
Secretariat memorandum

Author: Sharon Malley

Agenda item: 5

CA060

Drafted: 15.9.10

Matters Arising

1 Purpose of report

- 1.1. To record matters arising from previous meetings of the Committee and progress on their resolution. Matters are listed in the table at Annex A, with details of completed items.

2 Recommendation

- 2.1. That the report is received for information.

3 Information

- 3.1. The table at Annex A indicates the current position in relation to matters arising from previous meetings of the Committee.
- 3.2. The document at Annex B is the response London TravelWatch has received from Transport for London in relation to the Equalities Impact Assessment that took place when introducing the 0843 telephone service.
- 3.3. Updates for inclusion in this report were invited 5 working days in advance of the meeting, in writing to the Committee Services team, rather than in person at the meeting.

4 Equalities and inclusion implications

- 4.1. None – report is for information only.

5 Legal powers

- 5.1. Section 248 of the Greater London Authority Act 1999 places upon London TravelWatch (as the London Transport Users Committee) a duty to consider - and where it appears to the Committee to be desirable, to make recommendations with respect to - any matter affecting the functions of the Greater London Authority or Transport for London which relate to transport (other than of freight). Section 252A of the same Act (as amended by Schedule 6 of the Railways Act 2005) places a similar duty upon the Committee to keep under review matters affecting the interests of the public in relation to railway passenger and station services provided wholly or

partly within the London railway area, and to make representations about them to such persons as it thinks appropriate.

6 Financial implications

6.1. None – report is for information only.

Annex A

Date	Minute	Action	London TravelWatch Owner	Status	Complete
27.1.10	7	To break down the feedback questionnaire to look at what mode of transport is being complained about.	Director, Public Liaison	Data linkages are not currently possible. This will be considered as part of amendments to the database.	Complete
10.3.10	9	To provide a guide to how cases are determined to be in London TravelWatch's remit.	Casework Manager	This forms part of the procedures flowchart.	Complete
12.5.10	C4	To find out what the equality impact statement on Transport for London's communication strategy with passengers is.	Committee Services	The equality impact statement is attached at Annex B.	Complete
4.7.10	4	To follow-up with the Office of Rail Regulation (ORR) complaints regarding websites.	Director, Public Liaison	The Director, Public Liaison, has raised the matter with Nick Wortley at the ORR who is giving further consideration to the issue.	Complete
15.9.10	4	To publish the updated Procedures Manual	Casework Manager	A short user-friendly document is currently in use but is frequently updated to reflect changes in procedure. The document is stored on London TravelWatch's central server to enable easy access and updating in future.	Complete
15.9.10	4	To make final amends to the How to Complain leaflet (including telephone numbers for transport operators) and issue to printers.	Communications Officer	Leaflets are now in the office pending decisions about future distribution.	Complete
15.9.10	4	To maintain oversight of transport operators' decisions in relation to use of tariffed phone numbers.	Committee Services	Item included for consideration during future work planning	Complete

Date	Minute	Action	London TravelWatch Owner	Status	Complete
15.9.10	6	To amend the casework database to ensure Customer Satisfaction questionnaires are issued automatically to complainants.	Director, Public Liaison	Questionnaires do not need to be sent to every complainant. The R&D Team Support Officer ensures forms are sent manually to the correct recipients.	Complete
15.9.10	6	To amend the casework performance report to remove the reference to 'TfL Oyster'	Casework Manager	The report has been amended to reflect the fact that Oyster cases may refer to rail, bus or underground. They remain summarised under TfL for Target 3.	Complete
15.9.10	7	To consider as part of next year's review of performance targets minor amendments to feedback questionnaire to enable more direct comparisons between London TravelWatch and Passenger Focus	Director, Public Liaison	Action to be carried out in early 2011.	In progress
15.9.10	8	To incorporate comments from members on the Passenger Rights Charter and publish it on the website	Director, Public Liaison	An amended version is being prepared. The Policy Officer is working on a Consumer Rights page for the website and the Passenger Charter will feature as part of that page.	In progress
15.9.10	9	To consider the introduction of a service standard to give informal progress updates every 15 working days, rather than introducing a target based on case closure dates	Director, Public Liaison	This generally happens on a case-by-case basis. However, to introduce an additional report on this standard has a cost implication and there is currently no budget allocated to achieve this.	Complete

Equality Impact Assessment form

Please note the term 'policy' refers to strategy, policy, projects and function.

Section one: screening

Name of strategy, project or policy:

Contact Centre Transformation Programme. Natural Language Self Serve.

Officer completing assessment:

Paul Mitchell

Telephone:

1. What is the main purpose of the strategy/project/policy?

TFL is in the process of creating a five year strategy plan for delivering improved customer service and meeting the forecasted demands on its resources during this time. As part of this strategy an eighteen month plan has been agreed to meet its short term objectives.

These short term objectives are being driven by the increase in calls to the Group Customer Services in Transport for London which are forecasted as a result of Oyster being available to the Train Operating Companies from September 2009. The increase in calls will require TFL to double its agent count which due to costs constraints and costs implications and management overhead TFL needed to look at more cost effective ways of dealing with the increased demand. Therefore TFL have looked at strategies for taking existing calls out of the call centre to free up agents to handle the increase in Oyster calls and potential increase to Travel Information calls. (all calls pertaining to Oyster and Travel Information (TICC) will by early 2010 be taken by a joint contact centre operations with "multi-skilled agents who can take both Oyster and TICC calls)

One of the project streams working towards this goal is the introduction of a natural voice self service driven journey planner Service that will enable callers to plan their journeys across London and get useful information about the current state of the transport network.

Alongside this, we introduced a change in telephone number from 0207 222 1234 to 0843 222 1234. This was to enable the voice recognition technology to be utilised as the technology could not be used on a geographical number (020). The services could have been provided on a free number however the costs of providing both the natural language service needed to be in part covered by the number as part of ongoing cost reduction (0843 is local business tariff 5ppm to BT landlines etc). In addition a number of different alternative ways of providing travel information to the customers (the public) exist which are "free of charge" including the website, maps and station staff and the voice/phone channel is a value added service. The use of the natural language provision and the existing 0207 contact centre are by choice of the customer and not the only channel which is available.

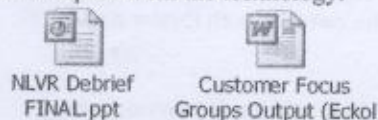
2. List the main activities of the project/policy (for strategies list the main policy areas):

1. Discovery phase
 - During this phase, extensive analyst work was completed in the call centre to understand what types of calls are dealt with, how they are dealt with and effectively what type of calls can be dealt with through voice automation.
2. Customer Research – including variety of external customer groups
 - We held 4 separate customer focus groups organised through our internal research team and external independent company Synnovate; under 30's who embrace new technology, over 30's who embrace technology, under 30's who do not embrace new technology and over 30's who do not embrace technology.
3. Business Requirements

- During this phase we defined what requirements the business had, to start having simple A to B enquiries dealt with by voice recognition
- 4. Design
 - During this phase we went through various design documents to agree upon how the call was dealt with from a customer's perspective. We relied a lot upon the previous customer research to ensure that the calls were being dealt with how the customer wanted them dealt with.
- 5. Build
 - During this phase, the company contracted to build the system for us, Eckoh, built and factory tested the application.
- 6. Testing (18,000+ tests)
 - During this phase we completed 6 user acceptance test cycles, with over 18,000 separate tests completed on the system. During this period we had daily testing updates with the technology supplier.
- 7. Customer services pilot
 - During this phase we supplied the Group Customer Service contact centres with a test number, to phone and then to fill out a useability survey.
- 8. TfL Wide Pilot
 - After the Group Customer Services pilot, we decided to further widen our user test audience, by offering all of TfL employees to contact the number and fill in our useability survey. This was managed between our programme and TfL's internal communications team.
- 9. Implementation
 - After agreeing final acceptance of the system, we delivered the project to London. The cutover of the new technology took place at 6am on 19/12/2009.

3. Have you consulted on this policy?

Yes. Through our extensive customer research and our two pilots with TfL staff we focused on exactly what the customer would require from the technology.



Yes. We had numerous consultations with Telecoms suppliers on the best route for transferring to a non geographic number. We also consulted with TfL's marketing team, London Travelwatch, the governing body for London's transport and TfL's political advisor.

4. Have you explained your policy to people who might be affected by it directly or indirectly?

The programme developed a communication strategy and a stakeholder map of the areas of the business and external stakeholders that were directly or indirectly affected.

As part of this, the communications team used a variety of different media and events to communicate and explain the new technology. These included:

- Group customer services pilot
 - During this phase we supplied the Group Customer Service contact centres with a test number, to phone and then to fill out a useability survey.
- TfL wide pilot
 - After the Group Customer Services pilot, we decided to further widen our user test audience, by offering all of TfL employees to contact the number and fill in our useability survey. This was managed between our programme and TfL's internal communications team
- Customer research focus groups



NLVR Debrief
FINAL.ppt



Customer Focus
Groups Output (Eckol)

- Metro newspaper
 - The number was advertised in the TfL section of the metro newspaper
- Intranet bulletins
- TfL wide communications

5. Who will be the main beneficiaries of the strategy/project/policy?

The two main beneficiaries of the project are:

- The customer
 - Who will be able to get A-B travel information without speaking to an advisor
 - Who will not have to wait in a queue to get this information from the automated service
 - Who can receive this information if the call centre has been shut or evacuated. i.e. fire alarm, Christmas Day
- The staff and the call centre
 - Who will have more time to deal with more complex enquiries
 - Less calls being dealt with by the call centre to release capacity to deal with increasing more complex calls associated with Oyster and more complex journeys
 - Ability for the call centre to start cross training staff in other areas of the business.

Customers who can use the system will not have to queue for an advisor

Staff dealing with customers may will handle less simple A to B enquiries if customers choose to use the self service, and therefore Staff can be focussed towards more time to customers with complex issues.

5a. Please complete table 1 and give reasons/ comments.

(See page 3 for further information)

Stakeholder	Impact	Reasons/Comments
Customers	Benefit	Can use the system without queuing for an advisor.
Staff	Benefit	Can handle more complex enquiries as simple A to B enquiries are handled by the self-service system.
Call Centre	Benefit	Capacity is released to deal with more complex enquiries.
Other	Benefit	Ability to start cross-training staff in other areas of the business.

Table 1

Equality Target Group	Positive Impact – It could benefit		Negative impact it could disadvantage		Reason/ Comment
	High	Low	High	Low	
Equal opportunities/ or improved relations					
Gender					
Women	Yes				The technology that has been introduced does not differentiate between a man and a woman.
Men	Yes				The technology that has been introduced does not differentiate between a man and a woman.
Race					
Asian or Asian British People	Yes				The technology that has been introduced can accurately pick up over 90 different accents.
Black or Black British People	Yes				The technology that has been introduced can accurately pick up over 90 different accents.
Chinese people and Other people	Yes				The technology that has been introduced can accurately pick up over 90 different accents.
People of mixed race	Yes				The technology that has been introduced can accurately pick up over 90 different accents.

White people (including Irish people)	Yes			The technology that has been introduced can accurately pick up over 90 different accents.
Disabled people			Yes	If a customer has speech impairment then he or she may have trouble using the service. Although, this service is offered in conjunction with what is available currently, so we are not removing a channel of communication. As disabled people are more likely to be on a low income, and therefore using PAYG phones, there may be some negative impact.
Lesbians, gay men And bisexuals	Yes			The technology that has been introduced cannot differentiate between sexual orientation.

Transgender people	Yes				The technology that has been introduced does not know if a person is transgender.
Age	Yes				The technology that has been introduced does not differentiate its usage between ages.
Older people (60+)				Yes	If a customer has speech impairment then he or she may have trouble using the service. Although, this service is offered in conjunction with what is available currently, so we are not removing a channel of communication. As Older people are more likely to be on a low income, and therefore using PAYG phones, there may be some negative impact.
Younger people (17- 25) and children				Yes	If a customer has speech impairment then he or she may have trouble using the service. Although, this service is offered in conjunction with what is available currently, so we are not removing a channel of communication.
Faith Groups	Yes				The technology does not determine its functionality based on faith groups.

Notes: Faith groups cover a wide range of groupings the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts. The categories used in the race section are those used in the 2001 census. Consideration should be given to the needs of specific communities within the broad categories such as Bangladeshi people and to the needs of other communities such as Turkish/Turkish Cypriot, Greek/Greek Cypriot, Italian and Polish that do not appear as separate categories in the census.

5b. what action(s) need to be taken to the strategy, project or policy which could mitigate low adverse impact or encourage positive impact? Explain how:

In order to encourage positive impact and to mitigate adverse impact we will be holding monthly service review meetings. These meetings will allow us to analyse the statistical data that comes from the automated Journey Planner. We will be able to see what areas need to be improved and what areas are working well.

Due to statistical analysis we have recently taken action to change the IVR (Interactive voice response) product and our network's IVR product. These are to signpost the automated service and reduce the amount of time it takes for an enquiry to be answered. This will encourage positive impact and lower adverse impact as customers who want to use the service will use the service, and it will show customers who do not want to use the service, that they do not have to.

We will also be marketing this technology as an additional service, allowing the customer to obtain up to the date travel information, without having to queue to speak to an advisor.

6. What equality monitoring systems have been set up to carry out regular checks on the effects your policy has on:

- a. racial groups
- b. other equality target groups

We have regular monthly service reviews in which we review the ongoing success of the technology whilst also ensuring any changes to the system will be assessed for equality and inclusion.

7. How will you introduce the policy including any necessary training? Does everyone involved in the policy know and understand what you have done? Are they able to put the policy into practice?

The change in technology will be slowly introduced to the public through a soft launch. A feature of this new technology, introduces how it works and explains the functionality. It also gives the option to ask for help at any stage.

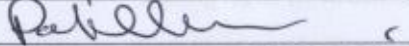
With regards to the 0843 number, we will be running the two numbers in parallel. Literature with the 0207 number will be changed to the 0843 number, with a plan put in place to eventually advertise on the 0207 number that the new number is 0843 222 1234 and that the 0207 number will be disconnected on 'x' date.


8. How do we measure the success of the policy and functions and what are your performance indicators?

We measure the success through our management information from the IVR company, Eckoh. In this, we can analyse how many callers tried to use the service against how many callers were successful using the service. With regards to uptake, we are initially expecting an uptake of 20% with this going up to 40% in the future.

Please sign and date this form, keep one copy and send one copy to the Equality & Inclusion Programme Office, 10th floor Windsor House.

Date of completion 23/09/10

Form completed by 

Counter signed by Line Manager 

Section two: full assessment

Name of strategy, project or policy: _____

Date: _____

Part a

1. Looking back at section one of the EQIA, in what areas are there concerns that the strategy, policy or project could have a negative impact?

- Gender
- Race
- Disability
- Sexuality/Transgender
- Age
- Faith

2. Summarise the likely negative impacts and/or consider research studies.*

3. As a result of this assessment and available evidence is it important that TfL commission specific research on this issue or carry out monitoring/data collection?

4. What consultation has taken place/or will occur with equality target groups?
Give details

5. What consultation/communication has taken place/or is planned with TfL staff, for implementing purposes

Notes:

- * Contact public affairs for details on advice and consultation
- * Contact Equality and Inclusion for guidance and research information on target groups.

Part b

Complete this section when consultation and research has been carried out

6. As a result of this assessment and available evidence collected, including consultation, state what changes are proposed to your policy, strategy or project.

(You may wish to put this information directly onto the action sheet at the end of this form)

7. Will the changes planned ensure that negative impact is:

- 0 Legal? (not discriminatory, under anti-discriminatory legislation) or have a
- 0 Low impact?

8. How will this monitoring/evaluation further assess the impact on the equality target groups/ensure the strategy/project/policy is non-discriminatory?

Details:

Please complete the action form below, sign the EQIA, retain a copy and send a copy of the full EQIA, including Action Plan to the Equality & Inclusion Programme Office, 10th floor Windsor House.

Date of completion _____

Form completed by _____

Counter signed by Line Manager _____

Equality Impact Assessment Action Plan

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead Officer	Timescale	Resource Implications	Comments

Notes:

Other formats and languages

If you require this document in an alternative format please contact us at the address below:

Address:

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Website: www.tfl.gov.uk