

# Customer service and operational performance report

Quarter 1 2023/24 (1 April 2023 – 24 June 2023)

# Contents

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## 3 Introduction

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## 4 Measures used in this report

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## 5 Our scorecard

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## 6 Operations

- 7 Passenger journeys
  - 8 London Underground journey time
  - 9 Bus journey time
  - 10 Rail journey time
  - 13 Services operated
  - 14 Roads and traffic
  - 16 Santander Cycles
- 

## 17 Customers

- 18 TfL cares about its customers
  - 23 Satisfaction
  - 24 Calls
  - 29 Complaints
  - 30 Commendations
  - 31 Tickets
  - 32 System availability
  - 33 Digital
  - 34 Travel demand management
  - 35 Campaigns
  - 38 Consultations
  - 39 London Assembly scrutiny
-



We've launched two services on our new Superloop network

# Introduction

## Our operational performance and customer service in the first quarter of 2023/24

Customers remain at the heart of everything we do. We know the importance they place on our services when travelling in and across the capital, be it for work or leisure. We remain focused on providing excellent customer service and equipping our customers with timely, consistent and up-to-date information so they can plan their journeys. Our TfL Go app continues to prove popular with our customers, with over 727k average monthly users.

This report covers the first quarter of the 2023/24 financial year. Customer demand has remained strong, with passenger journeys continuing to climb back towards levels that were typical before the coronavirus pandemic. We have seen significant growth on our bus, Tube and rail networks, with more than three million Tube journeys made on weekdays. We have also launched a new campaign to highlight the value and benefits public transport offers, helping our customers to make the most of the exciting range of events in the capital over the summer period.

We continue to develop the proposed Superloop limited-stop express bus route network, with engagement and consultation activity under way. On 14 July we launched new branding, with routes numbered SL1 through SL10. On 15 July, the SL8 (formerly route 607) became the first route to launch, running between Uxbridge and White City, with the SL7 (formerly route X26) entering operation on 19 August, connecting communities between Heathrow Central and West Croydon.

**Glynn Barton**  
Chief Operating Officer

**Alex Williams**  
Chief Customer and Strategy Officer

# Measures used in this report

## How we monitor and record our progress

Throughout this report, we use different metrics to analyse the performance of each mode of transport. This ensures we are able to make suitable comparisons and can clearly monitor progress and performance. This page provides an overview of these key measures.

### **Customer Care score**

This is the percentage of Londoners who strongly agree or slightly agree that we care about our customers. It measures how well we consistently meet people's expectations, during both their journey and non-journey interactions with us. It is measured for TfL as a whole, as well as London Underground and London Buses.

### **Customer satisfaction**

The quality of service is measured using an 11-point scale, from 10 (extremely satisfied) to 0 (extremely dissatisfied). We use an index to ensure results are straightforward and can be compared among themselves and over time. To calculate this index, the mean scores of the ratings are shown as whole numbers out of 100. For example, a mean score of 6.62 becomes a customer satisfaction rating of 66.

### **Journey time**

#### **Bus journey time**

This is the overall time a customer must allow to complete a journey on our high-frequency bus routes. It includes wait time, in-vehicle time, interchange, crowding and buffer time, and is weighted by customer demand and the perceived value of the customer's time to measure the overall experience.

#### **London Underground journey time**

This is a demand-weighted average of all Underground customer journey times and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind), and on-train delays.

#### **Rail journey time**

The rail journey time measure is calculated in the same way as Underground journey times, for each of the individual rail modes: Elizabeth line, Trams, DLR and London Overground. These can be combined into a single demand-weighted value for the rail modes as a whole.

### **Passenger journeys**

#### **Cumulative year-on-year growth**

Shows actual passenger demand compared to budget for the 2023/24 financial year, measured as a percentage.

### **Santander Cycles**

#### **Docking station availability**

The percentage of time that docking stations are not empty or full of cycles.

#### **Scheduled services operated**

##### **Dial-a-Ride**

The proportion of journey requests the on-demand team could fulfil.

#### **IFS Cloud Cable Car availability**

This measure shows the scheduled hours/minutes minus the time when the service is closed to passengers, as a percentage of the scheduled hours/minutes.

#### **Woolwich Ferry availability**

This measure shows the scheduled hours/minutes minus the time when the service is closed to passengers, as a percentage of the scheduled hours/minutes.

### **Roads and traffic**

#### **Road disruption**

This measures delays by comparing vehicle journey times to the same quarter in 2019/20, expressed as a percentage of the baseline figure. This is to ensure that unplanned disruption and planned works and events are managed effectively. Tracking road disruption remains important for us to meet our duties under the Traffic Management Act and our obligations as a strategic traffic authority. This measure only covers our roads (the Transport for London Road Network).

### **Average bus speed**

This includes the time buses spend stationary at bus stops.

#### **Traffic signal time savings**

This measure is for pedestrians, cyclists and bus users at traffic lights. This is measured by conducting a before and after comparison of journey and wait times through each reviewed junction. The absolute time changes, positive and negative, are multiplied by estimates of the number of people using each set of reviewed signals on each mode of transport. This measurement does not take place during periods of abnormal road use, such as school and bank holidays, or when planned and unplanned events and roadworks are happening nearby.

#### **Types of road user benefiting from signal timing review**

This measures incremental benefits to people using sustainable modes (walking, cycling or taking the bus) at traffic signals.

# Our scorecard

## Measuring the reliability of our services and the progress of London’s recovery

Our scorecard for 2023/24 is focused on the recovery of the organisation and the capital from the coronavirus pandemic. Scrutiny of our performance against these measures is the responsibility of the Customer Service and Operational Performance Panel.

Under Operations, passenger journeys set the context for the metrics that follow. We have structured this section by metric rather than by operational area to provide a more thematic approach, which reflects the scorecard.

For operational areas not included on the scorecard, we have included the metric used at an operating business level to provide appropriate insight.

Measure	2023/24 Year-to-date actual	2023/24 Year-to-date target	2023/24 Full-year forecast	2023/24 Full-year target
<b>Operations</b>				
London Underground customer journey time (minutes)	27.7	27.7	27.9	27.9
Bus customer journey time (minutes)	34.1	34.0	33.9	33.8
Rail customer journey time – Elizabeth line, Trams, DLR, London Overground (minutes)	26.2	26.9	26.8	26.
<b>Customer</b>				
Londoners who agree we care about our customers (%)	54	55	55	55



### Scorecard measures

In this report, scorecard measures are marked with this symbol.

# Operations

Providing safe, clean and reliable services to support the recovery

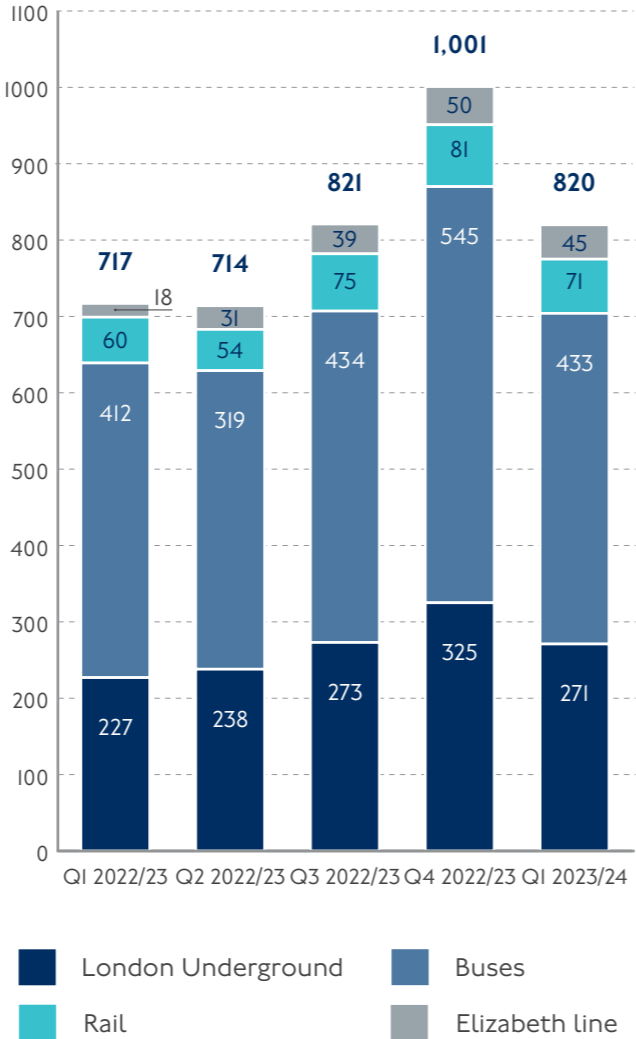


# Passenger journeys

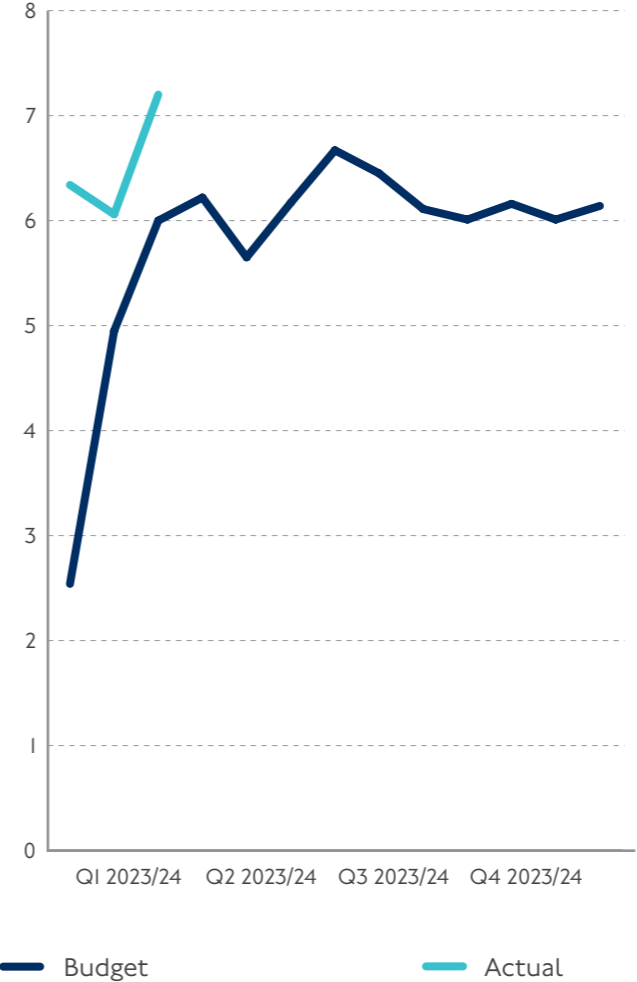
Passenger journeys continue to grow – the network saw 820 million journeys this quarter compared with 717 million journeys in the same quarter last year. In 2023/24 we have budgeted for a six per cent underlying year-on-year growth in demand.

We have seen strong growth across Tube and Rail, but Bus and Tram demand has plateaued, remaining below budget. The increase in passenger journeys is driven by a combination of an improving economy and the introduction of the Elizabeth line, which fully opened a year ago and has seen a record number of passengers enjoying the new air-conditioned trains.

**Passenger journeys\***  
Past five quarters (millions)



Cumulative year-on-year growth (%)



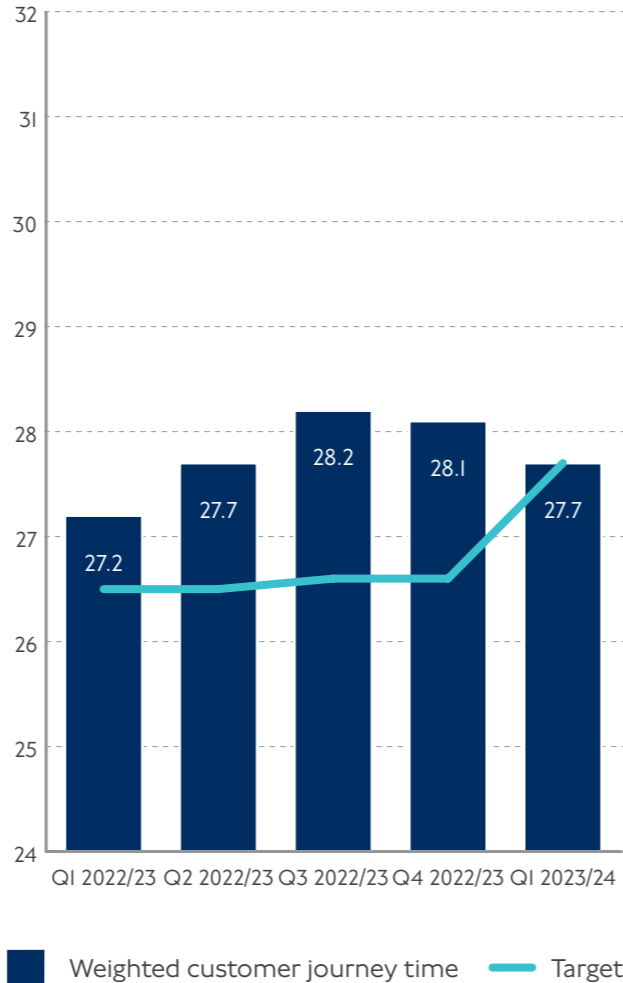
At the end of the quarter, our year-to-date growth is in line with full-year expectations, largely due to strong growth on Tube and Rail services. Ridership remains high on the Elizabeth line with over 650,000 journeys made each weekday, and a total in excess of 175 million passenger journeys since it opened in May 2022.

\* Quarter 4 is longer than Quarters 1-3 (15 weeks and six days versus 12 weeks)

# London Underground journey time

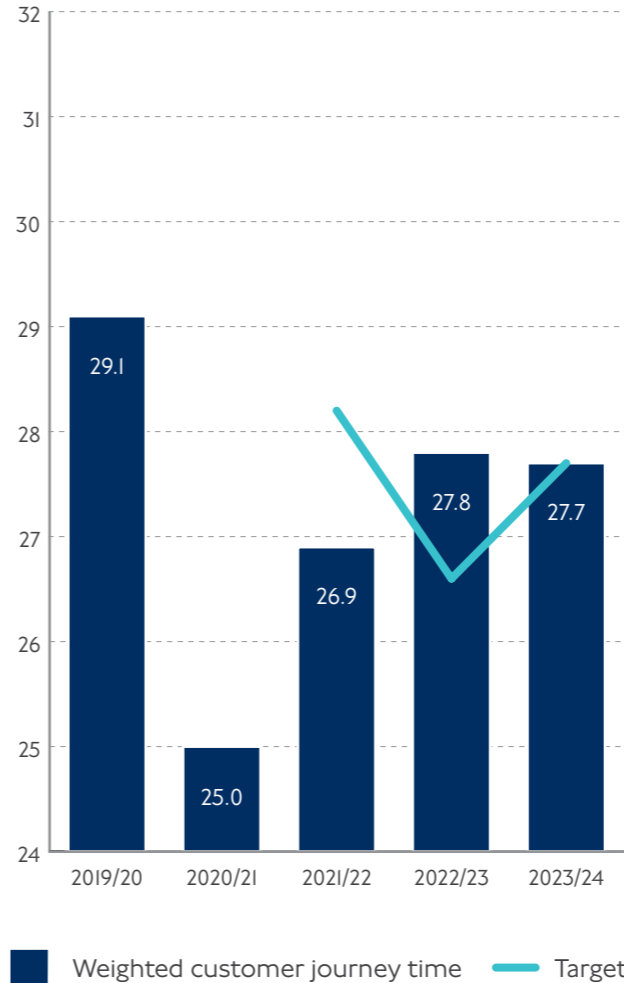
This is a demand-weighted average of all Underground customer journey times, and comprises wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind) and on-train delays. It measures the journey times that customers actually experience when they use the Underground.

 **London Underground journey time**  
Past five quarters (minutes)



The average Underground customer journey time for Quarter I 2023/24 was 27.7 minutes, equal to the target. Customer journey times increased through 2022/23 up to Quarter 3 due to driver unavailability and fleet reliability issues on the Central and Jubilee lines. These are forecast to improve through 2023/24.

**Annual trend (moving average)\***



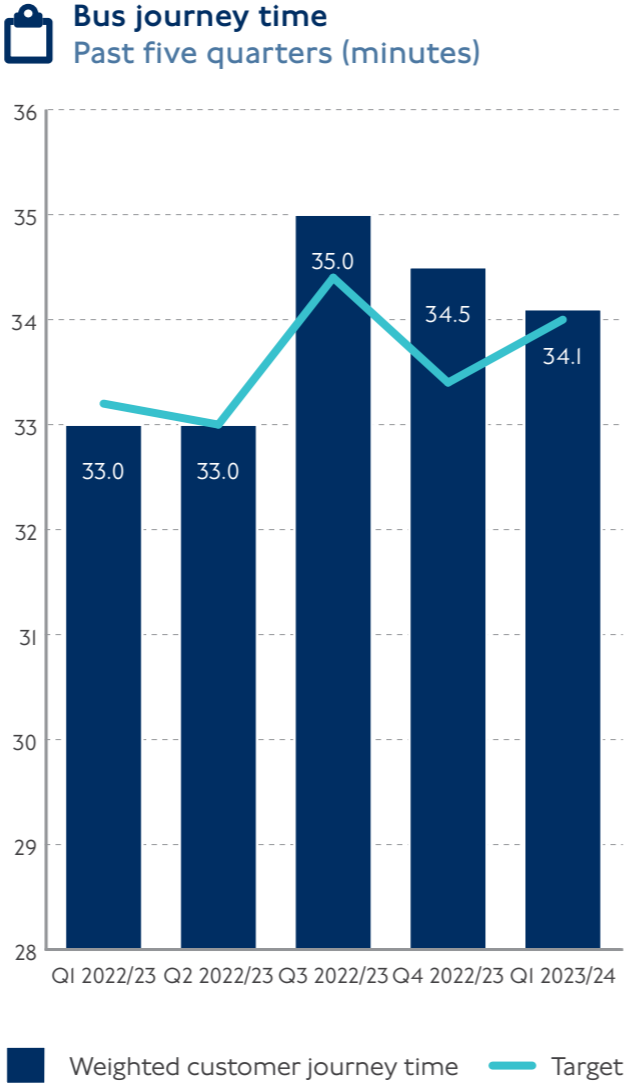
Annual journey times over the past five years reflect the significant reduction in demand in 2020/21. During this period there were fewer customer-related incidents and shorter dwell times in stations. Since 2021/22, demand has increased steadily but performance issues with driver availability and fleet reliability have remained. Since April 2023 journey time has improved, reflecting improvements in driver availability and fleet reliability on the Jubilee and Central lines.

\* 2023/24 target is Q1 period-to-date rather than the full year

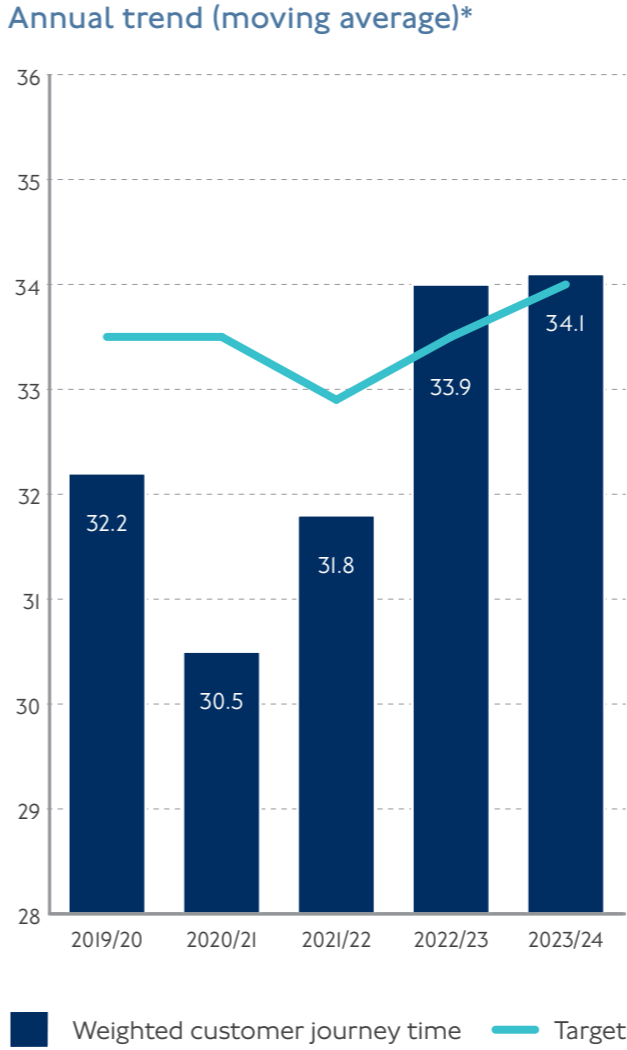


# Bus journey time

We measure the average time our customers spend on their bus journey, which is an accumulation of all stages of an individual journey in minutes. It enables us to monitor the performance of our bus service from the perspective of our customers. Quicker journeys are more likely to encourage people back onto our network as we recover from the pandemic.



Journey times during the last two quarters of 2022/23 were significantly worse than target, mainly due to staff shortages, which resulted in lower operated bus-kilometres and longer customer journey times. During the first quarter of 2023/24 bus journey time improved, albeit remaining just under target. This was due to improving staff availability but offset by mechanical issues and congestion.



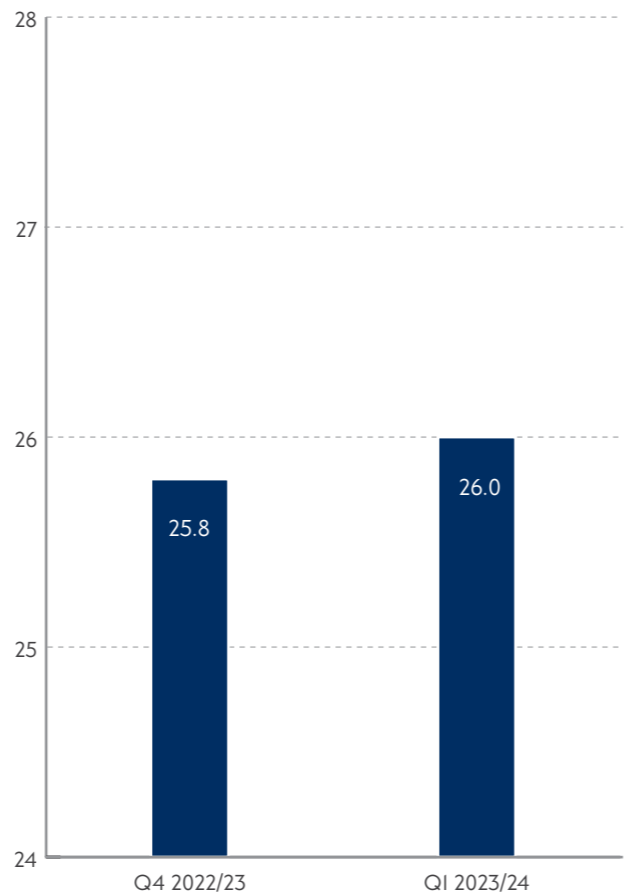
Customer journey time during Quarter I was 34.1 minutes, slightly higher than the annual target of 34.0 minutes. Both the actual and target bus customer journey time in 2022/23 and 2023/24 to date are higher than previous years. The main contributors remain lost bus mileage related to staff and mechanical issues, and congestion.

\* 2023/24 target is Q1 period-to-date rather than the full year

# Rail journey time

We measure the average time our customers spend on their rail journey, which is an accumulation of all stages of an individual journey in minutes. This enables us to monitor the performance of our rail service from the perspective of our customers. Quicker journeys are more likely to encourage people back onto our network as we recover from the pandemic.

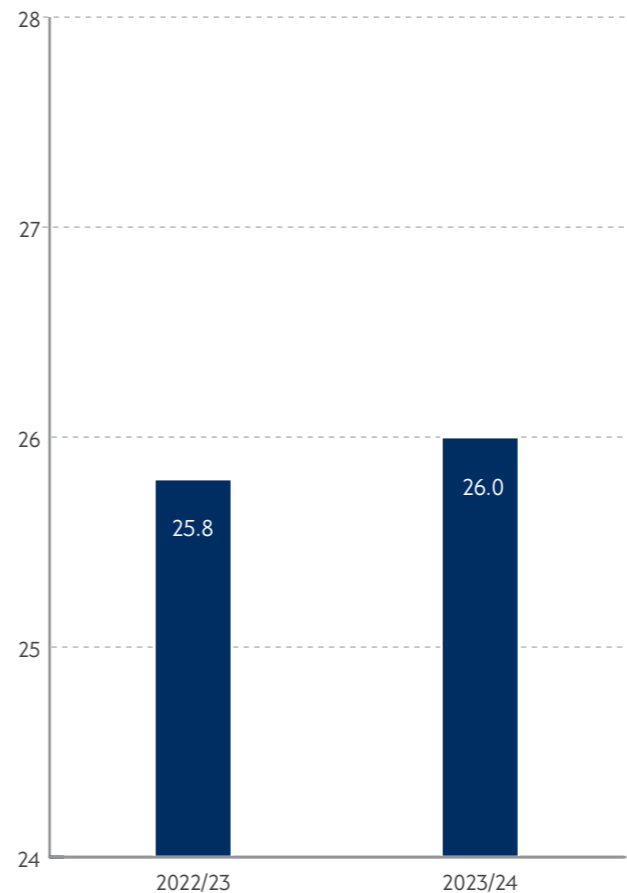
 **Elizabeth line journey time\***  
Past five quarters (minutes)



■ Weighted customer journey time

Elizabeth line customer journey time was better than target in Quarter I 2023/24. On 21 May, we implemented a new timetable increasing the number of trains per hour to 24 between Paddington and Whitechapel at peak times, a train roughly every two and a half minutes. Unfortunately, a number of fleet issues and Network Rail delays on the west section (Paddington to Heathrow) during this quarter softened the improvement in total journey time.

**Annual trend (moving average)**

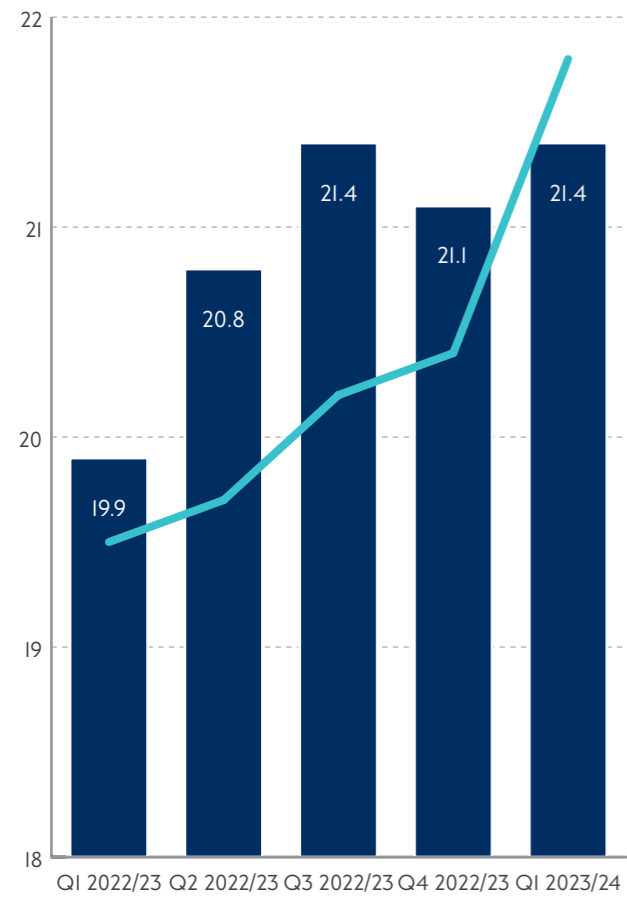


■ Weighted customer journey time

The year-to-date Elizabeth line customer journey time for 2023/24 is 26.0 minutes, better than the target of 26.8 minutes. The timetable uplift on 21 May improved journey times through higher frequencies reducing scheduled journey time. However, this improvement has been offset by challenges to operational performance.

\* since through-running commenced – direct services between Shenfield and Heathrow

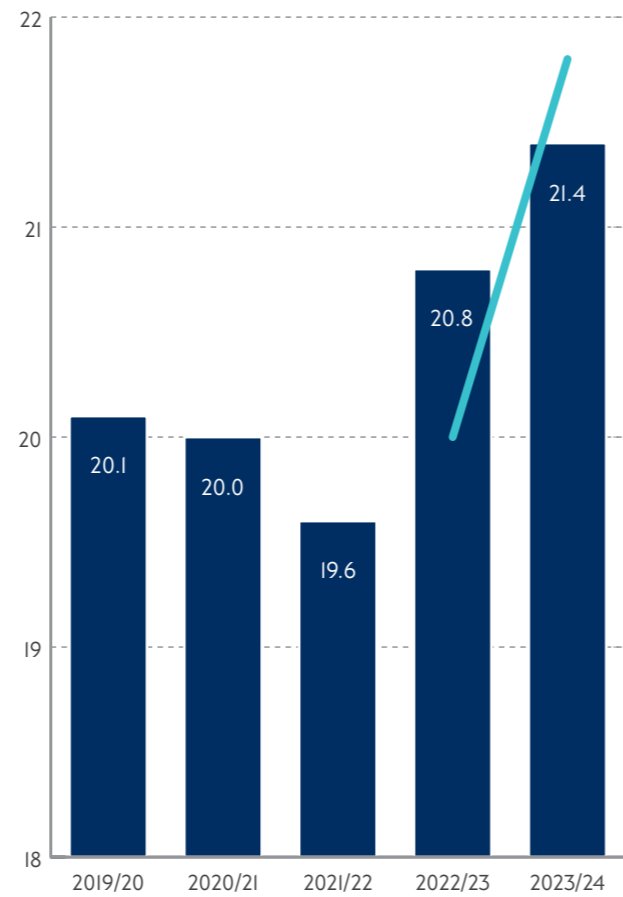
**Tram journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

The tram customer journey time of 21.4 minutes in Quarter I 2023/24 was better than the target of 21.8 minutes. The target was increased to reflect severe problems with fleet availability which have driven the increase in total journey time since Quarter I 2022/23.

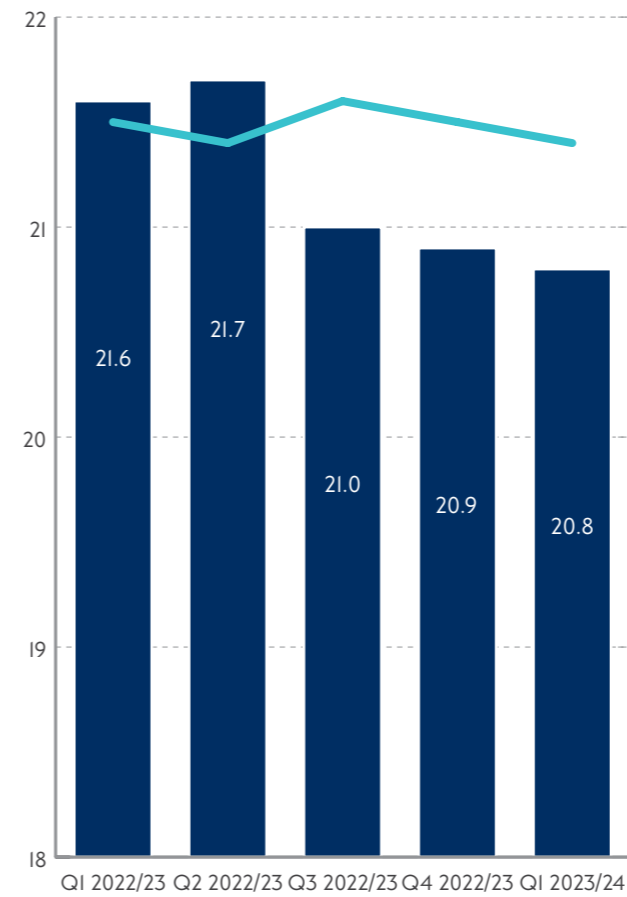
**Annual trend (moving average)\***



■ Weighted customer journey time    — Target

Year-to-date tram customer journey time was 21.4 minutes. While this was better than the target of 21.8 minutes, it reflects a continuing trend of worsening journey times on the tram network since 2021/22, as poor fleet condition continues to have adverse impacts on services. The tram fleet is due for replacement due to its age.

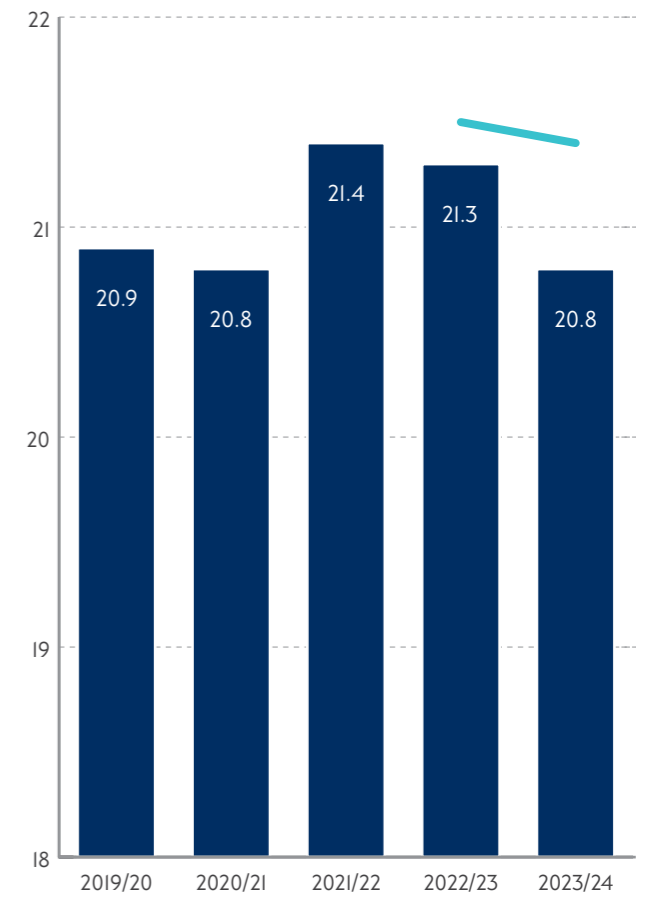
**DLR journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

The actual Quarter I 2023/24 DLR journey time was better than the target (21.4 minutes) for the third consecutive quarter. The improved performance is due to a more frequent service.

**Annual trend (moving average)\***

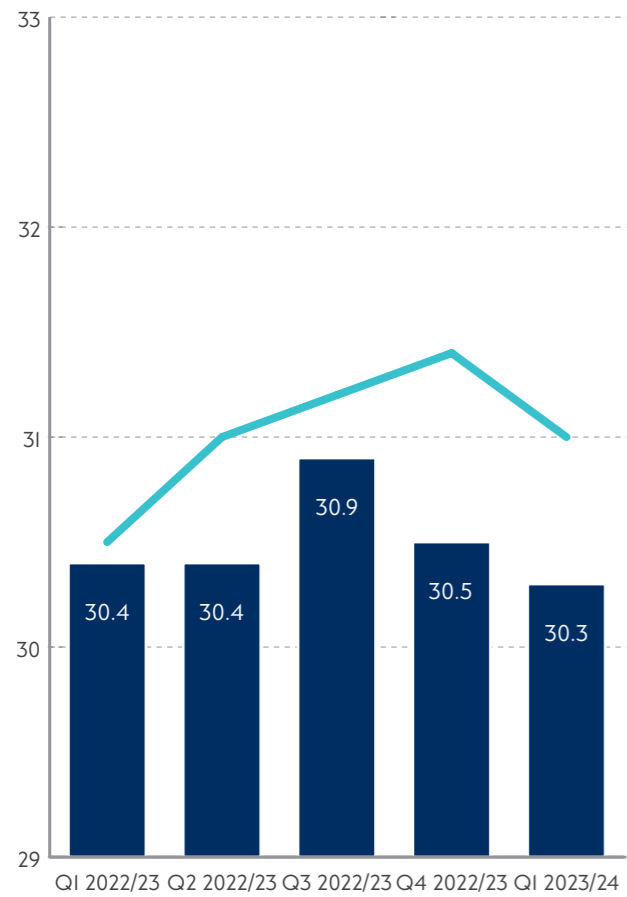


■ Weighted customer journey time    — Target

The year-to-date DLR customer journey time for 2023/24 is 20.8 minutes, which is better than the year-to-date target of 21.4 minutes. DLR customer journey time has improved since 2021/22 following the introduction of more frequent services. This service change was implemented in two phases, Autumn 2022 and May 2023.

\* 2023/24 target is Q1 period-to-date rather than the full year

 **London Overground journey time**  
Past five quarters (minutes)

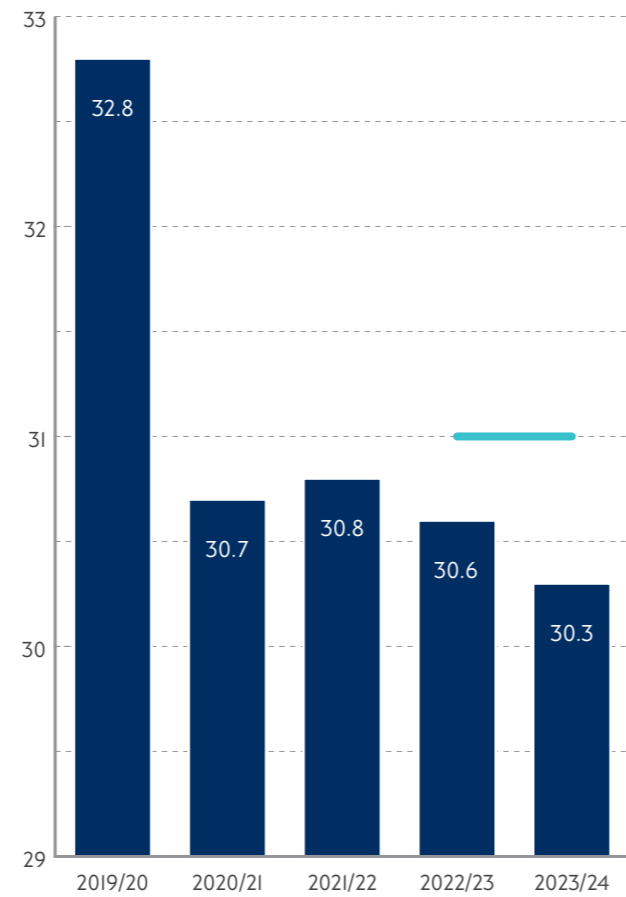


■ Weighted customer journey time    — Target

The Quarter I 2023/24 Overground customer journey time (30.3 minutes) was better than the target (31.0 minutes) for the fifth consecutive quarter. The higher journey time in Quarter 3 2022/23 was due to number of Network Rail delays.

\* 2023/24 target is Q1 period-to-date rather than the full year

**Annual trend (moving average)\***



■ Weighted customer journey time    — Target

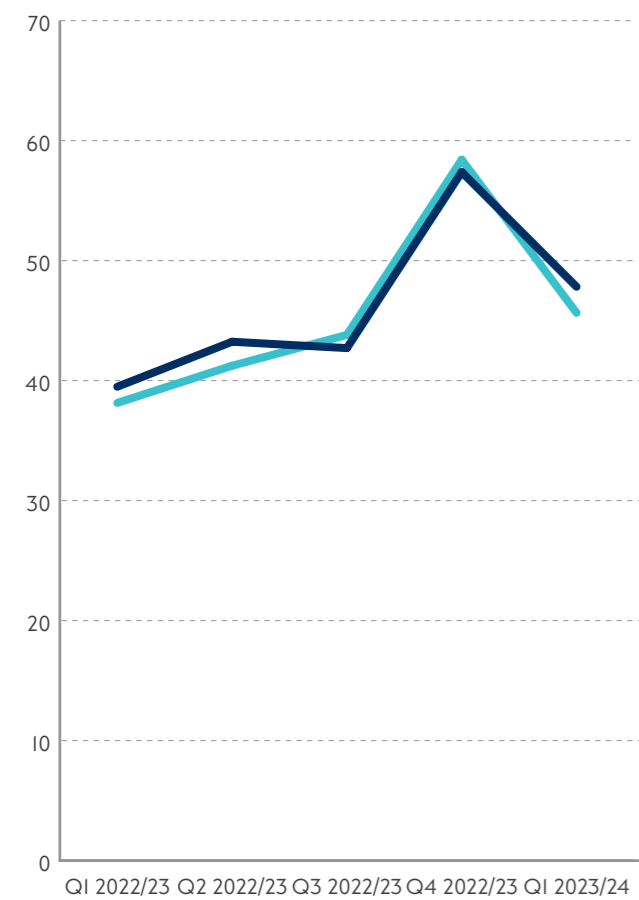
The year-to-date Overground customer journey time for 2023/24 is 30.3 minutes, which is better than the year to date target of 31.0 minutes and lower than the 2022/23 customer journey time. This has been achieved through a reduction in delays on the network.



Overground journey times continue to be better than target

# Services operated

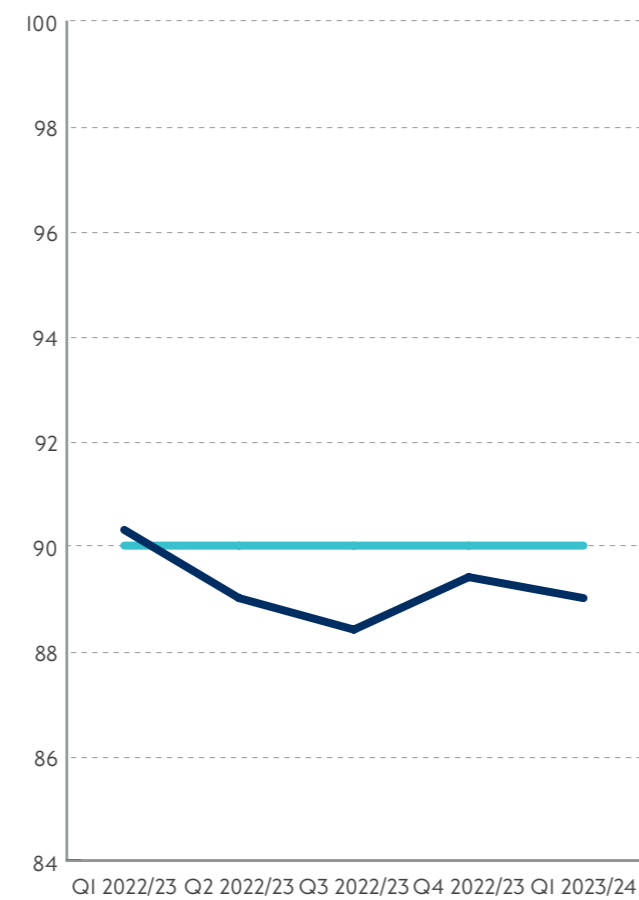
**Victoria Coach Station departures**  
Annual trend (moving average, thousands)



— Departures — Target

Coach departures continue to grow with strong numbers from our main coach operating partners going into the summer. We are also seeing positive performance from our tour and festival services. Departures are currently at 94 per cent of pre-pandemic levels, which shows an improving coach service.

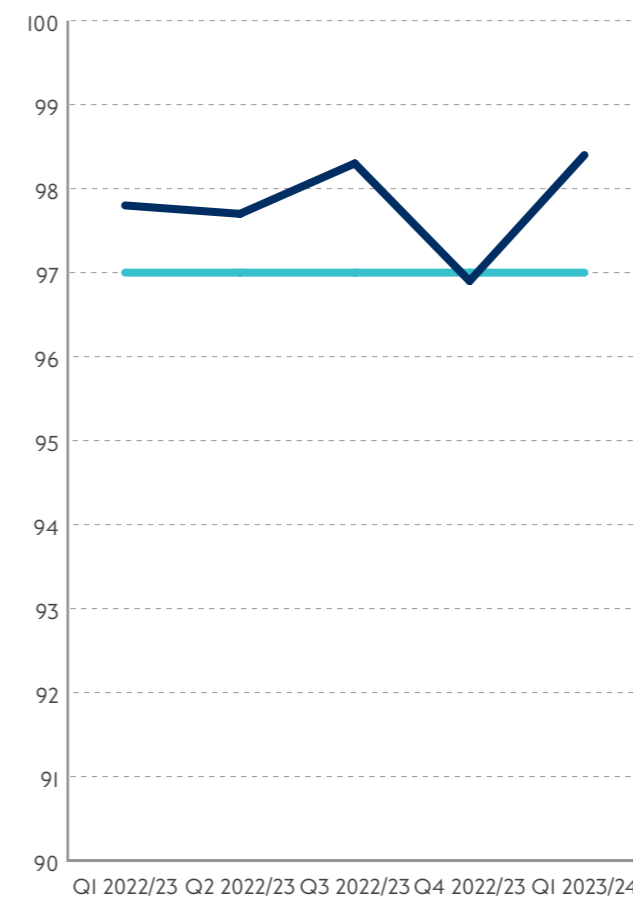
**Dial-a-Ride trip requests scheduled**  
Past five quarters (%)



— Trip requests — Target

The number of requests increased by 17.5 per cent compared to the same quarter in 2022/23 and we were able to schedule 89 per cent of requests, just below target. We continue our campaign to recruit more drivers to support the increasing demand.

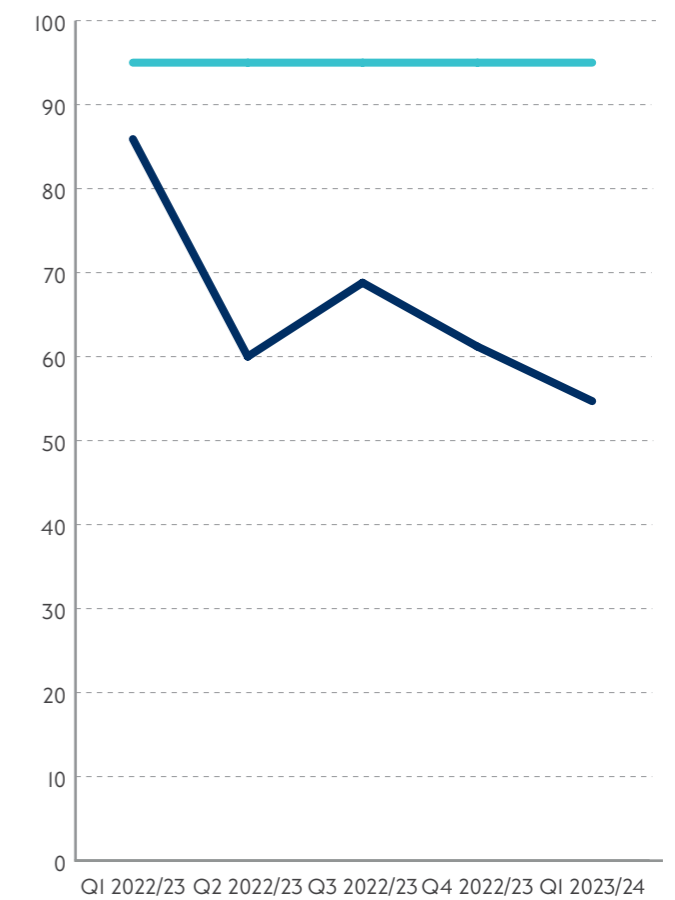
**IFS Cloud Cable Car availability**  
Past five quarters (%)



— Service availability — Target

Cable car availability was above target at 98.4 per cent, and higher than the 97.8 per cent achieved in the same quarter last year. Downtime this quarter was mainly due to weather, with seasonal high-gusting wind at tower height and threat of lightning in the area.

**Woolwich Ferry availability**  
Past five quarters (%)



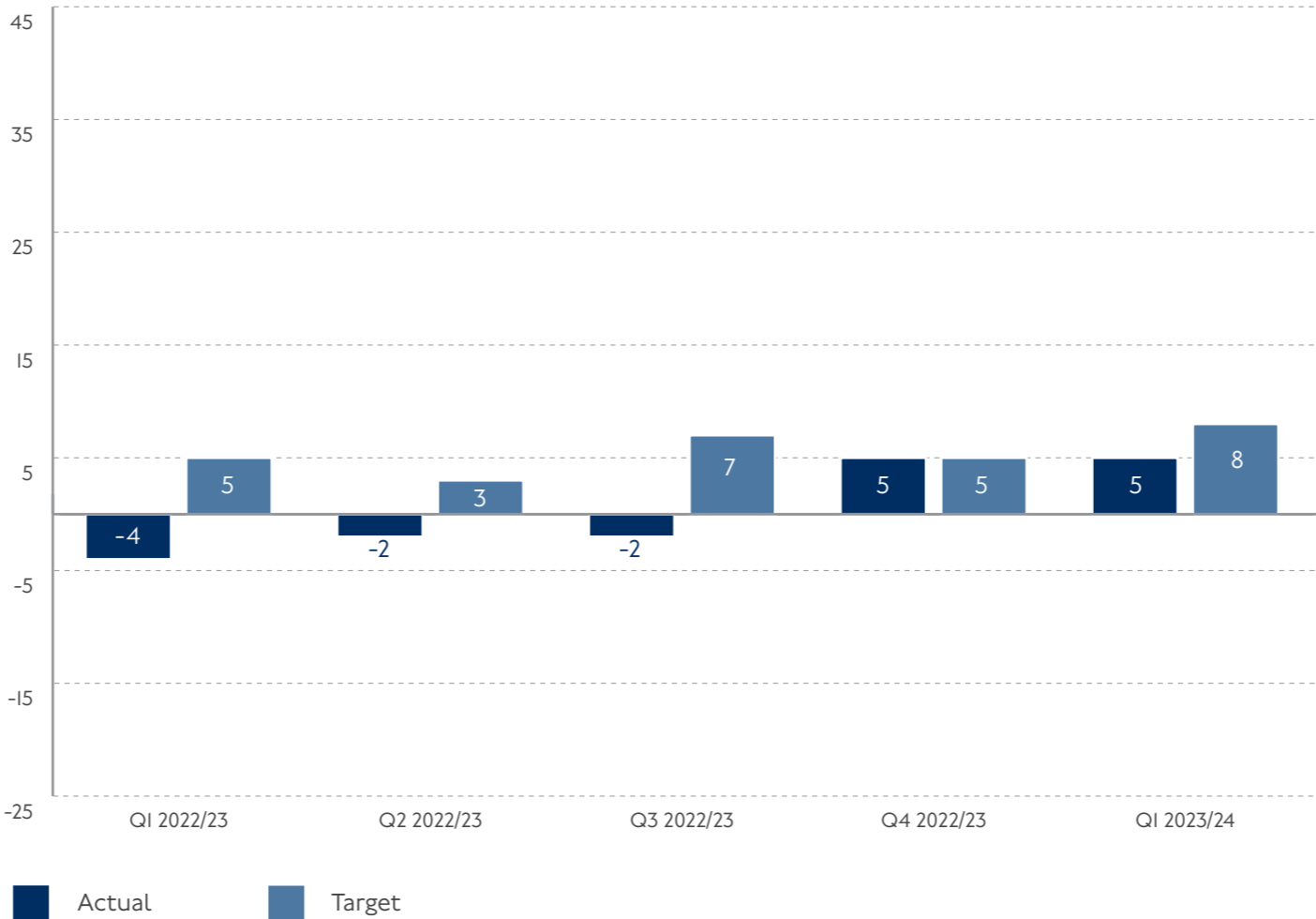
— Service availability — Target

Woolwich Ferry availability was 54.7 per cent this quarter, compared to 85.9 per cent achieved in the same quarter last year. Service downtime was mainly due to crew resourcing issues. We are recruiting to address this.

# Roads and traffic

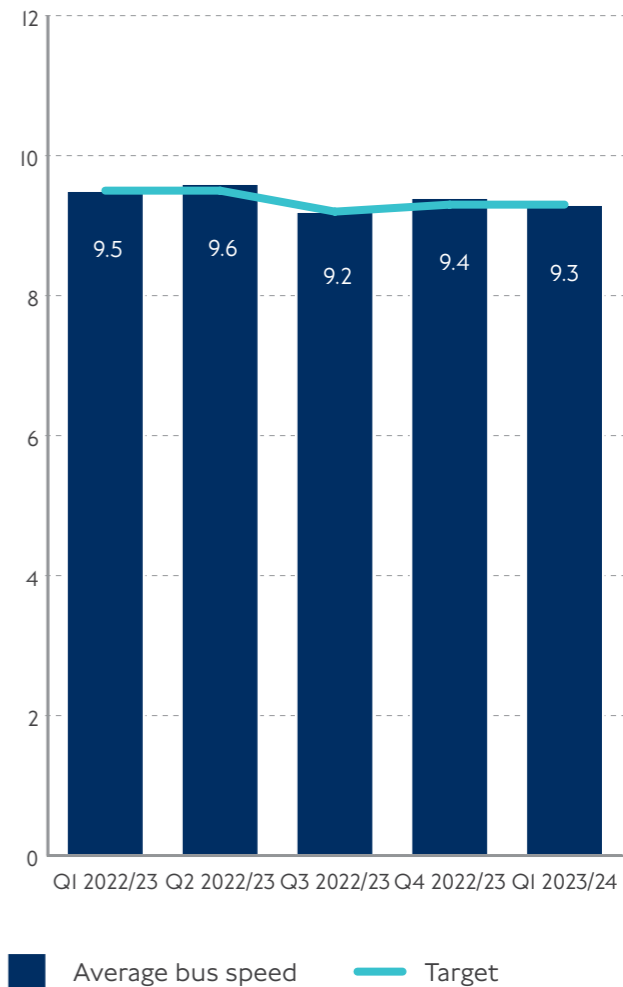
In the quarter our road network has been impacted by roadworks and incidents affecting high-flow roads. Flows on our roads (known as the Transport for London Road Network or TLRN) are the same as 2022 and are below 2019 (pre-coronavirus) levels. Disruption compared to last year has increased.

**Road disruption**  
Past five quarters (%)



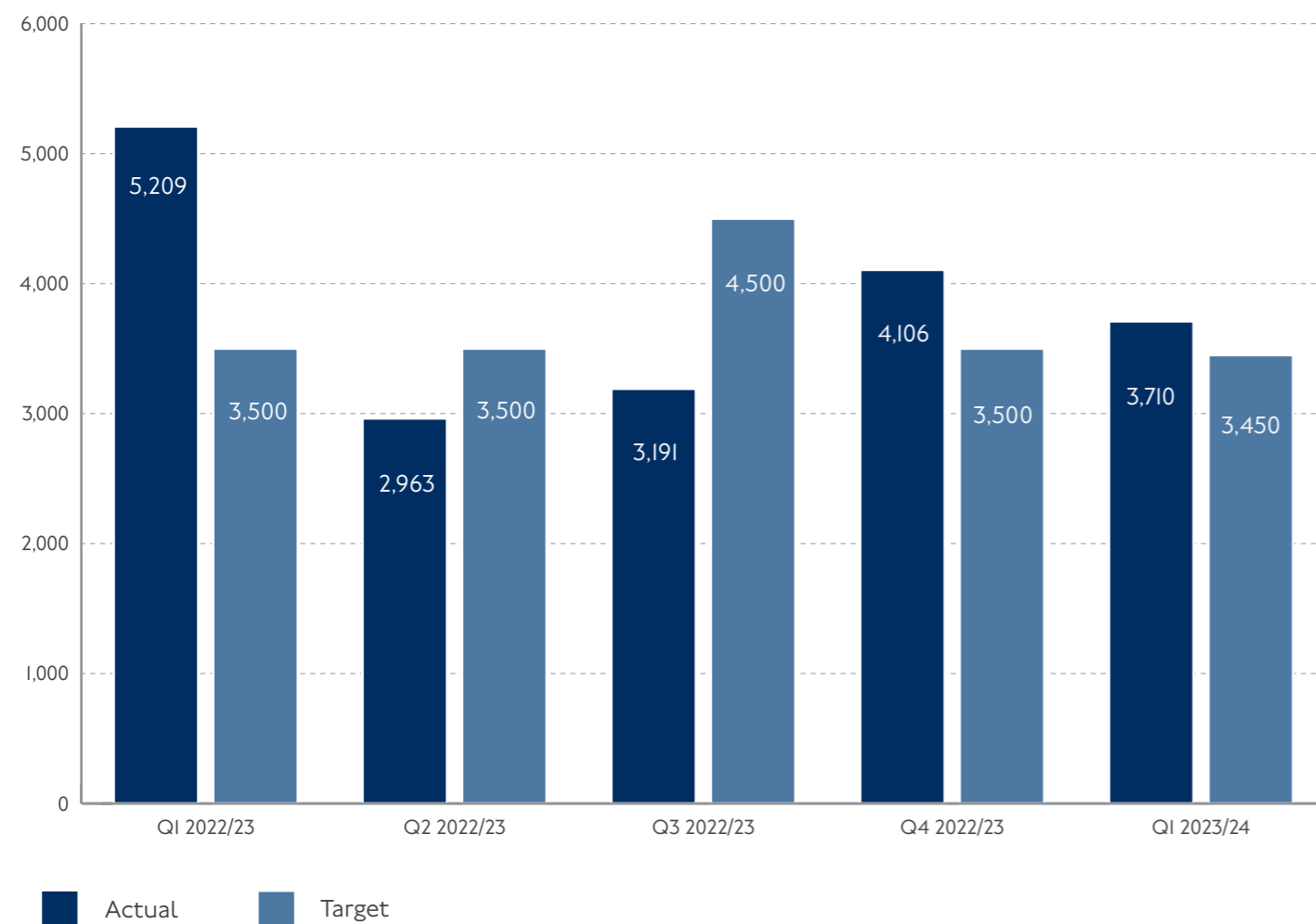
Traffic flows are close to 2022, and six to eight per cent below 2019 levels. Our monitoring shows that these flows are stable. Demand continues to be high, which means incidents are now more disruptive than last year. This, along with roadworks and incidents at key locations on high-flow roads such as Pinkham Way A406 in North Finchley, is driving an increase in road disruption in Quarter I compared to recent quarters.

**Bus average speed**  
Past five quarters (mph)



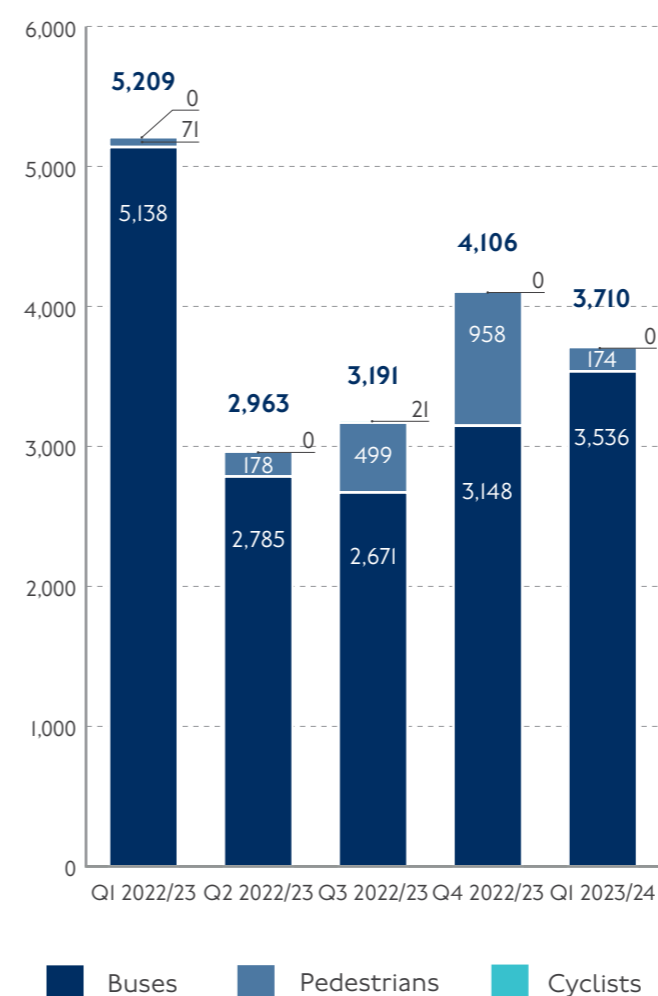
While typical seasonal fluctuations have been maintained, the average bus speed has been moving closer to the pre-coronavirus base over time. It fell below the pre-coronavirus base for the first time in the latter weeks of Quarter I. This is due to recovering passenger demand and increasing general traffic disruption.

**Traffic signal time savings**  
Past five quarters (hours)



In Quarter I we delivered 3,710 hours of sustainable mode benefit for those walking, cycling or using the bus network against a target of 3,450 hours. Our data-led programme targets timing reviews at locations where bus performance needs improvement and locations where cycling or pedestrian delays are observed. We have also reviewed all traffic signals along the proposed routes of Superloop bus services. We attained significant improvements in Camden for bus passengers and in Shoreditch for pedestrians.

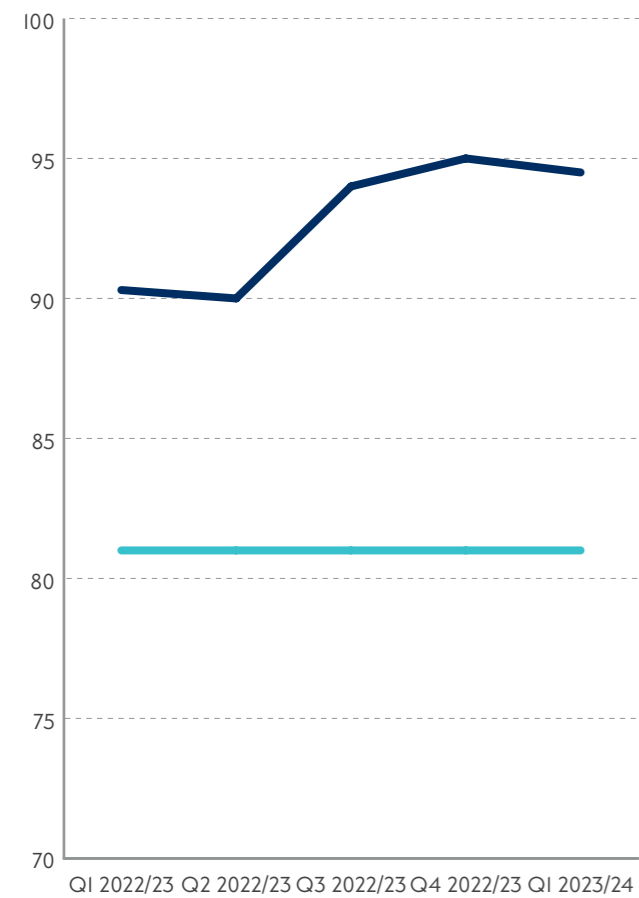
**Type of road user benefiting from signal timing review**  
Past five quarters (hours)



In Quarter I we delivered over 3,500 hours of journey time savings per day for bus passengers and 174 hours for pedestrians.

# Santander Cycles

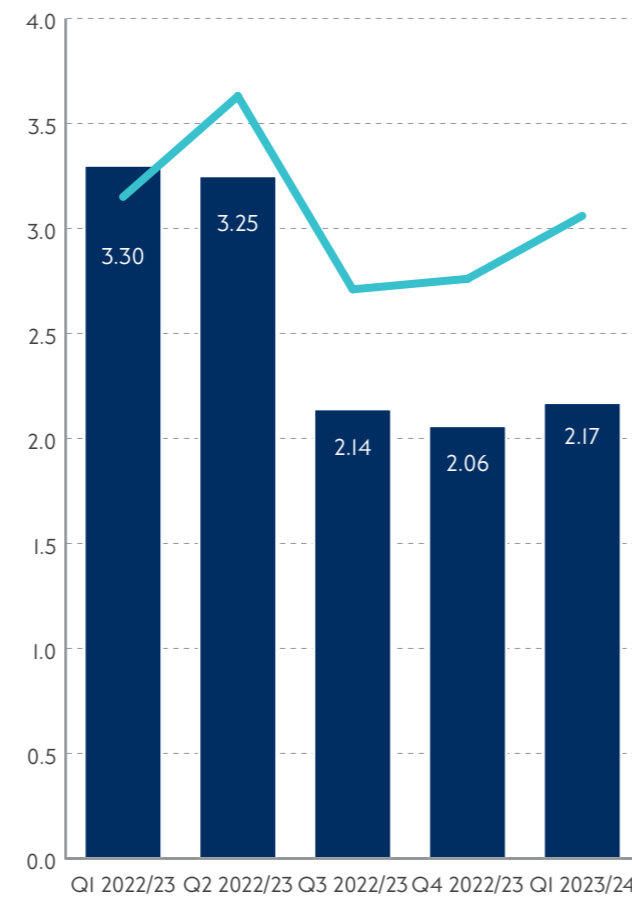
**Docking station availability**  
Past five quarters (millions)



— Docking station availability — Target

Docking station availability remained high, averaging 95 per cent this quarter. This is well above the contractual target of 81 per cent, which we work with our scheme operator to achieve.

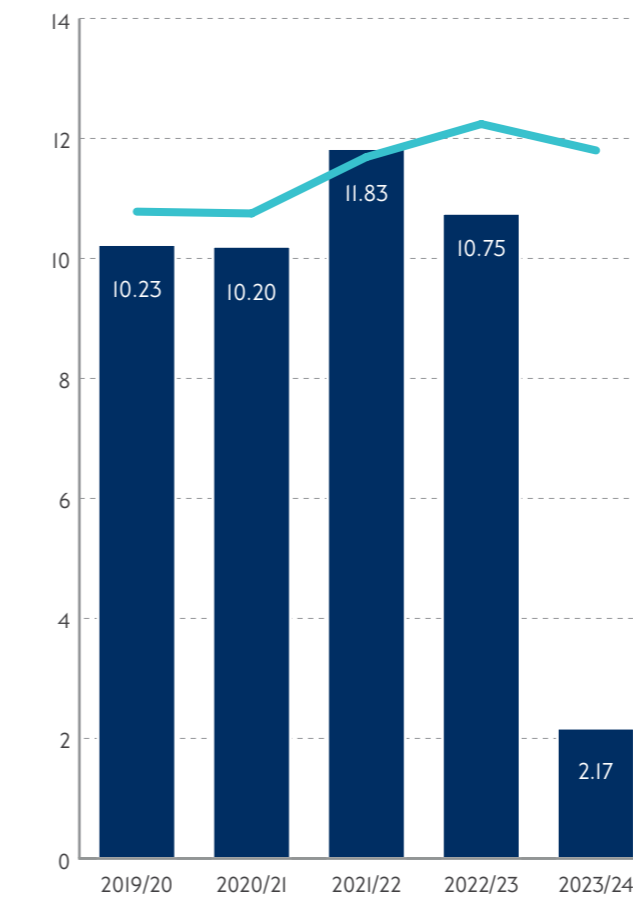
**Hires made**  
Past five quarters (millions)



■ Hires made — Target

There were 2,167,024 hires in Quarter I, which is 29 percentage points below target, but an increase of five percentage points on hires from last quarter. We experienced a significant amount of inclement weather, which affects hire volumes. Hires from casual customers continue to be lower than anticipated following the tariff change in October.

**Annual trend (year to date)**



■ Hires made — Target

We have a very stretching target of 11.8 million hires for 2023/24 which, if achieved, would match our busiest ever year for hires in 2021/22.

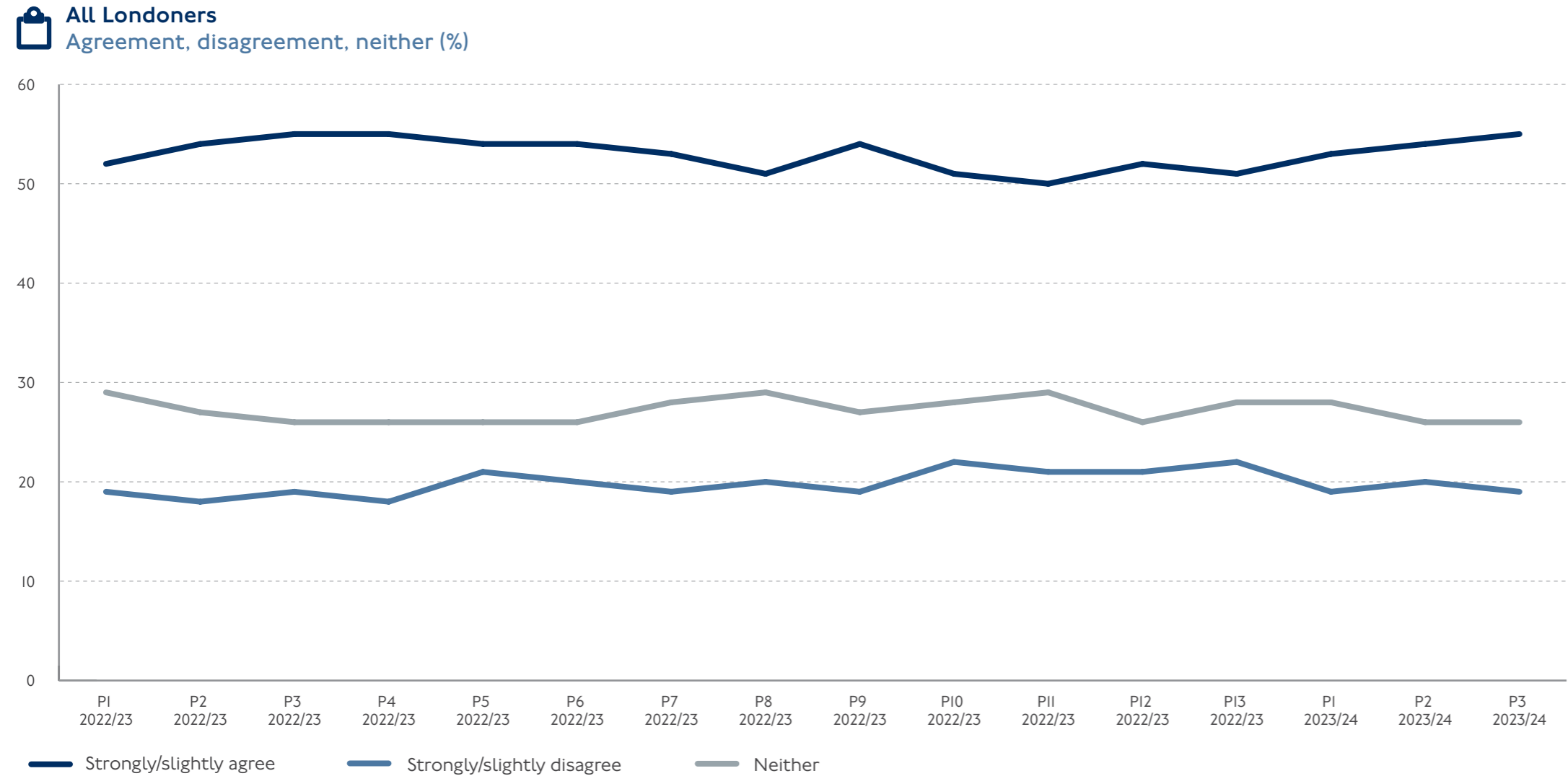


# Customers

We have continued to support and engage our customers to ensure we deliver the best possible customer experience



# TfL cares about its customers

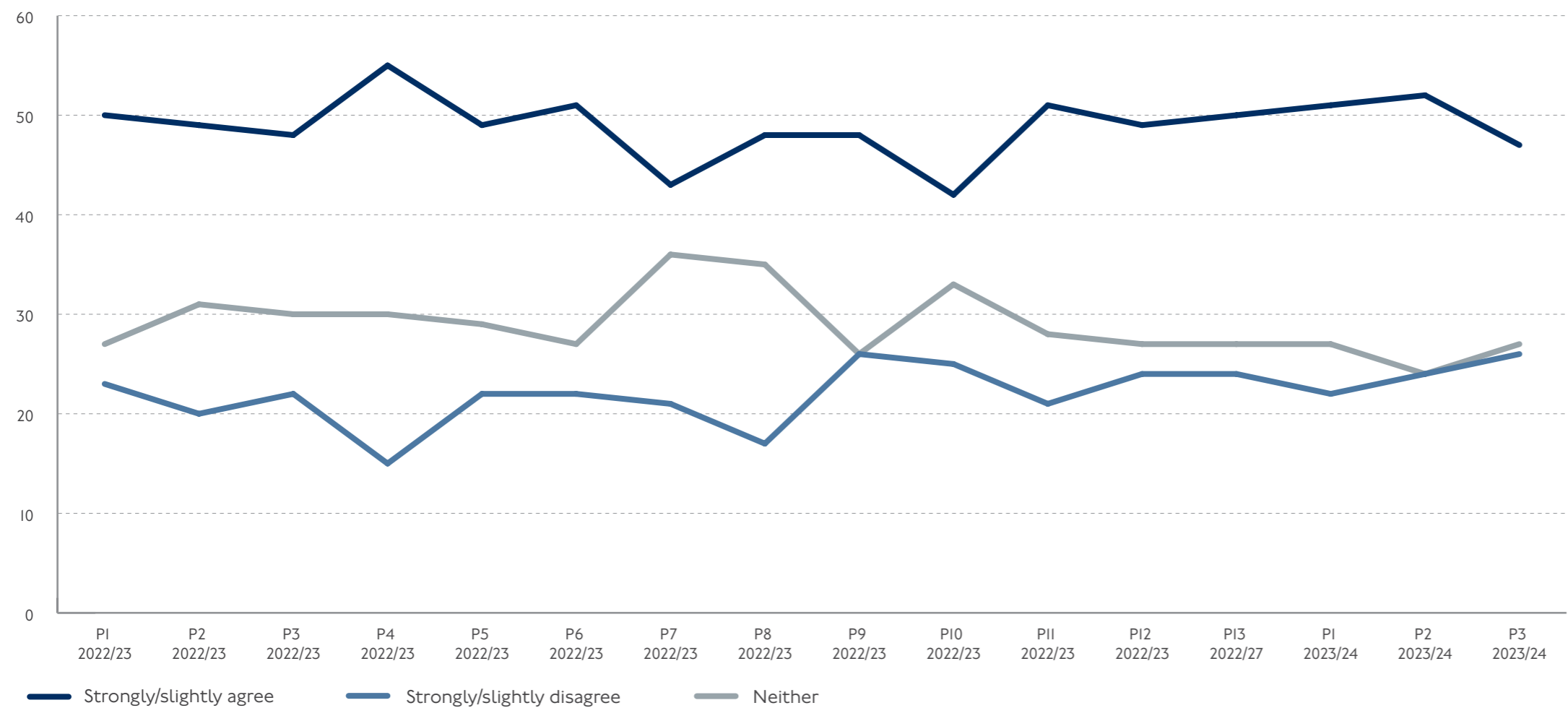


The percentage of Londoners agreeing with the statement ‘TfL cares about its customers’ is 54 per cent for Quarter I 2023/24. This is an increase of three points from Quarter 4 2022/23, but just below the annual target for 2023/24 of 55 per cent. The percentage of public transport users (defined as those who have used public transport in the last seven days) agreeing with the statement ‘TfL cares about its customers’ is 56 per cent for Quarter I 2023/24.

The increase among all Londoners in Quarter I is possibly due to a period of greater stability in network performance, with fewer strikes, as well as external factors such as the seasonal impact of warmer weather.

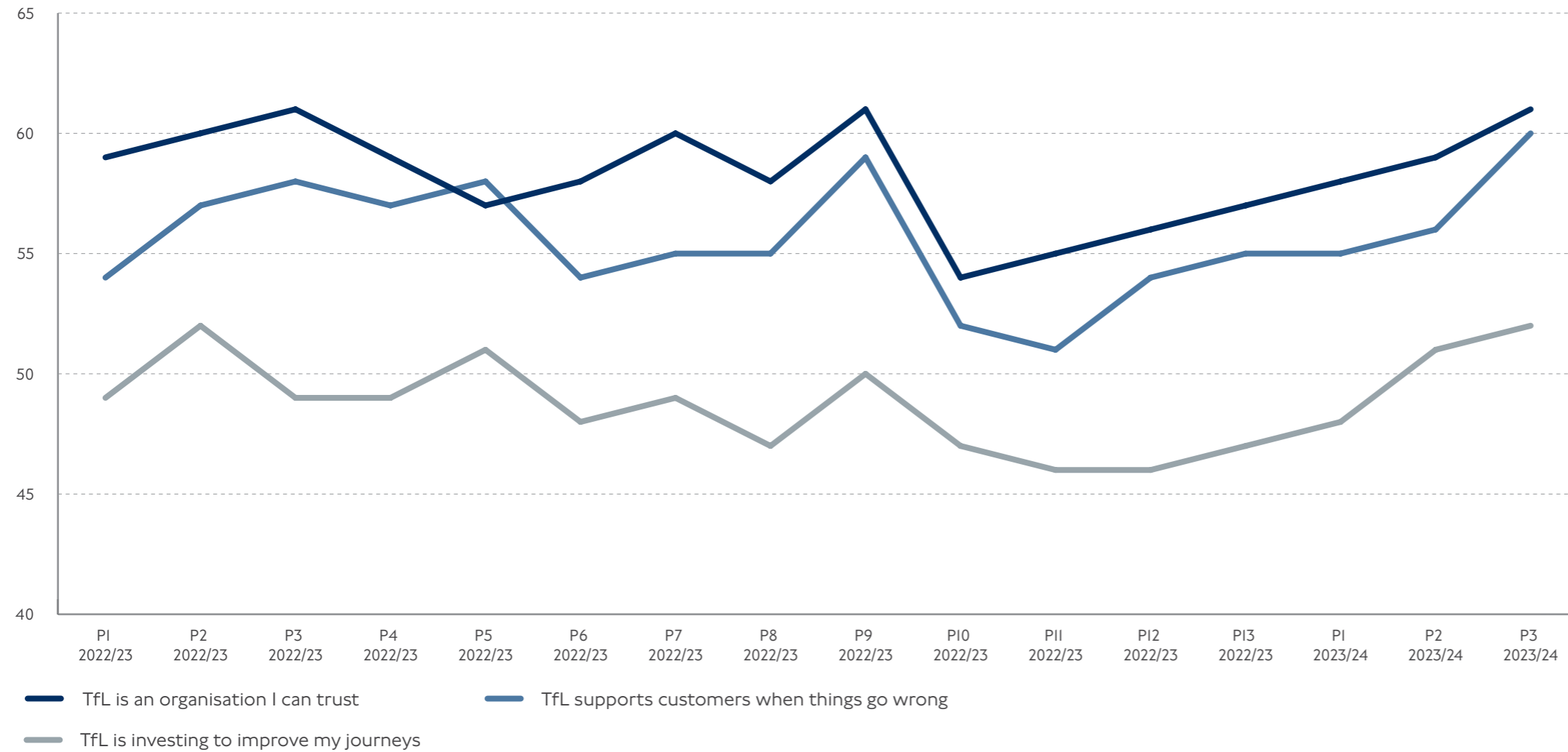
### Disabled Londoners

Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 50 per cent for Quarter I 2023/24, an increase of two points from Quarter 4 2022/23. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners.

**Key survey questions**  
Agreement (%)



Through analysis, we have identified the five key drivers that have the most influence on Londoners' perception of whether 'TfL cares about its customers'. Supporting customers when things go wrong remains a key focus area to improve customer experience. On this survey question, agreement remains slightly lower than the other key drivers.

Overall, scores for all five key drivers have increased in Quarter I 2023/24, recovering to levels seen in Quarter I 2022/23 after trending downwards throughout 2022/23.

### Agreement (%)



The performance of these key drivers reflects a significant period of uncertainty with transport strikes and speculation on TfL's funding position both having a negative impact on customer perceptions. More recently, continued media coverage of the Ultra Low Emission Zone (ULEZ) is likely to have impacted scores, especially among people who do not use our services.

A continued focus on our core operational performance is critical, along with ensuring we support customers when there is disruption to services.

**Provide a consistently good service:  
key areas focus**

- Continuously improve all aspects of customers' journeys, particularly journey time, reliability, information, ambience and comfort
- Improve bus connectivity to support local journeys, particularly in outer London through the proposed introduction of Superloop
- Provide a welcoming, inclusive transport network where everyone can make seamless, safe, secure, affordable and accessible journeys



We're proactive about improving inclusivity on our network



Customer satisfaction levels remain high on the Elizabeth line

# Satisfaction

## Past five quarters Score

	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
London Underground	76	75	75	76	76
London Buses	78	78	77	78	77
DLR	77	78	77	78	79
London Overground	77	77	76	76	77
London Trams*	N/A	N/A	76	N/A	N/A
Elizabeth line	78	83	82	82	83

Overall satisfaction remained broadly stable for all modes between Quarter 4 2022/23 and Quarter I 2023/24; London Overground, DLR and Elizabeth line all increased by one point.

Satisfaction scores increased significantly for the following at-station/stop metrics:

- London Underground: satisfaction with at-station cleanliness, information, wait time, and helpfulness and general attitude of staff
- Bus: satisfaction with information and levels of crowding
- DLR: satisfaction with availability of staff, levels of crowding, and helpfulness and general attitude of staff

- London Overground: satisfaction with all metrics except cleanliness and levels of crowding

The majority of on-mode metrics were relatively stable from Quarter 4, although there were some significant changes for the following modes:

- London Overground: satisfaction with all metrics except journey time and temperature increased
- London Underground: satisfaction with cleanliness and levels of crowding increased, while satisfaction with temperature decreased
- Bus: satisfaction with temperature decreased

\* London Trams are not surveyed on customer satisfaction score continually but once a year in Quarter 3, so N/A is shown for all other quarters

# Calls

In addition to our general contact centre, we have dedicated lines for road charging and the Ultra Low Emission Zone (ULEZ), taxi and private hire, and Dial-a-Ride.

## General contact centre calls Past five quarters

	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Telephone calls	514,986	580,593	648,557	682,246	558,960
Calls abandoned (%)*	9.8	14.54	14.22	10.31	9.65
Correspondence	189,111	218,007	228,217	265,462	232,869
Cases closed (%)**	81.12	83.44	82.03	83.96	86.25
Average speed of answer (seconds)	366	348	724	734	656

Call volumes were down 18 per cent on last quarter, largely due to Quarter 4 being longer, though demand was up nine per cent on Quarter 1 2022/23. Correspondence saw similar trends with demand down 12 per cent on Quarter 4 and 23 per cent higher than this time last year.

Call abandonment rates fell across the board, down six per cent on Quarter 4 2022/23 and two per cent on last year. Call wait times are also lower than the previous two quarters, albeit still higher than Quarter 1 last year. We also saw improvements on correspondence, with cases closed rising three per cent on last quarter and six per cent on the previous year.

Overall, we are seeing a shift away from telephony towards written correspondence, with both up on the previous year and correspondence showing a faster rate of increase. This is in part due to our efforts to make our web forms more user-friendly but may reflect a wider change in customer behaviour.

\* Target of 15 per cent or lower

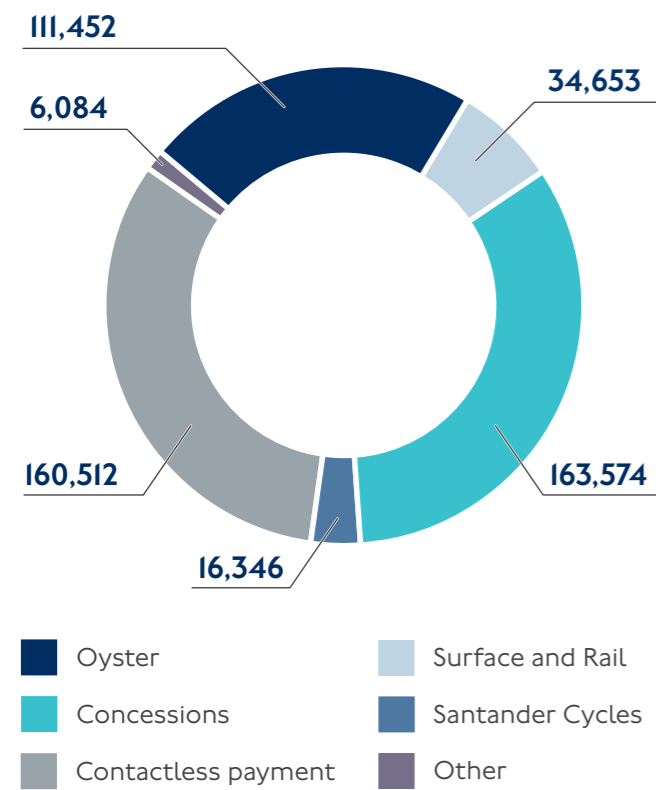
\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues that require investigation

## Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Telephone calls	2,687,696	1,304,300	2,292,137	2,426,382	558,960
Calls abandoned (%)*	16.2	7.6	16.12	12.22	9.65
Correspondence	757,298	364,778	580,567	900,797	232,869
Cases closed (%)**	78.9	83.4	73.80	82.76	86.25



**Calls by subject\***  
This quarter



Demand was down 17 per cent on last quarter, mainly due to Quarter 4 being longer, but was up 11 per cent on the previous financial year. All areas showed a fall in demand against last quarter, though against the last financial year only Santander Cycles demand was down (46 per cent, which is similar to the fall in ridership in the same period).

Ticketing was the most significant area of growth, with Oyster up eight per cent and contactless up 37 per cent. This higher growth for contactless follows the broader trend of customers shifting to contactless over Oyster since the coronavirus pandemic for the added flexibility it offers those benefiting from hybrid working arrangements.

Concessions saw demand fall 20 per cent on Quarter 4, yet remained six per cent higher than the same time last year.

\* Surface and Rail comprises London Underground, London Buses, London Overground, IFS Cloud Cable Car, DLR, Elizabeth line, cycling (general), River services, safety and coaches. Other comprises public Help Points, Taxis and private hire, ticketing apps, Sarah Hope Line and street-related calls



Call volumes were higher than the same quarter last year

## Road charging and ULEZ

### Past five quarters

	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Calls received	334,393	286,306	270,099	360,414	253,188
Calls answered	328,045	281,449	264,702	348,444	240,913
Calls abandoned (%)	1.9	2.0	2.0	3.3	5.0
Average speed of answer (seconds)	24	34	41	81	118

Capita, who operate our road-user charging contact centre, continue to perform well within contractual targets. The average speed of answer for Quarter I was 118 seconds and the call abandon rate was five per cent against a target of no more than 12 per cent of calls.

The contact centre continued to meet performance targets despite Quarter I seeing an increase in the number of complex calls regarding the London-wide ULEZ and its associated scrappage scheme. There was also a re-balancing of resources ahead of the launch of London-wide ULEZ.

### Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Calls received	1,486,715	1,145,772	1,590,871	1,251,212	253,188
Calls answered	1,440,357	1,093,382	1,518,973	1,222,640	240,913
Calls abandoned (%)	3	5	5	2	5.0
Average speed of answer (seconds)	42	63	48	46	118

**Taxis and private hire**  
Past five quarters

	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Calls received	48,626	55,575	155,402	86,949	61,357
Calls answered	47,858	54,425	100,558	77,926	60,353
Calls abandoned (%)	2.0	2.0	35.0	10.4	2.0
Average speed of answer (seconds)	29	40	2,145	323	32

The licensing and regulation contact centre is for vehicle licensing enquiries and is operated by our vehicle licensing service provider, Marston.

We anticipated an increase in calls in Quarter I 2023/24 due to a number of vehicle licenses expiring and proactively increased resource in anticipation of this demand. In Quarter I 2023/24 we saw a 26 per cent increase in the number of calls received compared to the same period in 2022/23 but the mitigation measures we put in place ensured we were able to meet all service level agreements.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Calls received	749,561	222,291	235,135	346,552	61,357
Calls answered	532,096	158,847	225,445	280,767	60,353
Calls abandoned (%)	29	29	4	19	2.0
Average speed of answer (seconds)	699	896	111	870	32

**Dial-a-Ride**  
Past five quarters

	Target	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Calls received	N/A	91,224	93,267	75,705	117,643	101,399
Calls abandoned (%)	10	11.2	11.1	11.0	6.8	8.9
Average speed of answer (seconds)	180	276	275	276	154	207
Email bookings	N/A	10,728	9,761	10,202	11,300	8993

We received just over 11 per cent more calls than Quarter 1 of 2022/23 but were able to get good results by recruiting several operators to answer calls and help our reservations team cope with the demand. We have achieved excellent results for our abandoned calls rate and average speed of answer compared to the same quarter last year. We completed the first quarter of the year within our abandoned calls target of 10 per cent.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Calls received	533,868	117,275	299,944	372,094	99,830
Calls abandoned (%)	10.7	5.5	10.6	9.9	8.9
Average speed of answer (seconds)	287	108	249	239	207
Email bookings	82,450	6,368	31,573	41,991	8,993

# Complaints

## Complaints

Year on year (per 100,000 journeys)

	Q1 2022/23	Q1 2023/24	Variance (%)
London Underground	1.07	0.91	-15
London Buses	2.98	3.46	16
DLR	0.48	0.43	-10
London Overground	0.59	0.38	-36
Elizabeth line	1.72	0.9	-48
London Trams	0.86	0.88	2
IFS Cloud Cable Car	4.58	3.24	-29
Congestion charge	2.22	1.71	-23
Dial-a-Ride*	66.6	34.46	-48
London River Services	0.35	0.12	-66
Santander Cycles	2.06	2.58	25
Taxis**	4.13	4.82	17
Private hire**	2.46	3.42	39
Contactless	0.54	0.52	-4
Oyster	0.36	0.44	22

Once again the rail modes have performed well this quarter, London Underground seeing a 15 per cent decrease in complaints per 100,000 journeys despite a 19 per cent increase in ridership. DLR and London Overground also saw falls, down 10 per cent and 36 per cent respectively. The Elizabeth line saw complaints fall 48 per cent against a rise in journey numbers of 236 per cent.

Buses rose 16 per cent against an increase in ridership of only five per cent, with the most significant increases being in complaints relating to gaps in service and

journeys being curtailed short of their original destination. Investigation shows these are linked to proposed removal or changes to some routes.

A rise of 465 per cent in Oyster complaints relating to service delay refunds, caused by Great Western Railways sending us a backlog of claims, was the main factor driving the 22 per cent increase seen this quarter. Contactless complaints also rose but were outstripped by increased journeys, leading to a four per cent fall in complaints per 100,000 journeys.

## Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
London Underground	1.14	1.74	1.26	0.96	0.91
London Buses	3.17	4.37	3.29	3.42	3.46
DLR	0.89	1.09	0.54	0.65	0.43
London Overground	1.58	1.24	0.65	0.48	0.38
Elizabeth line	2.30	2.26	1.77	0.79	0.9
London Trams	1.65	1.76	0.85	0.81	0.88
IFS Cloud Cable Car	2.83	2.57	4.69	3.75	3.24
Congestion charge	2.48	3.83	3.55	2.24	1.71
Dial-a-Ride*	83.62	64.87	61.33	66.99	34.46
London River Services	1.26	2.44	0.47	0.25	0.12
Santander Cycles	3.54	2.68	2.24	3.29	2.58
Taxis**	8.06	1.69	3.24	4.68	4.82
Private hire**	2.57	1.36	2.3	2.95	3.42
Contactless	0.40	0.39	0.5	0.51	0.52
Oyster	0.17	0.26	0.48	0.49	0.44

For most modes, complaints per 100,000 journeys in the year to date are down on previous years. London Buses are tracking one per cent higher than last year. Despite the issues noted previously, Oyster is 10 per cent lower than last year while contactless has seen a slight rise.

The Elizabeth line is tracking higher than last year, which can be attributed to higher ridership numbers as well as some issues on the west of the network where changes have been made to timetables.

Trams are also up on last year, though this seems to be principally due to the slight drop in ridership as we received two complaints fewer in Quarter I than the same quarter last year.

\* The highly individual nature of the Dial-a-Ride service results in a high complaint rate compared to the mass-volume mainstream modes.

\*\* Journeys not recorded; figures based on survey data. Taxis and private hire complaint numbers are not directly comparable due to the way they are received and recorded.



Customers appreciate the work of our frontline colleagues

# Commendations

## Commendations Past five quarters

	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
London Underground	337	312	290	351	280
London Buses	693	610	577	782	581
DLR	12	20	11	23	19
London Overground	26	39	24	38	39
Elizabeth line	11	52	46	59	65
London Trams	2	2	2	2	4
IFS Cloud Cable Car	5	8	7	2	2
Dial-a-Ride	8	4	3	0	2
London River Services	3	0	1	1	2
Santander Cycles	0	0	0	0	0
Taxis and private hire	31	30	26	31	25
TfL Road Network	0	1	1	1	1
TfL Policy	8	6	5	9	10

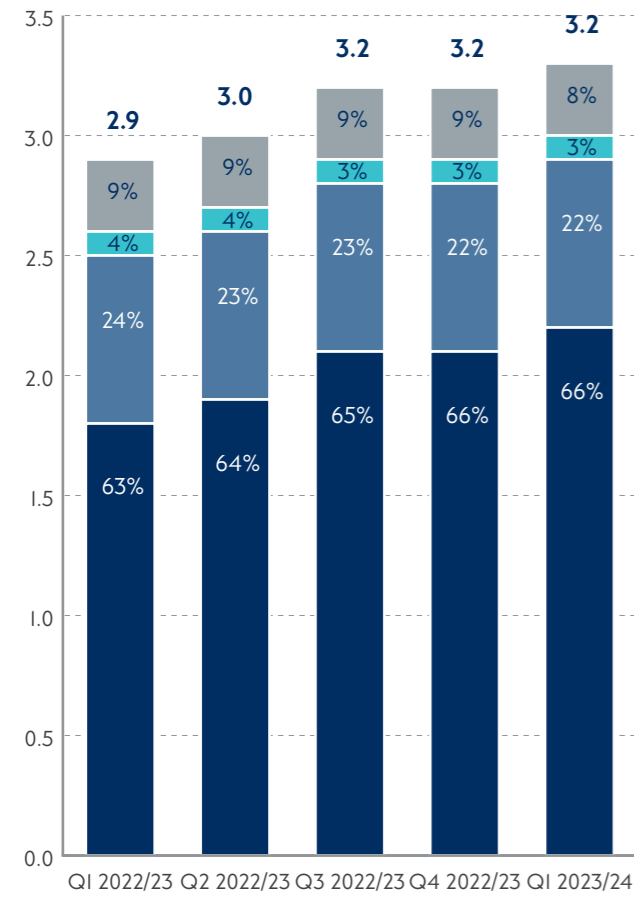
Overall, commendations fell across most modes compared to both the previous quarter, which is longer, and compared to Quarter 1 last year.

However, London Overground saw commendations rise three per cent on last quarter and an impressive 50 per cent on the previous financial year. The Elizabeth line also recorded a notable increase of 10 per cent on Quarter 4 and an impressive 491 per cent on the same quarter last year.

This increase has been largely driven by the staff working at Paddington and their efforts to assist our customers navigating the station and provide help during delays or other disruption. It should be noted that Abbey Wood, Whitechapel and Liverpool Street stations have also performed well in terms of commendations received.

# Tickets

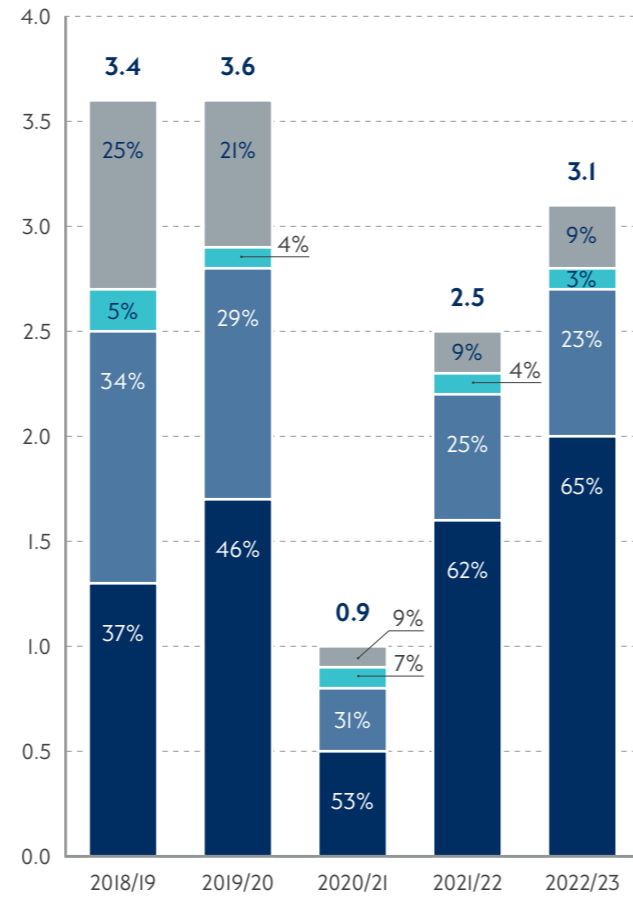
**Fare payer split on typical weekdays\***  
Past five quarters (millions)\*\*



■ Contactless    ■ Oyster pay as you go  
■ Bus & Tram Passes    ■ Travelcards

Overall demand has been slowly recovering. The share of contactless payment media (cards and mobile devices) used has increased to 66 per cent of all fare payer tickets in the latest two quarters, up from 63 per cent a year ago.

**Past five years (millions)\*\*\***



■ Contactless    ■ Oyster pay as you go  
■ Bus & Tram Passes    ■ Travelcards

Before the coronavirus pandemic, the total number of fare payer tickets used remained stable every year while the share of contactless increased. Demand declined dramatically during the pandemic and has since been steadily recovering, but remains at lower levels than before the pandemic.

**150m** 

contactless bank cards and mobile devices have been seen used on bus, Tube and rail services since launch



**4.3m**

contactless journeys are made daily

\* Graphs use typical weekdays to represent the trend per time period. The number of Travelcards and bus and tram passes valid on these typical weekdays is used as a proxy for the number of tickets used. The population studied covers all fare payer ticket types, excluding paper single tickets, which account for less than one per cent of journeys on the network

\*\* Days measured:  
 Q1 2022/23: Thursday 9 June 2022  
 Q2 2022/23: Thursday 8 September 2022  
 Q3 2022/23: Thursday 24 November 2022  
 Q4 2022/23: Thursday 23 March 2023  
 Q1 2023/24: Thursday 11 May 2023

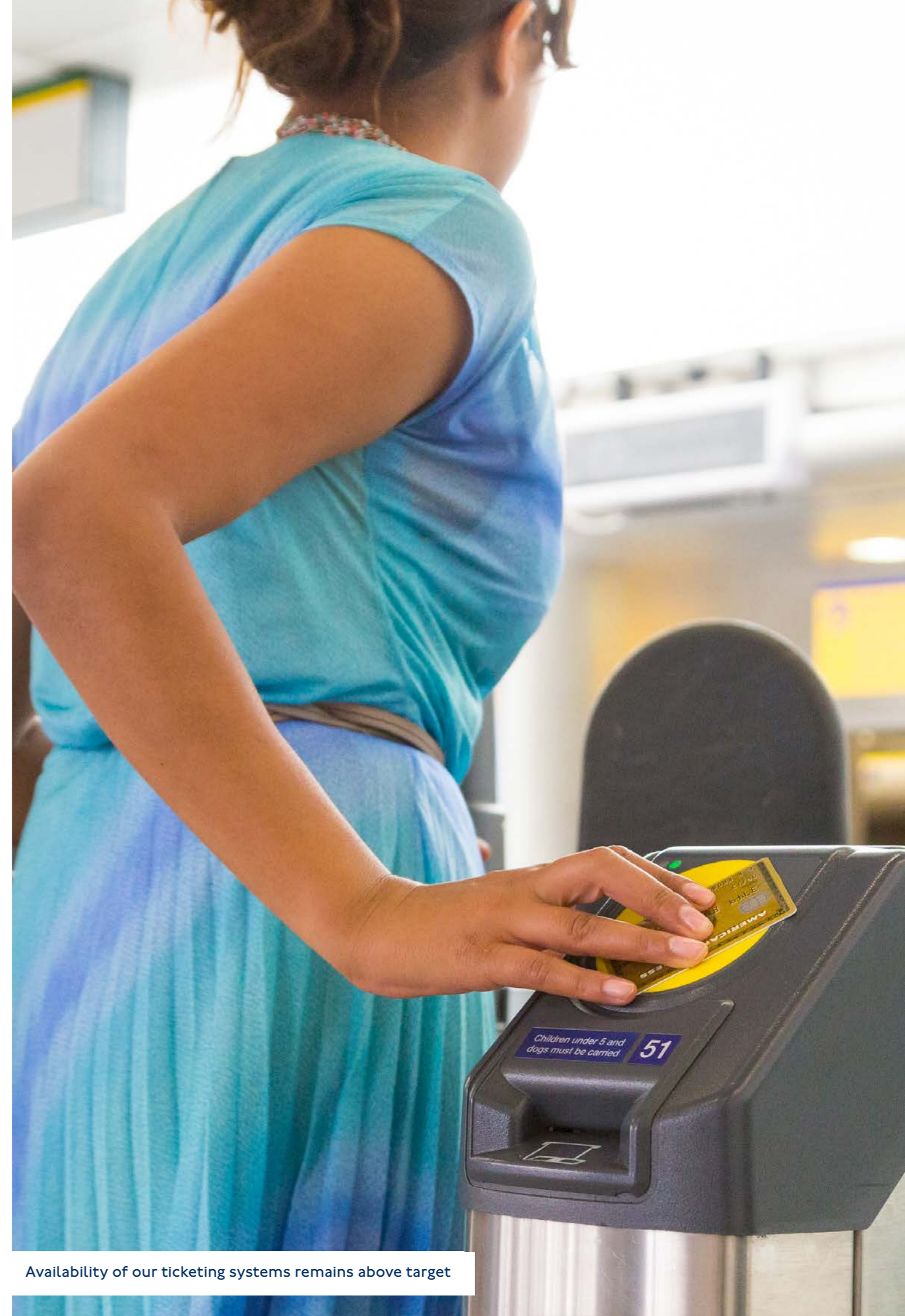
\*\*\* Days measured:  
 2018/19: Thursday 7 February 2019  
 2019/20: Thursday 6 February 2020  
 2020/21: Thursday 4 February 2021  
 2021/22: Thursday 10 February 2022  
 2022/23: Thursday 9 February 2023

# System availability

## Ticketing system availability (%)

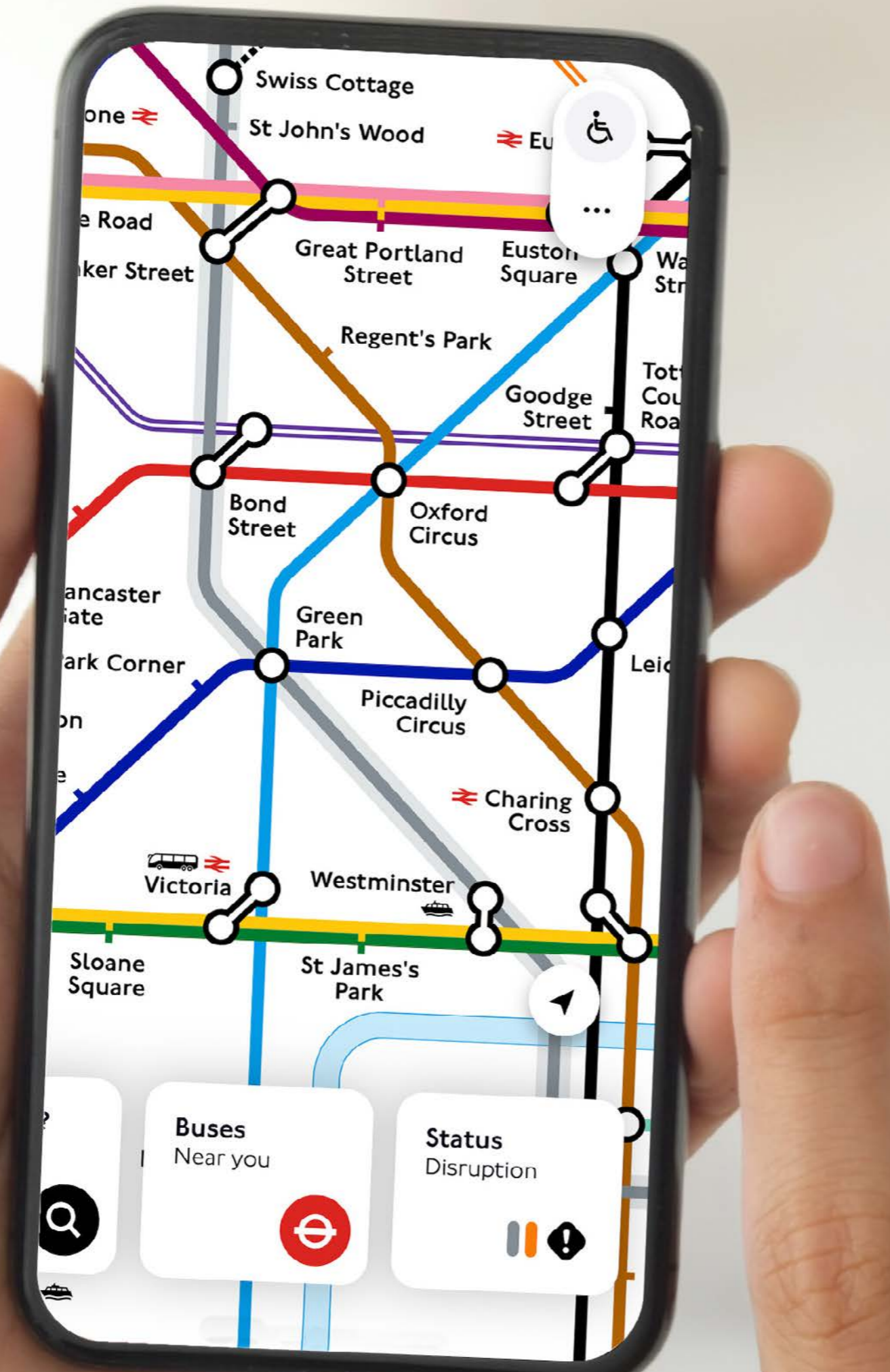
	Q1 2022/23			Q1 2023/24		
	Actual	Variance to target	Variance to Q1 2021/22	Actual	Variance to target	Variance to Q1 2022/23
London Underground – ticketing system overall availability	99.22	+1.02	-0.33	99.05	+0.85	-0.17
London Buses – bus validations – overall availability	99.68	+0.68	-0.05	99.65	+0.65	-0.03

We exceeded targets for both Underground and Buses in this quarter and throughout 2022/23. Compared with Quarter I last year, there is greater use of the transport system. This quarter included the coronation of King Charles III.



Availability of our ticketing systems remains above target





We continue to improve real-time service information

# Digital

On average, the TfL Go app is now used by over 727k customers each month. We continue to roll out new features including enhanced line disruption and closure information. Customers can now see greyed-out line sections (for closures) and glowing line sections (to indicate disruptions) on the live Tube map.

**28.7m**

average monthly screen views (up 12.6% on Quarter 4 2022/23)



**727,327**

average monthly unique users (up 9.4% on Quarter 4 2022/23)

**3.1m**

average monthly unique users (down 8.1% on Quarter 4 2022/23)



**68m**

average monthly page views (down 8.7% on Quarter 4 2022/23)

# Travel demand management

## Major planned events

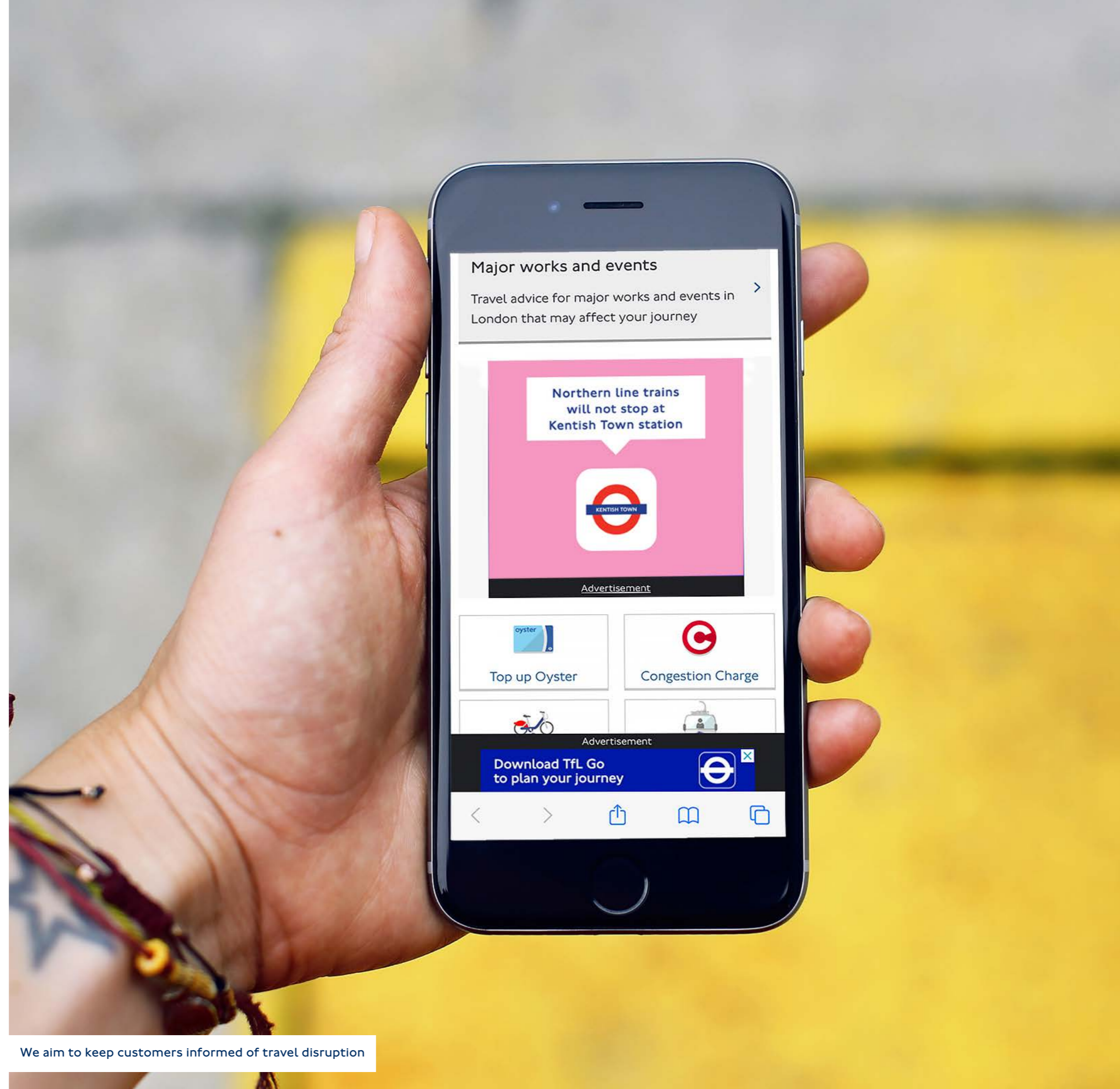
The coronation of King Charles III and Ford RideLondon both took place in May. These events had significant impacts on customer journeys across London. To support these events, we worked alongside operational teams, event organisers and partners to develop appropriate customer messaging and travel advice. These messages were delivered via an integrated communications plan, including but not limited to travel advice web pages, press updates, customer emails, social media activity and posters. Political and local stakeholders were also updated on the latest information.

## Kentish Town station closure

On 26 June, Kentish Town Underground station closed for up to 12 months for station improvement works, including essential replacement of both escalators. A travel demand management plan was put in place to help manage demand associated with the closure. As part of this, we issued a wide variety of communications across our network to make sure customers and stakeholders were fully aware of this closure and understood their alternative travel options.

## Silvertown Tunnel

To support the construction of the Silvertown Tunnel it was necessary to implement weekend closures for the Blackwall Tunnel and the A102 tunnel approach road during early summer. We worked with operational and customer colleagues to ensure private and freight drivers and bus customers were aware of the closures, the impacts and their alternative travel choices. This is part of a programme of works that will impact the A102 and the Blackwall Tunnel until the Silvertown Tunnel opens in 2025.



We aim to keep customers informed of travel disruption

# Campaigns

## Campaigns – customer information email volumes Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 year-to-date
Customer information emails (millions)	205	211	226	302	87.5
Campaigns	1,101	685	950	625	190

### CRM marketing programme

The role of the customer relationship management (CRM) marketing programme is to support our core business objectives. Each email has a clearly defined purpose and audience. Emails are either an ‘inform’ or ‘influence’ message in a short format (klaxon) or long format (thematic).

We deliver relevant and engaging content to our audience with campaigns and offers tailored and personalised to the database.

At present the marketing database has 1,352,054 customers subscribed.

In Quarter I we deployed four marketing emails to the database with multiple versions based on the segmentation of the audience, such as families versus all others. These emails supported revenue-generating messages relating to Easter activities, the King’s coronation, and mental health awareness, alongside partnership discounts and wider London events.

This quarter also saw the deployment of a data enhancement email to encourage customers to link their Oyster card or contactless card to an account. Those who already have an account were sent a survey to understand how they use the network. Following this, we saw an increase in account new sign ups by 1,032 and lapsed accounts re engaged by 62.

At the end of Quarter I we saw 36.2 per cent open rate, 0.53 per cent click-through rate (just under our target of 0.87 per cent) and an unsubscribe rate of 0.05 per cent.

### CRM service update emails

We have sent more email campaigns and individual emails than we would normally in a standard year, preparing for the King’s coronation and continuing to send out new phases of emails notifying relevant customers about the upcoming ULEZ expansion, we have also needed to update customers on strikes on our network and on national rail services.

We have sent out several email campaigns making customers aware of the Superloop rebranding as well as consultation emails related to the Superloop, inviting customers to share their views on potential changes.

We also had to notify customers of a downtime in online Oyster services while we updated our multi-factor authentication system, which involved contacting over two million users of our online services.

In addition to this, the number of email addresses opted-in to the multimodal weekend travel closures email increased to well over three million people. However, we were able to remove some duplicate emails from this list after migrating our data to a new CRM platform, bringing a more accurate total of less than three million once again.

Over  
**87m**  
customer information  
emails sent in 2023/24  
to date



**190**  
campaigns so far in 2023/24

### Customer marketing and behaviour change campaigns

#### Ultra Low Emission Zone expansion

Our campaign to raise awareness of the ULEZ expansion continued during this period, ahead of the launch date of 29 August 2023.

The campaign ran on TV, video-on-demand, radio, posters, petrol pump advertising, digital screens in motorway service stations, local and trade press, and digital and social channels. New messaging to raise awareness that nine out of 10 cars already meet the standards commenced mid-April.

Radio and local newspaper content to explain the link between air quality and health, with contributions from health experts, continued throughout April and June. Metro activity included online articles and video interviews.

Targeted communications in May and June included over 1.6m leaflets delivered in outer London, face-to-face leafleting, over 619,000 personalised letters and over two million customer emails to raise awareness, encourage vehicle checking and provide information about the support available. Over 546,000 letters were sent via the DVLA between February and June to owners of non-compliant vehicles to provide information and advice, including details of the scrappage scheme.

Advertising to raise awareness and take-up of the scrappage scheme also continued in April and June across radio, digital banners and social. Over 400,000 emails were sent to owners of non-compliant vehicles to raise awareness of the major expansion of the scrappage scheme.

We continue to experience high vehicle-checking volumes with six million unique visitors to our vehicle-checker tool by the end of June (since 25 November).



The expansion of ULEZ launched successfully in August



Our safety campaign uses vibrant eye-catching design

### Public Transport Safety

On 22 May, our new Public Transport Safety campaign launched, designed to help support wider TfL safety measures in reducing customer incidents and preventing delays on network.

The communications aim to alert customers to the risks, without making them fearful. It focuses on the positive behaviour we want them to adopt with an authoritative yet caring approach, which encourages customers to re-evaluate their behaviour.

Printed and digitally animated posters and ads of this vibrant eye-catching campaign have been delivered in multiple formats through our owned channels and paid advertising across the network.

### Public Transport recovery

Our Public Transport (PT) Recovery Campaign continued throughout May and June with posters on the network, radio and digital display advertising. Through this campaign we have also introduced new messaging to drive travel demand on Mondays and Fridays, when the Tube is generally quieter, and spread demand across the week.

We've also continued to publish monthly content in Metro and Time Out, encouraging Londoners to get out and about in the city using public transport.

On 1 August, the PT Recovery Campaign was succeeded by our new campaign 'Champion Value'.

### Elizabeth line

The final stage of the Elizabeth line launch campaign promoted the changes that took place in May 2023, including the introduction of direct services from Shenfield to Heathrow, the increase from four to six trains an hour to the airport, and trains every 2.5 minutes in the central section.

We created some new posters for this stage, but also reused and adapted previous TV, radio and print adverts. We booked some pioneering media formats for TfL, including adverts to run before TV shows and films on-board British Airways flights landing at Heathrow Terminal 5, and digital posters in the baggage claim area. These were translated into five other languages besides English, with different combinations shown depending on where flights came from. These adverts included extra detail on fares to ensure international visitors had all the payment information they needed, and showed when the next Elizabeth line trains were departing.

The main campaign ended at the end of June, but Heathrow advertising is continuing across the summer.

# Consultations

We launched eight consultations in Quarter 1, as follows:

- Bus route 419 hail-and-ride conversion to fixed stops
- Catford Town Centre – changes to A205 South Circular Road
- Bus route 223 extension
- Proposed Superloop route SLI0 (X183)
- East Sheen Road safety and streetscape improvements scheme
- Proposed Superloop route SLI (X34)
- Healthy Streets – Greenwich to Woolwich
- Bus routes W restructuring

We are planning to launch 18 consultations in Quarter 2 2023/24.



# London Assembly scrutiny

## London Assembly scrutiny Quarter 1 2023/24

Date	Title	Type of scrutiny
13 June 2023	Budget and Performance Committee. TfL Capital Programme	Open meeting
15 June 2023	Transport Committee. River services	Open meeting



The London Assembly regularly review our operations

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## About us

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we are creating brighter journeys and a better city.



