

Date: 10 March 2016

Item: TfL Customer Information Strategy

This paper will be considered in public

1 Summary

- 1.1 This paper updates the Safety, Accessibility and Sustainability Panel on TfL's Customer Information Strategy (CIS), particularly its action plans to improve the flow and consistency of real time information. A presentation will be given at the meeting and copies of the associated slides are attached as Appendix 1.
- 1.2 A separate paper on the agenda provides further information on the new information products we are working on to help better manage travel demand.

2 Recommendation

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

3 Background

- 3.1 Providing customers and users with accurate and timely information before and during journeys is a core element of our CIS. The information that TfL provides to customers and users is an opportunity to improve customer satisfaction and resolve some of the most frustrating issues that customers face.

Our customers

- 3.2 Customers and users want personalised information relevant to their own individual journeys. Customers like to be put in control of their journeys and reassured about the status of their journey, including receiving notifications about disruptions.
- 3.3 The way in which customers and users consume information has changed radically with the take up of mobile devices and the production of new products and services such as apps, which are powered by TfL data
- 3.4 Demographics also shape customer needs and expectations:
 - Younger vs. Older;
 - Inner vs. Outer London;
 - Londoner vs. Visitor; and
 - Those with accessibility needs.

Channels of communication

- 3.5 Some communication channels are controlled by TfL, such as its website and email service, whilst others, such as apps and social media, are not. TfL's job is to provide consistent, high quality information across all these channels by being the trusted source of the data via our control rooms and feeds.

4 Action plan

- 4.1 As part of TfL's continuous improvements, customers and users want a more consistent approach across all information channels.

Service information consistent with network performance

- 4.2 TfL assesses line status performance based on the whole network performance, i.e. "There is a good service on all lines". However in reality, it could mean that due to localised incidents, customers can experience delays, while the network as a whole is performing well.
- 4.3 This can be resolved by providing more localised information to customers via London Underground's Network Operations team. They will inform local station staff and TfL's Twitter teams of any local disruptions so they can update customers in real time via announcements and dot matrix boards and via Twitter feeds for each line.

Smart watch trial

- 4.4 It is essential that employees on the ground have access to the latest information in real time. A key part of London Underground's modernisation programme has been to make sure they are equipped with iPhones and other devices with the latest apps.
- 4.5 TfL is trialling a new process of delivering localised disruption information from CentreComm direct to bus station staff, using smart watches. Victoria and Stratford Interchange hubs have been selected as trial sites.

Consistency across digital information/signage

- 4.6 TfL is implementing a new digital standard to improve consistency across digital channels. This will ensure that the organisation is able to accommodate technological advances in hardware and software.
- 4.7 The standard has been trialled on TfL Rail's 'Wonderwall' digital information screen at Manor Park and will be introduced across TfL Rail's entire eastern section as soon as the station upgrade work has been completed.
- 4.8 The actual and potential growth of the network also requires a redesign of the information presented on the Rainbow Boards.

5 Next Steps

- 5.1 These improvements are part of TfL's continuous programme of improving customer information.

List of appendices to this report:

Appendix 1 – Customer Information Strategy slides

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TfL Customer Information Strategy

Keeping up with rising expectations and demands



1. Our customers

2. Customer information landscape

3. Customer needs and expectations

4. Current initiatives

5. Next steps



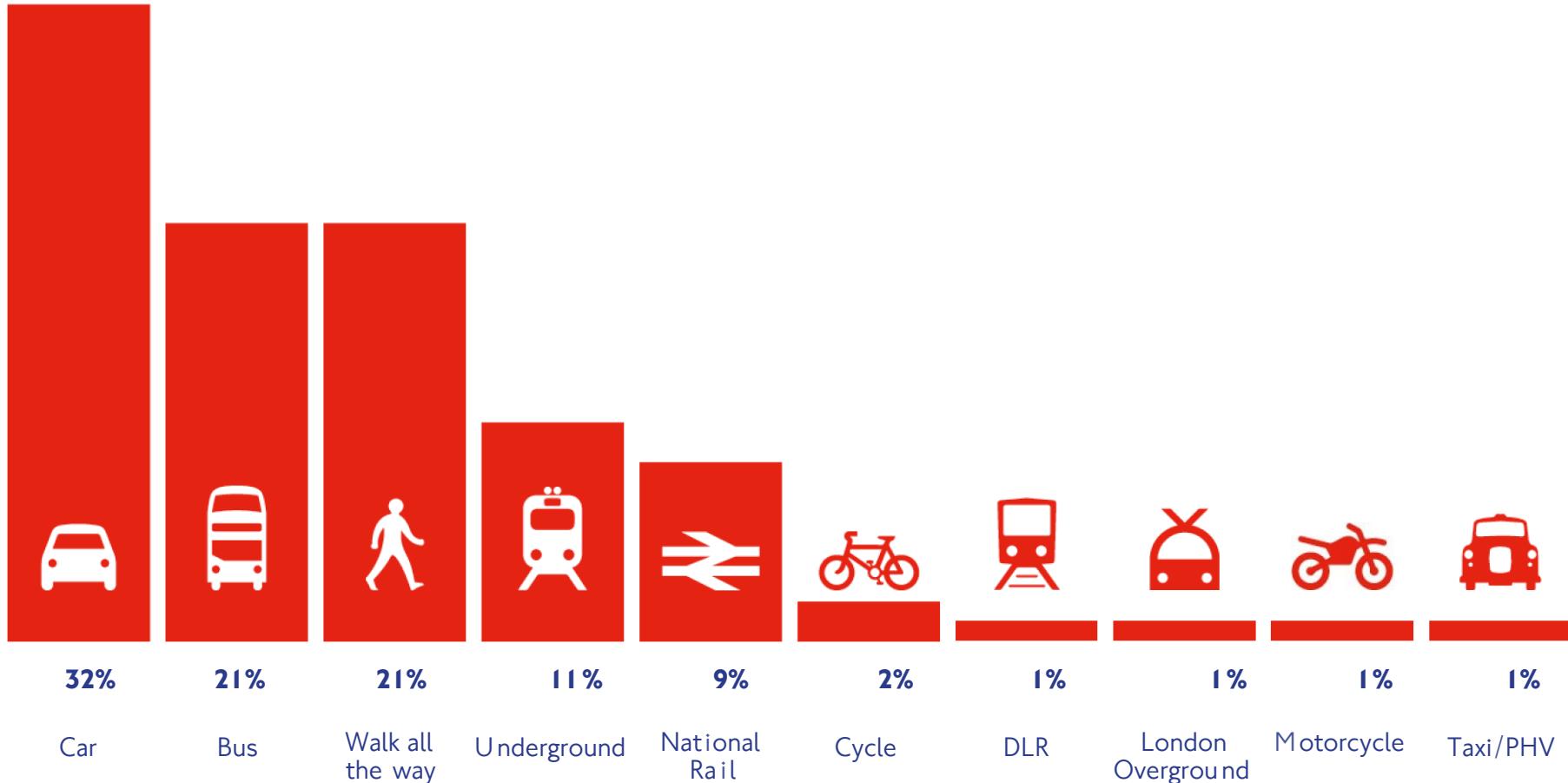
Our Customers



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Our customers and the journeys they make



% of estimated daily average number of journey stages

01/03/2016 Source: Travel in London, report 7, pg 21

Percentage of journeys by forms of transport used

Need for change

- London is growing faster than any other European city. Current population of 8.6 million today will become nine million by 2018, and is on track to be more than 10 million in the 2030s
- By 2030 there will be 2.1 million extra public transport trips every day on top of the 30 million trips a day undertaken now
- Potential for expansion of TfL run services through rail devolution. Creating a London Suburban Metro network for a more joined-up rail network with more frequent services increased capacity and better customer service
- Phasing out of our revenue grant over the next three years means ever increasing cost pressures. Over the next five years this is a £3 billion difference – circa 7% of our total income
- Technology is continuing to change how, when and in what format customers use information to help them plan and manage their journeys. With this changing context, customers' expectations, needs and demands have been raised
- We need to get smarter in helping our customers make the most out of our network by giving them the right information at the right time
- We conducted a review of customers' current and future needs and expectations to create a framework and vision for our long term Customer Information Strategy

Business question

How should we develop and improve our customer information in order to improve customer satisfaction and keep up with customer expectations?

i. TfL Touchpoints research July 2015, conducted by 2CV

Customer Information Landscape



TfL and transport information is ever-present in customers' lives

30 million journeys every day



Following news and traffic updates



Asking a member of staff for the best route



Looking at digital displays and seeing service status or journey routes



Planning your journey via app, website, SMS or Social Media



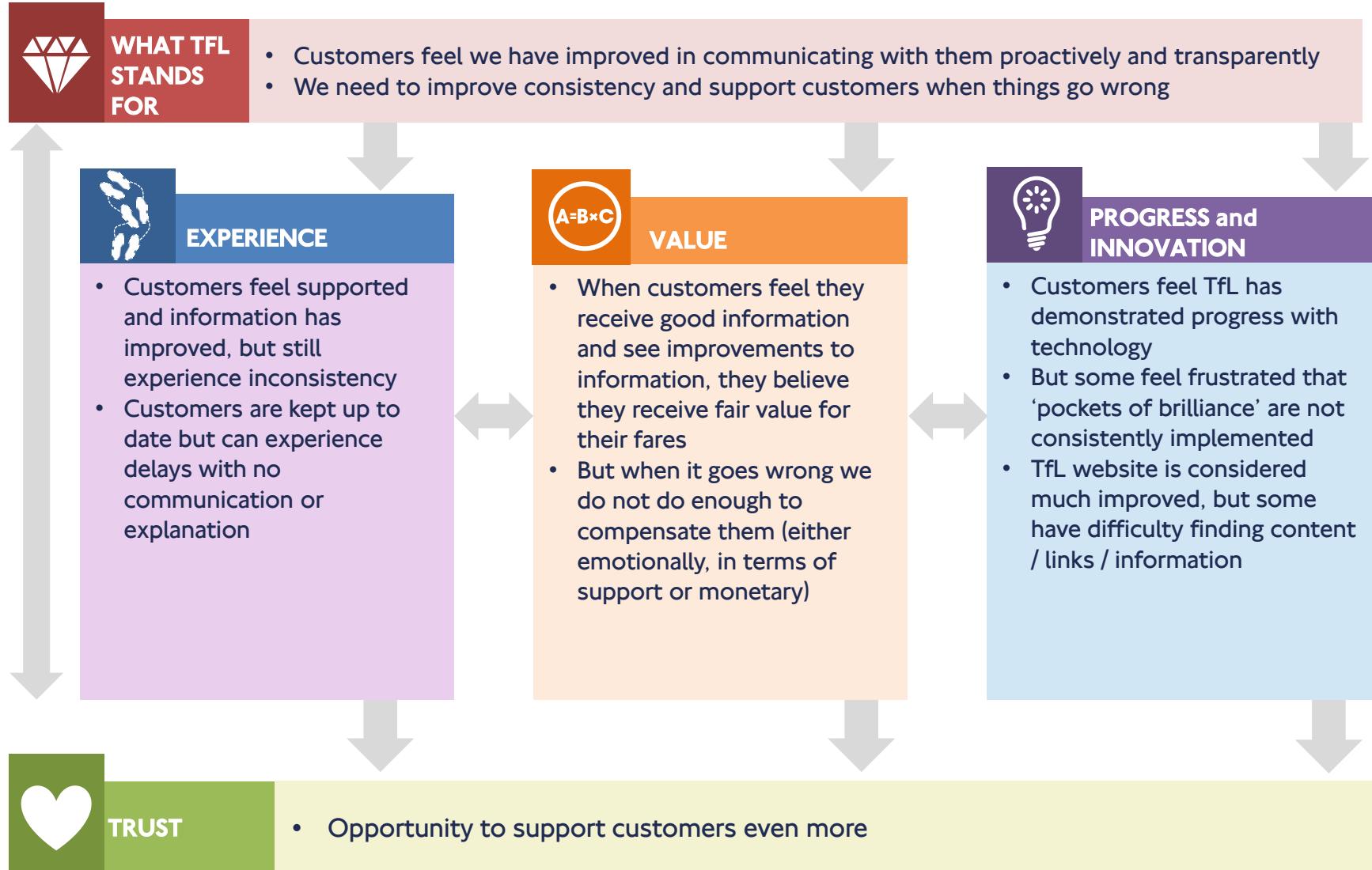
Talking with colleagues and finding out about delays



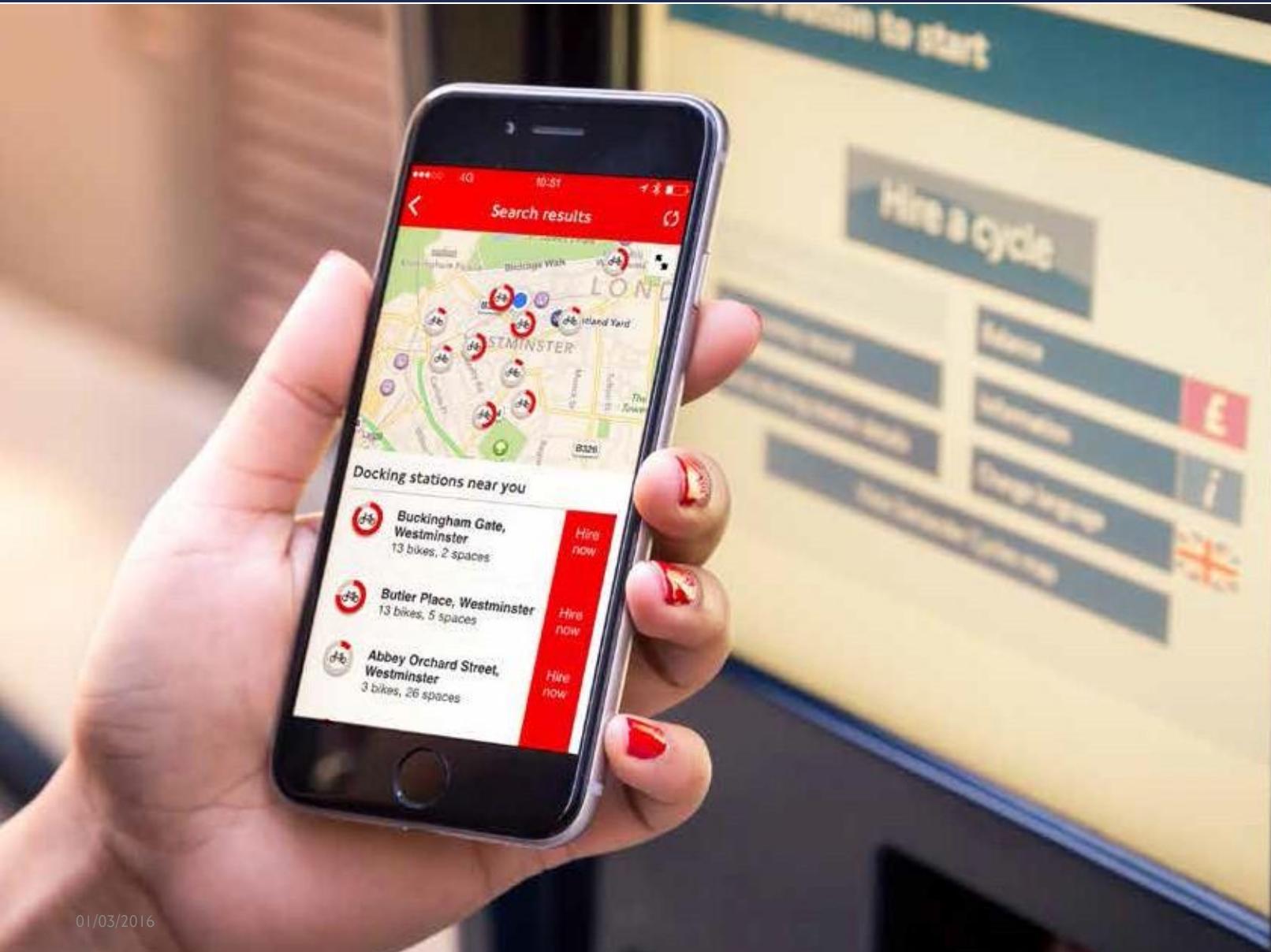
Reading the Metro and printed notification and finding out about closures

Needs to shift to a seamless and 'always on' strategy.

What customers want



Customer needs and expectations



Customer Information Strategy Six principles of good customer information

One voice

Communicate as a 'joined up' organisation with a consistent tone (shared culture and vision)

"TfL can sometimes feel disjointed. The staff, the information, the technology."

Human

Retain the human touch by showing empathy. Human can be delivered through digital (a synergy of both)

"I think it's really important for TfL not to lose the human element – when things go wrong, all you want is a human being to talk to."

Helpful

Providing enough information for them to make their own journey decisions

"Don't just tell me my line is down, give me useful alternatives for how to get to my destination!"

Predictive

Know enough about customers and system to help predict and deliver what they need

"They know what I'm doing (based on my behaviour)
Can they use that and their knowledge of the system to push notifications to me?"

Always on

Remain relevant and accessible to customers in a dynamic 24 hour environment

"Without TfL none of us would be able to get around London – they need to make sure they are providing accurate and timely information 24/7 "

For all customers

Remain relevant and accessible to customers in a dynamic 24 hour environment

"TfL needs to cater to the needs of all people – it can be hard to get the support and information you need if you use a wheelchair"

How this translates into the TfL Customer Information Strategy



Real Time Information and Innovation

We need to improve and update technology to deliver 'everyday excellence' for customers, focused on keeping customers informed and connected.



Customer Care

To make customers feel confident and cared for, delivering the Every Journey Matters principles:

- Every customer matters
- We let your personalities shine through
- We do everything we can
- We share what we know



Personalisation

Information from TfL that is based on customer behaviour, needs and habits, localised and personalised which concerns customers' specific journeys and that also provides actionable outcomes



Consistent Experience

We need to apply greater consistency across all areas

What we do already



Staff more visible



Iconic print
and signage



Digital real time
information



CRM database 4m
live contacts



3.5 m
followers on
social media



Mobile-first website,
with increasing
personalisation



460 Apps powered
by Open Data and
unified API



Wi-Fi at 250 London
Underground stations,
Victoria Coach Station and
79 Overground stations

Examples of current action plan



Delivering on Gain Points

Service information consistent with actual network performance

TfL assesses line status performance based on the whole network performance, i.e. "There is a good service on all lines". However in reality, it could mean that due to localised incidents, customers can experience delays, while the network as a whole is performing well.



Proposed solution

This can be resolved by providing more localised information to customers via London Underground's Network Operations team. They will inform local station staff and our Twitter teams of any local disruptions so they can update customers in real time via announcements and dot matrix boards and via Twitter feeds for each line.

Staff as the 'on the ground' support, providing specific and actionable information

It is essential that our employees on the ground have access to the latest information in real time. A key part of our fit for the future station programme has been to make sure they are equipped with iPhones and other devices with the latest apps.

Bus Station Trial

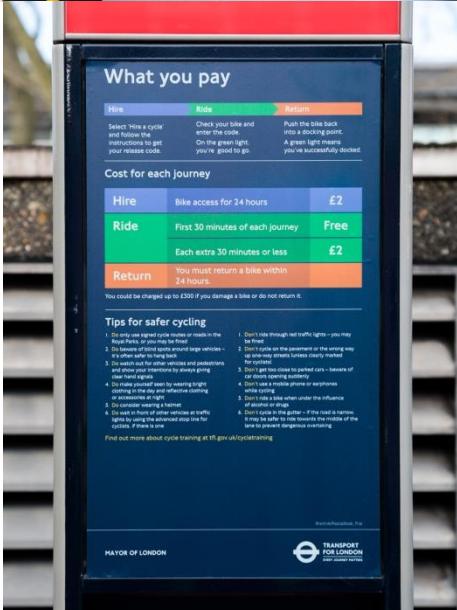
We are trialling a new process of delivering localised disruption information from CentreComm direct to bus station staff, using smart watches. Victoria and Stratford Interchange hubs have been selected as trial sites.



Current initiatives

Consistency across digital and printed information/signage

TfL's printed information and signage is iconic. E.g. the Harry Beck tube map is worldwide instantly recognisable. However, digital information has developed in many different formats, depending on available technology and services.



Digital design standard

We are implementing a new digital standard to:

- improve the quality of information and promote trust in it, by providing consistency and integration and increase usability of information;
- future-proof a digital design standard concept, so that it remains relevant in the face of technological advancements in hardware and software.

The standard has been trialled on TfL Rail's 'Wonderwall' digital information screen at Manor Park and will be rolled out across TfL Rail's entire Eastern Section as soon as the station upgrade work has been completed

 **Next trains** powered by National Rail Enquiries

11:22:03

Platform	Train Type	Destination	Arrival Time
1	Westbound	Towards Central London	
2	Eastbound	Towards Shenfield	

Platform 1 Westbound Towards Central London

Platform 2 Eastbound Towards Shenfield

London Liverpool Street 10 mins

Calling at: Forest Gate, Mary

London Liverpool Street 20 mins

Calling at: Forest Gate, Mary

Shenfield 1 min

Calling at: Ilford, Seven Kings

Shenfield 11 mins

Calling at: Ilford, Seven Kings

 Tube map is based on Harry Beck's 1933 imagin... OpenStreetMap

8 °C 

i Information

Line	Status
Piccadilly	Minor Delays
TfL Rail	Good Service
Jubilee	Good Service
Central	Good Service
Overground	Good Service
DLR	Good Service
Circle	Good Service
H'smith & City	Good Service
Metropolitan	Good Service
Bakerloo	Good Service
District	Good Service
Northern	Good Service
Victoria	Good Service
Waterloo & City	Good Service

Local buses



101 Wanstead due 

W19 Walthamstow 1 min 

104 Stratford 4 mins 

Information Saturday 5 & Sunday 6 December between Aldgate East and Dagenham

Next steps



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What we still need to do

Customer care

- Agree a core set of principles for good customer service, based on our Every Journey Matters successes
- Pan-TfL customer service training to implement best practice pan-TfL
- Empowering staff to own the customer relationship, rewarding initiative

Personalisation

- Personalised website
- Notifications
- Fares and ticketing
- Single view of the customer

Consistent experience

- Common standards in digital and printed information/signage
- Consistent tone of voice used in customer information, from staff to print and digital
- Consistency in describing service levels for accessibility information and any gaps in the information that is available

Real-time information

- Improve control room processes and tools to communicate information faster
- Enable local staff to provide localised information
- Increase type and number of information channels to customers and users
- Work towards a minimum standard of information provision at each stop/station
- Adopt multi-modal policy for all new digital displays