

Deep-dive on TfL's "Care score"

6 December 2022



For the past ten years, we have monitored the proportion of Londoners that believe “TfL cares about its customers” (often referred to as the Care score).

Understanding what drives this perception has helped us to tackle pain-points and make improvements that matter most to customers.

However, significant disparities in the Care score persist for different customer groups.

At its previous meeting, the Panel requested more detailed information on the drivers of Care, why there are differences in perceptions of Care, and how it is used alongside other customer insight to guide our work.

This presentation seeks to cover these topics.

The Panel also raised the specific issue of Tube noise on customer experience. This topic is addressed separately elsewhere on the agenda for this meeting.

Why Care?

Organisations use a variety of metrics to determine whether they are performing in the eyes of their customers.

Common metrics include customer satisfaction and net promoter score.

The Care score has worked well for TfL, providing a holistic reflection of our performance.

'TfL cares about its customers' is currently a good reflection of whether we consistently meet customers' expectations



Measures overall perception and influenced by all journeys, rather than the last journey
A bad journey lingers longer in the memory than many uneventful good ones



Reflects more than just the on-network travel experience
People may reflect on interactions with the contact centre or website, reports in the media, views on the policies we're pursuing and consultations underway, as well as the experiences of friends, family and colleagues



Good measure of customer confidence
Captures perceptions of all Londoners – not just customers. Capturing perceptions of non-customers is important for ridership recovery and wider policy objectives



We know what drives our Care score
Having tracked Care since 2012 we know with a degree of confidence what influences the score

Longer term trends

We've tracked Care since 2012 – with scores improving from the low 40s to the mid/high 50s.

It behaves in a comprehensible way when viewed over longer time periods* – increasing during sustained periods of improvement and declining/plateauing when there are challenging times

Care score Quarterly: 2012 - today



Note: Missing data (agency transition) Q4 2018/19

Green = positive events Red = likely seen as negative events

Media commentary relating to TfL has a significant impact on Care



**Those that have heard positive news about TfL in the media score us significantly higher (84% agree TfL cares) vs those that have heard negative things (34% agree TfL Cares)

* It is more difficult (and less helpful) to interpret small changes in Care from period to period

Trends during the pandemic

Although behind target for 2022/23, our recent Care scores are broadly in-line with pre-pandemic levels.

During the pandemic, people appreciated our efforts to keep London moving. Those travelling also enjoyed quieter public transport services.

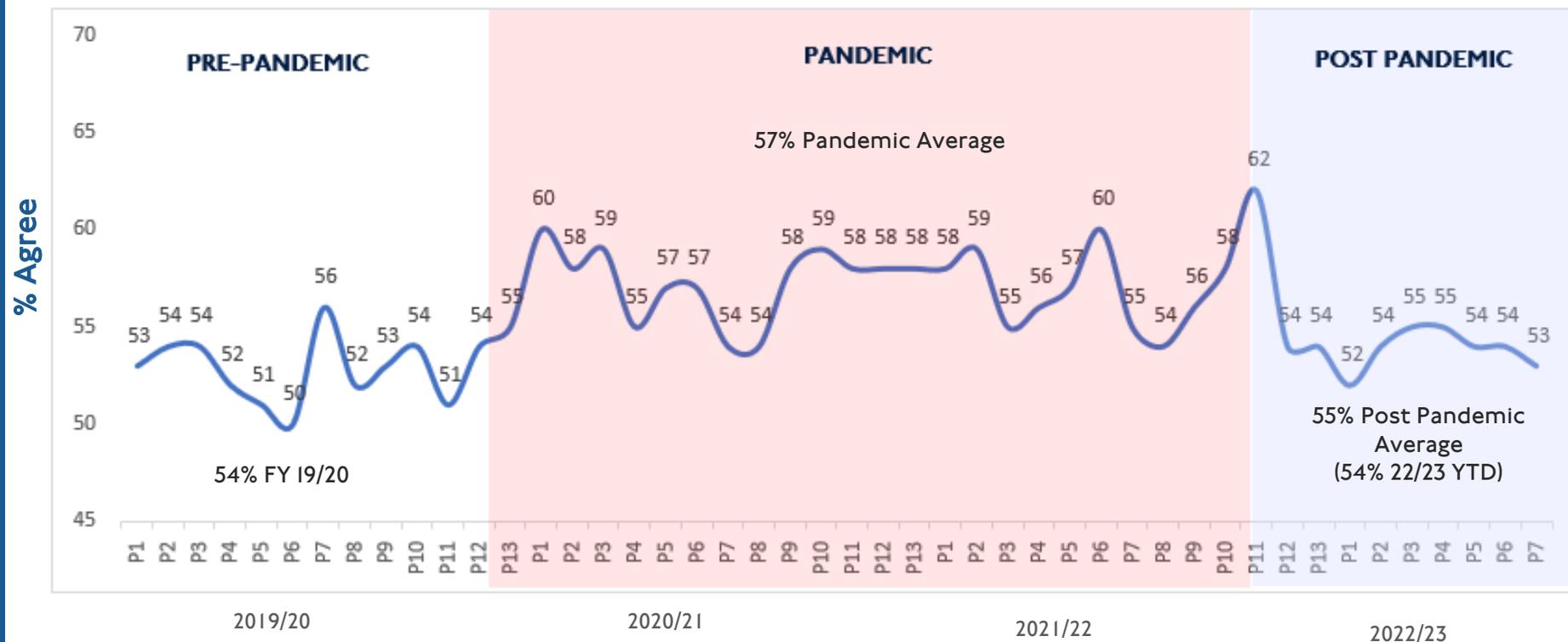
It is difficult to precisely account for minor fluctuations in Care from period to period

Care score Periodic

Scores flatten out after sustained gains as tighter budgets limit large-scale improvements and put pressure on core performance

We performed well during the pandemic and customers enjoyed quieter services

As demand returns and services get busier scores have fallen back to pre-pandemic levels

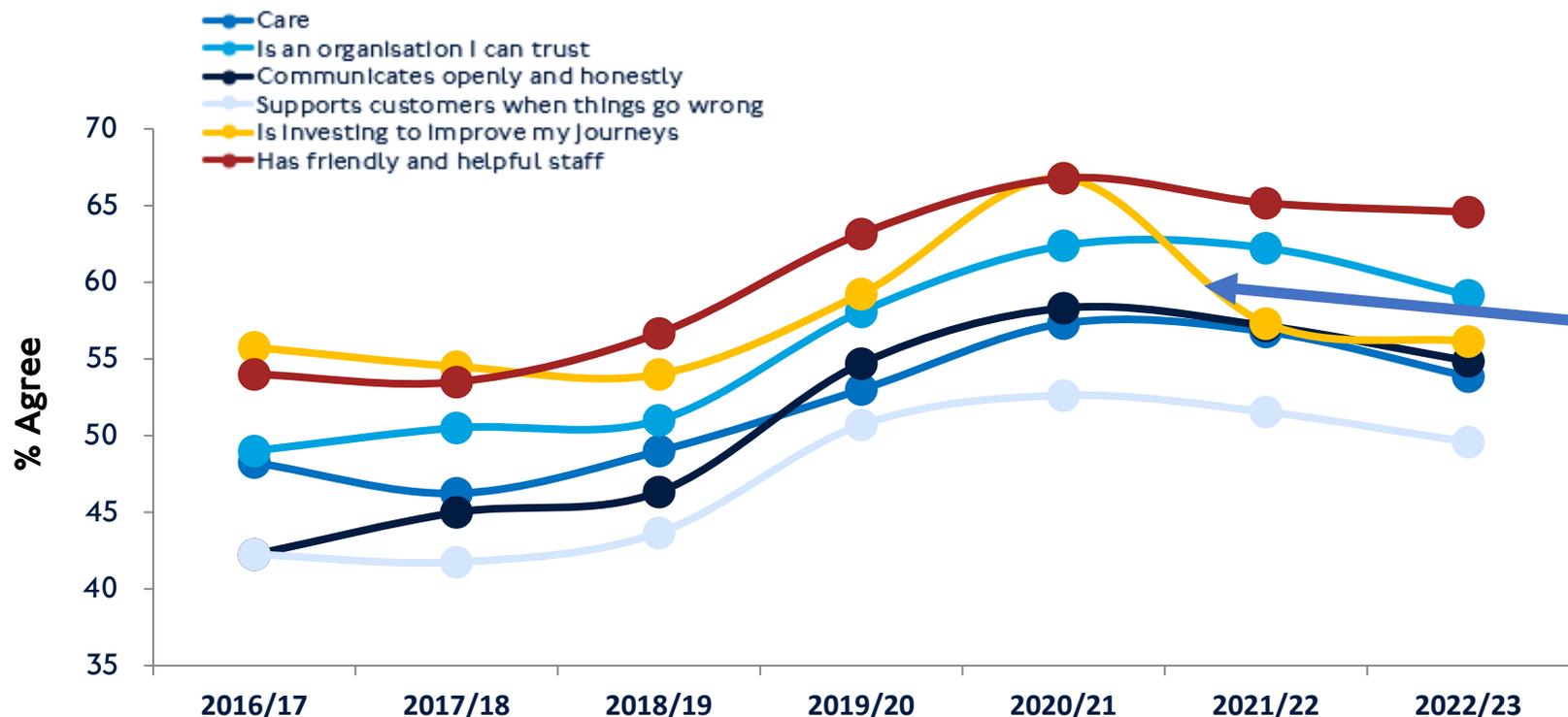


The Care score is the product of many factors. It is not possible to quantify the precise contribution of different events or the exact reason for period-to-period changes.

However, from past experience, we believe the 2022/23 YTD Care score will have been adversely affected by speculation on TfL's funding, a turbulent industrial relations environment, and broader concerns about cost of living

Key drivers of Care over time

Analysis has identified the factors affecting Care, which have remained mostly consistent in terms of impact over time. These drivers have generally moved along a similar trajectory to Care, though Londoners do reflect changes (perceived or real) in our circumstances (e.g., future investment),



TfL: Network planning for “managed decline” and return to 1970s without Whitehall funding

ANDY SILVESTER

CITYA.M.

London transport cuts? Mayor reveals 'managed decline' if TfL can't balance books

LONDON | TRANSPORT | POLITICS | LONDON UNDERGROUND | Thursday 18 November 2021, 10:56am

Simon Harris
Political Correspondent, ITV News London

ITV NEWS



Source: Pulse survey. “How much do you agree or disagree with the following statements about TfL?”
All Londoners by demographic (% NET AGREE)

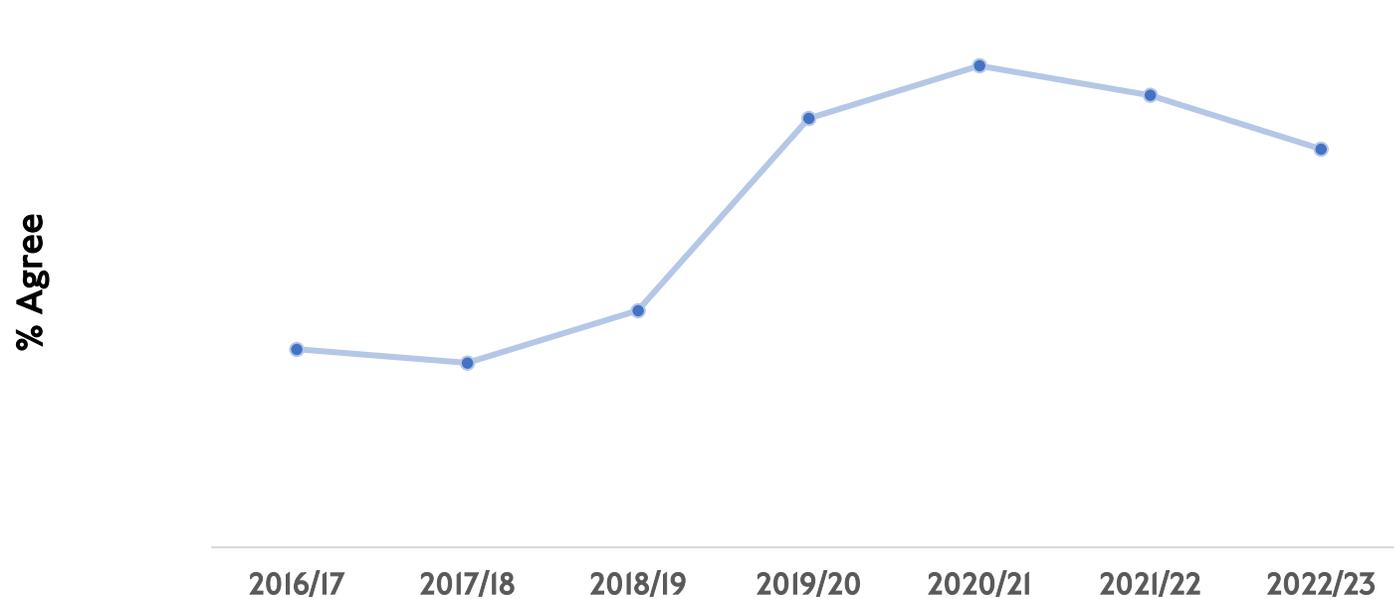
EVERY JOURNEY MATTERS

Supports customers when things go wrong

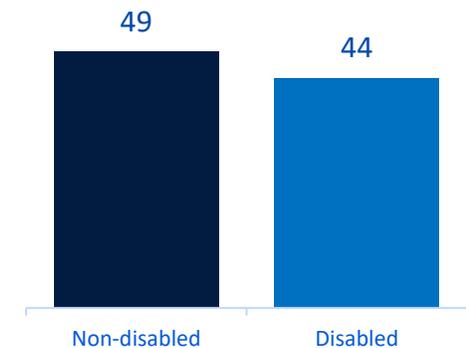
This metric follows the same trend as Care over time, but it scores lowest amongst the key drivers. Customers tell us that we need to get better at providing clear, timely and accurate information when there is disruption on the network. It is very important the information is consistent across different channels – for example, it is both confusing and frustrating when a staff member gives different information to the TfL Go app. To support our customers to the best of our ability, we need to ensure frontline staff are proactive when disruption occurs and have the right resources available to them.

Disruption and poor support when it happens is felt more acutely by those with accessibility needs. On average, this audience scores around 5 percentage points lower.

There have been more instances of disruption over the past couple of years, which has seen a decline in this score.



% agree TfL Supports customers when things go wrong



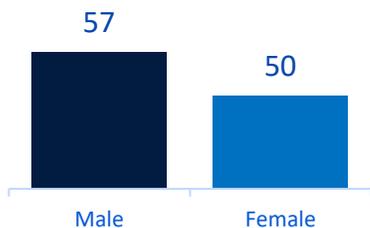
Source, Pulse P8 reputation survey



Source: Pulse survey. "How much do you agree or disagree with the following statements about TfL?"
All Londoners by demographic (% NET AGREE)

Perceptions of Care differ amongst groups of Londoners, sometimes markedly. We try to understand why and act to tackle concerns and make improvements

Gender



Care score difference between males and females

The Care score amongst females is currently 7 points lower than for males.

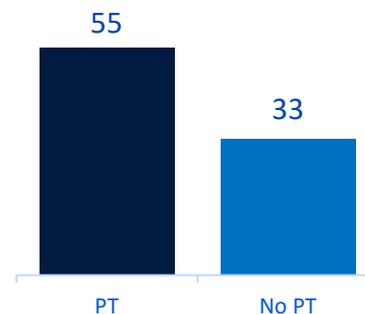
Fears relating to personal safety in public spaces is known to be a major factor. This is particularly true of younger women using the network at night. Some avoid using public transport altogether at night.

However, concerns about personal safety is not the sole reason for this difference. More work is needed to determine what else can be done to ensure we better cater for the needs of women travelling in London



More than half of women in London are victims of sexual harassment on Tube, trains and buses. 59% are scared walking home from a bus stop or station (Transport Focus Study 2021)

Frequency of use



Care score for public transport users in the past 7 days vs non-users

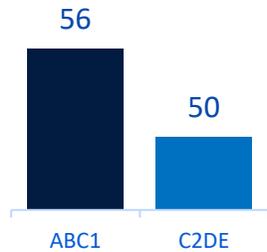
Care is significantly higher amongst more frequent users, suggesting potential mismatch between perceptions and reality.

However, for example, we should also note that males travel more frequently (on average), so will be a factor when looking solely through the lens of patronage.



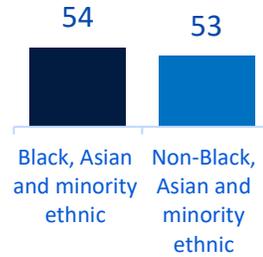
Perceptions of Care differ amongst groups of Londoners (cont.)...

Socio Economic Group



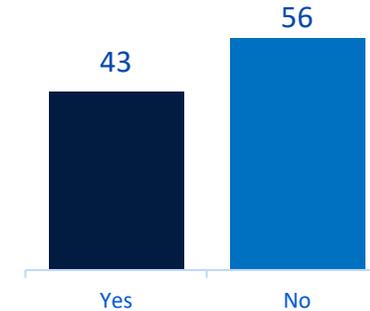
Care score difference ABC1 vs C2DE

Ethnicity



Care scores for segmented based on ethnicity

Disability



Care score difference for people identifying as having a disability vs those not identifying as disabled

Scores for people in the C2DE group are 6 points lower than ABC1. It is thought this reflects a heavier reliance on our services for critical trips, such as getting to work on-time.

If we let these customers down, whether that be due to delays or strikes, or when we raise fares, it is felt more acutely.

There is no significant link between ethnicity and Care (though we should consider the intersectionality of factors affecting Care).

Disabled Londoners score us lowest on Care.

We know these customers have to overcome many barriers to use the network even when things are operating as they should.

We also know disabled Londoners affected disproportionately when things go wrong.

Finally, we know some disabled Londoners have dismissed public transport following previous bad experiences and may not know of the improvements that have been made.

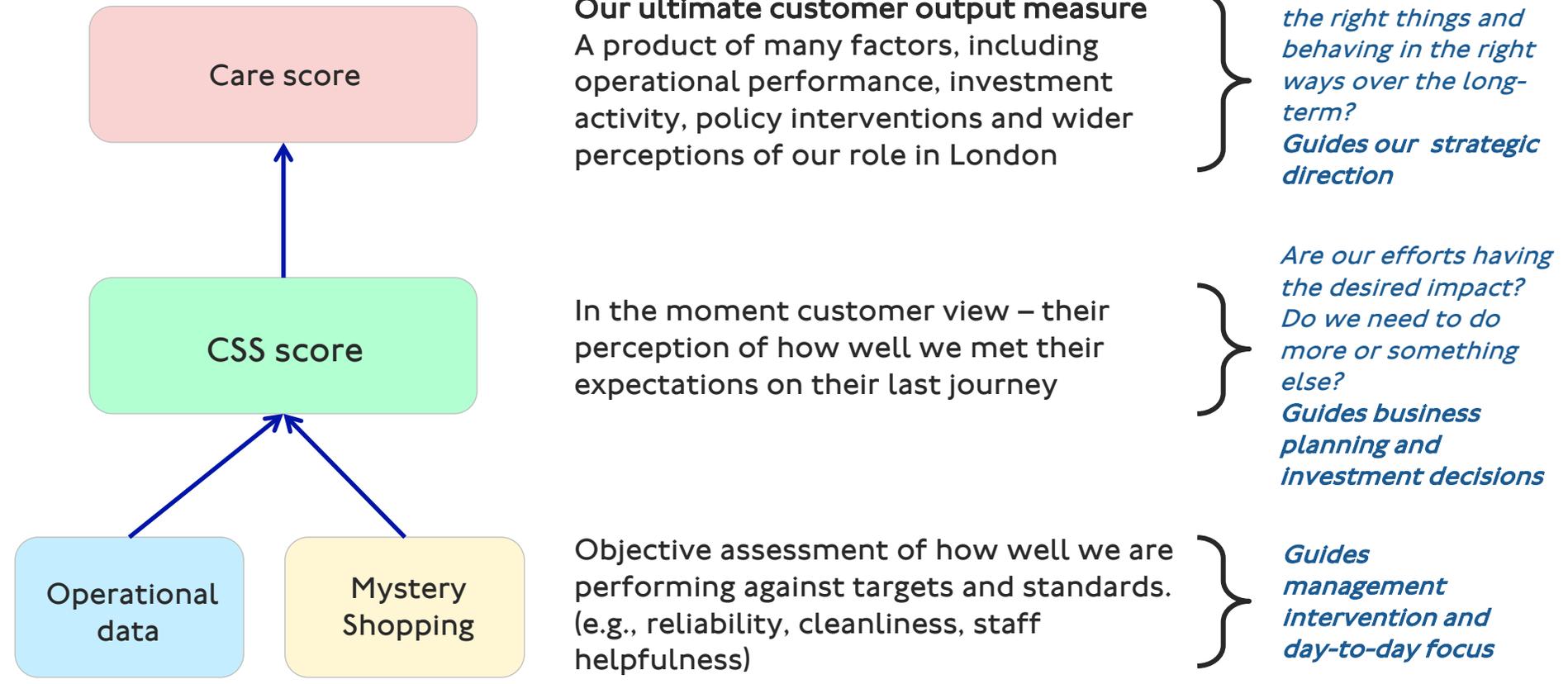


How we use the Care score

We use Care, along with other insight (e.g., complaints, CSS, mystery shopping) to identify customer pain-points and drive the organisation to focus on the things that matter most to customers

Care is part of a suite of metrics that are best used in conjunction with each other

Insight hierarchy



Case studies:

Joining the dots between insight and action for both large programmed and specific projects

Tackling violence against women and girls



Women feel less safe on the network, especially when travelling late at night (Care: Females = 50% c.f. 53% all Londoners)

- Established a pan-TfL Women's Safety Task and Finish group to deliver a programme of improvements
- Our 'Zero Tolerance to Sexual Harassment' campaign – sending a clear message to offenders
- Police partnerships to eliminate sexual harassment from London's transport network
- Installing new signage to buses, Tubes, trains and stations to encourage more reporting of crime and intimidating behaviour
- Rolling out bespoke sexual harassment training to our frontline, customer-facing colleagues

Real Time Lift Status



Large number of complaints when lifts are out of service and we haven't updated customer info (Care: Disabled = 43% c.f. 53% all Londoners)

- Capturing and recording the live status of all customer-facing lifts across the TfL network every 30 seconds
- Deliver lift status information to all customers in real-time via established communication channels including TfL Go and third party apps
- Updating the lift status in real time in TfL's asset management system to get problems fixed more quickly

As many factors influence perceptions of Care, it will not be possible to draw a direct link between specific interventions and the score. However, by continuing to tackle our pain-points, we should see improvements in Care over time

