Agenda

Meeting: Customer Service and Operational Performance Panel

Date: Wednesday 18 November 2020

Time: 10.00am

Place: Microsoft Teams

Members

Dr Mee Ling Ng OBE (Chair)
Dr Alice Maynard CBE (Vice-Chair)
Bronwen Handyside

Anne McMeel
Dr Lynn Sloman

Copies of the papers and any attachments are available on tfl.gov.uk How We Are Governed.

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live on the TfL YouTube channel

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jamie Mordue, Secretariat Officer; telephone: 020 7983 5537;email: JamieMordue@TfL.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 10 November 2020

Agenda
Customer Service and Operational Performance Panel
Wednesday 18 November 2020

1   Apologies for Absence and Chair's Announcements

2   Declarations of Interest

General Counsel

Members are reminded that any interests in any matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3   Minutes of the Meeting of the Panel held on 23 September 2020
(Pages 1 - 8)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 23 September 2020 and authorise the Chair to sign them.

4   Matters Arising and Actions List (Pages 9 - 14)

General Counsel

The Panel is asked to note the updated actions list.

5   Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19 (Pages 15 - 36)

Managing Director Customers, Communication and Technology

The Panel is asked to note the paper.

6   Enterprise Risk Update -TfL Asset Condition Unable to Support TfL Outcomes (ER12) (Pages 37 - 38)

Managing Director London Underground and TfL Engineering

The Panel is asked to note the paper.

7   Customer Insights for the Post Covid-19 Recovery (Pages 39 - 56)

Managing Director, Customers, Communication and Technology

The Panel is asked to note the paper.

8   Assessing the Effectiveness of Social Media (Pages 57 - 80)

Head of Customer Information, Design & Partnerships

The Panel is asked to note the paper.

9   Members' suggestions for Future Discussions Items (Pages 81 - 84)

General Counsel

The Panel is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.

10   Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

11   Date of Next Meeting

Wednesday 24 February 2021 at 10.00am.

12   Exclusion of the Press and Public

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

13 Enterprise Risk Update -TfL Asset Condition Unable to Support TfL Outcomes (ER12) (Pages 85 - 94)

Exempt supplementary information relating to the item on Part 1 of the agenda.

Transport for London

Minutes of the Customer Service and Operational Performance Panel

Microsoft Teams Virtual Meeting
10.00am, Wednesday 23 September 2020

Members
Dr Mee Ling Ng OBE   Chair
Dr Alice Maynard CBE   Vice Chair
Anne McMeel
Dr Lynn Sloman

Executive Committee
Howard Carter   General Counsel
Alex Williams   Director of City Planning (for minute 06/09/20)

Staff
Bob Blitz   Bus Network Planning Manager, Surface Transport (for minute 08/09/20)
Mark Evers   Chief Customer Officer, Customers, Communication and Technology
Jonathan Fox   Director, Rail & Sponsored Services, Surface Transport
Fraser MacDonald   Strategic Consultations Lead, City Planning (for minute 06/09/20)
Joyce Mamode   Head of Assisted Transport, Passenger Services Dial-a-Ride (for minute 07/09/20)
James Mead   General Manager, On-Demand Transport (for minute 07/09/20)
Jamie Mordue   Secretariat Officer

01/09/20   Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting. TfL's meetings now fell within the Flexibility of Local Authority Meetings Regulations 2020 and the meeting was being broadcast live on YouTube.

An apology for absence had been received from Bronwen Handyside. Vernon Everitt, Managing Director Customers, Communication and Technology, Andy Lord, Managing Director London Underground and TfL Engineering, and Gareth Powell, Managing Director Surface Transport, were also unable to attend.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting.

02/09/20   Declarations of Interest

Members confirmed that their declarations of interests, as provided to the Secretariat and published on tfl.gov.uk, were up to date and there were no interests to declare that related specifically to items on the agenda.

03/09/20   Minutes of the Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020

Members noted that the Safety, Sustainability and Human Resources Panel had approved the minutes of the joint meeting at its meeting on 9 September 2020.

Members asked that the outcome of the review of air quality data and how it could be used for planning (minute 23/06/20) and the action on whether TfL was able to assist in the 'track and trace' programme (minute 24/06/20) be added to the Panel's action list

[Action: Secretariat]

The minutes of the joint meeting with the Safety, Sustainability and Human Resources Panel held on 10 June 2020 were approved as a correct record.

04/09/20   Matters Arising and Actions List

There were no matters arising from the minutes of the previous meetings.

The Panel noted the Actions List.

05/09/20   Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19

Mark Evers presented the paper, which provided an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from Covid-19.

Since the last (joint) meeting of the Panel, London had begun to re-open after the lockdown. TfL had worked to ensure that customers were equipped with the necessary information on using the network and to be reassured of the network's safety and reliability. Around 70,000 emails had been sent to customers and around 250,000 visits had been made to the Covid-19 related pages on the tfl.gov.uk. TfL continued to provide contact centre support and use social media to provide information.

Information provided on the network was a key part of the communication strategy, for example through signage and announcements, but it was also necessary to inform those who were not using the network, for example through radio advertisements. TfL estimated that 95 per cent of Londoners had been reached by the campaign in some form.

Quieter times on the network had been promoted, to reassure customers that social distancing could be maintained. The TfL Go app had recently been launched, which allowed customers to plan their journey in real time and, if necessary, reroute their journey to less busy parts of the network.

TfL had worked closely with businesses, attractions, cultural sites and retailers to understand how their sectors would return to work, to ensure that the transport network was not a limiting factor in the recovery effort. The guidance would be adapted to reflect any changes in government guidance.

Engagement with schools and all levels of government had been high. Operational changes to the network had been made, for example school only bus routes, to help schools welcome students back in significant numbers. It was estimated that 95 per cent of students had returned to school, however Zip Card usage was 72 per cent of the same period in 2019; anecdotal evidence suggested that, of those not using their Zip Card, more pupils were walking or cycling to school than using private vehicles. The use of Zip Cards was also spread over a longer time period.

To encourage Londoners to continue to use active travel, TfL produced an active travel toolkit and an online cycle skills course. Changes to the Streetspace environment had been communicated (see minute 06/09/20).

Throughout the period, TfL had monitored key customer metric scores to see how customers were responding. On the metrics 'TfL Cares' and 'TfL provides a safe service for customers' the results exceeded the results of the same period in 2019. Specific Covid-19 related metrics, 'TfL is supporting Londoners well during the Coronavirus crisis' and 'TfL is communicating well with Londoners during the Coronavirus crisis', had scored strongly.

Ensuring that Londoners understood that the use of face coverings was mandatory when using the network, unless the customer was exempt, was a key message in communications. Face covering compliance was over 90 per cent and TfL continued to continuously monitor compliance, through surveys, CCTV and staff spot checks. There were certain parts of the network and times of day where compliance was not as strong as others and the focus would be on those locations and times.

TfL was considering what more could be done to ensure customers wore face coverings throughout their journey and not just when entering and exiting the network. On buses, TfL was taking feedback from drivers and customers were encouraged to use the contact centre if they had concerns. TfL was working with the British Transport Police and enforcement officers to ensure that customers were following the rules. This was similar to the approach used to reduce fare evasion.

Each station had a bespoke plan should social distancing become an issue for staff and customers, however these had only been used on a couple of occasions. A team had been established to monitor how social distancing changed over time and where the difficult hotspots were.

Where service disruption had caused an increase in the number of people on the platforms, station staff would be deployed to those areas to provide more information and guidance to customers. The flow of customers would also be controlled at the gate line. This was in line with existing procedures to stop overcrowding but the point at

which measures were implemented would be brought forward, to ensure social distancing could be maintained.

Although it was not an issue on most of the network at present, customers were encouraged to adhere to the messaging in the Travel Kind campaign, in addition to the current messaging on face coverings and social distancing.

The Panel requested information on the number of refunds processed. Mark Evers confirmed that TfL had processed 36,000 refunds to customers with a value of over £3m, during the period of 1 June to 31 August 2020. Since 16 Mach 2020, TfL had processed over 75,000 refunds with a value of £9.2m.

The Panel commended the work that had been done on communications during the period to assure customers that TfL provided a safe level of service.

The Panel noted the paper.

06/09/20   Enhanced Approach to Public Engagement and Local Advocacy – a Focus on the London Streetspace Programme

Alex Williams introduced the paper, which provided an update on how TfL had transformed the way it engaged with communities and stakeholders on the wide-ranging set of policies, programmes and projects that affect them. The paper made specific reference to engagement on the London Streetspace Programme, which had been introduced at pace in response to the Covid-19 pandemic.

The Streetspace Programme had started in April 2020, but a huge amount had been delivered to date. Since the papers for the meeting were published further work had been completed, for example the schemes supported via borough bids had increased from 861 to 877 and the highway space reallocated to pedestrians had increased from 16,516sqm to around 22,000sqm. The amount of new or upgraded cycle infrastructure that had been completed or under construction was given as 44.6km in the paper but the figure was 75km.

There was funding for 150 Low Traffic Neighbourhoods (LTNs), of which 61 were currently in place. Whilst it was clear that some LTNs were locally contentious, some boroughs were keen to make them permanent. Typically, a scheme like LTNs would require 18 months of planning, consultation and modelling, however these schemes were developed with the boroughs, with an active listening programme to understand people's views during the trial.

Fraser MacDonald told the Panel that the four key elements that TfL used to ensure Londoners understood the Streetspace Programme, what was changing now in their neighbourhoods and the long-term changes were:

(a) Inform: to ensure that Londoners understood what was being done, how it was being done, why it was being done and what the next steps were. For all schemes that had been implemented, all residents within the perimeter of the scheme had been contacted through letter drops to provide information and feedback channels. TfL was exploring opportunities for digital engagement, such as video conferencing or digital surgeries.

(b) Engage and seek input: to use stakeholder intelligence and expertise to inform the programme development, policies, prioritisation, standards and guidance, communications, and inclusivity, activation and behaviour change. TfL had received over 3,000 pieces of correspondence from residents that provided feedback on the schemes. The Consultation team worked closely with the Engineering and Sponsorship teams to ensure necessary changes were being made.

(c) Win advocacy and prompt behaviour change: to build a coalition of stakeholders to help ensure the success of Streetspace and create opportunities for every Londoner to be involved. Whilst there had been push back on some schemes, several campaign groups had formed to support what was being delivered.

(d) Consult: to prepare stakeholders and communities for statutory consultation, where schemes would be sought to be made permanent, and to provide feedback into the Streetspace decision making process. TfL would seek to ensure Londoners understood how their feedback was used to shape the schemes.

TfL was working with schools, business groups, local groups and the emergency services when implementing schemes. In addition, TfL was working closely with the boroughs to deliver borough led schemes under the Streetspace Programme.

Members welcomed the 75km of cycle infrastructure that had been built or was under construction and asked what systems were in place to ensure that they were functioning as they had been intended and were easy to use. It was noted that most new cycle infrastructure was along corridors that allowed speedy implementation. While these did not necessarily address issues at junctions, this would be addressed when decisions were being taken about making any scheme permanent. TfL was also holding the boroughs to account to ensure that some element of segregation was installed. Where new infrastructure was installed, it was important to provide this information to third party providers for their apps.

Members queried what was being done to ensure that the benefits of LTNs were being as equally distributed as possible. TfL was actively listening to residents and collecting real data, rather than projections, prior to decisions on the scheme's permanence. Whilst LTNs did reduce traffic on residential streets, the intention was not to simply move traffic to busier roads; the aim of LTNs was to avoid a car led recovery.

The engagement approach would continue throughout the life of temporary schemes, which would likely require at least six to nine months before an informed decision could be made. Each scheme would be determined on a case by case basis.

The Consultation team had been able to adapt existing resources and had used other existing tools within TfL to bolster the digital engagement. The benefit of this type of stakeholder approach was that there was a greater likelihood that more schemes would be made permanent and deliver long-term benefits to London.

There would always be vocal groups that provided feedback to schemes, but the active listening approach made it easier to understand the specific elements that groups had concerns about. Before any decisions were made on the future of schemes, TfL would present a transparent and balanced view of all the issues brought forward.

Members raised that it was vital to be clear to stakeholders when the statutory decision-making process would begin if schemes were to be made permanent and that this would be informed by the effectiveness of each individual scheme and would draw on the experience of pervious schemes, such as the Mini-Hollands in Waltham Forest.

The Panel welcomed the strong partnerships that were being formed with local partners and the boroughs. Where possible, TfL should leverage the experiences and support of local politicians to share the experiences and benefits of similar schemes with other local politicians.

The Panel noted the paper.

07/09/20 Assisted Transport Services Update

Joyce Mamode introduced the paper, which provided an update on the work that had been done to improve Assisted Transport Services (ATS) for Londoners with reduced mobility, since November 2019.

Taxicard and Dial-a-Ride services had continued to operate. Some resources were turned to delivery services, working with councils and voluntary services, to support those who were not able or were not confident to leave their home. TfL also worked with the NHS to deliver medicine and equipment and to organise the transport related to the Nightingale Hospital.

Good progress had been made against the ATS roadmap. The profile of ATS had been raised within the taxi trade; whereas previously there were issues with the supply of taxi drivers, particularly for Taxicard, ATS had provided a good source of work for the trade throughout the pandemic. TfL would build on the progress made so that ATS would be thought of as an important part of the market for the taxi trade. Members noted that there was now a waiting list for drivers wanting to gain the relevant accreditation.

Work on the one stop shop booking and scheduling platform had restarted. An Invitation to Tender was expected to be issued in October 2020 with a view to contract award in December 2021.

On customer segmentation and customer research to help TfL better understand the ATS market, TfL would work with a research company to engage with various parties and be the third-party data processor. This work would show, amongst other things, which people were using ATS, what was wanted from ATS and where there were gaps in services.

The ATS team had begun to look at how it could act in parallel with other TfL activities, for example by promoting where Londoners could use mobility scooters in parallel to the promotion of walking routes and active travel.

The Panel thanked staff for the work they had done in progressing along the ATS roadmap and for meeting the needs of Londoners during the pandemic. Members commended the increased collaboration with local councils and NHS trusts.

The Panel noted the paper.

08/09/20   Bus Services to London's Hospitals – 2020 Update

Bob Blitz introduced the paper, which provided an update on the provision of bus services to London's hospitals.

Of the seven key actions identified in the initial review, four had been implemented, two were in progress and one was on hold. Since the last update, route 440 had been extended, to provide better direct links between Wembley and the Central Middlesex Hospital.

A consultation on the extension of route 470, to provide direct links between Sutton and Epsom Hospital, took place in late 2019 but implementation was currently delayed owing to construction work on the hospital grounds.

A consultation on new route 456, to provide direct new bus links between Winchmore Hill and Enfield to North Middlesex University Hospital, took place in late 2019, with implementation expected in early 2021.

The extension of an existing bus route to the Whittington Hospital was on hold and was dependent on the redevelopment of part of the hospital site.

Work had also been completed on lower priority actions since the last update. The extension of route 384 to Mill Hill and Edgware to improve links to the west of the London Borough of Barnet to Barnet Hospital was completed on 29 August 2020. The links between Harlesden and Central Middlesex Hospital to Northwick Park Hospital had been simplified by the extension of route 440.

A wider review of the bus links to the Royal Marsden Hospital and the London Cancer Hub development had concluded and a consultation would be held in late 2020.

A consultation was expected to be held in late 2020 on the extension of route 324 to the Royal National Orthopaedic Hospital, to provide direct links from Stanmore London Underground station.

During the pandemic, more healthcare services were moved to Finchley Memorial Hospital. TfL would temporarily extend route 383 to the hospital grounds, once works in the hospital carpark had been completed. This was expected in the coming weeks. A consultation would be held before consideration was given to making the change permanent.

Assisted Transport Services (ATS) to hospitals had made good progress prior to the Covid-19 lockdown in March 2020. Meetings had been held with a major NHS trust to determine how transport to hospitals could be improved. A database of the hospitals included in the bus services to hospitals review had been created to better analyse what services hospitals provided to mobility impaired patients and who the key contacts were.

Relationships with the key trusts were developing and TfL was working with them to share information; TfL would help people understand what hospital transport services were available and the trusts would promote appropriate TfL services. The development of this network reduced the number of people falling between the gaps in provision.

TfL's website had been updated to provide information on how to access hospital transport services. Once the ATS one stop shop for scheduling and booking had been developed, the intention was to use it as a building block to offer more services, for example linking into a hospital transport booking system.

Members queried what data was available to provide insight on the uptake of the programme. The Panel noted that it took around six months for changes to services to become established, but it was currently difficult given the decline in ridership since March 2020. TfL would continue to collect data on uptake and would provide this in future updates.

Members stated that the route changes should be publicised to encourage uptake, not just for those needing to access hospitals as a patient but for those visiting loved ones.

The Panel noted the paper.

09/09/20   Member Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

Members requested an update to the next meeting on the public engagement and advocacy for the London Streetspace Programme.   **[Action: Alex Williams]**

The Panel noted paper.

10/09/20   Any Other Business

There was no urgent business.

11/09/20   Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 18 November 2020 at 10.00am.

The meeting closed at 11:40am.

Chair: _____

Date: _____

Customer Service and Operational Performance Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **18 November 2020**

Item: **Matters Arising and Actions List**

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

2 Recommendation

2.1 The Panel is asked to note the Actions List.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of meeting of the Panel informal discussion on 23 September 2020

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**Customer Service and Operational Performance Panel Actions List
(Reported to the meeting on 23 September 2020)**

Appendix 1

Actions from the meeting held on 23 September 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
03/09/20	**Minutes of the Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020** Members asked that the outcome of the review of air quality data and how it could be used for planning (minute 23/06/20) and the action on whether TfL was able to assist in the 'track and trace' programme (minute 24/06/20) be added to the Panel's action list.	Secretariat	November 2020	Complete. Items have been added to the Panel's actions list and Forward Planner.

Actions from joint meeting with Safety, Sustainability and Human Resources Panel on 10 June 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
23/06/2020 (SSRHP Minutes)	**Quarterly Safety, Health and Environment Performance Report** Members requested that air quality data be reviewed to understand the impact of the lockdown and to see how it could be used to inform planning going forward, particularly in encouraging greater levels of walking and cycling in the recovery phase.	Alex Williams	February 2021	In progress.

Minute No.	Item/Description	Action By	Target Date	Status Note
25/06/20 (SSRHP Minutes)	**Quarterly Customer Service and Operational Performance Report – Injuries on TfL Rail** The opportunity for TfL to assist in the 'track and trace' programme, through access to data from the ticketing system, would be investigated.	Shashi Verma	November 2020	Complete. Assistance has been offered to Government to see if our data can be of any use.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
44/11/19 (5)	**Quarterly Customer Service and Operational Performance Report – Injuries on TfL Rail** A greater percentage of injuries were recorded on TfL Rail, rather than London Overground, DLR and Trams. The Panel would be provided with a note, once the reason had been ascertained.	Andy Lord	September 2020	Complete. Members received an update on 9 November 2020.
44/11/19 (7)	**Quarterly Customer Service and Operational Performance Report – Taxi and Private Hire KPIs** Members asked if the key performance indicators reflected what was important for the customer. A paper would be provided to a future meeting on potential changes to the KPIs for the quarterly report.	Helen Chapman	November 2020	A note is being prepared and will be shared with Panel Members.

Minute No.	Item/Description	Action By	Target Date	Status Note
18/06/19 (4)	**Quarterly Customer Service and Operational Performance Report – active travel** A paper on the difference in active travel between boroughs would be provided to the Panel.	Alex Williams	November 2020	This work has been incorporated into the London Streetspace Programme. All future updates included in the annual update to the Safety, Sustainability and Human Resources Panel.
17/06/19 (2)	**Matters Arising and Actions List – shared use bus boarders** The results of the research into shared use bus boarders, undertaken at Enfield, Waltham Forest, Kingston and Camden, would be shared with Members once they had been finalised.	Andrew Summers	November 2020	TfL is awaiting the results from three types of survey: video surveys; intercept surveys; and views recorded on accompanied visits. A note will be shared with the Panel once analysis has been conducted.
19/06/19	**Healthy Streets Check for Designers** The Panel requested that the impact of the HSCD be included in the detailed analysis of the difference in active travel between boroughs (action 18/06/19 (4)).	Alex Williams	November 2020	Please refer to action 18/06/19 (4)).

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Customer Service and Operational Performance Panel

Date: **18 November 2020**

Item: **Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19**

This paper will be considered in public

1   Summary

1.1   The purpose of this paper and accompanying presentation is to inform the panel of TfL's extensive communication and stakeholder engagement to enable London's recovery from Covid-19.

1.2   This paper covers the period from Monday 31 August to Monday 26 October 2020.

2   Recommendation

2.1   The Panel is asked to note the paper.

3   Response to Recent Changes

3.1   Since London moved to Tier 2, on 15 October 2020, we have:

(a) taken further measures to make the network cleaner than ever;

(b) run continuous campaigns on safety, cleanliness, face coverings and running a full service, reaching millions of people;

(c) continued to promote 'quiet times' to enable social distancing; and

(d) promoted active travel.

3.2   The Government announced a second national lockdown, from Thursday 5 November until Wednesday 2 December 2020, with a message to stay at home, except for specific purposes.

3.3   Travel advice has not changed, and we continue our messaging on safety, cleanliness and face coverings.

List of appendices to this report:

Appendix 1: Communication and Stakeholder Engagement: Enabling the recovery from Covid-19

List of Background Papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and
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Communication and Stakeholder Engagement: Enabling the recovery from Covid-19

18 November 2020

EVERY JOURNEY MATTERS

Context

- Since London moved to Tier 2, on 15 October 2020, we have:

    - Taken further measures to make the network cleaner than ever;

    - Run continuous campaigns on safety, cleanliness, face coverings and running a full service, reaching millions of people;

    - Continued to promote 'quiet times' to enable social distancing; and

    - Promoted active travel.

- This presentation summarises our customer, media and stakeholder communication between Monday 31 August – Monday 26 October 2020.

- Government announced a second national lockdown, from Thursday 5 November until Wednesday 2 December 2020, with a message to stay at home, except for specific purposes.

- Travel advice has not changed, and we continue our messaging on safety, cleanliness and face coverings.

EVERY JOURNEY MATTERS
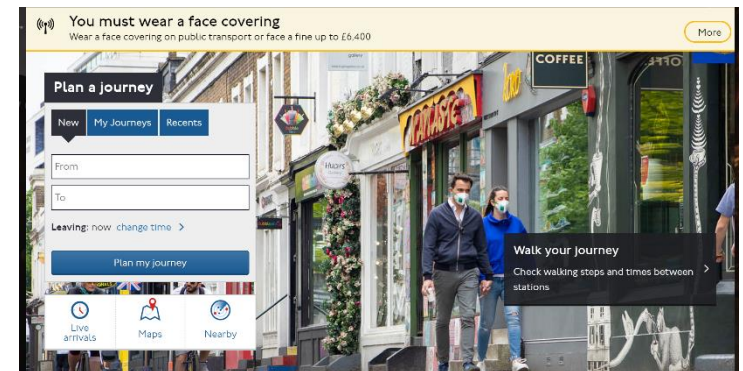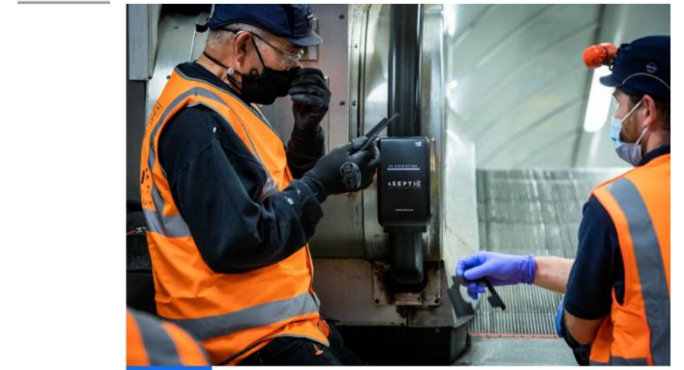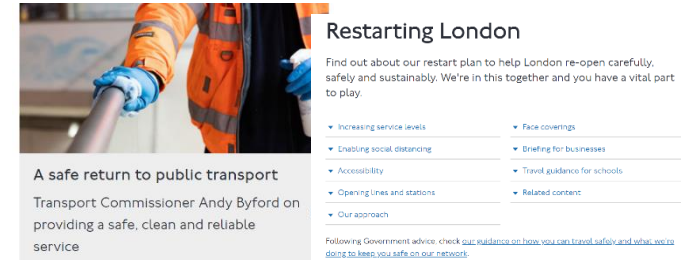
Keeping our customers informed

- Over 2.7 millions emails sent. A particular theme during the period has been to emphasise the mandatory requirement to wear a face covering.

- Over 430,000 visits to coronavirus related webpages.

- Unprecedented level of customer contact:

  - Over 305,000 calls to our Contact Centre, over 83,000 items of correspondence and 118,000 mentions and private messages across Twitter and Facebook; and

  - Processed 27,000 refunds to customers with a value of over £459,000.

EVERY JOURNEY MATTERS

Journey Planner and real time data

- 46 updates to the Journey Planner dataset, available as free open data to third party apps via our unified API.

- 529 bus timetable changes and 90 Underground, DLR, River Bus and Cable Car timetables.

- Up to 1,380 real-time messages per day dealing with busier periods, station re-opening etc. This is also available as a feed to third parties such as Google.

- TfL Go app has over 52k downloads so far and is rated 4.1 in Apple store.

EVERY JOURNEY MATTERS

Media

- A flow of proactive press stories, especially on face coverings, and responded to hundreds of enquiries to over 1,400 journalists and media outlets.

- 70 statements/media briefings issued.

- Over 13 interviews with various broadcast, national, London and international media.

- 54 posts across Twitter, Facebook and LinkedIn.

Transport for London @TfL · 21 Oct
As part of #BlackHistoryMonth, some of our fantastic employees have shared their career tips with us

Celebrating Black History Month - Made by TfL
To celebrate Black History Month, three fantastic women within our Commercial Development team have shared their wisdom and tips.
madeby.tfl.gov.uk

Transport for London
6 hrs ·
Make getting outdoors for a walk, cycle, or scoot a little more interesting this half term
https://londonblog.tfl.gov.uk/family-activities/

Transport for London
Yesterday at 02:07 ·
Face coverings but make it fashion
Head over to our Instagram to find out how you can be in with a chance of winning these moquette face coverings from London Transport Museum!
https://www.instagram.com/p/CGo3sdsMHNL/

Press release

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Thursday 8 Oct 2020

TfL Press Release - Small minority of people failing to wear face coverings on public transport warned 'wear one or face a fine'

Download

PN-086

- Operations underway across TfL's Transport networks targeting people ignoring the law and risking Londoners' health
- Ignoring the law on face coverings could result in a fine of up to £6,400

EVERY JOURNEY MATTERS

Customer communication - advertising

- Over 80 per cent of Londoners have been reached with our information campaign.

- Four radio advertisements to an audience of 5.7 million people.

- Nine outdoor advertising information campaigns in 820 digital panels to an audience of 5.4 million Londoners.

- Three digital banner messages on external websites to an audience of 1.8 million Londoners.
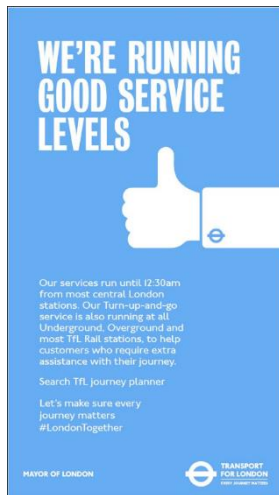
Face covering compliance

- On 15 June 2020, face coverings became mandatory.

- On 20 June 2020, exemption card introduced to support customers who are unable to wear face coverings.

- On 5 October 2020, introduced a new badge, similar to our Please Offer Me a Seat badge, that shows the wearer is exempt.

- Customers can request a badge via our website for free.

- So far we have distributed 14,839 badges.

- We are seeing face covering compliance at well over 90 per cent.

- TfL enforcement scaled up from 4 July – 28 October 2020:

  - 115,447 people stopped until they put on a face covering;

  - 8,292 people were prevented from boarding and 1,882 were ejected from the service; and

  - 726 Fixed Penalty Notices have been issued by TfL officers to those refusing to comply.

EVERY JOURNEY MATTERS
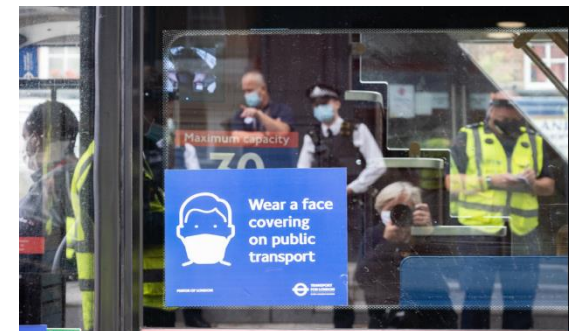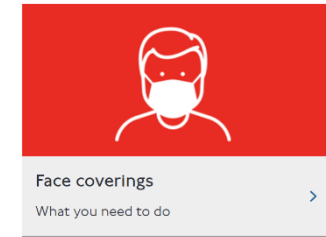
Cleanliness

- Regular cleaning on the network on a daily, weekly and four-weekly basis, using anti-bacterial and antiviral cleaning fluids.

- Regular 'touch points' such as Oyster readers, lift buttons, handrails, seat arms, emergency points, poles, door and escalator rails being wiped down with a strong disinfectant.

- More than 200 UV light sanitising devices are being installed to continuously clean 110 escalators on the London Underground.

- Partnership with Dettol for free access to hand sanitiser gel at all London Underground station, completed installation of 874 sanitiser units.

- Further secured partnership for 12 months for free access to hand sanitiser gel across all our networks.

- Conducted regularly testing for coronavirus on the transport network.

Press release

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Monday 26 Oct 2020

TfL Press Release - Installation of UV light devices on Tube escalators is latest step in TfL's extensive anti-viral cleaning regime

PN-088

- More than 200 UV light sanitising devices are being installed on 110 escalators on the London Underground network
- It follows a successful trial which found that they improve sanitisation levels on escalator handrails by at least 50 per cent
- Builds on TfL's existing coronavirus testing programme and extensive anti-viral cleaning regime

EVERY JOURNEY MATTERS

Promoting quiet times

- To help spread demand and enable social distancing, we continue to encourage Londoners to travel at quiet times.

- Bespoke communication to customers who recently travelled during the peak times and updated posters at 'hotpots' stations/stops and website content.

- Two new dashboards added in our website, to help customers understand how our network has changed since the start of the pandemic.

  - 'Demand by Travel Mode', which shows how overall travel volume on our network changed; and

  - 'Demand by Station Type', which shows how daily activity – in terms of entry and exit taps at the station barrier for each Tube station changed.

- We continue to monitor and update our messages to reflect changes in demand.
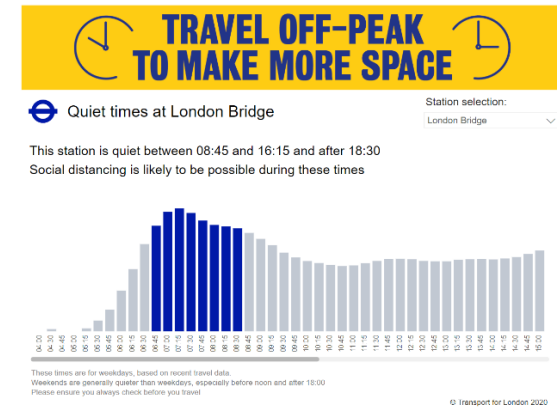
EVERY JOURNEY MATTERS

Stakeholder Engagement

- Before Government's announcement on Tier 2 Covid alert level, our engagement has been on Restart and Recovery, Streetspace and the reopening of schools.

- We held briefings for Directors of Children's services, engaged with parenting and youth groups, and held joint stakeholder sessions with the Department for Education.

- Continued to engage with residents and stakeholder groups on Streetspace, and commissioned a survey of residents living within a Low Traffic Neighbourhood to understand local sentiment.

- Worked with London's business groups to explain how the network has responded to the Coronavirus pandemic and the effect it has had on our finances.

- As London prepared for a second wave and entered into Tier 2, we worked with local authorities to understand and resolve concerns and ensure clear, consistent messaging.

EVERY JOURNEY MATTERS

Promoting Car Free Day

- Marked Car Free Day with a two-week online campaign.

- Encouraged Londoners to show their support by exploring city on foot or by cycle, using #MyCarFreeTrip.

- Joined up with partners to give away prizes to those sharing car free trips on social media, including GoPro and Brompton Bicycle.

- Content included animations and illustrations, Active Travel and Streetspace - focused stories showing quick walks between stations and an Instagram and Facebook face filter.

- Santander Cycles offered free rides for the three days leading up to Car Free Day and 25 per cent off annual memberships to those who signed up on the day – with a significant uplift from 2019.

Transport for London
181,068 followers
1d · 🌐

Just 1 week to go until World #CarFreeDay 2020 🎉

To celebrate, reimagine your journeys car-free. Here's how you can g ...see more

Reimagine your city car-free - Made by TfL
madeby.tfl.gov.uk · 2 min read

Transport for London ✓
4d · 🌐

📍 Leicester Square to Covent Garden

Help us reduce air pollution and support London's green recovery from the pandemic by pledging to walk or cycle your trips this September 🔄

https://madeby.tfl.gov.uk/car-free-day/ ... **See More**

EVERY JOURNEY MATTERS

London Transport Museum

- There have been 22,500 visitors to the London Transport Museum since it reopened on the 7 September 2020. This is around 40 per cent of usual visitors.

- On 7 October 2020, the London Transport Museum successfully launched it's new website.

- Since the launch, there has been 58 per cent more website visits and user level has increased by 36 per cent.

- Online shop has seen sales of £526,000, which is an increase of 35 per cent on budget and 48 per cent on last year sales.

- After the successful event in August 2020, 'Depot Family Experience' resumed for a week during October half-term.

- Museum introduced a live virtual tour as part of Hidden London programme.

- The Hidden London exhibition* won the Heritage Awards for 'Temporary or Touring Exhibition of the year'.

- On 10 September 2020, new 'After Dark' event launched which take place every Thursday for a late night experience.

- London Transport Museum is closed as of Thursday 5 November* 2020.

*Information amended on 16 November 2020 for accuracy

EVERY JOURNEY MATTERS
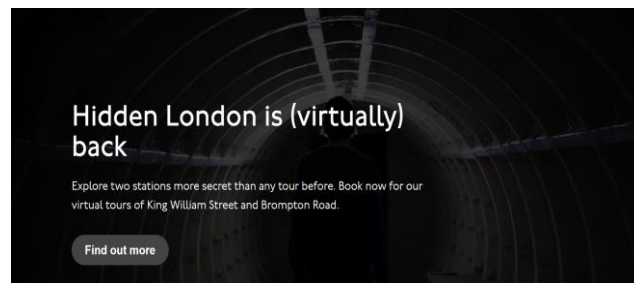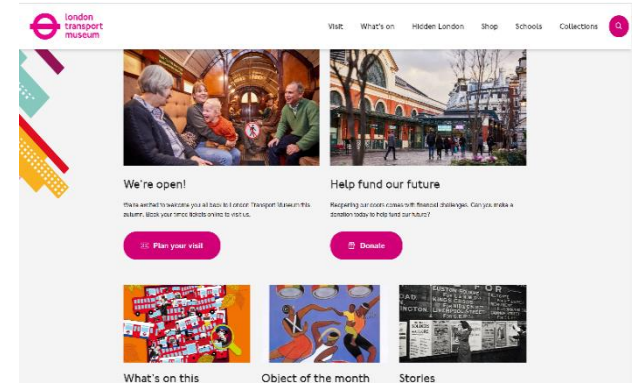
Customer Metrics

- This section covers the Covid-19 scores for Period 6 (24 August to 19 September 2020)

- Care remained stable at 57 per cent - equivalent to a strong period pre-Covid score.

- A six point increase in public transport usage as lockdown restrictions continued to ease.

- We have seen demand for Tube journeys at 35 per cent and Buses journeys at 58 per cent.

- Score for 'TfL gives customers ways to complete their journey as lockdown is eased' rose significantly by three points to 65 per cent.

- Scores for 'TfL is supporting Londoners well during the Coronavirus crisis' and 'is communicating well with Londoners during the Coronavirus crisis' both improved, to 61 per cent and 66 per cent respectively.

EVERY JOURNEY MATTERS

Periodic reputational scores
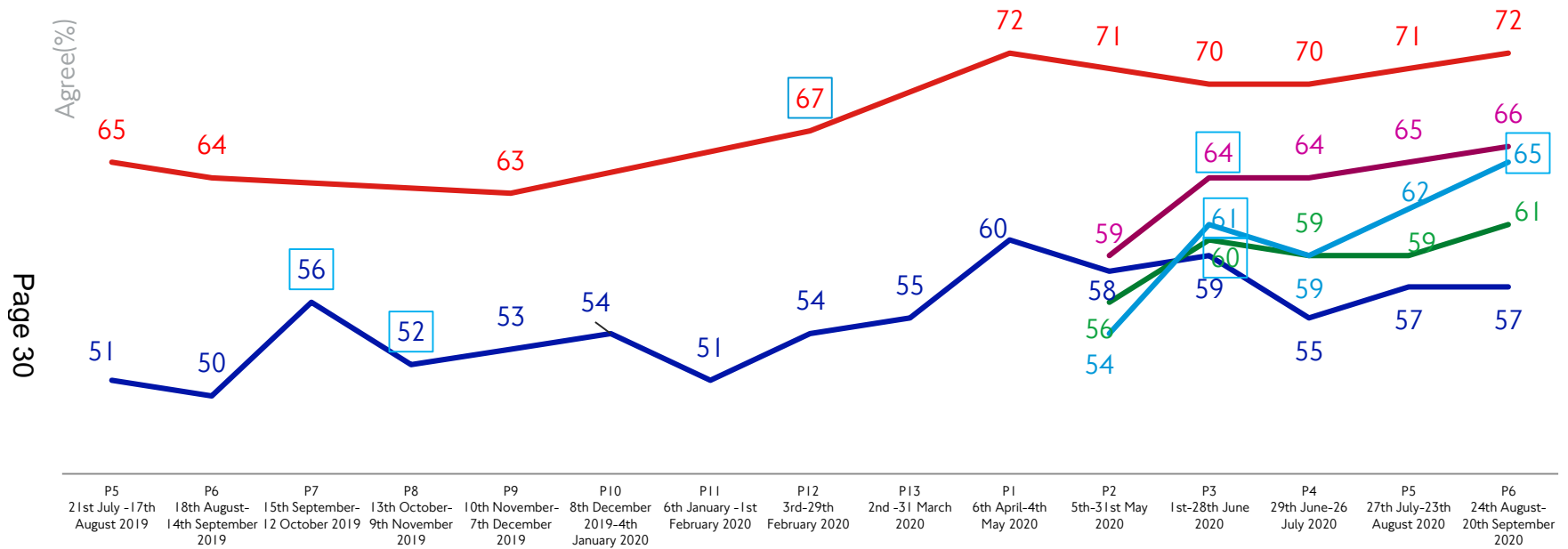
Legend:
- TfL cares about its customers
- TfL provides a safe service for customers
- TfL is supporting Londoners well during the Coronavirus crisis
- TfL is communicating well with Londoners during the Coronavirus crisis
- TfL gives customers ways to complete their journeys as lockdown is eased

☐ Significant difference vs. previous period

RedCoreTFL_01. How much do you agree or disagree with the following statements about TfL?
Base: All Respondents – P5 19/20 (1038), P6 19/20 (1034), P7 19/20 (1989), P8 19/20 (1021), P9 19/20 (1058), P10 19/20 (1023), P11 19/20 (1053), P12 19/20 (1063), P13 19/20 (2014), P1 20/21 (1516), P2 20/21 (1991), P3 20/21 (1961) P4 20/21 (1949), P5 20/21 (2020), P6 20/21 (2004)

EVERY JOURNEY MATTERS

TfL cares about its customers

Strongly/Slightly Agree — **Strongly/Slightly Disagree** — **Neither**

TfL cares about its customers (%)

	P5 2019/20	P6 2019/20	P7 2019/20	P8 2019/20	P9 2019/20	P10 2019/20	P11 2019/20	P12 2019/20	P13 2019/20	P1 2020/21	P2 2020/21	P3 2020/21	P4 2020/21	P5 2020/21	P6 2020/212
Agree	51	50	56	52	53	54	51	54	55	60	58	59	55	57	57
Neither	29	34	28	29	28	30	30	29	29	26	26	26	27	29	28
Disagree	19	16	16	19	19	16	19	17	15	13	16	16	18	15	15

☐ Significant difference period on period

EVERY JOURNEY MATTERS

TfL is supporting Londoners well during the Coronavirus crisis

Page 32

TfL is supporting Londoners well during the Coronavirus crisis (%)

— Strongly/Slightly Agree   **—** Strongly/Slightly Disagree   **—** Neither

	P5 2019/20	P6 2019/20	P7 2019/20	P8 2019/20	P9 2019/20	P10 2019/20	P11 2019/20	P12 2019/20	P13 2019/20	P1 2020/21	P2 2020/21	P3 2020/21	P4 2020/21	P5 2020/21	P6 2020/212
Agree										60	56	60	59	59	61
Neither										29	26	25	25	27	26
Disagree										12	18	16	16	14	14

☐ Significant difference period on period

COV_06: Now, thinking specifically about the Coronavirus crisis, how much do you agree or disagree with the following statements about TfL? (TfL is supporting Londoners well during the Coronavirus crisis.). Base: All respondents – P1 2020/21 (1516), P2 2020/21 (1991), P3 2020/21 (1961), P4 2020/21 (1949), P5 2020/21 (2020), P6 2020/21 (2004)

EVERY JOURNEY MATTERS

TfL is communicating well with Londoners during the Coronavirus crisis

—— Strongly/Slightly Agree   —— Strongly/Slightly Disagree   —— Neither

TfL is communicating well with Londoners during the Coronavirus crisis (%)

59	59	64	64	65	66
30	26	22	22	24	23
11	15	14	14	12	11

P5 2019/20   P7 2019/20   P9 2019/20   P11 2019/20   P13 2019/20   P2 2020/21   P4 2020/21   P6 2020/212

☐ Significant difference period on period

COV_06: Now, thinking specifically about the Coronavirus crisis, how much do you agree or disagree with the following statements about TfL. ? (TfL is communicating well with Londoners during the Coronavirus crisis.) Base: All respondents – P1 2020/21 (1516), P2 2020/21 (1991), P3 2020/21 (1961), P4 2020/21 (1949), P5 2020/21 (2020), P6 2020/21 (2004)

EVERY JOURNEY MATTERS

TfL gives customers ways to complete their journeys as lockdown is eased

Legend: Strongly/Slightly Agree, Strongly/Slightly Disagree, Neither

Significant difference period on period

EVERY JOURNEY MATTERS

TfL provides a safe service for customers

Strongly/Slightly Agree — Strongly/Slightly Disagree — Neither

TfL provides a safe service for customers (%)

	P5 2019/20	P6 2019/20	P9 2019/20	P12 2019/20	P1 2020/21	P2 2020/21	P3 2020/21	P4 2020/21	P5 2020/21	P6 2020/212
Agree	65	64	63	67	72	71	70	70	71	72
Neither	25	27	25	23	19	18	19	19	19	17
Disagree	10	9	11	10	9	11	11	11	10	11

☐ Significant difference period on period

EVERY JOURNEY MATTERS

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Customer Service and Operational Performance Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: 18 November 2020

Item: Enterprise Risk Update –TfL Asset Condition Unable to Support TfL Outcomes (ER12)

This paper will be considered in public

1 Summary

1.1 As part of TfL's risk management process, the Customer Service and Operational Performance Panel, oversees the "Asset condition unable to support TfL outcomes" (Enterprise Risk 12). This risk applies to all TfL operational assets and reflects our ambition to develop and embed, where appropriate, standardised asset management practices.

1.2 This paper provides an update on how TfL manages the risk across its business units.

1.3 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL

2 Recommendation

2.1 The Panel is asked to note the paper and the exempt supplemental information provided on Part 2 of the agenda.

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Andy Lord, Managing Director, London Underground & TfL Engineering
Number: 020 3054 6931
Email: AndyLord@tfl.gov.uk

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Customer Service and Operational Performance Panel

Date: 18 November 2020

Item: Customer Insights for the Post Covid-19 Recovery

This paper will be considered in public

1 Summary

1.1 The purpose of this paper and accompanying presentation is to inform the Panel of our most recent insights regarding the expectations of customers using or considering a return to the public transport network.

1.2 It considers the implications of these expectations to inform improvements to customer service, particularly when the time comes to welcome back more customers to public transport after current restrictions limiting the reasons for leaving one's home come to an end.

1.3 While these improvements will alleviate concerns regarding public transport, we must recognise that there are factors beyond our control affecting the need or desire to travel (e.g. Covid-safe office capacity, extent of permitted leisure and hospitality activity).

2 Recommendation

2.1 The Panel is asked to note the paper.

3 Background

3.1 As we have made significant improvements to our services and sharpened our focus on customers over the years, there has been a corresponding and substantial improvement in our core customer metrics. As expectations continue to rise and perceptions change given the pandemic, we will continue to address inconsistencies in our services as we strive to improve what we deliver for all Londoners.

3.2 Our Customer Programme, which has been shared previously with the Panel, aims to:

(a) encourage greater use of public transport, walking and cycling;

(b) support customers better, especially when things go wrong, to deliver our promise of Every Journey Matters; and

(c) address the root cause of issues our customers experience in priority order, starting with those that occur most frequently and have the greatest impact.

3.3 We need to explore how we deliver this in the context of the recovery from Covid-19 and adapt to different perceptions and expectations around safety, cleanliness and orderliness of public transport. This is particularly the case in respect of "crowding" and passengers abiding by new requirements (e.g. wearing face coverings).

3.4 Similarly, we need to consider the implications of changed perceptions and expectations in relation to active travel.

List of appendices to this report:

Appendix 1: Recovery insights and impact on pain-points

List of Background Papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and Technology
Number: 020 3054 7167
Email: VernonEveritt@tfl.gov.uk

Appendix 1

Customer & Operational Performance Panel

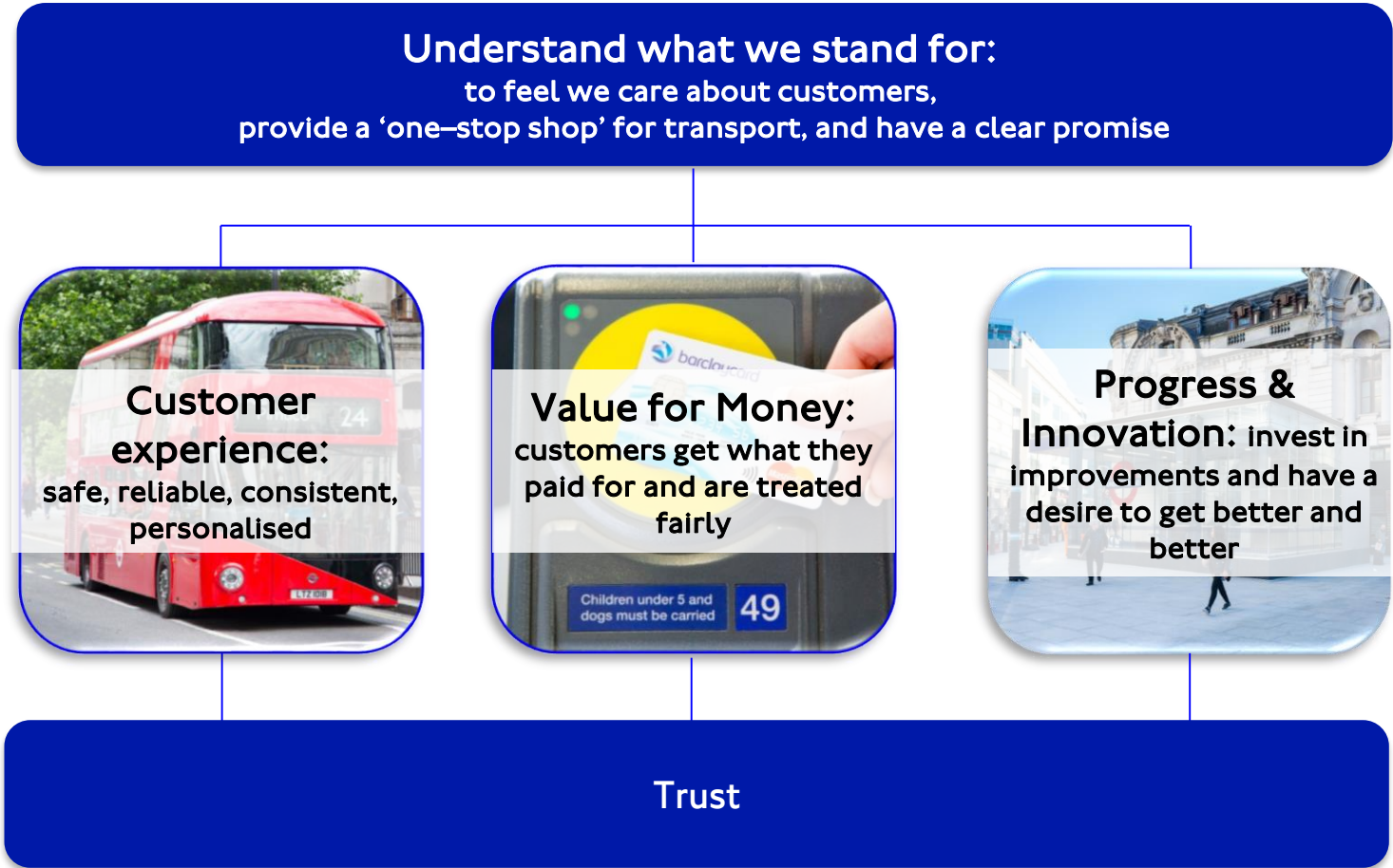# Recovery insights, pain-points and the Customer Programme

EVERY JOURNEY MATTERS

In 2012, a pan-modal study established what our customers want from TfL

Understand what we stand for:
to feel we care about customers,
provide a 'one–stop shop' for transport, and have a clear promise

Customer experience:
safe, reliable, consistent, personalised

Value for Money:
customers get what they paid for and are treated fairly

Progress & Innovation: invest in improvements and have a desire to get better and better

Trust

EVERY JOURNEY MATTERS

We must continue to aim for a consistently high level of customer service

Over the years, we have made substantial improvements to various aspects of our services. Customer satisfaction has increased as a result and our "Care" scorecard measure has remained strongly positive, albeit having plateaued after early strong increases

1. The majority of journeys are smooth and uneventful; however, the journeys where things go wrong are the ones that stick in customers' minds

2. Although customers describe strong performance and 'pockets of excellence' across TfL, there are a number of pain points that frustrate customers on a regular basis
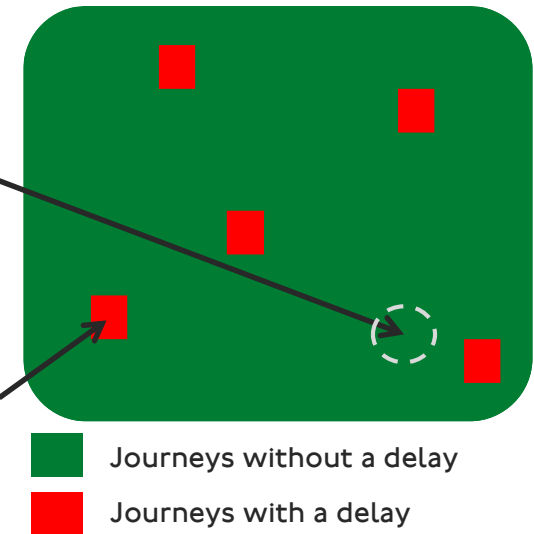
CSS*

- Measures customer's last journey only
- Only 2-3% chance of delay
- CSS therefore high

Care

- Delayed journeys stay with customers and are reflected in our Care score

Journeys over time

Journeys without a delay

Journeys with a delay

Our Customer Programme has been designed to:

- Support customers when things go wrong to reduce the impact of the inevitable occasional delays and problems
- Address pain points, starting with those that occur most often and have the highest impact on customers. These also need to be examined in the context of the post-Covid-19 recovery

* CSS – customer satisfaction score, which reflects a customer's overall satisfaction with a journey expressed as a score out of 100

EVERY JOURNEY MATTERS

As well as reducing ridership, the pandemic has changed customer perceptions and expectations

- Covid safety, cleanliness and orderliness are top of mind

- Reliability and support during disruption are even more important as concern over "crowding" is a source of stress for people anxious to maintain social distancing

The relative importance of these concerns and what to do about them varies depending on whether a person is back using the network or has yet to do so

- Covid-19 and operational changes to mitigate its impacts have disproportionately affected some customer groups (e.g., people with a disability), so it is vital that we consider everyone's different needs

EVERY JOURNEY MATTERS

Top 5 (of c.25) measures that will encourage people to use public transport*

Bus 🚌		Tube 🚇		Rail 🚆	
Face coverings enforced	8.3	Face coverings enforced	8.1	Face coverings enforced	8.7
Capacity limits on bus well-managed	8.0	Stations and trains cleaned every night with anti-viral…	6.8	Stations and trains cleaned every night with anti-viral…	6.4
Buses cleaned every night with anti-viral products	7.4	Limits on the number of people in each station	6.8	Staff enforce social distancing at stations	6.2
Signage on the bus to support social distancing	6.4	Staff enforce social distancing at stations	6.7	Limits on the number of people in each station	6.2
Hand sanitiser available	5.7	Hand sanitiser available	5.3	Hand sanitiser available	5.7

Top 5 (of c.20) measures to drive satisfaction among current users of public transport*

Bus		Tube		Rail modes	
Buses cleaned every night with anti-viral products	34%	Value for money	26%	Face coverings enforced	27%
Face coverings enforced	31%	Face coverings enforced	23%	Value for money	23%
Safe environment – from accidents, crime, others	31%	Real time info about disruption	22%	Trains are frequent	22%
Value for money	28%	Trains are frequent	22%	Staff enforce social distancing at stations	20%
Buses are frequent / regular	26%	Staff enforce social distancing at stations	21%	I am able to board the first train that arrives	19%

* Please refer to the end of the presentation for an explanation of the analytical methodology

EVERY JOURNEY MATTERS

Considering all this, we have updated our "pain-point" matrix...

HIGH ANNOYANCE / ANXIETY

Conflict between customers over safety, e.g. not wearing a mask

Discomfort caused by temperatures or lack of ventilation

Unexpected delays to journeys e.g. late arrival, curtailments, terminating early, gaps in service, slow journey times, long waits

Inconsiderate behaviour of other customers affecting perceptions of safety (e.g. not social distancing)

Physical discomfort or anxiety due to crowding or lack of social distancing

Other PT users not wearing a mask properly or at all

Perception some staff are not setting a good safety example, e.g. by not wearing a mask

Poor quality built environment (including cleanliness of platforms, seats, graffiti, litter on streets)

Lack of, or poor quality, real time information, especially during disruption

Bus not stopping, customers unable to board/not picked up

Staff not visible or available at stations when needed

Bus drivers/station staff– poor customer service/rude or inappropriate behaviour

Not being able to resolve a ticketing problem at the station

Lack of advance warning of delays on other modes/routes

Bus Driver Behaviour – Poor /dangerous driving

Payment errors

Lack of apology or ownership when things go wrong

Lack of openness around the causes of issues/delays

Poor information about roadworks

HIGH ENCOUNTER FREQUENCY

Availability of cycle hire docking stations/bikes

Navigating the network and streets with luggage, push chairs, wheelchairs

Poor information when changing mode or route

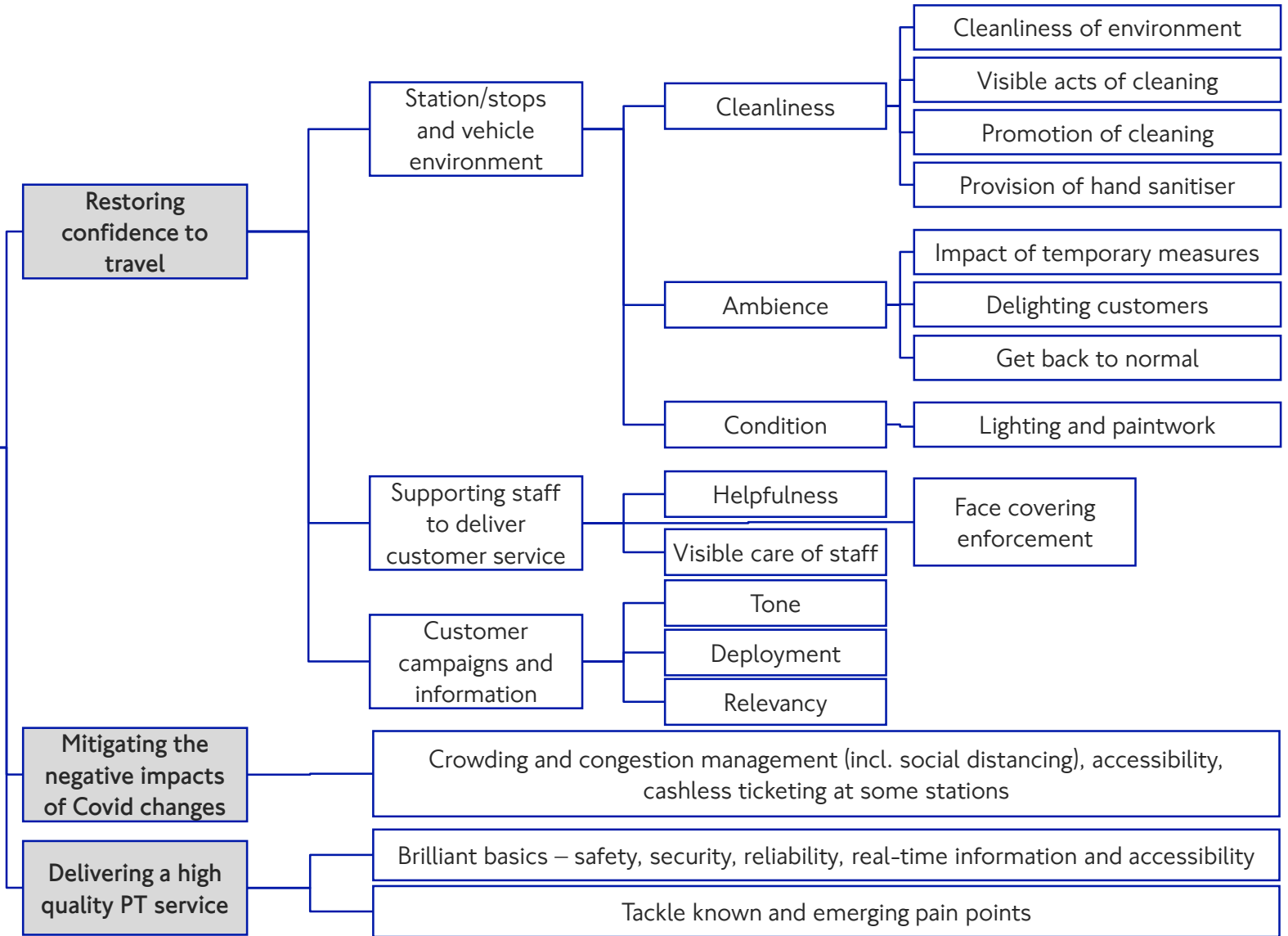Poor conditions of road (e.g. potholes)

Unwelcoming or sterile environment, e.g. dead space, hazard tape, eeriness
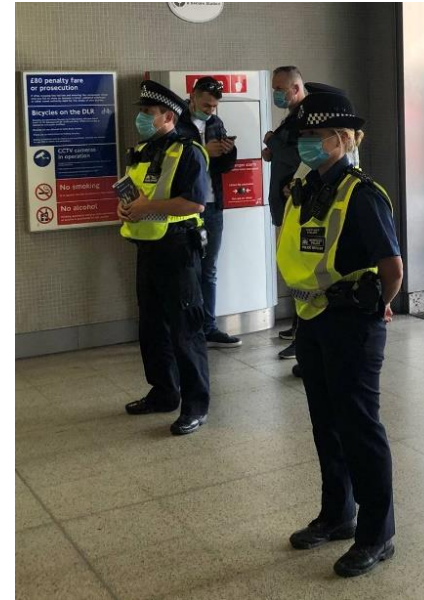
Increasing congestion

EVERY JOURNEY MATTERS

From these insights we have developed a framework for a customer-led recovery

```
Facilitating a
customer-led
recovery

Page 48
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Restoring confidence to travel

- **Station/stops and vehicle environment**
  - **Cleanliness**
    - Cleanliness of environment
    - Visible acts of cleaning
    - Promotion of cleaning
    - Provision of hand sanitiser
  - **Ambience**
    - Impact of temporary measures
    - Delighting customers
    - Get back to normal
  - **Condition**
    - Lighting and paintwork
- **Supporting staff to deliver customer service**
  - **Helpfulness**
    - Face covering enforcement
  - **Visible care of staff**
- **Customer campaigns and information**
  - Tone
  - Deployment
  - Relevancy

Mitigating the negative impacts of Covid changes
- Crowding and congestion management (incl. social distancing), accessibility, cashless ticketing at some stations

Delivering a high quality PT service
- Brilliant basics – safety, security, reliability, real-time information and accessibility
- Tackle known and emerging pain points

Example 1: Encouraging and enforcing face coverings

Hey @TfL you've got to start enforcing masks on tubes.
Fine people, ban them, whatever it takes. Make a badge for people who are exempt. #sortitout

Page 49

Face coverings should be used while travelling on our services

Please maintain social distancing of 2 metres wherever possible.

Check your route
tfl.gov.uk/travel-tools   0343 222 1234*

ON MEANS ON

YOUR FACE COVERING MUST COVER YOUR NOSE AND MOUTH

You must wear your face covering at all times when travelling on TfL services, unless you are exempt.

For more information, search TfL Restart Plan.

#LondonTogether

MAYOR OF LONDON   TRANSPORT FOR LONDON   EVERY JOURNEY MATTERS
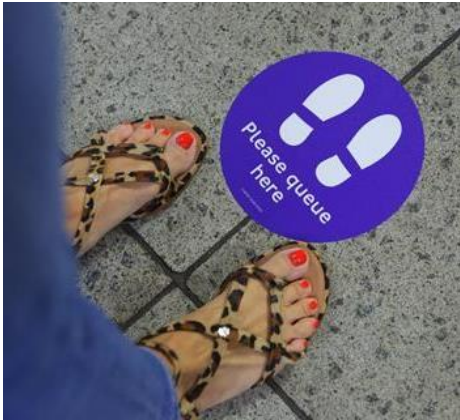
I am exempt from wearing a face covering

Example 2: Social distancing and cleanliness

Example 3:
Customer information

Social media videos to set
expectations and explain cleaning

WE'RE BACK TO GOOD SERVICE LEVELS

Transport for London

Dear Mrs Dixon,

Our transport network has returned to good service levels. If
part in the Government's Eat Out to Help Out scheme during
please travel outside the busiest times.

Millions of emails

New TfL Go app

Regular website updates

EVERY JOURNEY MATTERS

To date, these actions have had a positive impact on customer perceptions

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Customer pulse (Pre-Covid)

Customer Pulse (Covid)

Agree(%)

| | P5 21st July -17th August 2019 | P6 18th August-14th September 2019 | P7 15th September-12 October 2019 | P8 13th October-9th November 2019 | P9 10th November-7th December 2019 | P10 8th December 2019-4th January 2020 | P11 6th January -1st February 2020 | P12 3rd-29th February 2020 | P13 2nd -31 March 2020 | P1 6th April-4th May 2020 | P2 5th-31st May 2020 | P3 1st-28th June 2020 | P4 29th June-26 July 2020 | P5 27th July-23th August 2020 | P6 24th August-20th September 2020 |

TfL cares about its customers

TfL provides a safe service for customers

TfL is supporting Londoners well during the Coronavirus crisis

TfL is communicating well with Londoners during the Coronavirus crisis

TfL gives customers ways to complete their journeys as lockdown is eased

EVERY JOURNEY MATTERS

Next steps

- When the time is right, we need to both win-back ridership and, whilst delivering value for money, continue with efforts to improve our services for customers

- We will focus on the things that matter most to our customers (e.g., face covering enforcement, running a safe and reliable service, maintaining high standards of cleanliness, and keeping customers informed)

- In parallel, we will provide better real-time information to support decision-making, especially during disruption

- The long-term affects of the pandemic remain unclear. The Customer Programme will need influence and adapt

Further detail on analytical approach:

Two analytical exercises were carried out to understand what factors will encourage travel and what will drive repeat usage

For non-users a "Max Diff" exercise was carried out to understand which factors will encourage travel

- 25 inputs were tested e.g. the wearing of face coverings is enforced

- We asked respondents a series of different choice sets, where they were asked to choose the most and least important of a set of 4 items to getting them to start travelling again

- From these inputs, all the elements tested were assigned a share of preference (sum to 100%)

- If there are 25 factors in the set, if all factors were equally important then each one would have an importance share of 4%, therefore, any factor with more than 4% share can be seen as more relatively important, and any factor with less than 4% share is less relatively important

Those who are travelling again answered a "Kano" exercise to understand how to encourage repeat usage

- We asked respondents how they would feel if each element was present vs. absent. All inputs were then assigned a quadrant in the framework, by combining the presence and absence response

- This allows us to understand whether factors for driving usage are considered basics or critical success factors

- The Kano scores are the % of respondents that classified these elements as a performance factor – which means they increase satisfaction if present, and would cause dissatisfaction if absent

EVERY JOURNEY MATTERS

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Customer Service and Operational Performance Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **18 November 2020**

Item: **Assessing the Effectiveness of Social Media**

This paper will be considered in public

1 Summary

1.1 We have been asked by the Panel to report back on the effectiveness of our social media campaigns in supporting our customers.

1.2 This paper focuses on what channels we use, how we manage them and how we apply the results we get to refine future campaigns. We have also included some case studies, which help illustrate our approach.

2 Recommendation

2.1 The Panel is asked to note the paper.

3 Background

3.1 We carefully plan our use of social media, rigorously review the results from these channels and optimise its use by a careful review of channel performance, 'testing and learning' as we do so. We do this alongside our overall review of the effectiveness of communication channels, including posters and radio advertising. It is, therefore, difficult to clearly separate out the effectiveness of social media from the wider package of channels.

3.2 While there are challenges with measurement and making a direct link between campaign and message and subsequent behaviour change, social media channels clearly offer several benefits. They provide reach at scale to particular groups of customers and we can immediately gauge sentiment. We can tailor our messages effectively because different channels have quite clearly identifiable groups of users. They help amplify our campaigns as part of an overall package of communication.

3.3 The social media landscape is crowded and the way in which our customers interact with it is complex. Customers move from one platform to another making it almost impossible to measure how the messages influence their actions or behaviours on a 'by channel' basis. Users may change their views based on what others are saying or on what their original intention was when looking for, or receiving, information.

4   How we use Social Media

4.1   Each channel has its own unique characteristics, defined by the user demographics, the primary purpose of the channels, (e.g. news, customer service or entertainment) and the content type (e.g. text, photos or video). Each has its own method to evaluate performance of individual messages. Planning requires sensitivity to the role of each channel; they work differently, and each requires a bespoke approach to content.

4.2   We therefore plan our use of social media channels depending on what we are asking our customers, or what information we are communicating to them. Social Media can add a useful dimension to campaigns however, it is not always the best choice. For example, where a highly targeted campaign to a particular audience is required, it can perform well. But for scale, reaching 'all Londoners' then other channels will perform far better. Increasingly, it is also the case that social media messaging has to be 'bought' like other channels. The days of campaigns being run for 'free' on social media are gone.

4.3   User-generated content is the lifeblood of social media built on communities and interactions. Brands build relationships with users, with an end goal in sight. If we can inspire users to create content that reflects or supports our messages, then we have succeeded. User generated content achieves some of the highest engagement rates.

4.4   It is also important for us to monitor the changing social media landscape and adjust and change how we use it. A recent example is the changes that we are making to our Twitter feeds. The multiple feeds previously used for real-time travel information were no longer providing customers with the most accurate service status. This is because Twitter has changed the order in which users see tweets, from chronologically to in order of engagement levels. Our focus for Twitter is, therefore, evolving to use it as a platform to support our campaigns and provide customer service.

List of appendices to this report:

Appendix 1: TfL's use of Social Media. Our approach to Strategy and Evaluation

List of Background Papers:

Slide presentation attached

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TfL's use of Social Media: Our approach to Strategy and Evaluation

18 November 2020

'Social Media' are interactive Web 2.0 Internet-based applications that facilitate the creation or sharing of information, ideas and opinions; users create service-specific profiles for the website or app that are designed and maintained by social media organisations or 'platforms'.

EVERY JOURNEY MATTERS

Content

- Key Considerations
- Routes to Social Media
- Social Media Channels
- Our Social Media approach
- Behaviour Change
- Measuring Performance
- Social Media Channels
- Case Studies
- Coronavirus examples March to May

EVERY JOURNEY MATTERS

Social media – key considerations

Content & Behaviour change

- We can monitor how customers interact with our social media

- We can't make a direct link between a message and subsequent behaviour change

- We plan our social media content by message, channel and audience, using the most appropriate content on the channel that we believe will engage customers with our messages

- We set metrics in advance depending on the outcome we want to see, for example, visits to a webpage

- We use the agility of digital channels to constantly 'test and learn'

- Publishing too much on social media can result in platforms 'down-grading' content and making it less accessible. We plan carefully to ensure this does not happen.

Audience Reach

- We reach the people we need to engage with using a mix of our own content and 'Paid For' content

- TfL has powerful social media channels, where content is carefully managed to maintain customer engagement and retain followers

- We use a mix of our own channels and 'paid for' display on others' channels, to increase our reach

- Social media platforms are constantly changing. Entering a social media platform is relatively easy, leaving a social media platform can be more challenging

Routes to Social Media

Our own channels

- TfL Channels – Twitter, Facebook, Instagram

- We manage and post the content

- It's content that people choose to engage with i.e. they follow our feed

- It's reach is limited to the number of followers we have, unless content is shared

- It is useful for brand engagement as our content is shared by followers

Paid – Display Advertisements

- Paid for content

- We can manage the platforms we want to appear on

- We can communicate with certain audiences, i.e. by demographic or geography

- It can reach audiences at scale

- With new and emerging tools we can track where the customer goes next from our 'call to action'

Social Media Channels

TfL Channels

Channels where we have a presence and can post our own content and have followers:

- Twitter
- Facebook
- Instagram
- YouTube

Paid for Social Media

Channels where we pay for content and digital displays:

Twitter

Facebook

Instagram

YouTube

SnapChat

Developing our social media approach

From this	To this
Mass Channels *Multiple channels, overloaded with messages and content* *Entering channels without future thinking*	**Selected channels** *Use the right channel for the message* *Enter channel only when they can be sustainable and support business objectives*
Publish everything *Push out every message and news story regardless of relevancy*	**Selective publishing** *High quality bespoke content that is right for the channel and audience*
Same content format, all channels *Take the same content format for all channels*	**Use the right format** *Develop content i.e. video that is right for each channel*

Supporting behaviour change

Our campaign planners ask:

- What is the purpose
- Who are we trying to reach
- What is the right channel to reach them

We use social media to:

Inform:	Inspire:	Influence:
customers and help them to understand more about TfL and our services. For example, value for money fares, how the congestion charge operates	customers to consider doing something differently. For example, how they can contribute to improving London's air quality, active travel, using public transport more frequently	customers to act differently. For example, slow down when driving, use public transport off peak, use public transport safely
OBJECTIVE: Clearly convey useful information at scale	OBJECTIVE: Create a positive emotional connection on the things our customers car about	OBJECTIVE: change behaviour

EVERY JOURNEY MATTERS

Measuring Performance

Three main measures:

Engagement

- **Passive** engagement is the number of times it has been displayed on the feed. This does not mean people have read it

- **Active** engagement is when the reader has done something; likes, commented, shared, clicked-through

Reach & Frequency

- The reach is the number of impressions (different platforms use different phrases)

- Frequency is the number of times a person might have seen the message

Call to Action

- The number of people who then went on to do something as a result of seeing the message e.g. clicked through to a website

Social Media Demographics

	Facebook	Instagram	Snapchat	Twitter	LinkedIn
Social Media Platforms Used by Adults in Great Britain Feb 2020 (% of respondents in each group)					
Gender					
Female	62%	34%	18%	22%	14%
Male	58%	31%	14%	25%	23%
Age					
15–34	81%	66%	43%	38%	24%
35–54	64%	32%	8%	29%	26%
55+	40%	6%	1%	8%	7%
Social grade					
ABC1	65%	39%	17%	31%	26%
C2DE	54%	26%	15%	15%	8%

Twitter

- Twitter can Raise awareness with a large audience, for example show how we are improving transport for our customer and inspire change
- It is limited when trying to communicate detailed messages (limited word count)
- It can be a very useful 'customer service' channel and customers have high expectations about getting a response
- Can build positive brand engagement, as it can improve follower's perception of the brand and engaging content is proactively shared by followers .
- Be more attractive to commercial partnerships because we have high engagement
- Communicate how we are improving transport for customers
- More ability to monitor, analyse and scan for big issues with few feeds to monitor
- Corona Tube map (example below – user generated content) one of the most popular TfL Facebook posts of all time with 453,104 people reached

User generated content

Reach a large audience

Inspire change

EVERY JOURNEY MATTERS

Good example of how to use Twitter

Capitalise on unique opportunities

Shows our personality

- With fewer Twitter feeds we are able to monitor and identify these opportunities more easily and gain even greater reach
- Use these opportunities to promote other messages i.e. Steve and Graham, the nicknames for the seagulls, could promote other digital tools i.e. traffic status news

Facebook

- Facebook reach can be high, in particular when we use customer generated content
- It can be used to convey a longer message
- Video works very well, the majority of users watch with sound switched off
- We are competing with a growing number of community groups
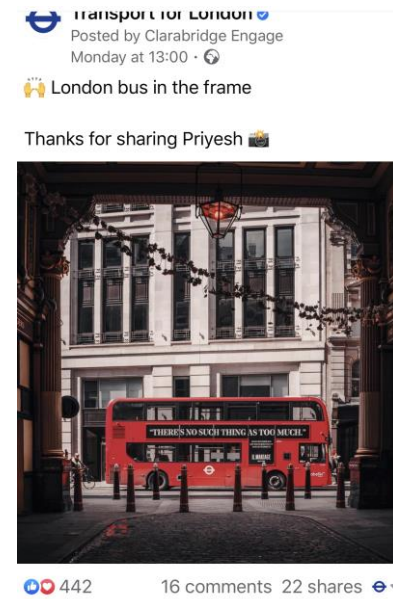- It is not suitable for customer service
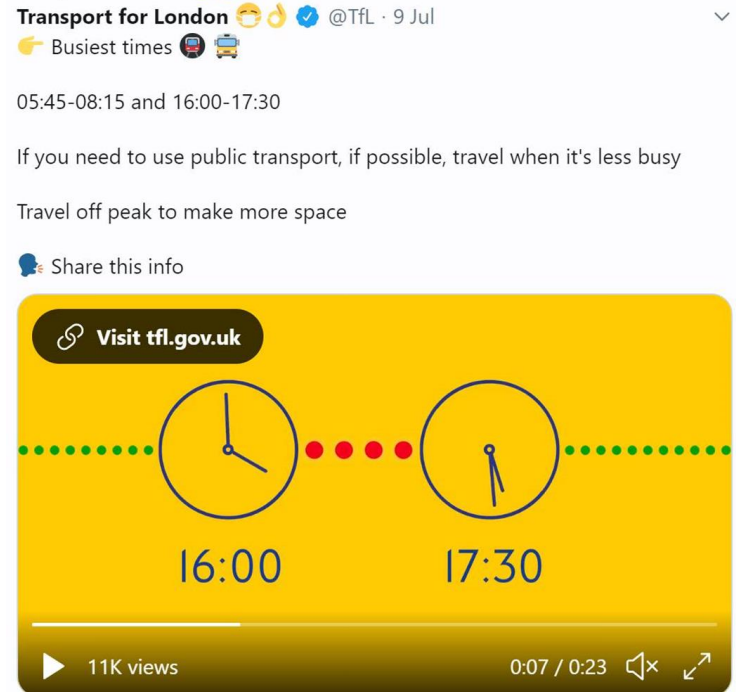- It can build brand engagement

Subtitled Video

Brand Engagement

User generated content

EVERY JOURNEY MATTERS

Good example of how to use Facebook

Convey a longer and more detailed message

- Users will watch a longer video on Facebook. Video can 'show' not just tell
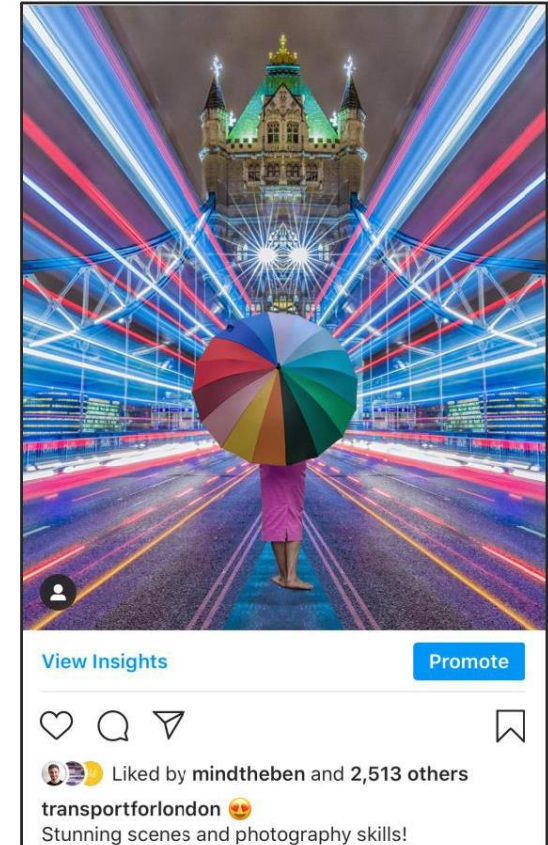- It demands high-quality, bespoke content

Instagram

- Engagement with Instagram posts has increased significantly as has our posting
- User generated content works especially well
- Growth reflects an industry trend, but our performance has been particularly strong
- It is becoming an increasingly important social channel for us
- It works particularly well when inspiring and influencing behaviour

EVERY JOURNEY MATTERS

Good example of how to use Instagram

Encourage User generated content that supports our key messages

- Shows images generated by users, where they are exhibiting the behaviours that match our key messages i.e. Walking & Cycling
- Leads to more followers of our feed, enabling greater reach for our own generated content

- Page 73

View Insights   Promote

Liked by **mindtheben** and **2,513 others**
transportforlondon 😍
Stunning scenes and photography skills!

Case Study: Supporting Return to School on Snapchat

- Snapchat is a relativity new channel
- Can reach a far younger audience
- Predominantly used as a paid for channel
- Can be useful to inspire young people but cut through is a challenge
- Videos need to be very short, i.e. between 2 and 10 seconds

New School service

- Raise awareness of the new dedicated school buses to support the return to school
- Encourage school children to use the dedicated buses and allow more time
- A hard to reach audience who would not naturally follow TfL's organic social media channels
- Support and enhance other communications; bus stop & shelter information, engagement with schools, radio, social media and CRM to parents
- 3 Videos were produced, with shorter videos performing the best:
  - 212,194 views of 2 second video
  - 95,520 views of 5 second video
  - 47,864 views of 10 second video

EVERY JOURNEY MATTERS

Case Study: Supporting Active Travel on multiple social media channels

- Create overarching multi-channel digital strategy for walking and cycling

- Increase promotion of walking and cycling across our digital channels (web, blog, social and email)

- Minimise customer effort when searching for walking and cycling across our channels

- Inspire users to walk or cycle instead through engaging content:
  - Speed of walking/cycling vs public transport
  - Walking commutes and leisure routes
  - Walking and cycling infrastructure that enables active travel
  - Travel tools to prioritise and help plan walking and cycling journeys
  - Cycle Skills training
  - Events and partnerships (e.g. Car Free Day)
  - People's real stories of walking and cycling

EVERY JOURNEY MATTERS

March	• Enhanced Cleaning • Services are for critical workers, vide viewed 270,000 times • Changes to road user charging • Do not travel • Travel outside of peak times • Retweet various Government messages

EVERY JOURNEY MATTERS
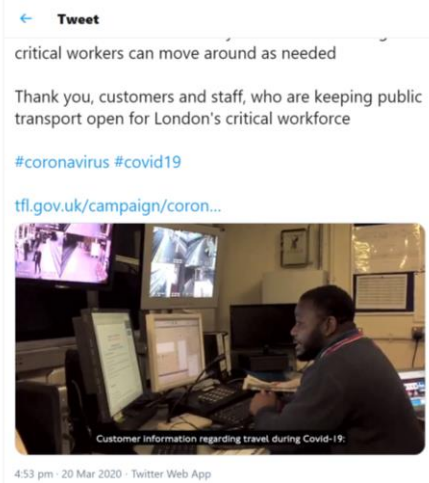
April	• Stay Home Save Lives • Stay Home over Easter • Video featuring TfL & NHS staff 40,000 views • Showing social distancing • Staff condolence message • Re-tweeting

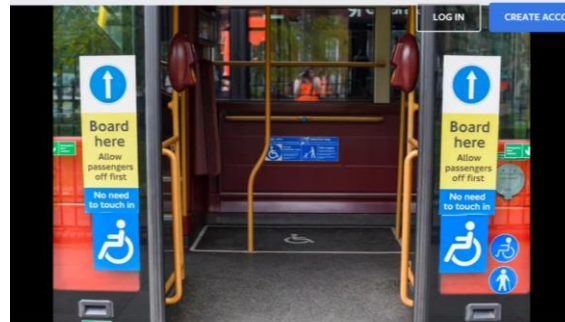| April | • Protecting bus drivers – middle door board |
| | • The risk of making non essential journey video featuring staff 30,000 views |
| | • Social distancing measures on the bus network |

EVERY JOURNEY MATTERS

May	• Zoom background • NHS thank you video 24,000 views • Wear a face covering • Essential journeys only – make space for those that need to travel • Installing hand santisers • Enhanced cleaning • Social distancing – mind the gap • Our plans to re open London safety

MIND THE GAP

Stay Safe
Leave a space

🚶 ⬅➡ 2m 🚶 ⬅➡ 2m 🚶

tfl.gov.uk/campaign/coron...

👇 Bus stations
👇 Victoria Coach Station
👇 TfL River Piers
👇 Woolwich Ferry
👇 Emirates Air Line cable car

tfl.gov.uk/campaign/coron...

Transport for London 🚶🚲✓
@TfL

We've prepared custom backgrounds for your next video call 👤

Enjoy our network from home 👇

Transport video conference backgrounds and wallpapers - Experience London
Enjoy the network from home with our custom backgrounds. 🖼🎥
🔗 londonblog.tfl.gov.uk

Please maintain social distancing of 2 metres wherever possible
🚶 ⬅➡ 🚶

If you can, avoid our services

#COVID19

EVERY JOURNEY MATTERS

A note on using Facebook and Instagram: TfL's current position on paid for media activity

- In July 2020 TfL and the GLA Family joined other advertisers to participate in a boycott of FB and Instagram.

- This was in response to Civil Rights and Advocacy Groups behind the 'stophateforprofit' campaign highlighting concerns that the social network was not doing enough to curtail hate speech, racist and violent content and is not applying policies evenly on its platform.

- Whilst Facebook has committed to making improvements we are remaining cautious and keeping the situation under review.

- From August 2020 we are only using these channels for crucial public information, health and safety messaging and accessing other channels to get our messages out to Londoners.

- 'Organic' posting on TfL's feeds is still taking place but we are not paying for postings

Customer Service and Operational Performance Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: 18 November 2020

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1   Summary

1.1   This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2   Recommendation

2.1   **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

3   Forward Plan Development

3.1   The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:

(a)   Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Quarterly Customer Service and Operational Performance Report.

(b)   Regular items (annual, half-year or quarterly) which are for review and approval or noting.

(c)   Matters reserved for annual approval or review: Examples include benchmarking report.

(d)   Programmes and Projects at a level requiring Committee approval or review prior to Board approval. These are scheduled following advice from the operating businesses.

(e)   Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4   Current Plan

4.1   The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Panel Forward Planner 2020/21

List of Background Papers:

None

Contact Officer: Howard Carter, General Counsel
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Customer Service and Operational Performance Panel Forward Planner 2020/21

Membership: Dr Mee Ling Ng OBE (Chair), Dr Alice Maynard CBE (Vice Chair), Bronwen Handyside, Anne McMeel and Dr Lynn Sloman.

Abbreviations: Managing Director (MD), Customers, Communication and Technology (CCT), London Underground at TfL Engineering (LU), Surface Transport (ST), D (Director)

24 February 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
TfL International Benchmarking Report	MD CCT	Annual
Strategic Overview of Cycling in London	D City Planning	Annual Update
Enterprise Risk: Major Service Disruption	MD LU	Annual Update
Enterprise Risk: Loss of Stakeholder Trust	Chief Technology Office and D Customer Experience	Annual Update
Enterprise Risk: Disparity leading to unequal or unfair outcomes	D Diversity, Inclusion & Talent	Annual Update
Public engagement and Local Advocacy: London Streetspace Programme.	D City Planning	Member request

Regular items:
- Quarterly Customer Services and Operational Performance Report (MD CCT/MD LU/ MD ST) (Quarterly)
- TfL International Benchmarking Report – Annual
- Bus Services to London's Hospitals – Annual (June/July)
- Assisted Transport Services Update (every six months)
- Customer Journey Modernisation (every six months)
- Strategic Overview of Cycling – Annual (June/July)

Items to be scheduled:
- Understanding London's diverse communities
- Bus Consultation
- Customer Insight
- Communication with front line staff and customers (Action from PIC)
- Rotherhithe to Canary Wharf crossing

As at 10 November 2020

Customer Service and Operational Performance Panel Forward Planner 2020/21

Informal Briefings/Visits on the following topics (from a customer perspective and how TfL impacts and addresses):
- Trams
- Docklands Light Railway
- Junior Road Watch (visit)
- Platform Safety Interface trial (visit) (LU)

As at 15 September 2020