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Manly Fast Ferry | The NRMA

Manly Ferry Service Contract

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# Customer Experience Plan

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Revision 002

Date 5/5/2023

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## Document control

<b>Title</b>	<b>Manly Fast Ferry Customer Experience Plan</b>		
<b>Document number</b>	<b>MFF-005-REV01</b>		
<b>Revision Details</b>	<b>Rev</b>	<b>Date</b>	<b>Reason</b>
	00	2022-08-22	Tender BAFO draft
	01	2023-02-24	Submission for Contract Year 1
	02	2023-05-05	Revisions based on feedback from TfNSW (Apr-23)
<b>This document</b>	<b>Name</b>	<b>Position</b>	<b>Signature/Date</b>
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## Document numbering convention

Document number (excluding revision)	Document name
MFF-001	Manly Fast Ferry Operator Communications and Marketing Plan
MFF-002	Manly Fast Ferry Operator Stakeholder Engagement Plan
MFF-003	Manly Fast Ferry Accessible Transport Action Plan
MFF-004	Manly Fast Ferry Environmental Plan
MFF-005	Manly Fast Ferry Customer Experience Plan
MFF-006	Manly Fast Ferry Safety Management Plan
MFF-007	Manly Fast Ferry Small and Medium Enterprise and Regional Procurement Plan
MFF-008	Manly Fast Ferry Aboriginal Participation Plan
MFF-009	Manly Fast Ferry Disability Engagement Plan
MFF-010	Manly Fast Ferry Diversity Inclusion Plan
MFF-011	Manly Fast Ferry Business Continuity and Disaster Recovery Plan
MFF-012	Manly Fast Ferry Operator Disruption Management Plan
MFF-013	Manly Fast Ferry Local Content Plan
MFF-014	Manly Fast Ferry Operator Sustainability Plan
MFF-015	Manly Fast Ferry Industrial Relations Plan
MFF-016	Manly Fast Ferry Asset and Services Plan
MFF-017	Manly Fast Ferry Transition In Plan

## Revision numbering convention

Documents start at REV00, then are incremented by 1 at each change.

Therefore:

- REV00 – initial version
- REV01 – second version
- REV02 – third version

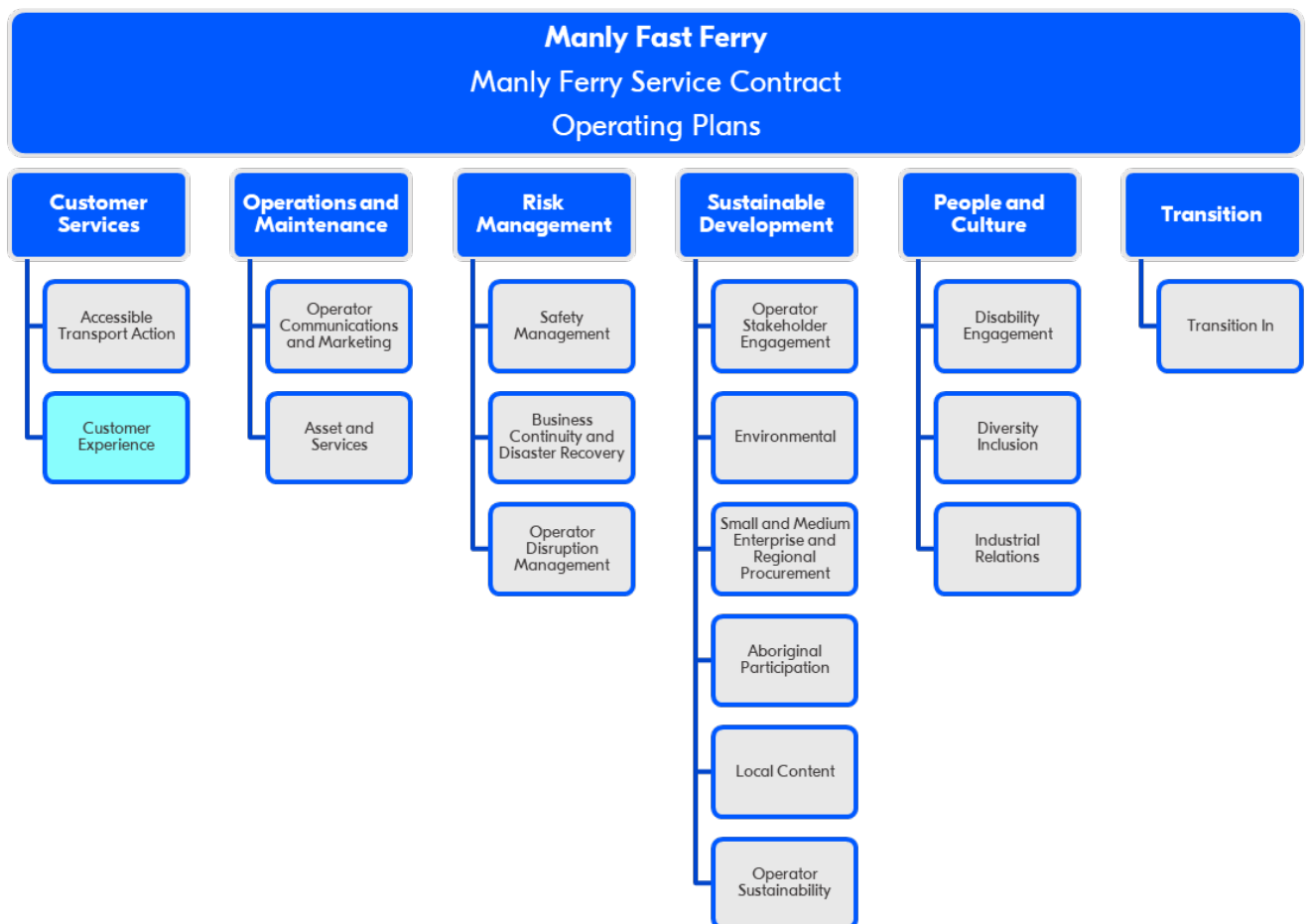
# Purpose and context

## Purpose

This Customer Experience Plan is intended to outline the operator's approach to customer experience development, implementation, measurement and review.

## Context

This Customer Experience Plan forms part of a suite of management plans for the operation of the Manly Ferry Service Contract for Transport for NSW:



## Legislative/regulatory/standards compliance

This Plan is subject to the following legislation, regulations, standards and policies:

- N/A

## Periodic review

MFF will undertake an annual review of this Customer Experience Plan and provide each update to TfNSW.

Revisions will take into account any changes to underlying policies within The NRMA, Manly Fast Ferry and/or NSW Government.

# Manly Fast Ferry Customer Experience Plan

## Customer Experience Vision

Manly Fast Ferry (MFF) strives to deliver an industry-leading safe, accessible, reliable and friendly customer experience for residents and visitors alike, regardless of their purpose of travel.

At the heart of our approach is listening to our customers and providing speedy and appropriate responses to feedback or customers notify us of lost property.

Supporting our vision is a commitment to ongoing staff training and development, customer safety and security, and integrated systems and communications channels to ensure a seamless customer journey from planning to travel, and from disembarkation to any post-journey remediation that may be required.

Similarly, we are committed to a clean and well-presented travel experience, be that on wharves or on our vessels.

As customer and community expectations change and evolve we are also well equipped and experienced to improve our customer experience through ongoing qualitative and quantitative research including customer satisfaction tracking.

## Objectives and Key Results

Meet and exceed Transport for NSW contract KPIs including:

1. **Customer satisfaction:** 95% of all ratings above the mid-point of the Likert Scale, based on historical performance on services largely under the control of the Operator
2. **Passenger Information:** > 75% of passengers on Contract Ferries are satisfied with information (based on a non-weighted average across the four customer satisfaction survey measures: availability of information for this ferry, availability of next Wharf information for this ferry, availability of information about service delays and ease of finding information (routes, wharves, timetables))
3. **Asset presentation:** Each of the following:
  - i. 95% of passengers surveyed are satisfied with Contract Ferry presentation;
  - ii. 100% of Contract Ferry and Wharf inspections in the KPI Reporting Period meet or exceed presentation standard 3 (Moderately Dirty) in accordance with the table in paragraph 1.3 of Annexure 5 to the Asset Schedule; or
  - iii. 90% of Contract Ferry and Wharf inspections in the KPI Reporting Period meet or exceed presentation standard 4 (Moderately Clean) in accordance with the table in paragraph 1.3 of Annexure 5 to the Asset Schedule.
4. **Asset condition:** Each of the following:
  - i. 100% of Contract Ferry and Wharf inspections in the KPI Reporting Period meet or exceed presentation standard 4 (Moderate wear and tear) in accordance with the table in paragraph 2.3 of Annexure 5 to the Asset Schedule; or
  - ii. 90% of Contract Ferry and Wharf inspections in the KPI Reporting Period meet or exceed condition standard 5 (Minor wear and tear) in accordance with the table in paragraph 2.3 of Annexure 5 to the Asset Schedule.

## Customer Experience Principles

To deliver on our vision, MFF applies the following customer experience principles when developing, applying and improving service delivery:

1. **Safety:** ensuring all staff prioritise customer and staff safety in accordance with the safety management systems
2. **Reliability:** focusing on efficient operations to safeguard the reliable operation of scheduled services
3. **Accessibility:** developing and implementing service standards to facilitate equitable access for all customers in compliance with the Disability Discrimination Act (DDA)
4. **Accuracy and availability:** timely and accurate provision of passenger information to facilitate planning and travel to minimise passenger disruptions
5. **Friendliness & knowledgeability:** customer service training and continuous coaching of staff to deliver a professional and friendly customer experience
6. **Responsiveness:** ensuring systems and resources are effective for the provision of timely and accurate responses to customer feedback

## Customer Groups

Manly Fast Ferry has been operating continuously for over 14 years and have the benefit of a distinct understanding of its regular and irregular patrons from qualitative and quantitative research, an ongoing net promoter score (NPS) program, and from continuous listening to patrons via direct feedback and social media engagement.

Manly Fast Ferry has identified the following key customer segments:

- Frequent travellers who predominantly travel between Manly and Circular Quay for the purpose of employment with a smaller subset for educational purposes; the primary drivers for this segment are service speed, frequency and reliability
- Infrequent travellers who may be residents of Manly and surrounds who travel for occasional appointments, social, leisure and entertainment reasons
- Visitors who are likely to be very infrequent or once-only travellers from intrastate, interstate or overseas
- Stakeholders including local businesses, community services and other interested parties who may depend on the provision of ferry services

## Customer Service Model: Roles & Responsibilities

MFF will ensure adequate and competent resources to meet and exceed the service requirements of the Manly Ferry Contract Service.

Key roles and responsibilities of the Manly Fast ferry team are as follows:

- Senior leadership team
  - Chief Operations Officer: responsible for overall service delivery of MFF MCQ and accountable to TfNSW
  - General Manager Customer Experience & Growth: responsible for strategy and leadership of customer experience principles, customer experience measurement and leadership of the marketing, communications and customer sales & support teams
- Customer Sales & Support Manager
  - Responsible for leading a team of supervisors and customer sales representatives to meet the requirements of customer feedback and lost & found

- Also supports marketing and communication team in the development and execution of communications plans including social media management
- Day of operations management
  - General Manager Operations: responsible for ensuring service safety and reliability, as well as overall customer service delivery on wharves and vessels
  - Operations Managers: responsible for the leadership of frontline customer service staff on wharves, and vessel crew
- Frontline service delivery
  - Customer sales & support representatives (contact centre): primarily focused on accurate and timely response to customer feedback which may be by phone, email, social media or in-person.
  - Customer service representatives (wharf): focused on providing friendly and accurate passenger information relating to services, timetables and ticketing; may also be required to assist in the safe and efficient boarding of passengers, as well as providing a first point of contact for customer feedback.
  - Vessel crew: responsible for safe and reliable operation of vessels as well provision of customer service including safe and efficient boarding of passengers, making relevant passenger information announcements (e.g. delays or service interruptions), being a point of contact for customer enquiries and feedback, as well as providing service of food and beverages (including the responsible service of alcohol) at the vessel bar.

### Customer Service Model: Recruitment

MFF conducts regular recruitment to meet the needs of service delivery. Candidates are sourced via number of initiatives including but not limited to:

- Online websites including the NRMA, Seek and LinkedIn
- Digital advertising – eg. targeted advertising on social media
- Specialist industry groups – eg Sea School
- Training and employment partnerships with an emphasis on diversity and inclusion including Tribal Warrior / Asuria (First Nations) and NOVA Employment (Disability Employment Services)

### Customer service training and development of staff

Manly Fast Ferry is a wholly owned subsidiary of the NRMA which is focused on members and customers, and has a comprehensive approach to customer service training and staff development.

All frontline team members have received Service Delivery training aligned to our Service Delivery Manual. This Service Delivery Manual was created to better support the delivery of the new MFF contract. As a result it is currently being further developed and refined over the next 12 months, and is refreshed annually with our team.

The Service Delivery Manual is attached to this plan and contains procedures related to safety at wharves and onboard, that augment the safety training requirements our crew receive during their induction. It also contains procedures relating to dealing with challenging customers that prioritises de-escalation, as well as customer and employee safety.

Our crew were trained in this manual in January to March 2023, as required in the contract. It was delivered to all onboard and wharf based staff. The contract also requires the training to be delivered annually. MFF is currently developing these training programs to adhere to the requirements of the contract. Annual refresher training completion will be reported quarterly as part of the Quarterly Executive Report.



## TfNSW Customer Satisfaction Drivers

Transport for NSW publishes an annual Customer Satisfaction Index for all modes of public transport as part of its commitment to putting the customer at the centre of the decision making to boost customer satisfaction.

<https://www.transport.nsw.gov.au/news-and-events/reports-and-publications/customer-satisfaction-index>

A scale (1-7 from very dissatisfied to very satisfied) is applied across a range of customer touchpoints including:

- Timeliness
- Safety & Security
- Ticketing
- Convenience
- Accessibility
- Comfort
- Cleanliness
- Information
- Customer Service

MFF is accountable MFF is accountable for ensuring a **customer satisfaction score of 95% of all ratings above the mid-point of the Likert Scale**, based on historical performance on services largely under the control of MFF.

## Customer communication and other interfaces throughout the journey

Many Fast Ferry takes an end-to-end approach to the customer journey. Each point of the journey represents an opportunity to provide important information during normal, degraded and planned service interruptions.

The primary call-to-action for trip planning and customer feedback will at all times be the **TransportNSW.info** website and the centralised Public transport info line **131 500**.

The Manly Fast Ferry and NRMA websites are used primarily for marketing and information with links to the **TransportNSW.info** website and the centralised Public transport info line **131 500**.

Trip Stage	Customer interface & communication
Trip Planning	Website information <ol style="list-style-type: none"> <li>1. Primary call-to-action: TransportNSW.info and related trip planning apps</li> <li>2. Secondary (marketing support): MyFastFerry.com.au</li> </ol>
Arrival	<ul style="list-style-type: none"> <li>• Wayfinding signage at Manly and Circular Quay wharves: public areas / concourses to be agreed with Transdev operator of Sydney ferries</li> <li>• Timetable displays: digital screen on Circular Quay Wharf 2 and Manly Wharf 2</li> </ul>
Pre-boarding	<ul style="list-style-type: none"> <li>• Customer service representatives (trained wharf crew)</li> <li>• Wharf announcements (PA)</li> <li>• Timetable and fare signage</li> <li>• Safety &amp; security considerations</li> </ul>
Boarding, disembarkation and on-vessel	<ul style="list-style-type: none"> <li>• Customer service (vessel crew)</li> <li>• Master announcements</li> <li>• Digital and physical signage – destination information including arrival / departure times as relevant</li> <li>• Safety &amp; security considerations</li> <li>• General Vessel presentation</li> </ul>
Post journey	<ul style="list-style-type: none"> <li>• Customer feedback handling</li> <li>• Lost property management</li> <li>• Social media monitoring and management</li> <li>• Customer Satisfaction tracking</li> <li>• Ad hoc qualitative and quantitative research</li> </ul>

### Customer safety and security

Customer (and team member) safety and security is the topmost priority of Manly Fast Ferry and our safety management system has been developed and honed to ensure we are consistent and compliant.

In addition to crew briefings and vigilance, some additional measures to ensure safety and security include:

- Provision of passenger duress buttons on board vessels that signal to the master and crew that there is an issue
- Wharf based staff that provide a land based point of contact for passengers in distress
- Phone, web and email details for lost property
- Seven (7) day a week on site management presence (future state)
- CCTV access both on-board and on the wharf

## Disruption Management Plan - Customers

As part of the contract MFF is required to produce a disruption management plan. This plan is included as an appendix to this plan. A more detailed Disruption Management Plan and associated procedures are being developed and will be updated in our Service Delivery Manual in due course. This will serve to formalise and document our existing disruption management procedures.

As a broad overview: our management of planned or unplanned disruption is focused on maintaining continuity of services. This is contractually required of us and we are required to take any reasonable steps to avoid service cancellations or delays. For planned disruptions we will communicate altered timetables or other service changes online via transportsw.info and our own website and social media channels. We will deploy customer service staff to provide on the day customer support and will display notices and adjusted timetables where required.

In the event of unplanned disruption we will deploy available vessels to maintain service continuity, and mitigate cancellations or delays wherever possible. Where this is not possible we will advise customers on the wharf at ticketing barriers of delays or cancellations and transport alternatives if required. We will also make on-board announcements for large service delays, particularly for mid-journey related delays. As part of our vessel technology upgrades we are also installing on-board information screens that will give customers of real-time arrival information to better aid journey planning.

## Special Event Services support

Special Events are a feature of Sydney's attractiveness to residents and visitors alike. As such Manly Fast Ferry welcomes the opportunity to improve the customer experience during special events while also ensuring any disruptions or impacts are mitigated.

Communications channels in the pre-planning phase of special event travel is critical and will include:

- Website information
- Social media posts on Twitter and Facebook
- Customer sales & support briefings for phone and email enquiries

It is also important that on-wharf and on-vessel signage is up-to-date to reflect critical information including any changes or impacts to services

On-wharf customer service representatives and vessel crew also receive daily briefings including any service impacts or changes.

## Ticketing, revenue protection and mitigation of fare evasion

A number of initiatives will be introduced by Manly Fast Ferry to mitigate fare evasion and protect revenue as a requirement of the Manly Ferry service contract.

These include:

1. Introduction of Opal hardware infrastructure including gates at Circular Quay and Manly wharves
2. Introduction of revenue protection agents on wharves and vessels
3. Continuous monitoring and reporting of fare leakage and mitigation actions to address

## Operational integration with other public transport services

The Manly Fast Ferry team understands that while the service is “point to point” between Manly and Circular Quay, many patrons rely on the interconnectivity of services including bus, train and light rail.

There are two key elements to this:

1. Trip planning
  - Manly Fast Ferry scheduled services will tracked in real-time for display in Tripview, Google Maps and other participating digital services
2. On-wharf / on-vessel communication
  - Passenger information screens that display train and bus connections at arrival destination
  - Free WIFI for passengers to access trip view apps for their own devices

Of customer benefit will also be the integration of the Manly Fast Ferry service into the Opal network offering competitive fares across a wider array of fare types (eg. concessions and seniors) as well as inclusion in the weekly fare cap.

## Customer feedback and lost property management

Manly Fast Ferry is seeking to collaborate with TfNSW in the design and implementation of an aligned customer feedback and lost property system. It will also be beneficial to collaborate with the operators of the F1 service in the eventuality where a customer may be unsure upon which service they were travelling.

Our team is organised to prioritise and manage customer feedback across a number of channels including email, phone and social media. Manly Fast Ferry deploys an array of technologies to manage and report on each channel.

Manly Fast ferry is committed to meeting or exceeding the contracted KPI for complaint resolution as defined below.

Complaint Resolution means the satisfactory closure of Complaints within agreed timeframes. It is measured from the time of receipt of the complaint by the Operator to the resolution and closure of the complaint in accordance with the Customer Experience Plan.

The following metrics will apply:

- i. 70% of all Complaints and feedback (when the customer has requested a response) are resolved within 2 Business Days after the complaint is received by the Operator
- ii. 100% of customers with an unresolved Complaints are contacted by the Operator within 20 Business Days after the Complaint is received by the Operator
- iii. 95% of all Complaints received up until five Business Days before the end of the KPI Reporting Period are resolved within the KPI Reporting Period
- iv. 100% of calls received in KPI Reporting Period are included in the TfNSW Customer Feedback System.

## Lost Property Plan

MFF maintains an internal system that allows for the rapid logging of both lost and found property which has proved very successful in repatriating customers with personal property.

All customer service representatives, vessel crew and MFF management have real-time access to the system which allows for lost and found property to be posted – with images for found property – and de-identified when containing personally identifiable information (PII) in line with the NRMA data management policy.

The system is monitored seven days a week by on-duty customer service representatives and vessel crew during MFF operating hours:

- Monday to Friday: 06:00am – 21:10pm
- Saturday & Sunday: 09:00am – 21:10pm

Lost and / or found property is stored securely at Circular Wharf 2 or Manly Wharf 2 and can be collected if appropriate identification is shown.

MFF is currently obtaining access to the TfNSW Lost Property system to integrate lost property management with TfNSW systems.

### TfNSW Systems – complaints and lost property

MFF is aware that Transport for NSW uses Salesforce for customer complaints and lost property. As at 8 May 2023, MFF is seeking access to this system to ensure we handle complaints and lost property queries within the KPIs set.

### Customer Outcomes

MFF is obliged under the Manly Ferry Service Agreement to meet certain customer outcomes.

These include:

- **Customer Satisfaction:** 95% of all ratings above the mid-point of the Likert Scale, based on historical performance on services largely under the control of the Operator
- **Complaints handling & resolution:** <3.3 complaints per 100,000 boarding; 70% of complaints and feedback resolved <2 business days and 100% of unresolved <20 business days
- **Passenger Information:** >75% satisfaction with information
- **Asset Presentation:** >95% satisfaction

Management, evaluation and reporting is conducted via a number of systems including MFF and Transport for NSW (refer Salesforce access).

### Measures and strategies to ensure customer engagement in maintaining high standards and the continuous improvement of service delivery

Manly Fast Ferry recognises the importance of continuous customer engagement in order to maintain high standards and strive for continuous improvement.

The primary lag indicator will be the contracted customer satisfaction tracking. Under the Manly Ferry Services Contract we will also participate in a regular mystery passenger program which will provide a lead indicator or areas for improvement.

In addition to these agreed approaches to customer tracking, Manly Fast Ferry will deploy a range of other customer tracking methods with the ambition of continuous improvement of service delivery:

- NRMA-led touchpoint net promoter score (NPS) tracking
- Periodic qualitative and quantitative research
- Social media monitoring – sentiment tracking and specific feedback / contact
- Media monitoring
- Attendance at TfNSW and other industry-relevant conferences and events

When feedback is received from customers either directly to MFF, via the NRMA or from Transport for NSW, the same KPIs for complaints apply to our response to feedback. A response is generally provided based on an initial desirability / viability / feasibility analysis by the customer management team. If and when feedback warrants change an evaluation of the operational expense (if any) and change impact will be conducted and funding may be considered as part of a quarterly / period reforecasting process.

### Ensure equitable access for all customers

Manly Fast ferry recognises and welcomes a diverse customer-base onto its services including those with additional access needs. We have the capability to welcome the visually impaired, hearing impaired and those with a physical disability into a safe transport operating environment.

Our Accessible Transport Action Plan outlines our commitment to continuously improving inclusive access to transport services. Refer to this Plan for more detail.

### Community Engagement

A detailed Operator Stakeholder Management Plan has been submitted and includes the identification of community groups as critical to the success of the service.

Community stakeholders include:

- Residents and residents groups
- Local business & tourism organisations (Manly Business Chamber, Experience Manly)
- Businesses / business owners
- Property & land owners
- NFP and NGO community groups
- Special Interest groups
- Education and religious facilities
- Peak community groups
- Other transport users

The MFF approach to community is both planned and continuous depending on the stakeholder and will vary if and when changes to service occur.

### Aboriginal Acknowledgment and Inclusion

As part of the Manly Ferry Service Contract a detailed Aboriginal Participation Plan (APP) has been submitted. At the heart of this plan is the NRMA's Reconciliation Action Plan with specific and measurable deliverables for MFF.

MFF is committed to:

- First Nations Training and Employment
- Cultural awareness training
- Recognition of National Reconciliation Week and NAIDOC Week
- Acknowledgment of country and waterways on wharves and vessels
- Continued partnerships with Tribal Warrior and Babana Aboriginal to aid in the delivery of these initiatives