Public Transport Committee Workshop, 13 August 2026

Information considered in the workshop.

Greater Wellington
Te Pane Matua Taiao

Metlink Complaints Process

13 AUGUST 2026 – PUBLIC TRANSPORT COMMITTEE WORKSHOP

Matthew Lear – Network Operations Manager, Metlink Operations
Lisa Colebrooke – Council Liaison Advisor, Office of the Group Manager

metlink

Proudly part of Greater Wellington Te Pane Matua Taiao

Purpose

Clarify Metlink's customer feedback role and processes to ensure consistent, accountable responses and service level improvement.

AGENDA

1. Context
2. Customer feedback process
3. How Metlink uses feedback
4. The key feedback themes
5. Responsibilities and Risk
6. Councillor enquiry process
7. Feedback on processes

Metlink network overview

Based on FY25/26 data

1 Rail Operator 83 multi-units + 24 carriages 5 rail lines, 159.9km of track 48 stations	211k SCHED. SERVICES	10.1m PASSENGER BOARDINGS	243m PASSENGER KM TRAVELLED	320 FRONTLINE STAFF
4 Bus Operators 480 buses, 122 of these EV 209 routes with 3,165 stops 13 depots	1.2m SCHED. SERVICES	26.1m PASSENGER BOARDINGS	164m PASSENGER KM TRAVELLED	726 FRONTLINE STAFF
1 Ferry operator 3 ferries; 1 EV 1 route 3 wharves	8.9k SCHED. SERVICES	140k PASSENGER BOARDINGS	1.6m PASSENGER KM TRAVELLED	13 FRONTLINE STAFF
10 THWTM taxi providers* 812 taxis 39 are wheelchair accessible	1,209 AVG DAILY TRIPS	442k PASSENGER BOARDINGS	2.82m PASSENGER KM TRAVELLED	764 FRONTLINE STAFF

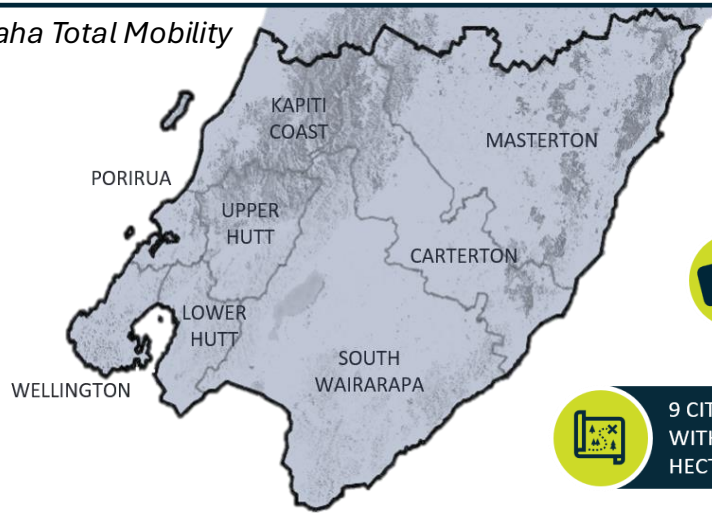
*Te Hunga Whaikaha Total Mobility

WELLINGTON TRANSPORT MODESHARE

8% 2% 8% 7%

53% 19% 2% OTHER

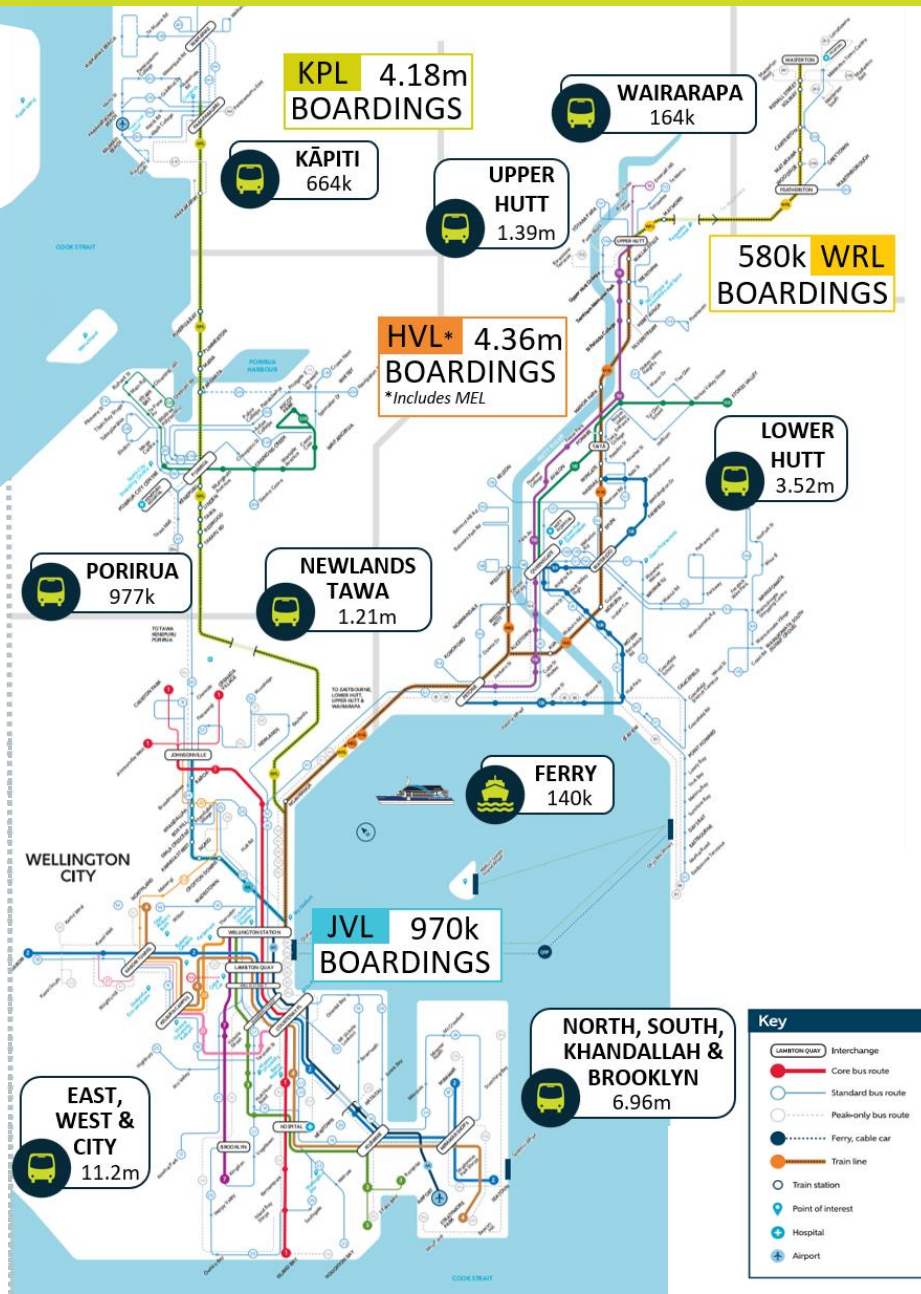
Based on usual mode for 'Journey to Work' information from 2023 Census



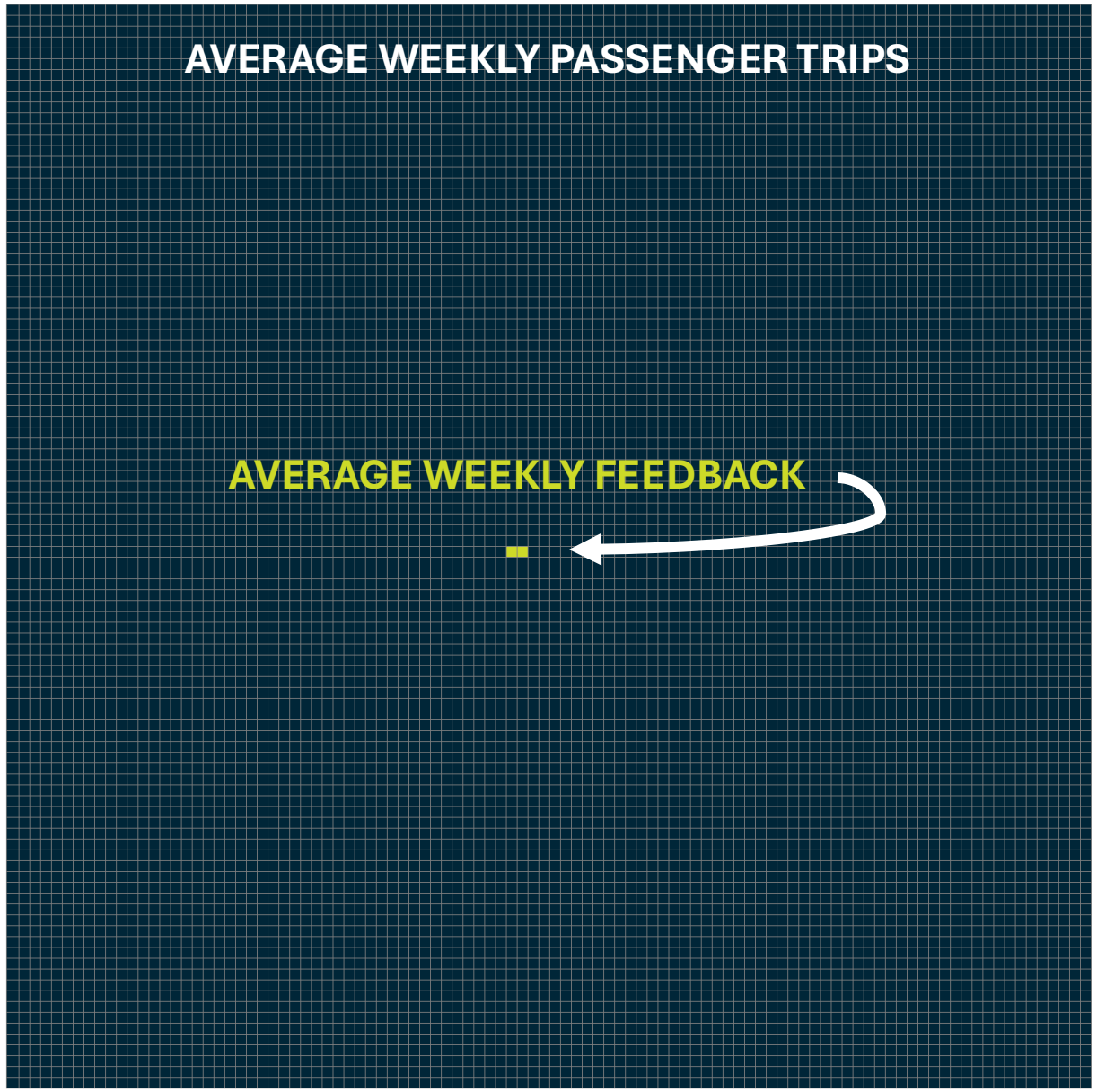
POPULATION 543,300

36.3m PASSENGER BOARDINGS

9 CITIES / DISTRICTS WITH 813,005 HECTARES OF LAND



Context



We have an average of **692,000 passenger trips** on our network every week, which is represented by the **large navy square.**

We receive an average of **150 pieces of feedback** from our passengers per week, which is represented by the **small green squares**.

This means that the feedback we receive represents only **~0.02%** of customer trips.

But we also understand that each piece of feedback we receive represents a lived experience by a passenger on our network, who took the time to contact us.

So we endeavour to respond to every one of them.

Customer Feedback

Metlink is highly contactable by an 0800 phoneline, email, webform and social media. The GW Contact Centre receives an average of 12,000 contacts per month - ~85% of these are Metlink related.

Approximately 60% are timetable or journey planning queries, which are not logged.

The remaining 40% is considered formal feedback, which we triage, investigate and respond to.

TRIAGE:

- **FCR – first call resolved, referred as needed, with no further action required (75%)**
- **NON- SERIOUS**: Target 5 working days – currently this is taking an average of approximately 8-10 days
- **SERIOUS:** 1 working day to acknowledge the complaint, with follow up responses as needed

WHAT IS A SERIOUS COMPLAINT?

- **Children –** any incident which directly involves a school-aged child or younger
- **Health & Safety** – any serious hazard identified that could cause harm
- **Injury**– any incident which results in any injury to passengers or the public
- **Media** – any incident which is likely to cause media attention

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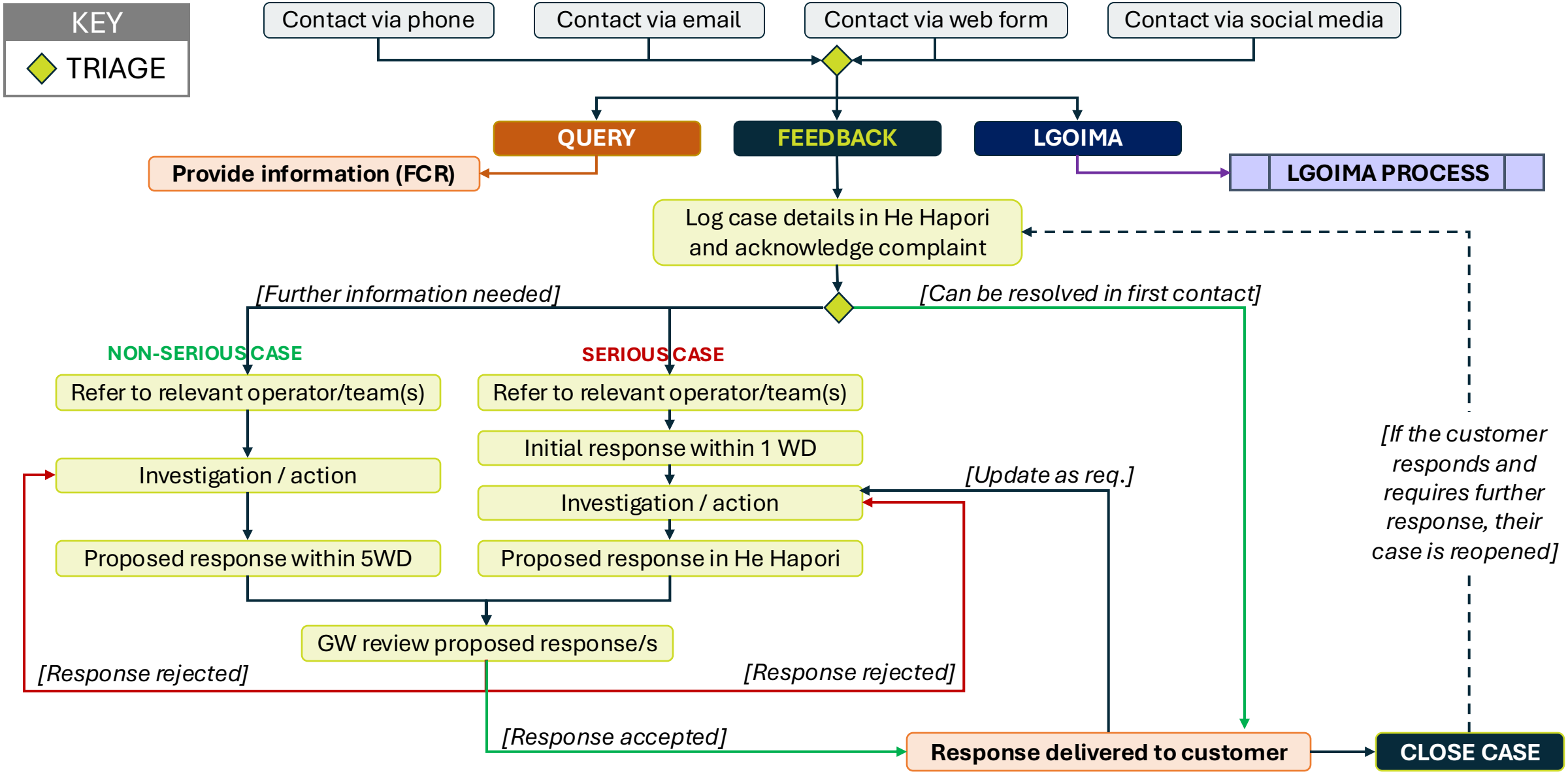
Customer Feedback Process



He Hapori – GW's CRM system

He Hapori (CRM) is our all of GW customer feedback workflow tool, introduced in June 2025. This system is used to record and manage all customer interactions.

Phone calls, emails, webforms, social media feedback is logged as a case in He Hapori

- Emails and webforms are automatically logged into the system and acknowledged by automated email. Each case then requires manual review and triaging to refer to the correct team.
- This initial contact is done by the GW Contact Centre
- Queries such as timetable queries or journey planning are not logged in He Hapori

WORKFLOW MANAGEMENT

The workflow is then managed by the Metlink Customer Care team (three team members)

- Overdue cases
- Standard of responses
- Support to PT Operators on responses
- Support to Metlink teams on responses
- The Metlink Customer Care team respond to the customer with the information from the Metlink Team or PT Operator.
- The Metlink Customer Care team own the relationship with the customer

How Metlink uses customer feedback

Outside of responding to the individual customers, Metlink officers monitor He Hapori for trends in feedback. Regular reporting is sent out to highlight any key observations so issues, where possible, can be addressed with the relevant teams.

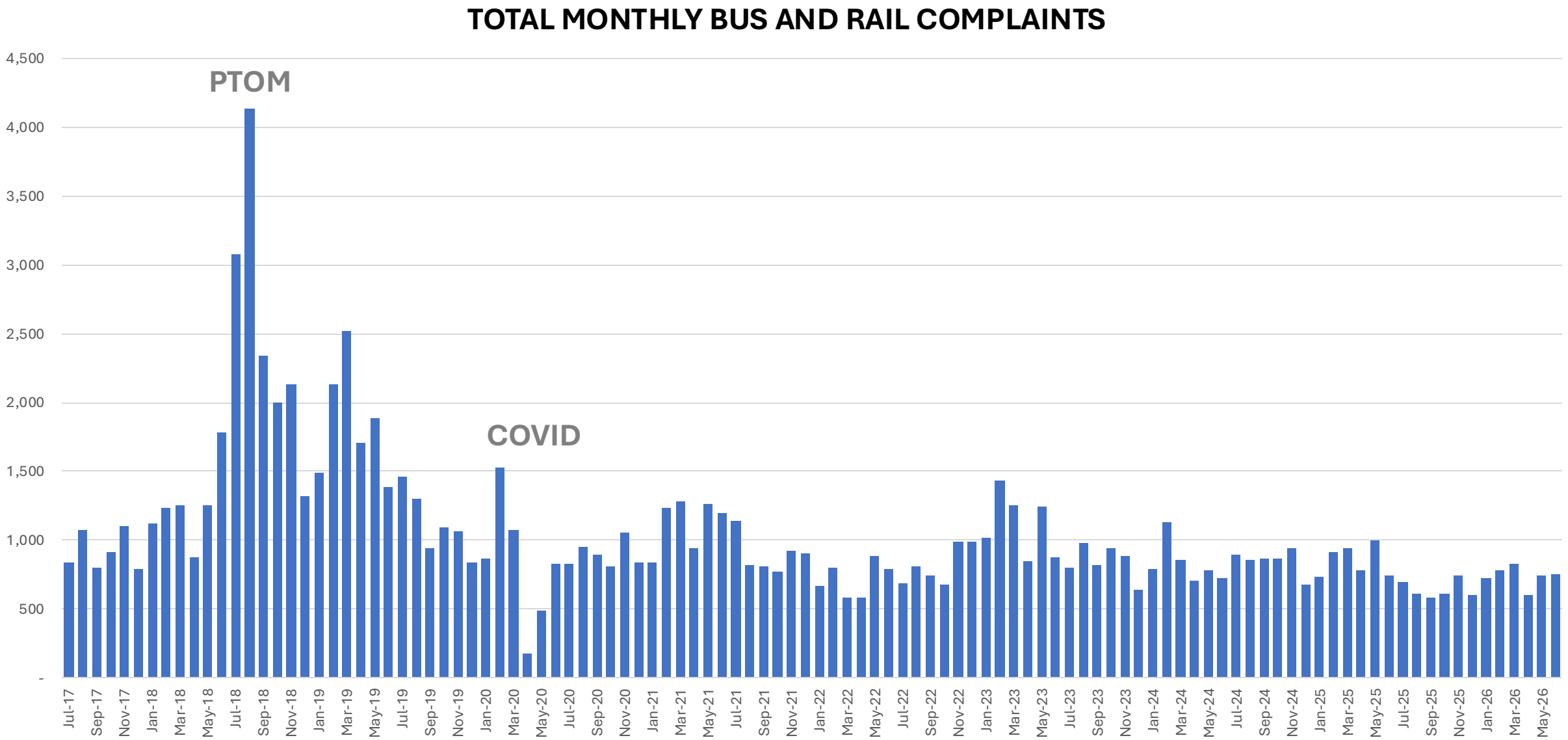
Operations teams monitor He Hapori cases related to our Operators as they are logged, especially Serious cases. Where needed, they proactively engage with Operators to ensure they are aware of the case as quickly as possible and to take immediate action if needed. Outside of this, they use trending information from multiple systems to inform fortnightly discussions with Operators.

Similarly, **Assets teams** monitor He Hapori cases related to stops and stations as they are logged, especially Serious cases. Where needed, they proactively engage with contractors to ensure issues are dealt with quickly – especially health and safety hazards such as broken glass.

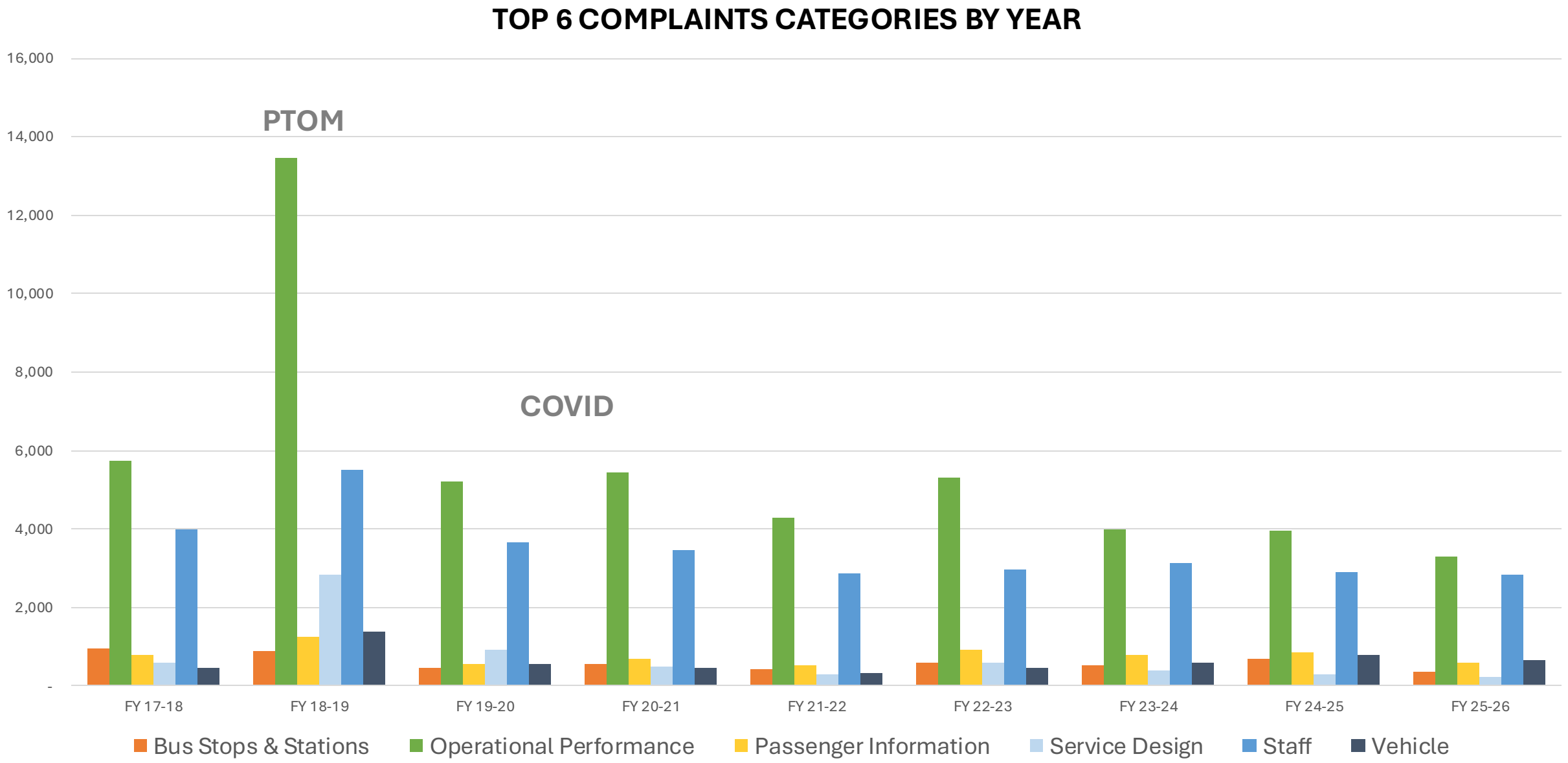
Service Design and Customer Experience teams use feedback to help inform network service design changes and where information campaigns may be required.

Managers discuss trends with Councillors at fortnightly meetings, and highlight these in Performance Reporting. Where relevant, we provide Info Pages, Briefings, Reports or Workshops.

Feedback by month and year

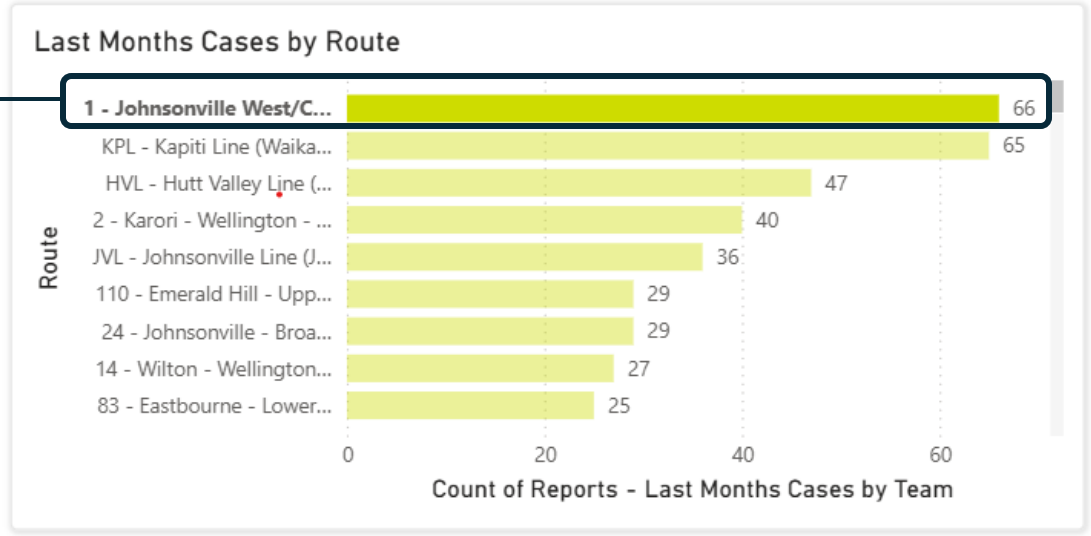


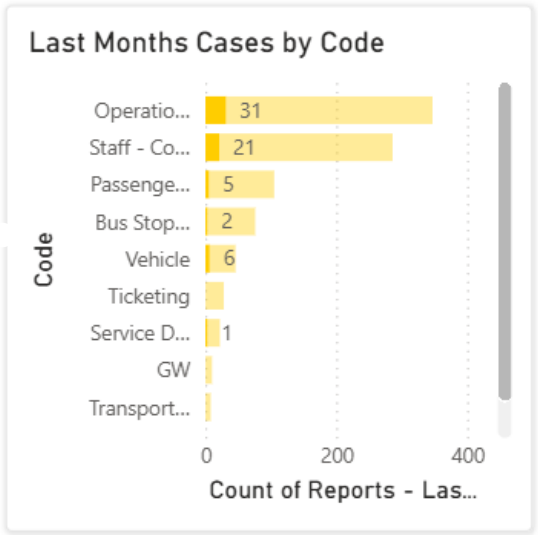
Top complaint codes per year

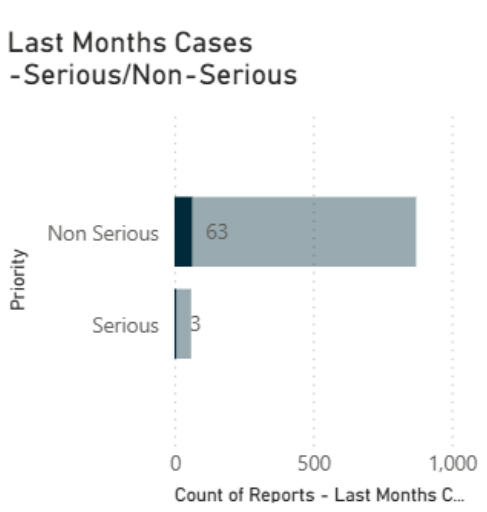


He Hapori reporting examples – detail by route

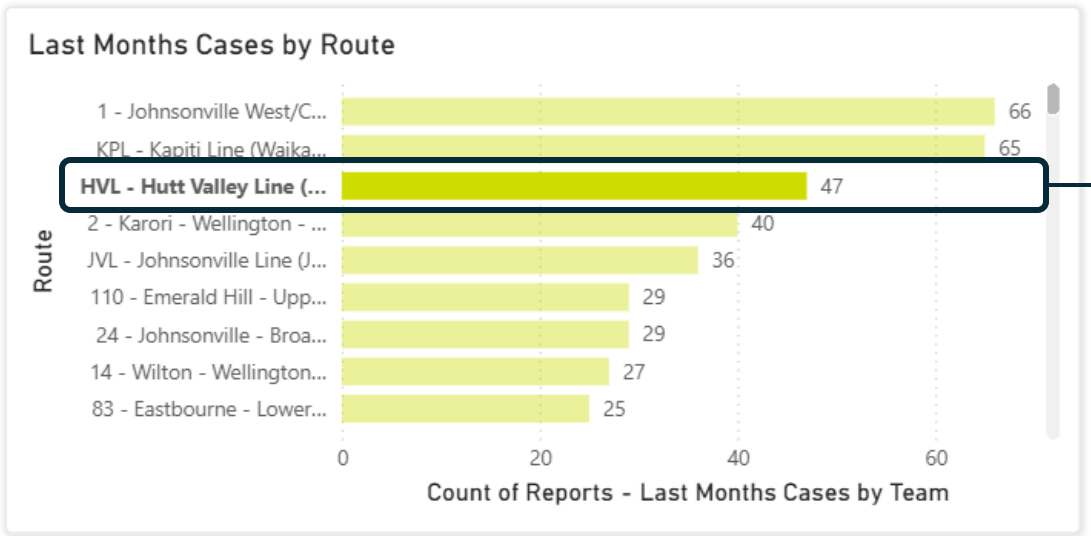
ROUTE 1 – DRILL DOWN

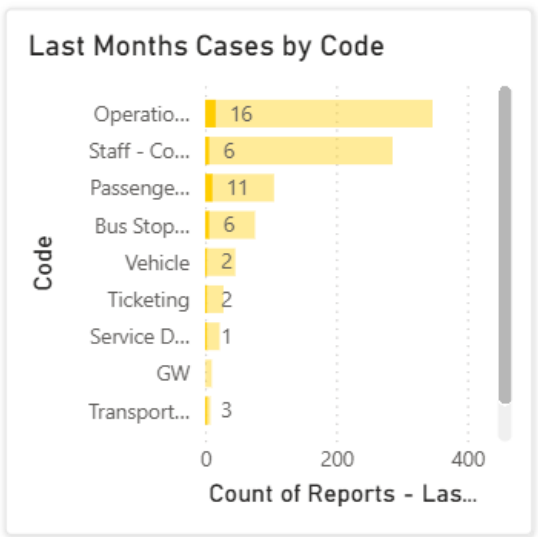


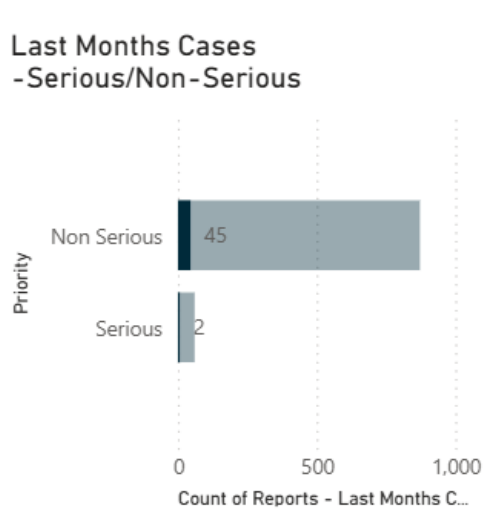




HVL – DRILL DOWN







GW & Operator Contractual Obligations

GW / METLINK RESPONSIBILITIES:

- Only GW/Metlink staff communicate with, manage responses and work directly with affected customers on the resolution of any questions, feedback and complaints.
- It is GW's responsibility to record all customer questions, feedback and complaints
- GW determines if complaints should be categorized as serious complaints which creates additional obligations for the operators
- GW provides access for operators to the GW CRM system, He Hapori

OPERATOR RESPONSIBILITIES:

- Operators are obligated to provide information, assistance and appropriate actions to GW/Metlink on He Hapori cases as required to aid resolution
- If the Operator receives a customer complaint directly, they must report these to GW/Metlink within 1 business day. GW / Metlink assumes control of the resolution process.
- The Operator must provide an initial response to all serious complaints within 1 business day
- Target resolution timeline for complaints is 5 days. Some complex resolutions, like those requiring input from Unions, HR or Legal functions etc, will require greater than 5 days to resolve.

Responsibilities and Risk

Metlink is the brand of GW's public transport network. While Metlink does not employ front line staff, customers only engage with Metlink, who manage communication and responses from internal teams, PT operators and third party contractors. **This means that Metlink holds reputational risk.**

Metlink subcontracts PT services out to PT Operators, who employ Drivers and other frontline staff. The Operators manage the employer/employee relationship, and hold the employment and financial risk. As part of this, they are required to:

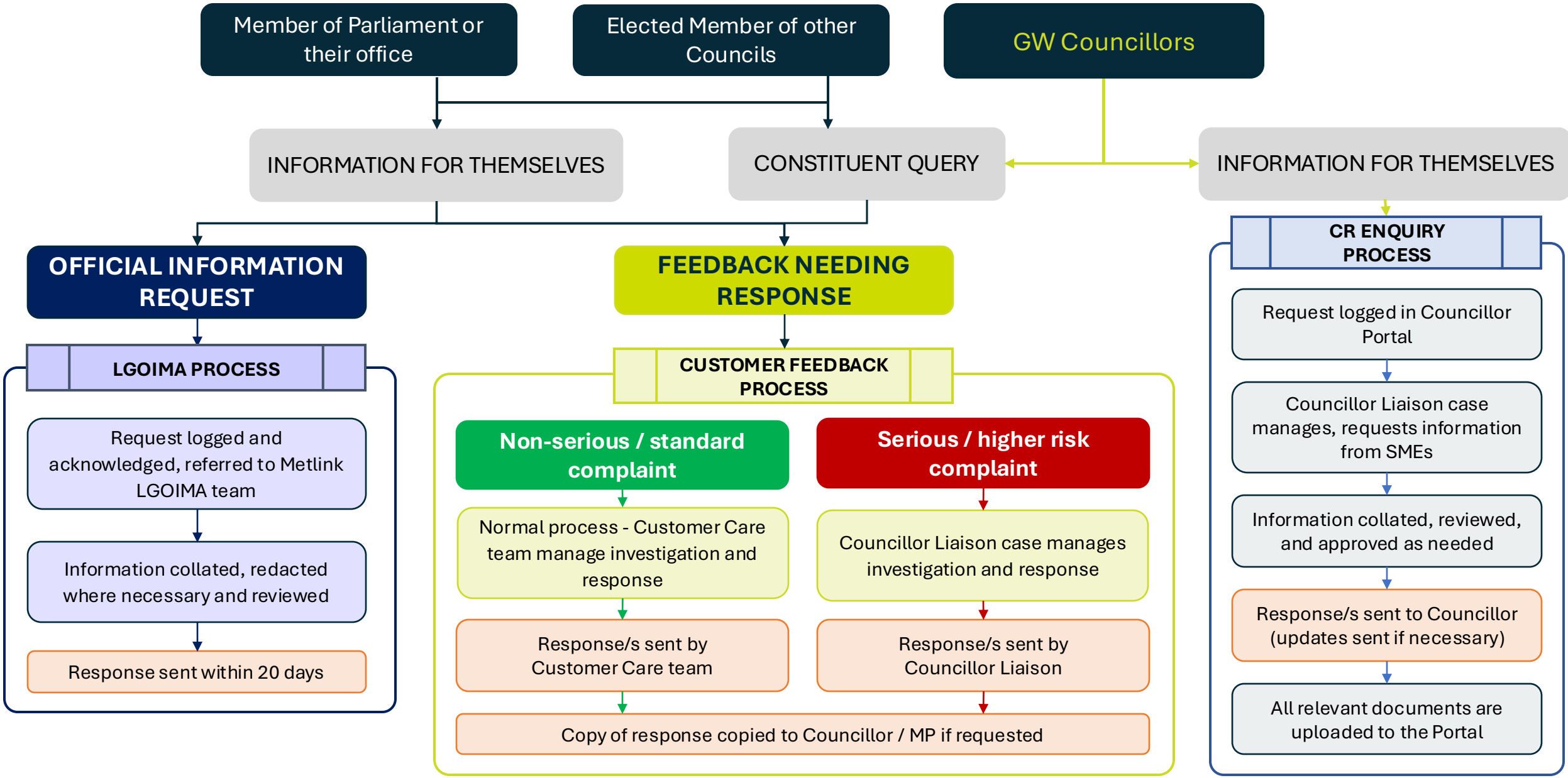
- Adhere to Collective and Individual Employment Agreements (including Union contracts)
- Adhere to the Employment Relations Act (ERA)
- Act as a fair and reasonable employer – and have responsibilities to assure Metlink of this

The Metlink Conditions of Carriage outlines the expectations we have of passengers whilst they use our services. This can be enforced by Metlink's Team in Green or frontline staff (including drivers).

The expectations around front line staff behaviour is outlined in their employment contract, and can only be enforced by the employer. Any disciplinary meetings or actions are protected under Privacy laws, and it is at the discretion of the employer about how much information is shared with Metlink and/or the customer.

There are also processes in place or Operators to notify Metlink of Notifiable Events, such as injuries/medical events, incidents where emergency services are called, or incidents likely to create media interest.

Triaging of Councillor enquiries



How Councillors can contact Metlink

Most **Constituent queries** can be forwarded through to our Contact Centre (info@metlink.org.nz) to follow the standard Customer Feedback Process. We can ensure that you receive a copy of the response for your reference. If you believe the query is high-risk, please also include Metlink Councillor Liaison (ptcrs@gw.govt.nz) so I can oversee the case.

If **you require information** from GW officers, please log a request directly into the Councillor Portal. Lisa Colebrooke (Metlink Councillor Liaison) will triage and collate a response back to you. If it requires immediate attention, please email Metlink Councillor Liaison (ptcrs@gw.govt.nz) and other relevant officers as needed.

If you receive a query from a **Minister, MP or other stakeholder**, please forward these through to ptcrs@gw.govt.nz and I will ensure that appropriate actions are taken.

Lisa Colebrooke
Metlink Councillor Liaison

E: ptcrs@gw.govt.nz
DD: 04 830 4098
M: 021 586 635

We aim for timely, accurate responses, but may not include all background information. If at any time you need further context or have additional questions, we are happy to provide further information.

How to contact Metlink

The Metlink website (www.metlink.org.nz) has a wealth of information, including:

- Journey Planner
- Timetables
- Fares and concessions information
- Conditions of Carriage
- Performance of our Network
- Service Alerts
- Total Mobility information
- BRT information
- Metlink Accessibility Charter
- Contact information and feedback forms
- Projects Timelines

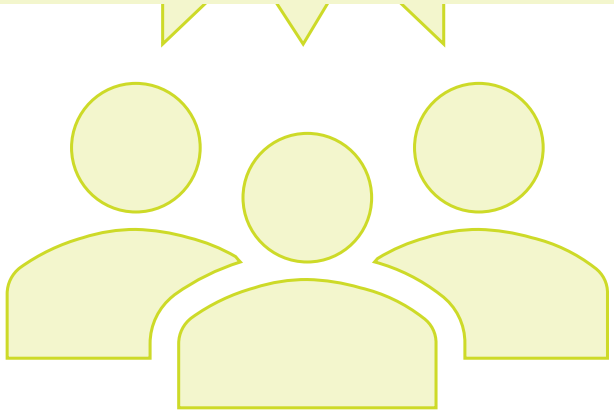
The Metlink App is available on GooglePlay store and Apple App Store

Contact Centre: Freephone 0800 801 700

Email: info@metlink.org.nz

Webform: https://www.metlink.org.nz/about/contact-us/feedback

Councillor feedback on Feedback processes

We'd appreciate constructive feedback about:

- the Customer Feedback process
- the Councillor Enquiry process
- what we could do better to mitigate negative feedback