customers with accessibility needs

Future Challenges:

Delivering the Fit for the Future Stations Programme represented a major shift in service delivery for our customers and a significant transformational milestone for London Underground. The Programme objectives were to:

- Improve Customer Experience – customer satisfaction scores have remained consistently high throughout the transformation process and staff helpfulness and attention scores have increased
- Reduce Operating Costs - the business will realise a circa £50m net reduction in operating expenditure each year to 2023 (the term of the TfL Business Plan)
- Implement the new Operating Model effectively – we engaged a wide range of user groups, all London MPs, Assembly Members, Borough Leaders and relevant cabinet members. We engaged customers through social media, events and in stations. We also undertook extensive consultation with our Trade Unions throughout this process

These objectives have been achieved and the improvements to customer service, staff visibility and ticketing resolution at stations is being experienced by customers at stations. However, the implementation of the new operating model is still at an early stage and we recognise that there are a number of issues that still require working through. These challenges include:

- Improving staff visibility at certain local stations
- Providing greater consistency in proactive assistance to customers with accessibility needs
- Communicating some of the new arrangements for discounts and concessions

We continue to work with staff to improve customer service and we review staffing numbers and rosters on an ongoing basis to reflect the changing nature of demand on the network. Working with the Trade Unions, we will carry out a post-implementation review in 2017 that will focus on staffing numbers and rosters.

We have set out a package of indicators so we continue to monitor and in turn improve our performance and customer impact. It has been a complex programme to plan and implement, but it has created considerable momentum to continually improve customer service. Responsibility for this work has now been transferred and integrated into our daily operations.



EVERY JOURNEY MATTERS