Customer Service and Operational Performance Panel – 4 October 2023
Appendix 1

Deep-dive on TfL's "Care score"

Background

- For the past 11 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
- The Panel has taken great interest in the drivers of Care, in particular why there are differences in perceptions of Care, and how it is used alongside other customer insight to guide our work
- This presentation provides an update on Care trends

Reminder…
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

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

‘TfL cares about its customers’ is a good reflection of whether we consistently meet customers’ expectations

Measures overall perception and is influenced by all journeys, rather than the last journey

Though 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 those who haven’t used our services is important for revenue generation and wider policy objectives

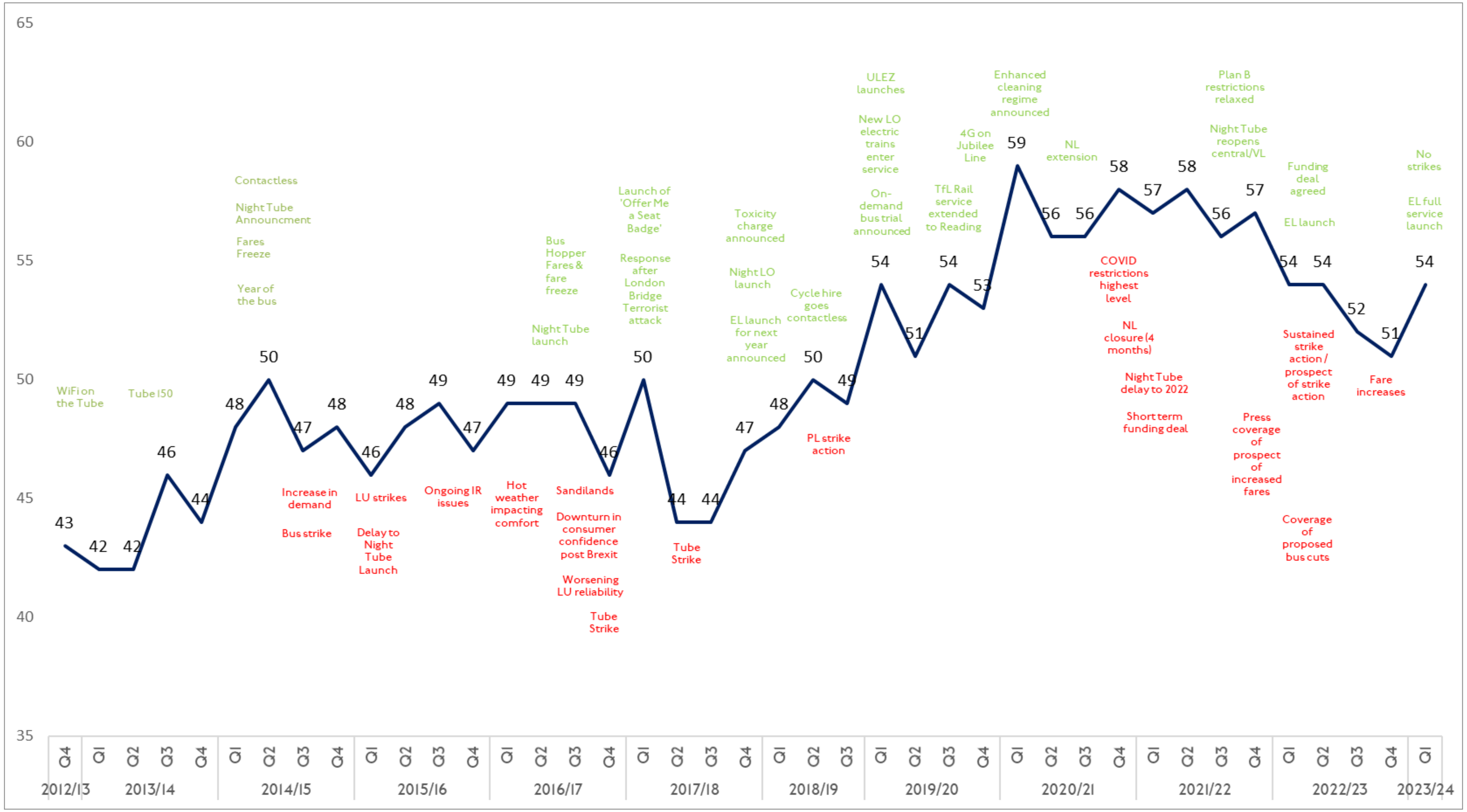
We know what drives our Care score

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

Reminder…
Care progression

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 <u>longer time periods</u>* – increasing during sustained periods of improvement and declining/plateauing when there are challenging times



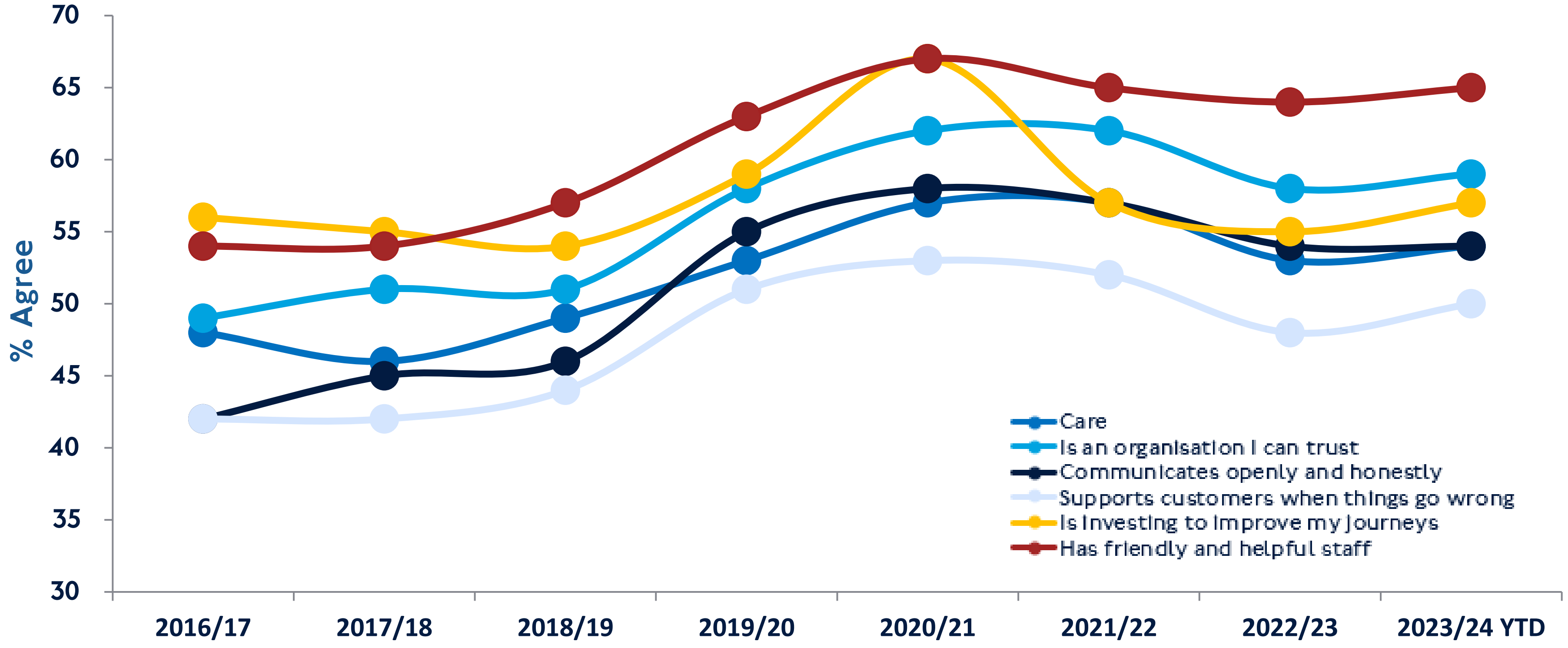
Note: Missing data (agency transition) Q4 2018/19

*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

Key drivers of Care over time

Analysis has identified the factors affecting Care. These have remained mostly consistent in terms of impact over time

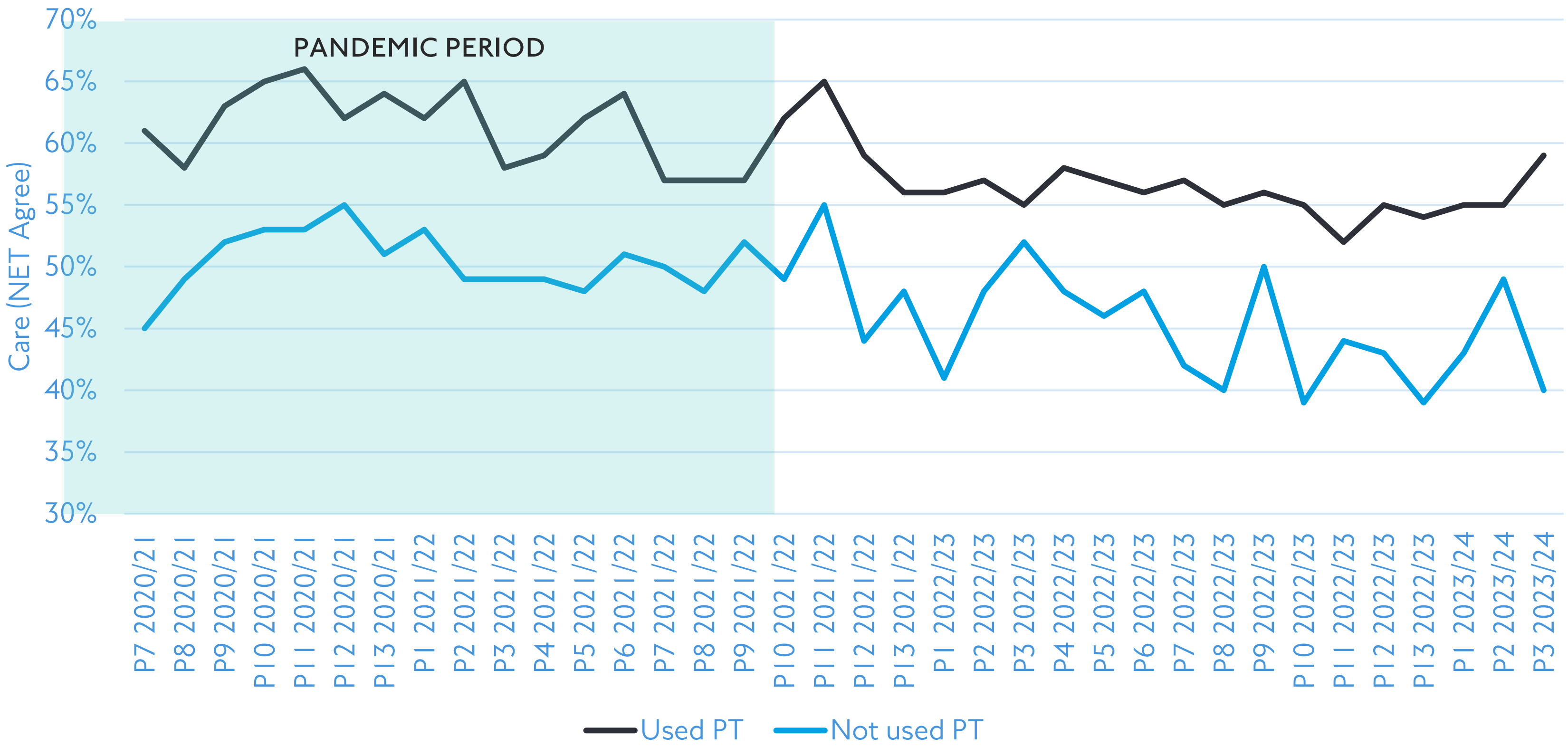
These drivers have generally moved along a similar trajectory to Care, though Londoners do reflect changes (perceived or real) in our circumstances (eg future investment)



"How much do you agree or disagree with the following statements about TfL?" All Londoners (% NET AGREE)
Sources: Reputation Tracker, 2016/17 – 2018/19. Customer Pulse 2019/20 onwards

Deep dive:

Care by users and non-users of public transport



Londoners who have used PT in the past week score higher than those who haven't by an average of 11 per cent

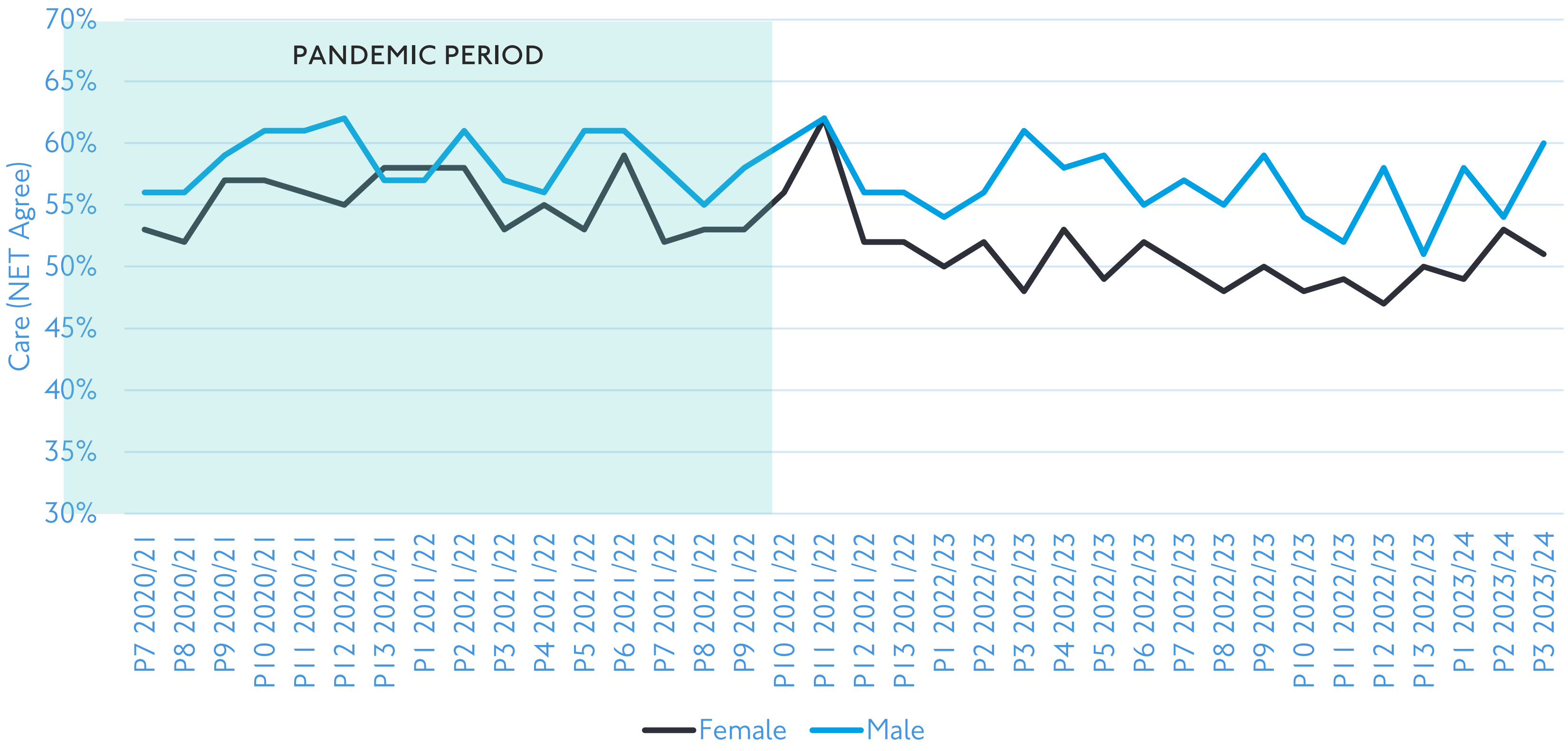
Londoners who have used PT's agreement that TfL cares is higher than those who haven't in all of the last 36 periods

These figures may suggest a mismatch between perceptions and the reality of our PT service

It may also reflect differences between perceptions of our core PT offer and our work in other areas

Deep dive:

Looking at Care by gender



Female agreement with Care is on average five per cent lower than for males

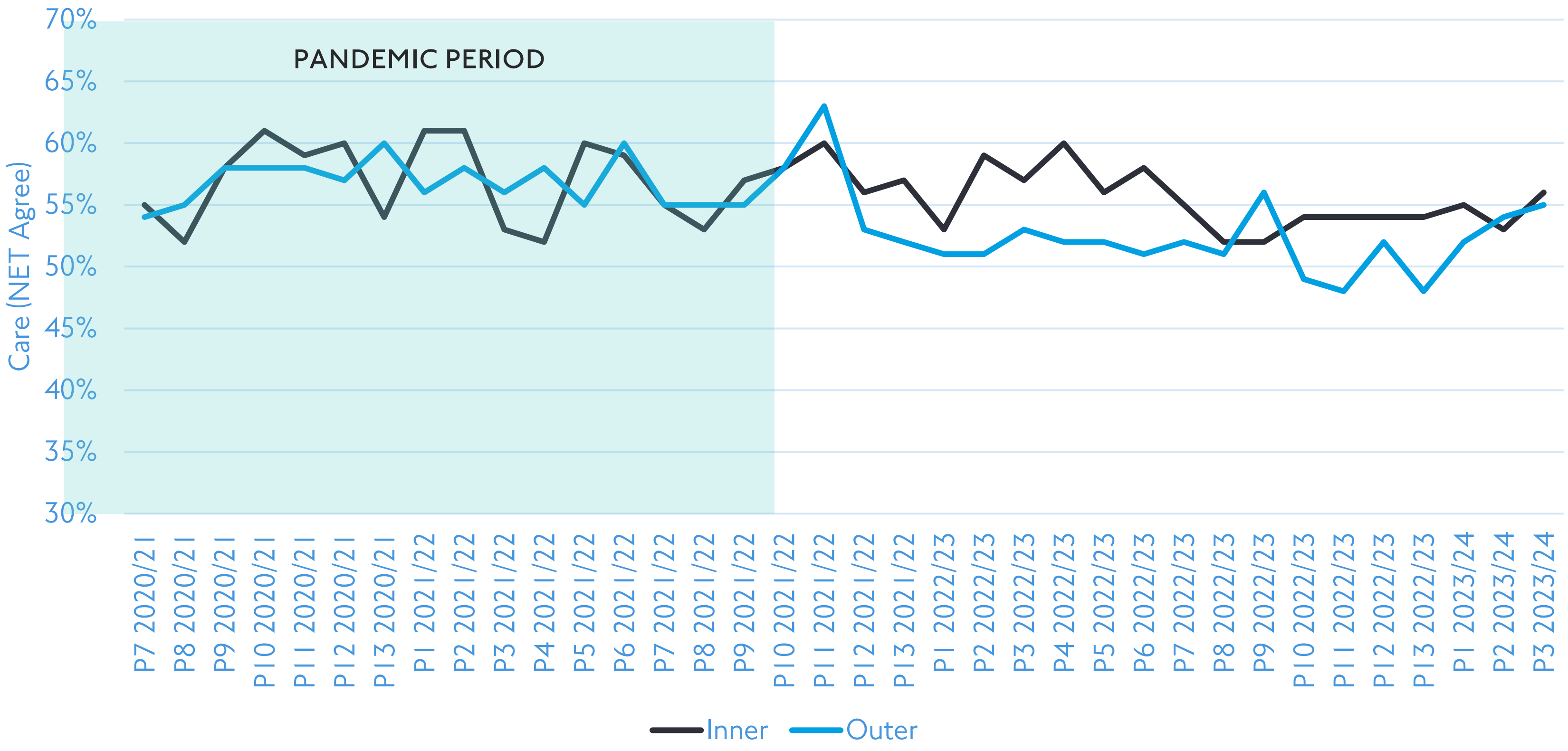
We know that issues relating to personal safety in public spaces are a factor

However, this is not the sole reason for the difference

A more inclusive approach to public transport planning and policies is needed to close this gap

Deep dive:

Generally, Inner Londoners' Care scores are higher. TfL services are typically more extensive in central and inner London

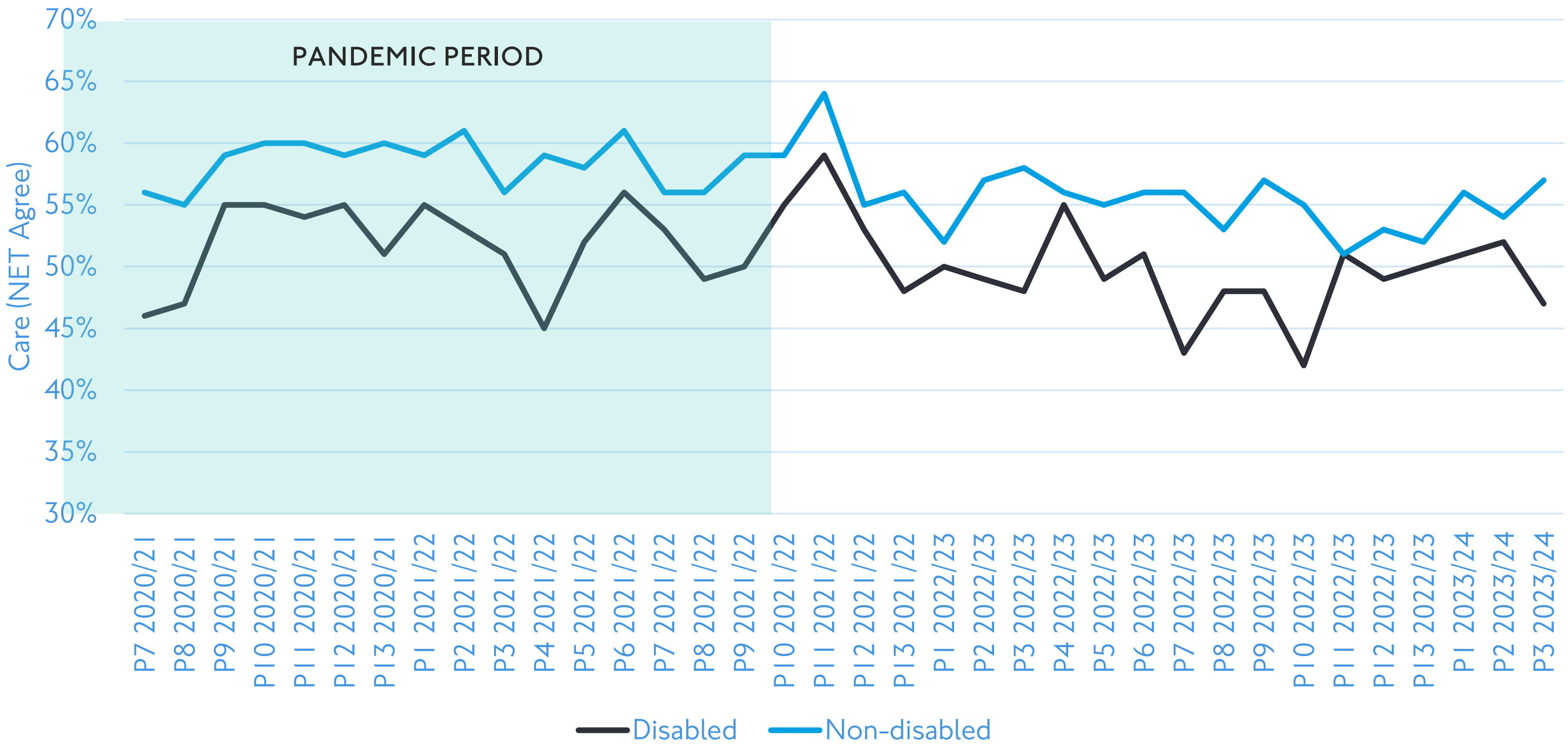


Inner Londoners' agreement with Care is on average two per cent higher than Outer Londoners' (and has been as much as eight per cent higher)

However, this tends to fluctuate far more than the differences seen in other areas (eg gender)

Deep dive:

Disabled Londoners are less likely to agree that TfL Cares than non-disabled Londoners



Disabled Londoners are on average six per cent less likely to agree that TfL Cares than non-disabled Londoners. That difference has been as high as 14 per cent

Disabled customers have to overcome many barriers to use the public transport network – even when things are operating as planned

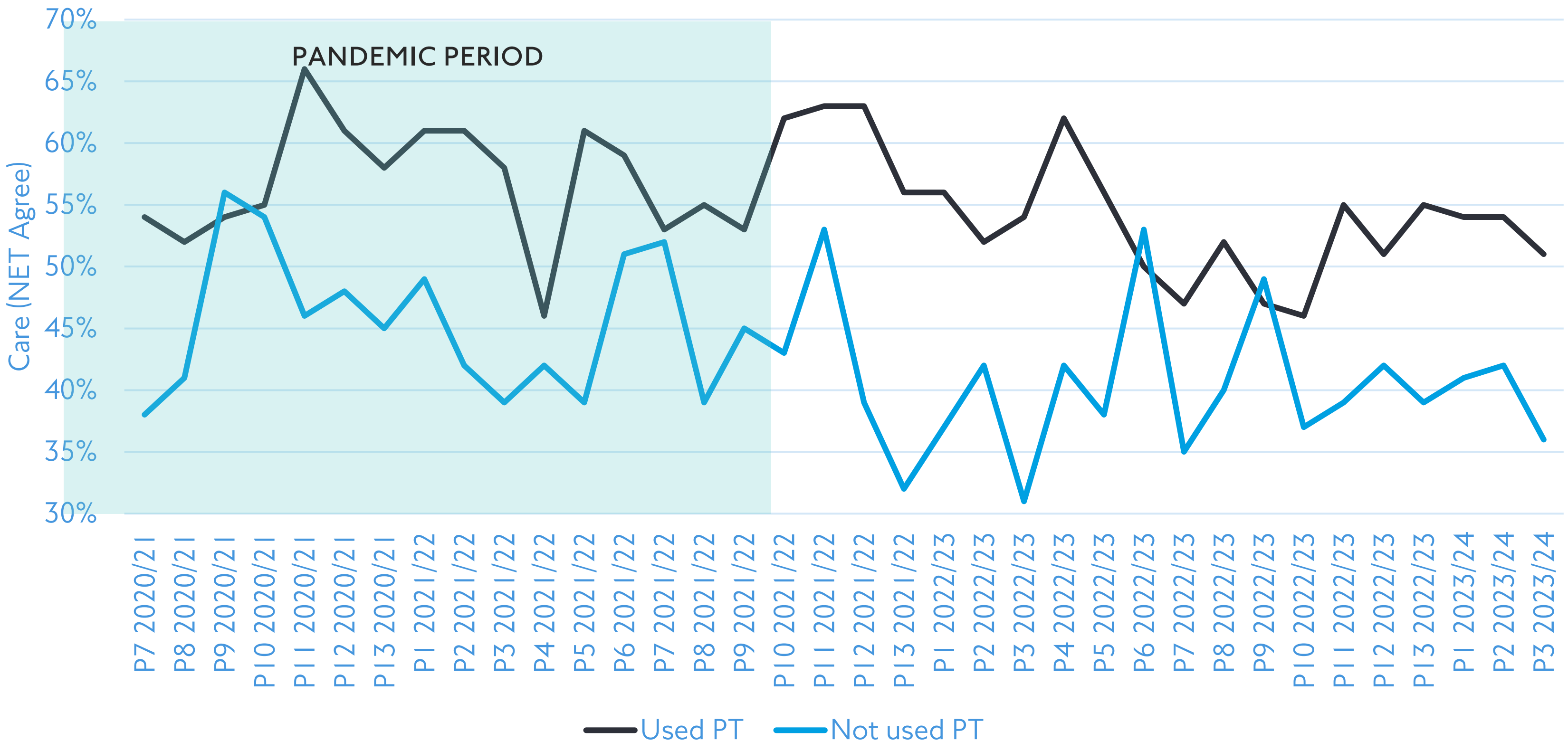
We also know disabled Londoners are affected disproportionately when things go wrong

We know some disabled Londoners have dismissed public transport as an option for them following previous bad experiences. They may not know that improvements have been made to services

Source: TfL research, "Confidence and post pandemic experience for disabled customers" May 2022

Deep dive:

How do perceptions of Care differ for disabled Londoners who've used public transport versus those who haven't?



Disabled Londoners who've used public transport are on average 13 per cent more likely to agree that TfL Cares than those who haven't used public transport. That difference has been as high as 24 per cent

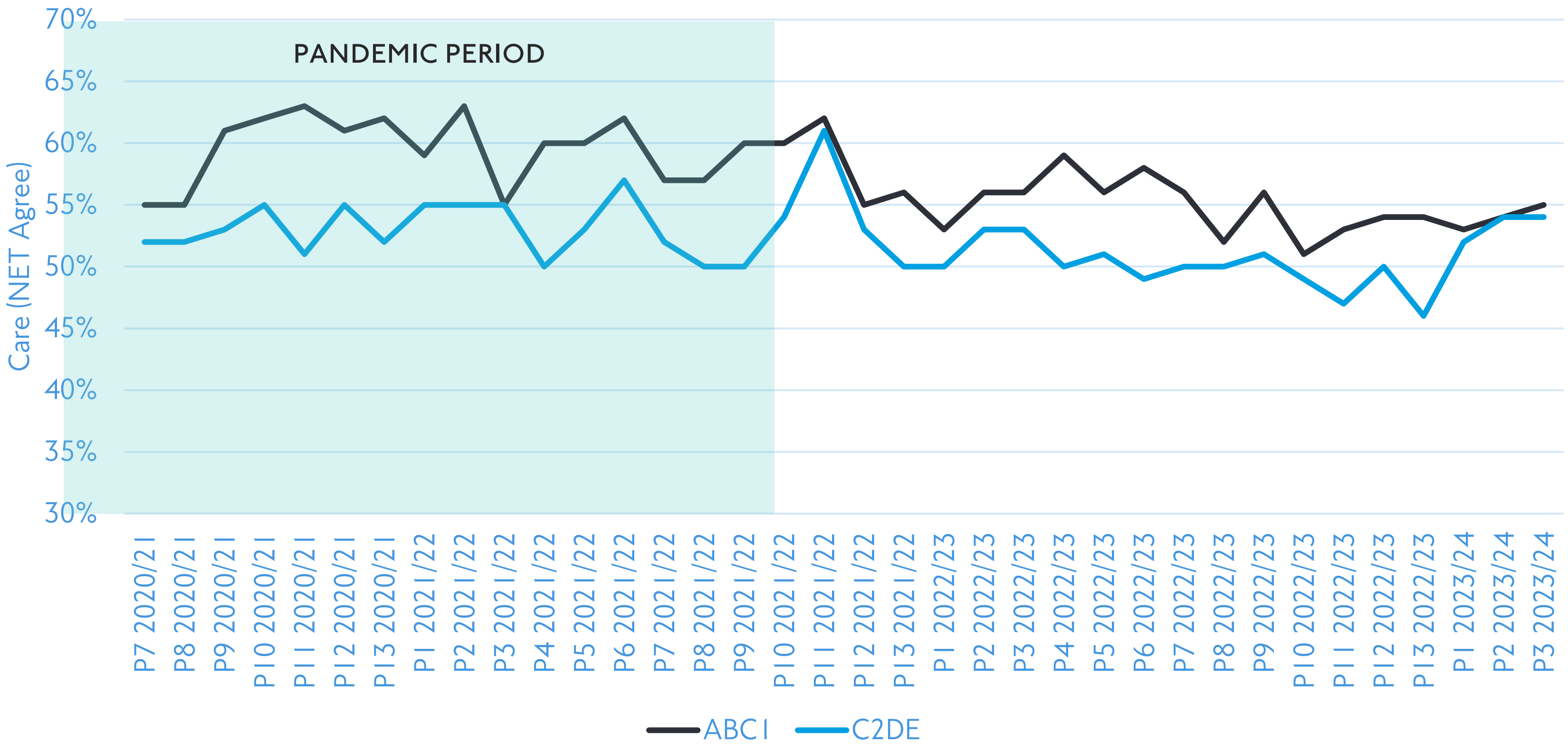
The apparent mismatch between perceptions and reality appears slightly larger for disabled Londoners (13 per cent compared with 11 per cent for all Londoners)

Deep dive:

Care score differences by Social Grade

Social Grade is a classification system based on occupation and it enables a household and all its members to be classified according to the occupation of the Chief Income Earner.

A: High managerial, administrative or professional
B: Intermediate managerial, administrative or professional
C1: Supervisory, clerical and junior managerial, administrative or professional
C2: Skilled manual workers
D: Semi and unskilled manual workers
E: State pensioners, casual or lowest grade workers, unemployed with state benefits only



ABC1 Londoners' agreement is on average five per cent higher than C2DE Londoners'

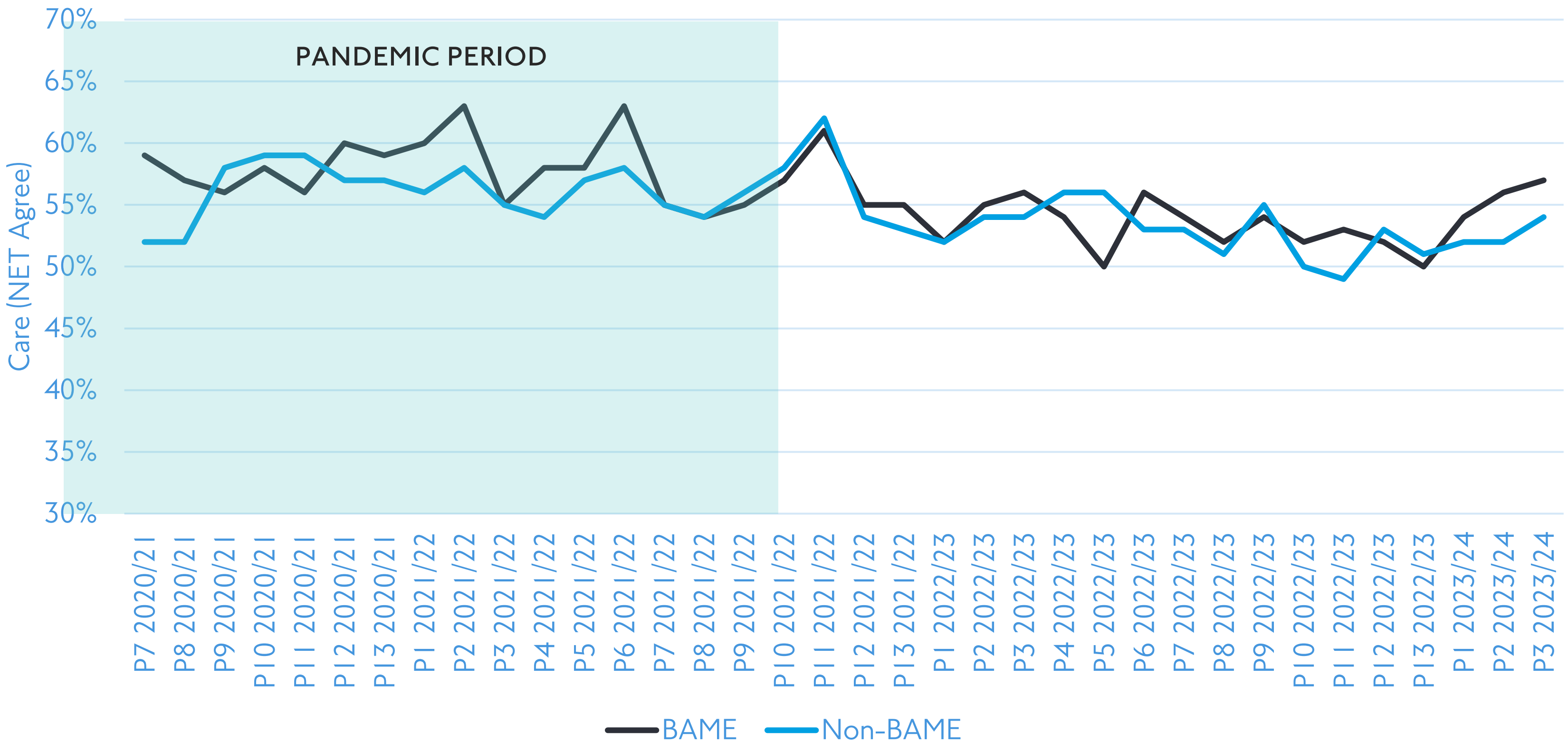
ABC1 Londoners' agreement is higher in 34 of the last 36 periods

It is thought this reflects a heavier reliance by C2DE Londoners 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

Deep dive:

There isn't a strong link between Care and Ethnicity



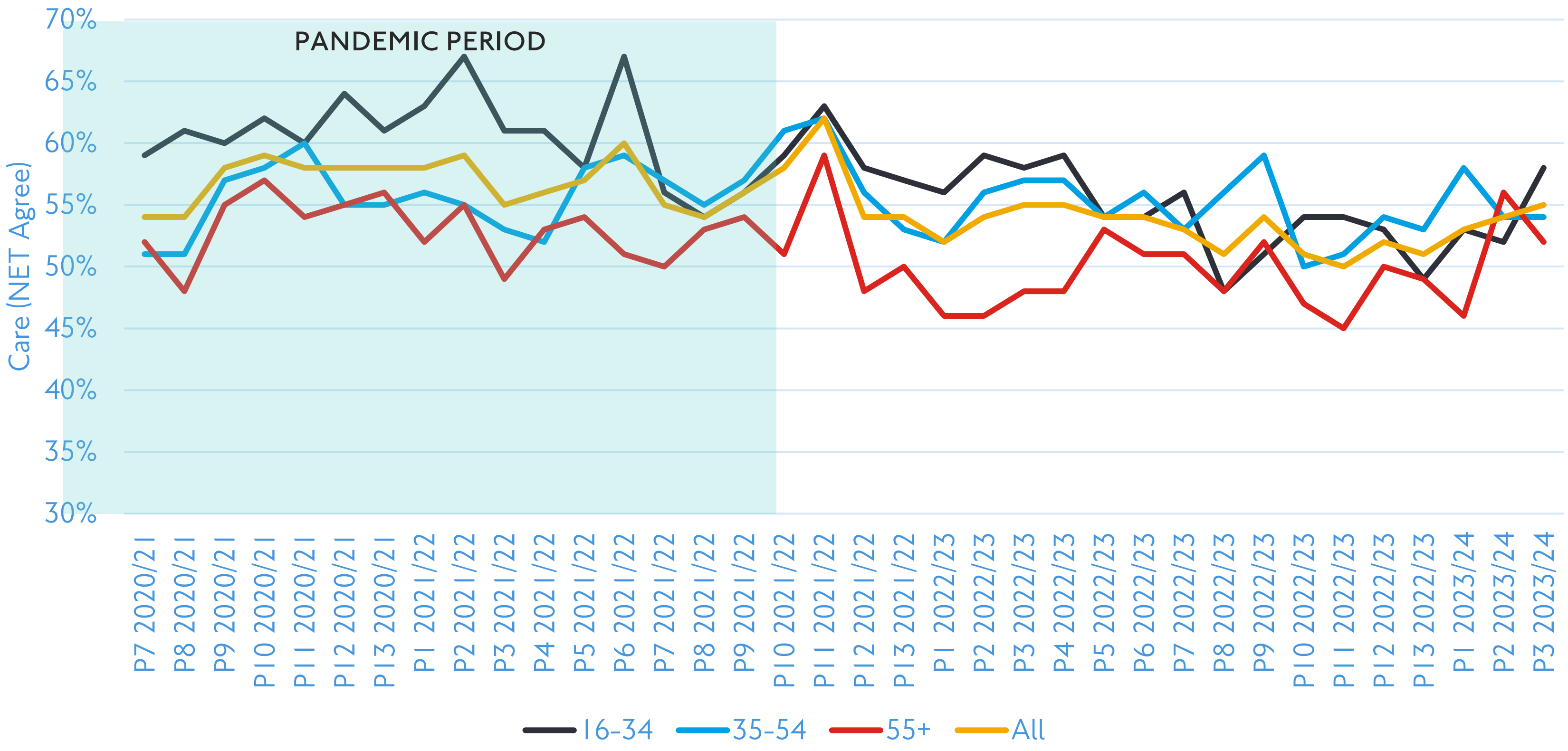
Londoners from Black, Asian and ethnic minority (BAME) backgrounds have very similar perceptions of Care to Londoners from non-BAME backgrounds (one per cent higher on average)

There is no significant link between ethnicity and Care

*Our data is weighted at the BAME / non-BAME level, and due to the limitations of the methodology (use of survey panels and sample sizes) does not allow analysis beyond that

Deep dive:

Care by age group



16-34 year olds on average score three per cent higher than the average for all Londoners

Age group has had as much as 16 per cent difference between groups (P6 2021/22, 16-34 67 per cent, 55+ 51 per cent)

55+ year olds on average score four per cent lower than the average for all Londoners

35-54 year olds on average score the same as all Londoners

Benchmarking:

How are we performing compared to others?

Customer satisfaction across the UK service sector is in decline

While our Care score is somewhat lower than it was during the pandemic, a challenging environment faced across the UK service sector means other organisations are seeing similar patterns:

- Customer satisfaction across the whole UK fell to its lowest point in eight years in July 2023 according to the Institute of Customer Service
- Rising costs, industrial action, supply chain issues, skills shortages, recruitment and retention, and customers being affected by the cost of living crisis have probably all been factors in this decline in satisfaction
- Every sector from retailers to utilities has seen a decline in satisfaction in the past year
- However, Transport, currently ranked 11th out of 13 sectors saw a particularly significant decline, as did Utilities
- The Institute cites poor complaint handling, lower levels of 'getting it right first time,' and falling satisfaction with price in the rail sector as being significant factors
- Our ongoing focus on customers is therefore more important than ever during these challenging times
- Our last benchmarking study, comparing our Care score against other organisations, was in 2021. The pandemic was a key factor at the times, so scores are not especially relevant today

Next steps

- We will carry out another benchmarking survey in 2024 and will share the findings with the Panel
- Our ongoing focus on customers is more important than ever during these challenging times. Areas for action will be highlighted in our emerging Customer Strategy
- Care will remain a focus of our Customer Strategy and our key customer metric on the TfL scorecard
- We will continue to monitor the different perceptions of Care across our customer base

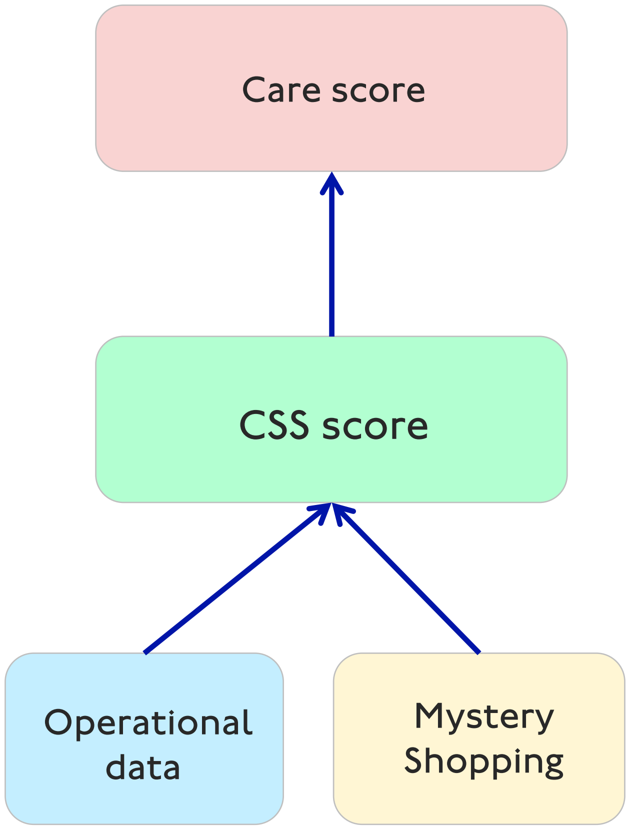
APPENDIX

How we use the Care score

We use Care, along with other insight (eg 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



Our ultimate customer output measure
A product of many factors, including operational performance, investment activity, policy interventions and wider perceptions of our role in London

Are we focused on the right things and behaving in the right ways over the long-term?
Guides our strategic direction

In the moment customer view – their perception of how well we met their expectations on their last journey

Are our efforts having the desired impact? Do we need to do more or something else?
Guides business planning and investment decisions

Objective assessment of how well we are performing against targets and standards. (eg reliability, cleanliness, staff helpfulness)

Guides management intervention and day-to-day focus

APPENDIX

Recent Care performance

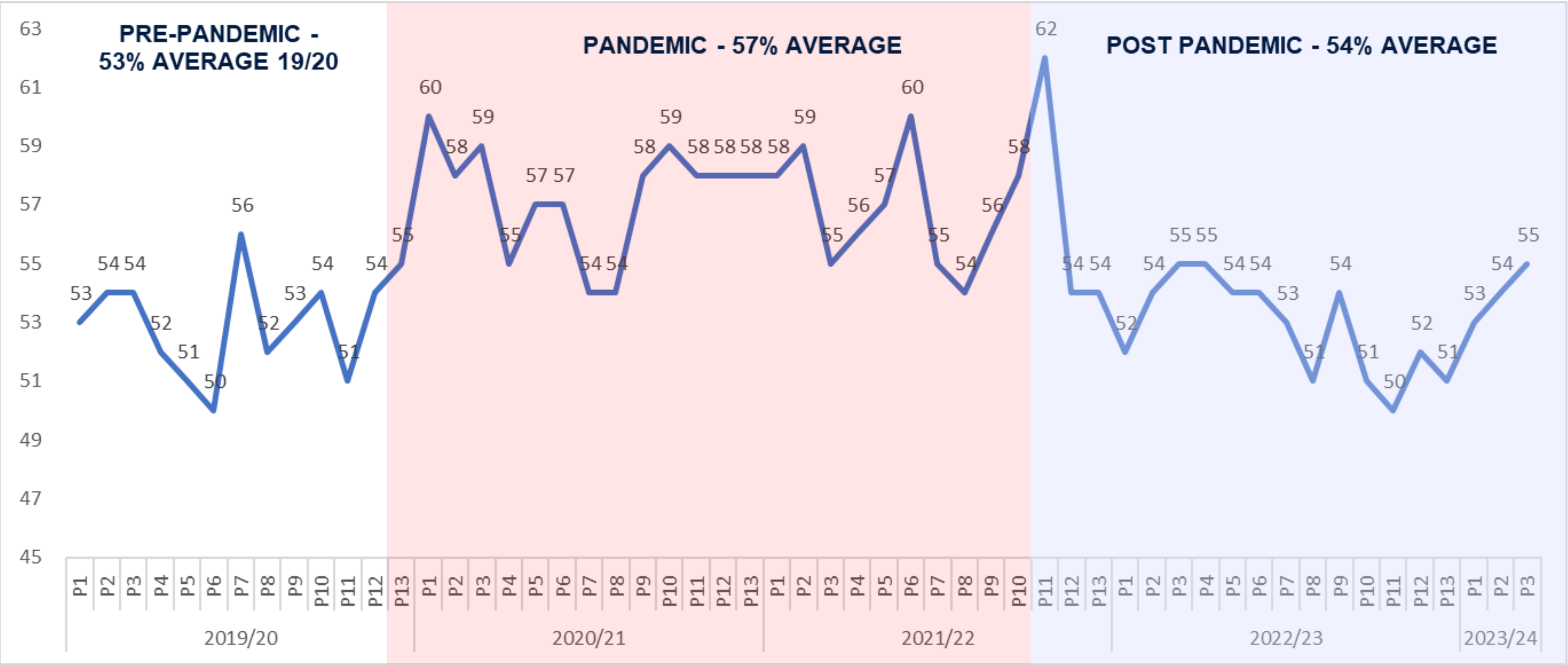
Although behind target for 23/24, our recent Care scores are broadly in-line with pre-pandemic levels

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

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 2023/24 YTD Care score will have been positively affected by a period of more stable network performance. However, continued coverage of a turbulent industrial relations environment, air quality policies, and broader concerns about cost of living may have dampened performance