

Transport Delivery Overview & Scrutiny Committee

Date	26 February 2024
Report title	Public Transport Real Time Information (RTI) System Improvements
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Report has been considered by	TDOSC Passenger First Member Engagement Group

The Transport Delivery Overview & Scrutiny Committee is recommended to:

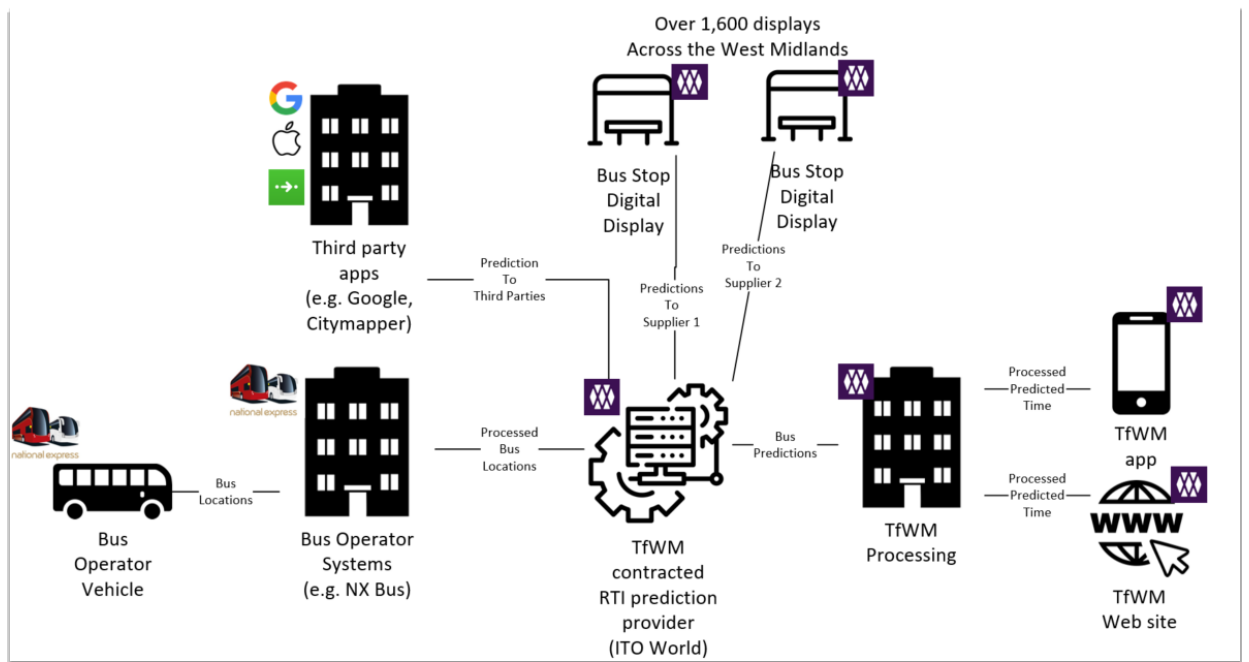
- (1) Scrutinise and provide comments on the progress to date set out in the report in securing funding and implementing an improvement action plan to increase the performance of the region's RTI system, including the on-going performance monitoring regime.
- (2) Note the issues within the RTI system which are hampering the targeted level of customer experience, but which are inherent in a complex system of systems operated by multiple stakeholder organisations.
- (3) Provide comments on the proposed communications plan to inform customers of the issues and the improvements that they can expect to see over the coming months and years which will be used to inform the development of the final plan.

1. Purpose

- 1.1 The purpose of this report is to update TDOSC on progress by TfWM to improve customer experience whilst travelling by making access to accurate and reliable travel information better. The report also seeks the committee's input to a draft communications plan which is intended to inform travellers of the improvements being made and what they can expect to see over the coming months and years.
- 1.2 The report primarily focuses on the activity and actions that TfWM is undertaking to improve Real-Time Information (RTI) provision as it is provided today working with bus operators and suppliers under the current framework of the region's Enhanced Bus Partnership arrangement. Within this overarching setting the practical challenge is to integrate many different systems and Apps produced, owned, and run by many different organisations in order to provide a single seamless, accurate and reliable service to travellers. The report deliberately excludes discussion of what actions may be possible under alternative bus delivery policy options which the region may ultimately opt to pursue, and these will be addressed in separate reports and consideration by the WMCA and its partners as part of these wider workstreams.

2. Background

- 2.1 As well as using paper-based means, Transport for West Midlands delivers travel information to customers on the transport network and other third parties via multiple digital channels:
 - Bus stop and station digital displays
 - TfWM app
 - TfWM web site
 - Third party apps such as Google, Apple and Citymapper
 - Third party developers wanting to use West Midlands bus information for services and research.
- 2.2 The key, and most visible, piece of information for most customers is the bus departure time, known as Real Time Information (RTI) displays – these tell the customer when a bus is expected to depart a particular stop. Since they were first introduced over 15 years ago these systems have evolved over time. A project to update these displays has invested c. £2m to replace many of the life-expired on-street displays and the supporting system for them, and is now nearly complete. Work to deliver the full benefits of the project continues within existing resource by improving various ancillary systems and ways of working with bus operators. Further funding is being sought to complete aspects of work which were outside the original scope of the project.
- 2.3 The overall system for providing travellers with live travel information is unfortunately by necessity very complex. It comprises of lots of smaller systems which are often owned or controlled by the many different organisations involved in providing public transport services. A simplified diagram illustrating the system as relevant to bus travel is provided below. This becomes further complicated when considering scenarios where TfWM's Apps or website need to provide travel information to people planning or making journeys via multiple public transport modes.



- 2.4 Ultimately, whether the information is consumed via TfWM's App or a third-party App like Google or Citymapper, the source of the information remains the same. For buses this comes via one of several bus operators and is consolidated by TfWM via a purchased software system and pushed onwards to wherever the customer needs to consume it.
- 2.5 When buses are running on-time and as planned then this works relatively smoothly, with the majority of screens working and plans to address the remaining few known breakages in-hand. However, in order to reflect unplanned changes such as broken-down buses or cancelled or shortened services, the system is reliant on the bus operator being able to feed the relevant information into the system in a timely fashion. Currently the IT systems in place to support them to do this are not well integrated. Work is currently being undertaken with TfWM's software system provider to improve and ultimately automate these processes.
- 2.6 Whilst it might not be relevant or helpful to one of our customers when they are experiencing a problem or gap in the information provision in the West Midlands, it is notable that we are not alone and are in fact in a better position than many areas around the UK. London has a gold standard level of provision which is achieved because they have the power to specify and ensure compliance with all the systems and standards in use across all public transport modes. This does not exist outside of London and consequently real time information provision is typically patchy or non-existent. The level of provision in the West Midlands metropolitan area is actually felt to be considerably better than the majority of the country.
- 2.7 Nevertheless, there remains scope to improve the situation for travellers in the West Midlands and doing so is likely to tangibly support the ability to deliver overall policy objectives and outcomes for transport in the region (and so by wider policy objectives for inclusion, the environment and economy).

2.8 It should be noted that this paper and TfWM's current work stream focuses mostly on the systems supporting bus travellers. The basic architecture for rail and metro is similar, but there is also a significant reliance for these modes on third party providers of the information. In rail journeys when things go wrong TfWM has little ability to influence the national systems which drive many of these issues, but rail has the advantage of being a nationally unified and specified system. We are working with MML to invest in a systematic upgrade to tram systems and the control centre, and in time that will assist with tram information provision.

3. The role of information provision in the public transport system

3.1 Based on Local Transport Plan 5 it can be envisaged that public transport journeys should eventually become so convenient, seamless, and trusted, that users will often prefer it to driving their personal vehicles, not because they have to, but because the alternative is better for them and the environment. A critical factor in achieving this is the user receiving trusted information and being able to trust in Transport for West Midlands (TfWM) to provide it as they make their travel decisions.

3.2 The situation with the bus industry and with the quality of digital bus departure information over the past 12 months has had the opposite effect. On occasions information provided has been inaccurate or misleading; is not always trusted; and could be seen as damaging the reputation of all those associated with public transport provision.

3.3 In analysing where things have not always worked as well as they might, we have identified three distinct types of information failure of a progressively more serious nature:

- Inconsistent information: Where the customer does not see the same information across all the devices with which they might be viewing it (website, App and roadside screen). This can be confusing and erode confidence and trust, but for some users still enables some level of informed decision making to be undertaken.
- Inaccurate information: Where the customer sees a discrepancy between what they are told should be happening (such as a bus departure) compared to what actually happens (for example the bus is late or early). This can have a significant impact on customers, for example causing them to miss their intended service. Regular occurrences force customers to build extra time into their journeys.
- Misleading information: Where the customer is told something will happen such as a service arrival, but the service never arrives. Misleading information is perhaps the worst and most frustrating type of failure. Believing a bus is still coming, waiting some time for it and then not only does the bus not turn up, but the information disappears without any explanation. This has a major impact on the user who now doesn't know if they should trust the next piece of information they are being given and should wait for the next bus, or should make alternative arrangements.

3.4 Detailed work has been undertaken to understand the causes, including on-street surveys to quantify the problem. We have taken a prioritised approach to address each issue identified by focusing on the biggest impact for the customer. We have recently strengthened internal resource to champion the improvements and oversee the changes, and are supporting this by a programme of focussed actions across all businesses (including TfWM). The programme aims to progressively drive out information failure from our systems as set out below.

4. Action Plan for improvement

4.1 The scale of the challenge and complexity of the many current disparate individual systems operated by different internal and external stakeholders mean that a single ‘big bang’ approach to fixing all the associated problems carries additional risks. It would probably also take longer than an incremental approach which is delivered against an overall masterplan. TfWM is following an incremental approach to taking the following actions:

- Through the Transforming RTI programme TfWM have put in place a new software hub for bus and tram predictions.
- We are keeping historical data for planning and network management and to help us understand the problems as they arise.
- We have commissioned and funded regular on street surveys to understand if the actions we are taking are having a genuine impact for customers.
- We have documented our systems to enable us to diagnose problems more quickly and ensure that a solution provided at one point, doesn’t create a problem (or problems), elsewhere.
- We are making live travel information accessible to all travellers by providing QR codes at our stops and stations to provide departures on your smartphone during 2024/25.
- We are replacing life expired on street displays and where some displays are not on the core network and cannot be economically maintained they will be removed completely.
- We are introducing new messages such as “next fastest” on Sprint routes.
- We are working with bus operators to take a feed of cancelled trips directly from their systems. This would be one of the first implementations of this type of automated feed outside of London, however, meaningful functionality is largely dependent on bus operators updating their systems in a timely manner and consistently.



Bournbrook Road		11:35
63 Frankley	Due	61 Frankley 7 mins
Via: Selly Oak, Bourneville, Northfield, Turves Green, Longbridge, Rednal, Rubery		63 Frankley 11:49
		41 CANCELLED 11:51

5. Current activity

5.1 TfWM teams are currently prioritising improvements to the process required to inform passengers of any service cancellations. Mechanisms are in place for most operators, however, as National Express operate the majority of services across the region, they also experience the most cancellations. A current work-around requires a lot of manual processing by teams within National Express and TfWM. For TfWM these can only be undertaken during it’s normal working hours (meaning some cancellations can’t be captured). An automated data handling process is being developed to replace the current manually driven process and will provide complete coverage, but is complex and will, as far as TfWM is aware, represent a first of its kind (noting that most UK systems don’t accurately reflect cancellations all the time). The Regional Transport Co-ordination Centre (RTCC) is central to resourcing the current work-around and utilising the new solution as it is well placed to act upon intelligence relating to bus performance and has good communication and data links with bus operators. The RTCC will act upon live operational intelligence and works with National Express representatives that also work within the RTCC. They work together in order to provide the customer with the best information as we strive to deliver one version of the truth.

5.2 Under the West Midlands Bus Service Improvement Plan there is a proposal to utilise the existing Real Time Passenger Information feed for every bus in the region and enable it to be displayed through various digital channels. The ambition of this “RTI everywhere” work stream is for all stops across the network to provide a straightforward way for passengers to access a virtual real time information display using their own mobile devices. This will be accessed through a QR code on every stop, ensuring that this also provides information in a way that is accessible for all. The virtual displays will mimic the functionality provided through physical screens and will therefore include information about cancelled trips and disruption messaging. It is the aim that the system will be rolled out across stops and shelters from summer 2024 and completing by early 2025.

6. Performance Monitoring

6.1 Performance monitoring of the displays was suspended due to resourcing and operational constraints during the covid period and the period in which most the new screens and their new management system were introduced to the network. It recommenced in late summer 2023. So far two quarterly rounds of monitoring have been undertaken and this is showing mostly positive initial results from the new systems and ways of working. Headline details are set out in the table below.

	23/24			
	Q2	Q3		
Monitoring sample size	13 days, 412 journeys across 108 stops	9 days, 320 Journeys across 68 stands & 10 bus stations		
Journeys benefiting from a predicted time and countdown at the stop	86%	75%	Stop is Origin ^{#1}	64%
			Stop not Origin	95%
Displays showing predictions but ultimately no associated vehicle arrived.	2.50%	1.90%		
Predicted journeys counted down to the departure accurately.	80%	83%		
Predicted journeys cleared the display correctly.	29%	39%	EPI Displays	44%
			App	34%

#1: Often the first stop on a route will display the timetabled departure as there is no prediction to make

6.2 All areas of performance will continue to be focused on seeking the best performance possible. The initial area of focus is on the worst performing metric, which is clearing predicted journey times from the displays in a timely manner in order to avoid confusion for customers (who, if they arrive after a service has departed, may be led to believe that the bus could still be set to arrive). Work is on-going with suppliers to improve this, but partly due to the number of different systems involved between all operators and TfWM this is complex and the rate of improvement is likely to be incremental.

6.3 One area of performance that has historically attracted criticism has been occurrences of displaying predictions on screen for a bus to arrive and clearing these predictions without any bus service actually appearing, something occasionally called a 'ghost bus'. Due to the new systems such incidents now appear to be relatively infrequent and are continually reducing, with incidents dropping from 2.5% of observations to 1.9% in the most recent survey. Where they do occur it is typically to do with a bus service being cancelled or shortened after it has started its journey (for example because of a breakdown); or the bus operator's electronic system triggers the start of the journey, but the RTI system is not aware of that because the cancellation has not been input and processed throughout the system. When this occurs the system continues to try and predict when the service will arrive and is unaware of the cancellation. Until the new automated service cancellation solution is developed, tested and implemented it will be hard to eradicate these completely, and that work is on-going.

6.4 Whilst there will be an on-going and relentless drive to continually improve the system (which is already thought to be one of the better systems in the UK outside of London) there are some fundamental limitations to how good performance is likely to become. These include the combined effect of time delays in different system (latency) and the location accuracy of GPS. The variability of these mean that even if every system is working within its design tolerance there will be some incidences where all the tolerances combine in the worst way across 5 or 6 factors, and consequently accuracy of an individual journey prediction becomes poor. London, as an exemplar in this space, still has these problems. However, because London specifies all of the technology and how it is used, they are able to optimise the overall system design to minimise the problem. TfWM is working to integrate many pre-existing and legacy systems which are specified and run by different organisations. Because of this, improvements will always be harder won.

7. Future improvements

7.1 There are some areas we cannot currently address either because we do not have direct control or we are tied into existing arrangements. These are listed here along with the mitigations we are taking.

- Through the limitations of our incumbent supplier the TfWM app will remain limited in its capability to show cancellations. This will be addressed by a new 'mobility as a service' App, planned for late 2024.
- We cannot influence how third-party app providers such as Google will use this data and we regularly observe a 2-day delay for updates and changes. In this particular case we will continue discussions with Google and their data suppliers to see if we can influence this situation.
- We have a limited resource and if there is a major disruption the TfWM team isn't resourced to handle this and isn't resourced to provide an out of hours service for cancellations. We will review the resource required and will also continue to explore what might be automated to provide out of hours coverage and efficiencies.
- We are dependent on the quality of information that operators supply. If it is wrong, incomplete, or late this will impact the customer. We continue to work daily with operators and data providers to improve the quality of their data feeds. The needs of the customer will also form a key part of any future contractual arrangements explored as part of the wider work on Bus Delivery Options.
- We are dependent on some national services including those provided by DfT which can cause delays in providing information for new locations, for example new tram stops etc. We will work with these organisations to understand if we can speed up these processes.

8. Funding the systems

- 8.1 The initial establishment of the RTI system was funded through a one-off grant, but no additional funding was secured at the time to maintain and/or renew that system. Progressive real-terms cuts in the overall revenue funding for transport has meant that whilst the operation of the system was integrated into existing functions, there was limited scope to fix or improve the system over time. More recently, through the various new grant funding secured for the region (now ultimately integrated into the current CRSTS funding) it has been possible to use one-off grant funding to, once again, refresh the system.
- 8.2 Grant funding has also been secured to develop new software and Apps to improve the functionality and experience for customers in planning, undertaking and paying for public transport travel across modes. There are elements of the App environment (like payment services) which have potential to become self-funding by levying commission charges. However, there are more limited opportunities to generate revenue to off-set the operational cost of providing travel information. The revenue pressures for providing travel information are expected to increase as the software solutions enabling this move towards modern commercial models of 'as a Service' licencing. This will provide benefits in terms of being able to maintain more up to date and reliable digital infrastructure, but will come at a cost.
- 8.3 Consequently, where grant funding cannot be secured or applied to the system there will be reliance on core regional Transport Levy funding, which within the Medium-Term Financial Plan remains highly pressured. The medium to long-term provision of high quality and digital information services will therefore continue to remain a risk until a long-term sustainable transport revenue funding solution is secured. The main cost areas for the system and associated headline costs are summarised below.
- **RTI asset renewal:-** Between 2018 and 2023 c£2.8m of capital grant money was secured and used to replace the core system (driving the messages on the displays) and many of the screens across the core network. Final elements of the screen replacement works using this grant will be complete by March 2025. The project work also includes the delivery of QR codes and the associated 'RTI everywhere' capability.
 - **RTI operation:-** Excluding staffing costs there are c£600k pa of connection, licencing and contracted basic maintenance costs associated with RTI assets on the network.
 - **App environments:-** The current App has benefited from c£280k capital grant investment and £150k of non-capitalised integration costs absorbed into the transport Levy since 2020. It costs a further c£125k pa to support and service, noting that it also enables ticket sales and not just travel information provision (and with these a substantial off-set to the costs of operation). It draws on the same real-time information sources as the roadside passenger information displays. The current grant funded project to upgrade the App environment is planned to drive operating efficiencies and greater commission revenue to off-set costs.
 - **Website environment:-** Although RTI information is provided on the TfWM website there are no costs specifically attributed to doing this which are solely associated with RTI.

- **Central IT systems:-** A number of centrally hosted functions are used to process the different data sources and direct live data into the right system. These were built in-house when the system was first developed. Running these systems costs less than £1k pa in hosting costs, but as the technology is now largely out of date it will ultimately need to be re-built (at a specification and cost yet to be determined). Any new solution is likely to be more expensive to run going forward.

9. Communicating to our customers

9.1 It is recognised that it is important to keep customers up-to-date, even when things aren't going well. We have therefore developed a communications plan for delivery over the coming months.

9.2 In the plan we will aim to:

- Acknowledge the issues with bus departure time predictions and explain what we have done and are continuing to do to solve the problem.
- Explain what bus departure time predictions mean and how we aim to ensure information is as accurate as possible.
- Communicate to customers about how to access information on various platforms including via RTI, website, apps and social media.

9.3 For stakeholders, such as bus operators and local authorities, we will ensure they have access to the same information as customers. We also need to confirm they are aligned with our messaging and are not releasing any information before TfWM, which should be able to act as a main trusted go to source of travel information in the region.

9.4 Tactical implementation will include:

- Social media
- A dedicated webpage on tfwm.org.uk
- At stop printed information
- Station digital screens
- Media release or statement where appropriate
- Stakeholder communication

9.5 With improvements starting to be made, we will look to survey customers to ensure they are aware not only of the improvements that have been made but also that we continue to make improvements with them in mind. This qualitative data will be combined with regular monitoring for accuracy and improvements. The detail of the plan is provided in Appendix 1.

10. Financial Implications

- 10.1 The Authority has been successful in securing one-off capital grants to support the refresh of some older equipment and to procure software to consolidate and communicate information to screens across the network. £2m of capital funding has come from the Transforming Cities Fund with a further £0.52m coming from the Integrated Transport Block and £0.270m from the CRSTS budget which is supporting Asset Management. To December, approximately £1.9m had been spent of the total capital budget of £2.79m. In addition to this one-off capital budget, there is an ongoing revenue budget allocation of approximately £0.5m to maintain the software and licences required to support the ongoing provision of RTI. Staff support time is accommodated within a small team who support electronic passenger information as part of a number of duties.
- 10.2 The availability of the capital budget has allowed the Authority to provide an RTI prediction engine and associated applications for Bus and Tram and has enabled the renewal, upgrade and expansion of electronic passenger information. As with all data systems, the provision of comprehensive information across the network is expensive and there are still screens which are having to be operated on older systems until they can be replaced. The QR code project should ensure that passengers at all shelters have the ability to access up to date travel information and, if successful, may result in a diminishing ongoing financial requirement to update screens if it means that these codes can ultimately replace the need for other EPI at some of the sites. The Authority has been allocated £16.6m of additional BSIP funding for 2024/25 and is currently reviewing potential workstreams which can benefit from additional funding, including the use of a small element of it to support the more extensive roll-out of QR codes.
- 10.3 As with all IT systems, there will need to be a regular refresh of both the technology powering the communications as well as the hardware used to display the information. Without regular capital injections, the systems cannot be updated as frequently as may be optimal. The recent improvements were made as a result of significant capital funding being allocated and funding will need to be earmarked in future if equipment is to continue to be refreshed. It is also worth noting that the RTI system supports other projects including MaaS and the TfWM app.

11. Legal Implications

- 11.1 The report contents (aims and objectives) are supported in combination, by the City Region and Sustainable Transport Scheme (CRSTS), the Integrated Transport Block (ITB) and Transforming Cities Fund (TCF). Each of the funding streams (excluding ITB) have funding arrangements attached to them. The ITB (top sliced payment) is provided annually and operates in accordance with historic practice.
- 11.2 As reflected within the finance commentary above, onward investment/funding will be required to maintain and/or improve the network (both in terms of hardware, software, and functionality) at its best performance levels and to ensure ongoing fitness for purpose.
- 11.3 Consequently, there are no immediate legal implications flowing from the contents of this report.

12. Equalities Implications

- 12.1 The improvements to the RTI system is likely to have positive equality and inclusion implications for all service users regardless of their protected characteristics as defined by the Equality Act 2010. There are some areas identified in 7.1 that are beyond TfWM direct control that may have negative or neutral equality and inclusion impacts. To fully investigate the likely positive, negative and or neutral implications of this project, it is recommended that a Health and Equity Impact is carried out and added to this report as an appendix. Any specific implications identified can be summarised and added to this section of the report.

13. Inclusive Growth Implications

- 13.1 No comments.

14. Geographical Area of Report's Implications

- 14.1 The WMCA exercises transport powers overwhelmingly in respect of the area covered by its constituent authority members, however, there is significant interaction with the wider area. The health and performance of the transport system in the metropolitan area has a profound impact on the wider area and vice-versa. Deep engagement and collaboration with surrounding Local Transport Authorities and with Midlands Connect is important and TfWM will work to integrate with or seek efficiencies in the way in which RTI is delivered to members of the public with any relevant organisation, especially noting that transport does not stop or start at administrative boundaries.

15. Schedule of Background Papers

None

Appendix 1: Draft Real-Time Information Communication Plan

Real Time Information (RTI) screens Communications Plan

Context

Transport for West Midlands (TfWM) delivers information to customers using the transport network across multiple digital channels:

- Bus stop and station digital displays
- TfWM app
- TfWM website
- Apps such as Google and Citymapper
- Social media

The quality of digital bus departure information over the past 12 months has had a negative effect on the customer experience. We have on occasion provided inaccurate and misleading information which has led to a feeling of mistrust amongst some customers and key stakeholders including local authorities and politicians.

Having identified the above issue, TfWM is taking a prioritised approach focused on the impact on the end user. We are working to a prioritised and resourced action plan to tackle problems, put them right and prevent this type of information failure occurring in the future.

With improvements starting to be made, we will look to communicate with customers to ensure they are aware not only of the improvements that have been made, but also that we continue to make improvements with them in mind.

Objectives & Audience

Target	Goal	Action
Customers	Inform customers of current and future improvements.	Communicate the improvements in a clear and simple way. Ensure customers understand how to access the information available.
Colleagues	Inform colleagues about improvements and how they can support customers.	Communicate improvements clearly with level of detail needed.
Stakeholders	Inform and empower stakeholders to communicate improvements.	Be honest and transparent with stakeholders about the improvements made.

Strategy

We will aim to:

- Acknowledge the issues with bus departure time predictions and explain what we have done and are continuing to do to solve the problem.
- Explain what bus departure time predictions mean and how we aim to ensure information is as accurate as possible.

- Communicate to customers about how to access information on various platforms including via RTI, website, apps and social media.

For stakeholders, such as bus operators and local authorities, we will ensure they have access to the same information as customers. We also need to confirm they are aligned with our messaging and not releasing any information before TfWM as the transport authority.

Internally, we need to be confident that colleagues in the office and on the ground are well-equipped to advise customers of improvements where necessary.

Key Messages

Primary messaging

- What have we done so far?
- What are the further improvements?

Secondary messaging

- Why have we made these improvements?

Supporting messaging

- How will these improvements support customers in their journeys across the region?

Timeline

Although we know that we still have a way to go, we are continuing to make improvements to our RTI. There are some improvements that have already been made and that we can inform customers about. We are also aware of future improvements that we can also consider as part of future communications.

Current activity:

Operational improvement	Customer comms messages	Channel	Date
<p>Real Time Information for all bus operators</p> <p>Prior to 2022, customers would only have seen countdowns (predicted arrival times) for NX services, versus just the timetable time for other operators. Now, we are able to provide countdowns for all bus operators in the West Midlands.</p>	<ul style="list-style-type: none"> • We are striving to improve Real Time Information for all customers. • We are now providing countdowns (predicted arrival times) for all bus operators across the West Midlands. • Although we are aware of some issues affecting the availability and accuracy of a small amount of prediction information, we are working hard across all stakeholders to rectify these as soon as possible. • According to a recent survey, 86% of departures gave accurate predictions. We are working towards 95%, bringing us closer to providing countdowns for all buses in the future. 	<p>Digital Screens</p> <p>Social Media</p> <p>At station/stop posters</p>	<p>From Feb/March 2024</p>

<p>Cancellations pilot</p> <p>We are currently undertaking a pilot to provide 'full' and 'partial' trip cancellation information to ensure customers know when their bus isn't running through on-street RTI screens. This is being undertaken by the RTCC during their operational hours.</p>	<ul style="list-style-type: none"> • We are striving to improve Real Time Information for all customers. • Through a pilot project, we are addressing how we can better inform customers when their anticipated service won't be running. • If successful, we will be looking to roll this out across the network in the future. 	<p>Digital Screens</p> <p>Social Media</p>	<p>March / April 2024</p>
<p>Quarterly surveys</p> <p>We have commissioned quarterly on street surveys to understand if the actions we are taking are having a genuine impact for customers.</p>	<ul style="list-style-type: none"> • We are striving to improve Real Time Information for all customers. • We want to know that the changes we are making are having a genuine impaction you, our customers. • We are now carrying out regular surveys out on the network to understand your thoughts and work with you to understand how we can continue to improve. 	<p>Digital Screens</p> <p>Social Media</p>	<p>Feb 2024</p>

Future activity:

Operational improvement	Customer comms messages	Channel	Date
<p>At stop QR codes</p> <p>We have procured a system to generate QR codes for each of our bus stops and stations which will link through to a 'virtual' departure board and other useful information when scanned through a smartphone (RTI everywhere project). The codes will start going up on street in Summer 2024.</p>	<p>TBC as project progresses</p>	<p>Digital Screens</p> <p>Social Media</p> <p>At station/stop posters</p>	<p>Late spring/early summer 2024</p>
<p>Mobility as a Service (MaaS)</p>	<p>TBC as project progresses</p>	<p>TBC</p>	<p>TBC</p>

<p>We are developing a new approach to travelling around the West Midlands. Delivered through an app, users can plan, book and pay for their journey across all local transport options: buses to eScooters, trams to taxis.</p>			
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Scoring

We will assess the quality of the communications through:

- Social analytics and listening
- Website analytics (where applicable)
- Customer feedback via surveys
- Stakeholder feedback.

Risks

The main risk is around **current perceptions and user experience**. There is a risk that improvements made are where we should have previously been.

We will need to ensure consistency and transparency when talking about improvements, acknowledging that there is more to do and we will continue to make positive changes.