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Sarah Green
Head of Dart Charge Service
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4 July 2016

Dear Mr Dangerfield,

I am writing to summarise my meeting with Jordan Sargeant on the 29th June 2016.

As you are aware I have been reviewing the Dart Charge customer experience. I have identified the following items as key changes that are needed in order to improve the level of service that Dart Charge customers receive.

1. Communications

Highways England continue to work with partners to inform drivers about Dart Charge. This includes running another Dart Charge summer compliance campaign targeting infrequent users of the crossing with Dart Charge payment information. Main activities include; nationwide regional radio advertising and Motorway Service Area (MSA) washroom poster and roadside billboard advertising (including poster sites in the Calais area). We are also using paid for leaflet distribution at key locations including ports, ferries, MSAs and tourist attractions.

2. Removal of the Warning Letter

The warning letter is to be removed and the Penalty Charge Notice amended to reflect the warning letter process, i.e. if this is the first time a customer's vehicle is detected using the crossing and they were unaware of the scheme then contact Dart Charge and we will allow the customer to pay the crossing charge and cancel the Penalty Charge Notice. So essentially the process is the same but the customer confusion element is removed.

3. Signage

Highways England is being heavily lobbied by a number of bodies to improve signage at the Crossing to ensure that the signs have a greater call to action that is meaningful to customers. In the light of this feedback, we are undertaking a review of the Dart Charge signage strategy at the Crossing.

4. Pay for Crossing on a Specific Date

Many Customers do not understand the concept of paying for a crossing and then using it as and when they want. As per all other travel concepts customers are used to paying to travel on a specific day. Dart Charge will be offering customers the option to both pay

for a specific date for crossing or pay for crossing and use as needed. This should alleviate customer confusion.

5. Dart Charge Website

The Dart Charge website has been the cause of a number of customer complaints. The site is restricted by the Government Digital Service (GDS) framework. The Dart Charge team will be working with GDS in order to greatly improve the website which will give customers a greater understanding the overall scheme.

6. Mobile App

Highways England have been asked by a number of major stakeholders to develop an APP in order to make is easier and faster for customer to pay for a crossing. An APP would also allow Highways England to send a 'ping' to a customer to notify them when they had used the crossing and remind them to pay the crossing charge which would greatly enhance the customer experience.

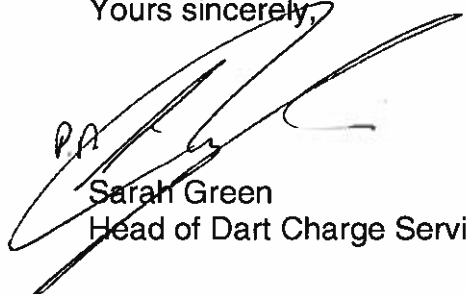
7. Change in Contact Centre Hours

The contact centre hours will be amended to 8am to 10pm seven days a week. This will reduce the administrative costs of the scheme and help with channel shifting customers to self-service channels.

I believe that the above list also covers a number of the key concerns previously raised by Transport Focus.

I hope to have all of the above implemented by the start of 2017, I am happy to continue with our regular meetings so that I can update you on the progress being made.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'PA' followed by a stylized signature.

Sarah Green
Head of Dart Charge Service