

Date: 2 October 2024

Item 6: Deep Dive on TfL's "Care Score"

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on current performance of the Care metric, which is the primary customer metric on the TfL Scorecard.
- 1.2 Care is a holistic measure of performance. It reflects personal experiences of using TfL's public transport operations, other interactions with TfL (e.g. contact centre, website), TfL's management of roads and other aspects of transport in London, and how TfL is portrayed by the media and stakeholders.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 TfL has long recognised the importance of understanding what customers think of our performance. We previously measured customer satisfaction with specific operations (e.g. Tube or bus) but this only reflects a customer's perception of their most recent journey. Our objectives have become much broader as TfL seeks to play a role in creating a fairer, greener, healthier and more prosperous London.
- 3.2 Around 2012, there was a desire to have a more suitable and holistic customer metric on the TfL Scorecard. The metric needed to be simple, easy to measure and have a degree of volatility/movement. The metric also needed to recognise our core operation of public transport but was also reflective of:
 - (a) our role managing roads and promoting active travel;
 - (b) development and implementation of policies to reduce inequalities, improve health and increase sustainability; and
 - (c) could be used to secure stakeholder advocacy for capital projects.
- 3.3 Various potential metrics were evaluated before agreeing on Care and these are included in Appendix 1.
- 3.4 The key features of the Care score include:
 - (a) strong link to operational performance and usefully helps to capture the impact of all journeys on perception, not just the most recent one;

- (b) gives a wider view based on all interactions with TfL;
 - (c) samples the views of all Londoners – both users and non-users;
 - (d) through the “Customer Model” and long-term tracking, we have a good understanding of what drives the Care score.
- 3.5 It is measured periodically using a representative online survey. The Care score reports the percentage of respondents who either “agree slightly” or “agree strongly” with the statement that TfL “Cares about its customers”.
- 3.6 Care is used alongside other customer insight such as customer satisfaction scores, mystery shopping, and operational data to inform day-to-day management focus, guide business planning and investment decisions, and to confirm our overall strategic progress.

4 Performance

- 4.1 The year-to-date Care score is 58 per cent agree, which is two points above the TfL Scorecard target. Further detail on current performance is also included in Appendix 1.
- 4.2 Care has been on an upward trend for the past 12 months. Care increased by three percentage points to 62 per cent in Period 5 2024/25 (21 July to 17 August 2024), its joint highest recorded figure alongside Period 11 2021/22. The year-to-date Care score is currently 58 per cent, two percentage points above the Scorecard target.
- 4.3 The drivers of the Care score, which relate to aspects of performance including availability, experience, value, progress and innovation, and trust; are also generally trending upwards over the past year.
- 4.4 Average scores can mask significant differences in the Care score between different customer groups. These differences are used to inform our customer priorities.

List of appendices to this report:

Appendix 1: Customer Care Deep Dive

List of Background Papers:

Customer Service and Operational Performance Panel paper, Deep-dive on TfL’s “Care Score”, dated 4 October 2023

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