

## Customer service and operational performance report

Quarter 4 2023/24 (10 December 2023 – 31 March 2024)

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We have renamed the six London Overground lines to help navigation

# Introduction

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

Our purpose is to keep London working and growing, to make life in the city better for all Londoners. Every journey matters to us and we do all we can to make sure the transport network is safe, reliable and fit for the future.

During the quarter, we launched a number of initiatives to not only make it easier to choose sustainable transport options but to encourage Londoners and visitors to make the most of all London has to offer. This includes the Mayor's announcement of a fare freeze until March 2025 and a trial of 'Off-peak Fridays' where pay as you go Tube and rail fares were off-peak all day on Fridays from 8 March until 31 May.

On 6 March the £3 Santander Cycle Day Pass came into effect, allowing customers unlimited 30-minute rides over a 24-hour period. This is supported by our Cycle Sundays campaign, which launched on 20 May and runs until September, promoting leisure cycling routes and encouraging people considering cycling to give it a go.

On 2 March, we completed the final section of the Superloop express bus network, with the SL2 route between Walthamstow Central and North Woolwich linking the Elizabeth line at Ilford, as well as London Overground and Tube services at Walthamstow and Barking.

Together with the Mayor, we announced the new names and colours for each of the six London Overground lines. This will make it easier for customers to navigate and further build ridership, while also celebrating London's diverse communities and histories.

Delivering good customer service relies on consistent and reliable transport services. We know our performance has been mixed and our customers using the network have been experiencing delays over the last few months as a result of train and tram defects. To address this, we have introduced a revised timetable on the Central line providing a more reliable service with fewer cancellations and gaps between trains.

In May, a number of our trams suffered from damaged wheels. We operated as many services as we could and, on 25 May, we reverted to a full service. Our teams continue to work hard to deliver for our customers and we apologise for the impact these issues had on our customers, and thank them for their patience.

On the Northern line we are working closely with our suppliers to resolve the shortage of trains due to an issue with a component in the train's traction power.

**Claire Mann**  
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 to ensure we have a suitable comparison and can clearly monitor progress and performance. This page provides an overview of these key measures.

### Passenger journeys

#### Cumulative year-on-year growth

Growth in passenger journeys shown as a percentage difference compared to the year-to-date total for the same period of the previous financial year.

#### 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 London 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 the London Underground journey time measure, 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.

#### Scheduled services operated

##### Dial-a-Ride

The proportion of journey requests the on-demand team was able to fulfil.

##### IFS Cloud Cable Car availability

This measure shows the percentage of the scheduled operating time that the IFS Cloud Cable Car was available. It is calculated as the scheduled operating time (total hours and minutes) minus downtime when the service was closed to passengers.

##### Woolwich Ferry availability

This measure shows the percentage of the scheduled operating time that the Woolwich Ferry was available. It is calculated as the scheduled operating time (total hours and minutes) minus downtime when the service was closed to passengers.

#### Roads and traffic

##### Road disruption

This metric 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 the TfL Road Network – the strategic roads in London that we manage, including most of the capital's red routes.

##### 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. It 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 abnormal periods of road use, such as school and bank holidays, or if planned and unplanned events and roadworks are happening nearby.

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

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

#### Santander Cycles

##### Docking station availability

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

#### Customer

##### Care score

This is the percentage of Londoners who agree strongly or agree slightly that we care about our customers. It measures how well we consistently meet people's expectations, both during 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 are converted to whole numbers out of 100. For example, a mean score of 6.62 becomes a customer satisfaction rating of 66.

# 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 Full-year actual	2023/24 Full-year target
<b>Operations</b>		
London Underground journey time (minutes)	28.3	27.9
Bus journey time (minutes)	34.1	33.8
Rail journey time – Elizabeth line, Trams, DLR, London Overground (minutes)	26.2	26.9
<b>Customer</b>		
Londoners who agree we care about our customers (%)	54	55



### Scorecard measures

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



# Operations

Providing safe, clean and reliable services to our customers



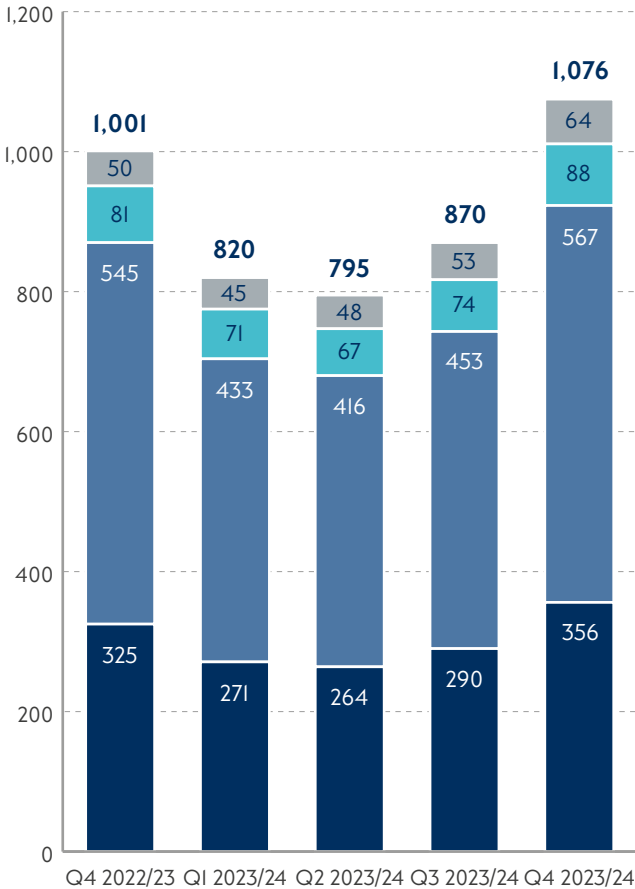


# Passenger journeys

Passenger journeys across the network continue to grow, with ridership figures on some of our services exceeding pre-pandemic levels. Full-year figures show 3,560 million journeys have been completed, compared with 3,252 million last year. This year we have seen the highest number of journeys since the start of the pandemic in March 2020.

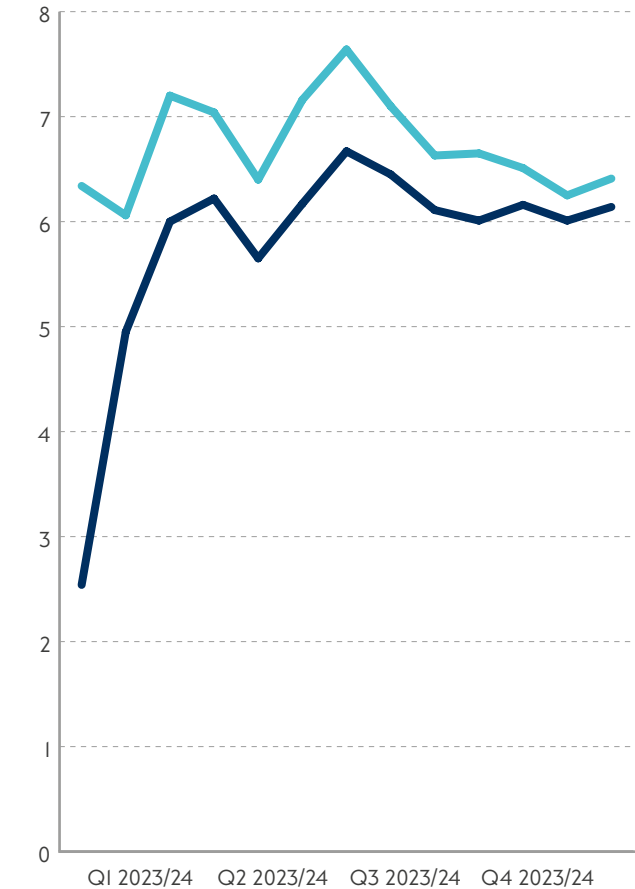
This quarter the 'Off-peak Fridays' trial started where pay as you go with contactless and Oyster Tube and rail fares are off-peak all day on Fridays until 31 May 2024. The trial is to encourage more people back into the city on Fridays allowing Londoners and visitors to make the most of all London has to offer and to support London's wider economic growth.

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



London Underground
  Buses  
 Rail
  Elizabeth line

Cumulative year-on-year growth (%)



Budget
  Actual

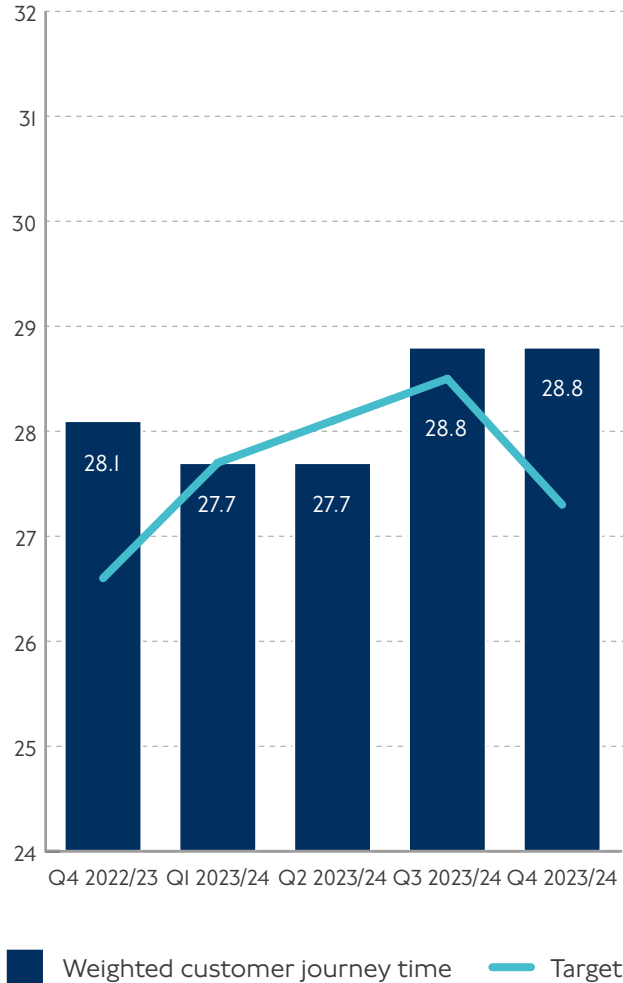
Overall journeys at the end of 2023/24 are nine million above budget. Passenger journeys at the end of 2023/24 are up nine per cent and at 88 per cent of pre-pandemic levels. More than four million Tube journeys and around five million bus journeys are made on weekdays. The Elizabeth line also continues to grow, with around 700,000 journeys every weekday.

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

# London Underground journey time

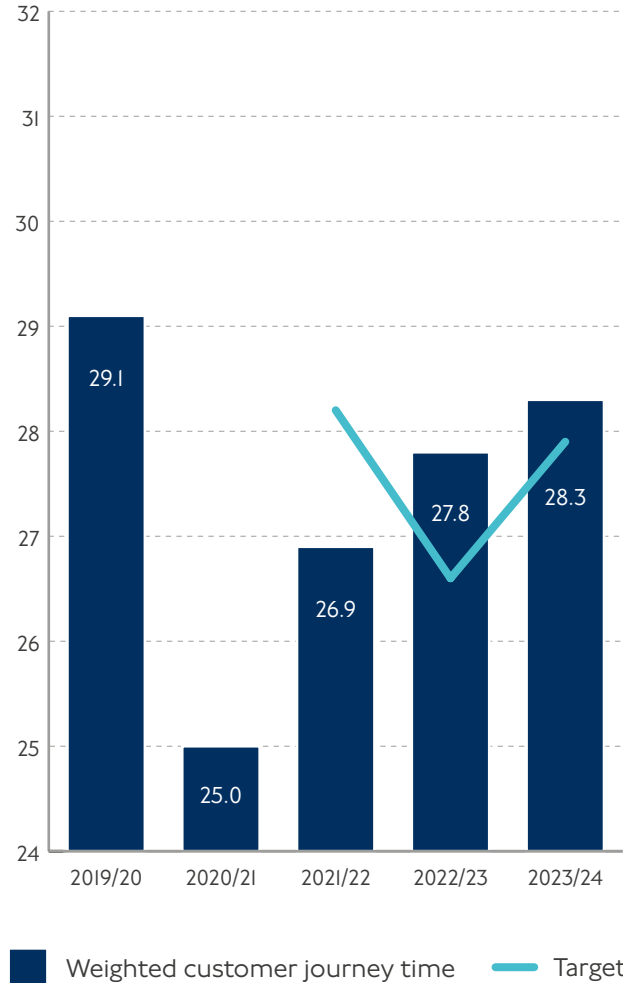
This is a demand-weighted average of all Tube customer journey times and is comprised of wait time and in-vehicle time. Actual (clock) times are weighted by customers' perceived values for waiting on platforms, platform crowding, on-train crowding, being unable to board (left behind), and on-train delays.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

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



London Underground customer journey time for Quarter 4 is 1.5 minutes higher than the target of 27.3 minutes. It was as high as Quarter 3 levels despite lower passenger demand. The under-target performance this quarter is mostly driven by ongoing reliability challenges with the Central line fleet. We have implemented a temporary timetable to provide a more consistent service for customers.

**Annual trend (moving average)**

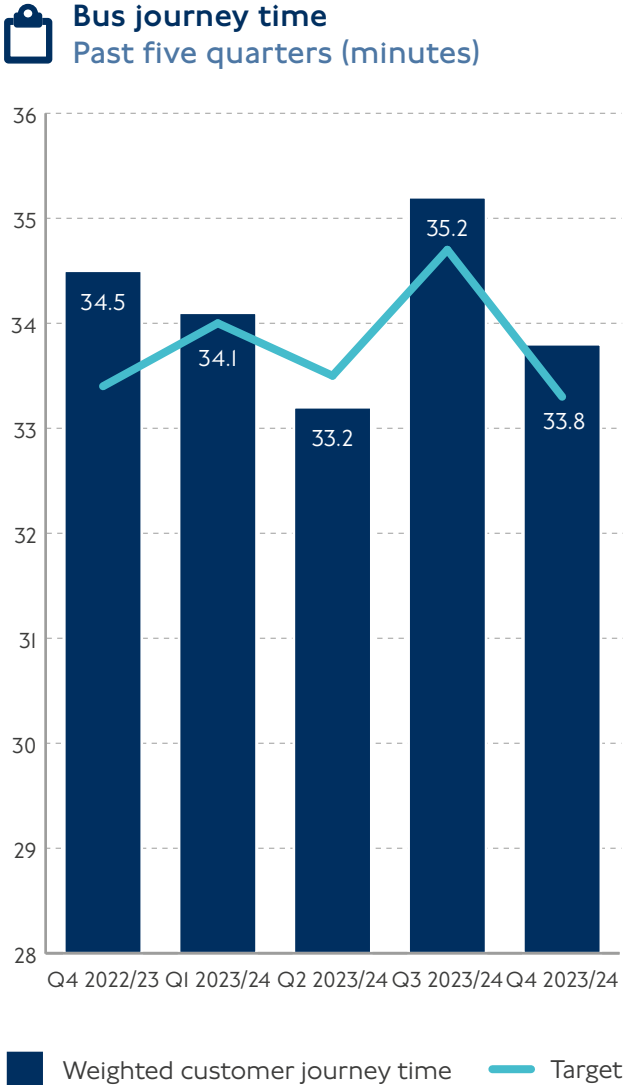


Quarter 4 was challenging due to on-going fleet and track reliability issues, meaning we just missed our annual target for customer journey times by 0.4 minutes. Other than Central line issues, other contributors to under-target performance were train operator availability on the Piccadilly and Northern lines. Our maintenance teams are working hard to improve reliability against a challenging funding landscape.

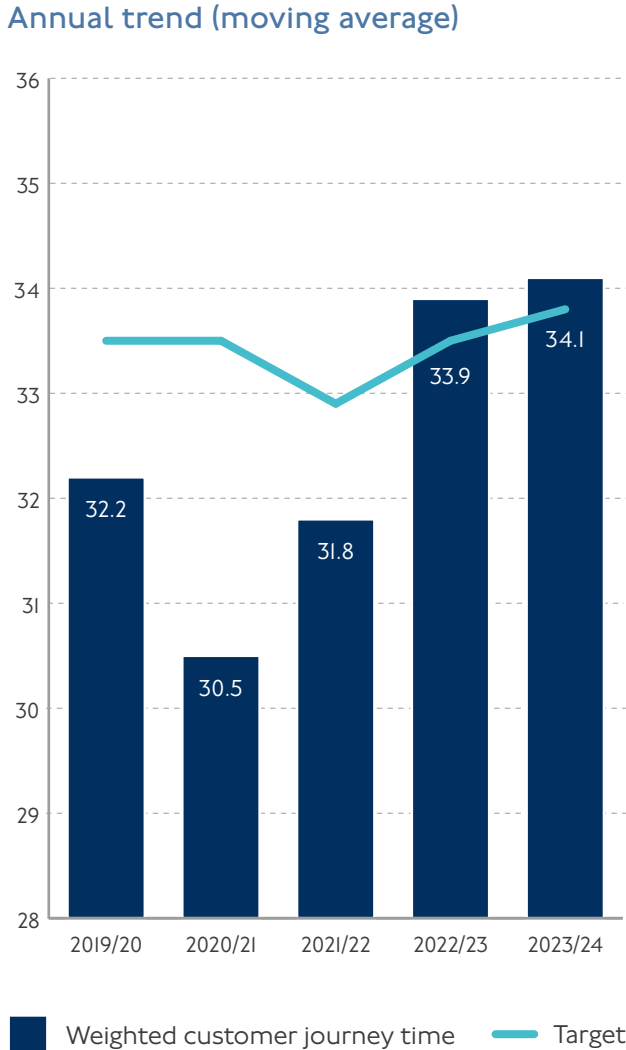


# Bus journey time

We measure the average time our passengers spent on their bus journey, which is an accumulation of all stages of a customer's 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.



In Quarter 4, bus journey times were higher than target due to longer on-road journey time, caused by traffic levels and delays. In addition, mechanical issues affecting vehicle availability impacted on customer waiting time.

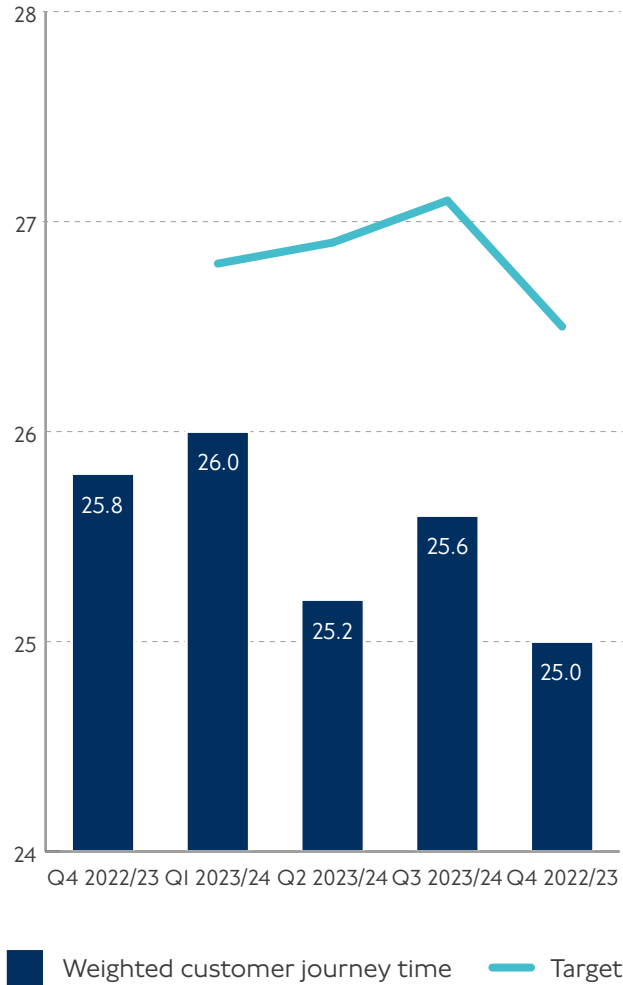


We missed the target for 2023/24 meaning our customer experienced longer than the target journey time. This was due to a number of systemic factors, as reported above. We have implemented improvements, especially focused on improving bus speeds and journey times. Our Bus action plan also focuses on enhancements to bus routes; refurbishing of our Routemaster fleet and the creation of new bus priority lanes.

# Rail journey time

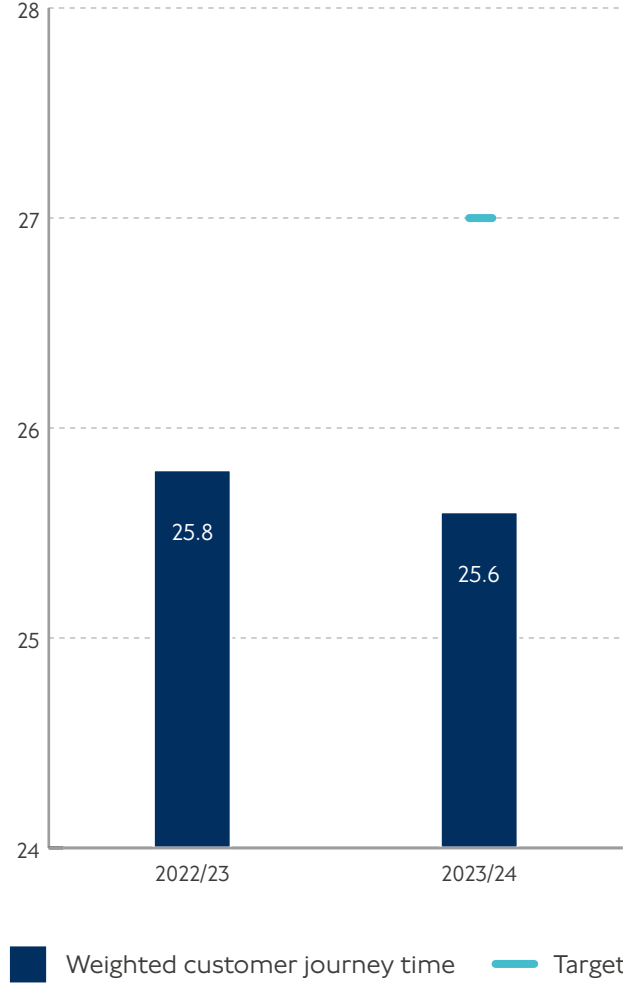
We measure the average time our passengers spent on their Rail journey, which is an accumulation of all stages of a customer's individual journey, in minutes. This enables us to monitor the performance of our rail service from the perspective of our customers. Quicker journeys are more likely to encourage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

**Elizabeth line journey time**  
Past four quarters (minutes) since through running commenced



In Quarter 4, Elizabeth line journey time was 25.0 minutes, better than the target of 26.5 minutes and presents the lowest journey time for customers since the same quarter 2022/23. Since the opening of the line, more than 350 million journeys have been made. Performance in recent periods has been good, with a step-change in the reliability of the trains since the roll out of a further software update in February.

Annual trend (moving average) since through running commenced

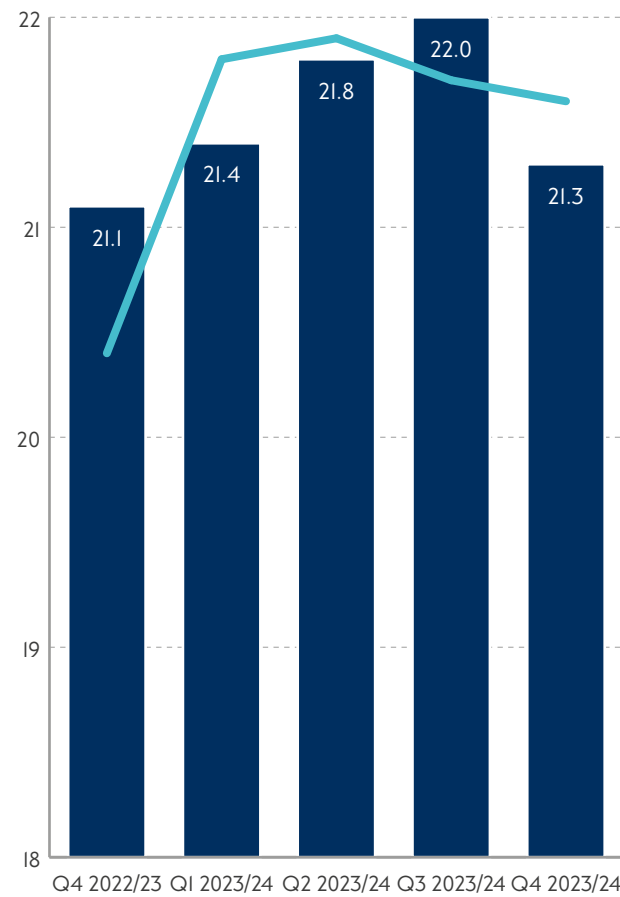


The full-year customer journey time for 2023/24 is 25.6 minutes, better than the annual target of 27.0 minutes. The timetable change in May 2023 increased the frequency of trains. Excess journey time (the difference between scheduled and actual arrival time of a train) has been consistently better than target.

The biggest reliability challenge remains Network Rail's infrastructure in the western part of London. This remains a key focus for everyone working to deliver the Elizabeth line service.



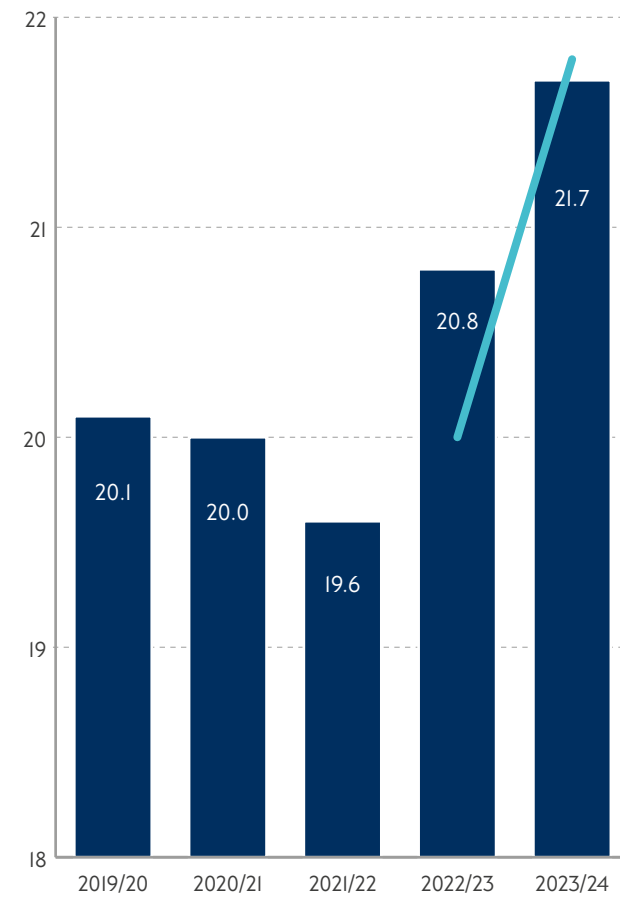
**Tram journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

In Quarter 4, Tram journey time (21.3 minutes) was better than target (21.6 minutes). Although the target was met, the journey time performance for the Tram network reflects ongoing fleet availability problems, which has driven the increase in total journey time since Quarter 2 2022/23. The fleet remains heavily impacted by availability due to defects, as well as trams removed from service following a fault/defect.

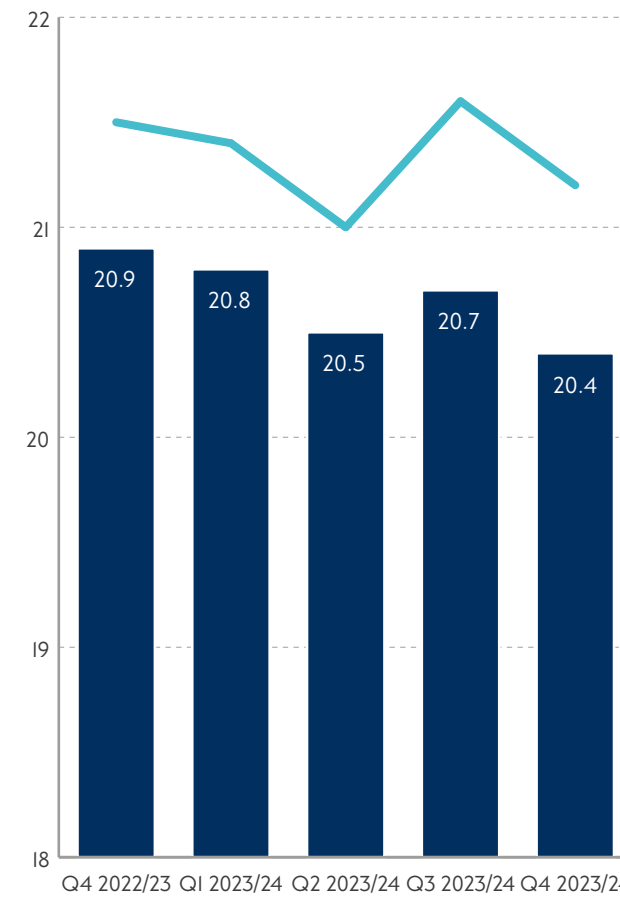
**Annual trend (moving average)**



■ Weighted customer journey time    — Target

The full-year tram customer journey time for 2023/24 is 21.7 minutes. This is better than target but reflects a trend of worsening journey time, because of poor fleet condition. The 2023/24 journey time is the highest in five years, and represents a 0.9 minute increase since 2022/23, highlighting the need to replace the aging fleet. We will carry out a planned closure on part of the Tram network to replace life-expired track assets and power cables.

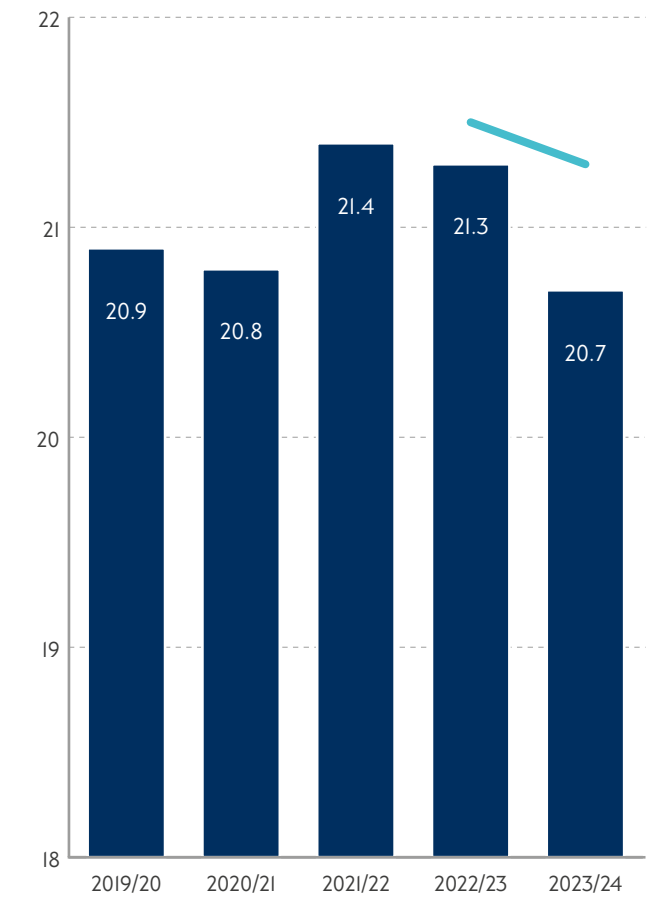
**DLR journey time**  
Past five quarters (minutes)



■ Weighted customer journey time    — Target

The actual Quarter 4 2023/24 DLR journey time (20.4 minutes) was better than target (21.2 minutes) for the fifth consecutive quarter and is the lowest journey time for customers since Quarter 4 2022/23. We introduced an improved, more frequent timetable in May 2023 which has reduced wait time and in-vehicle crowding. Despite strong operational performance, excess journey time is often impacted by fleet reliability problems.

**Annual trend (moving average)**

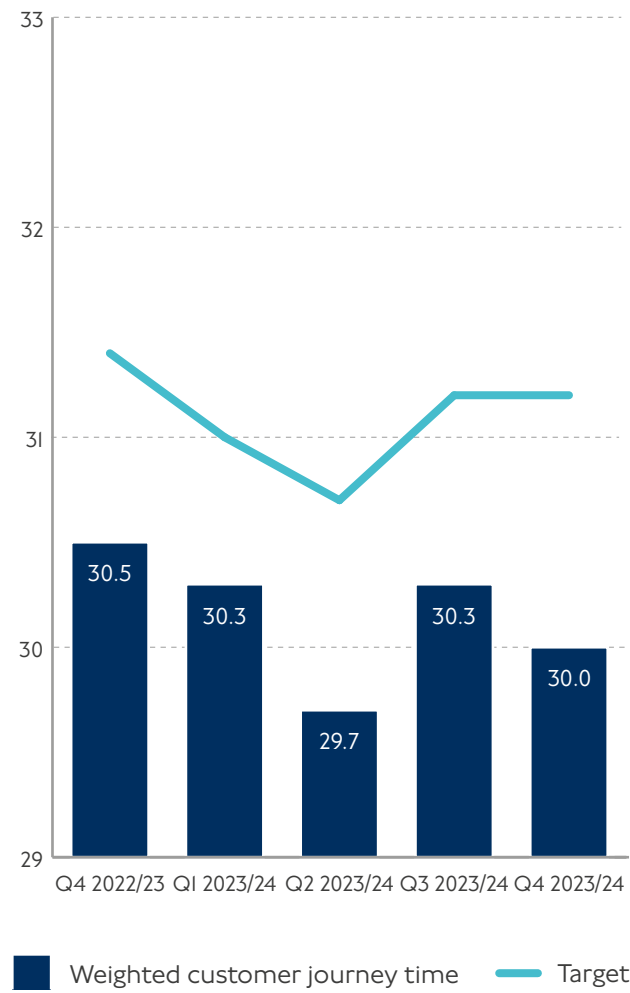


■ Weighted customer journey time    — Target

Performance across the DLR remained strong all year, with the customer journey time for 2023/24 at 20.7 minutes, which is better than the annual target of 21.3 minutes. To improve the service further we are preparing for the rollout of new trains towards the end of 2024.

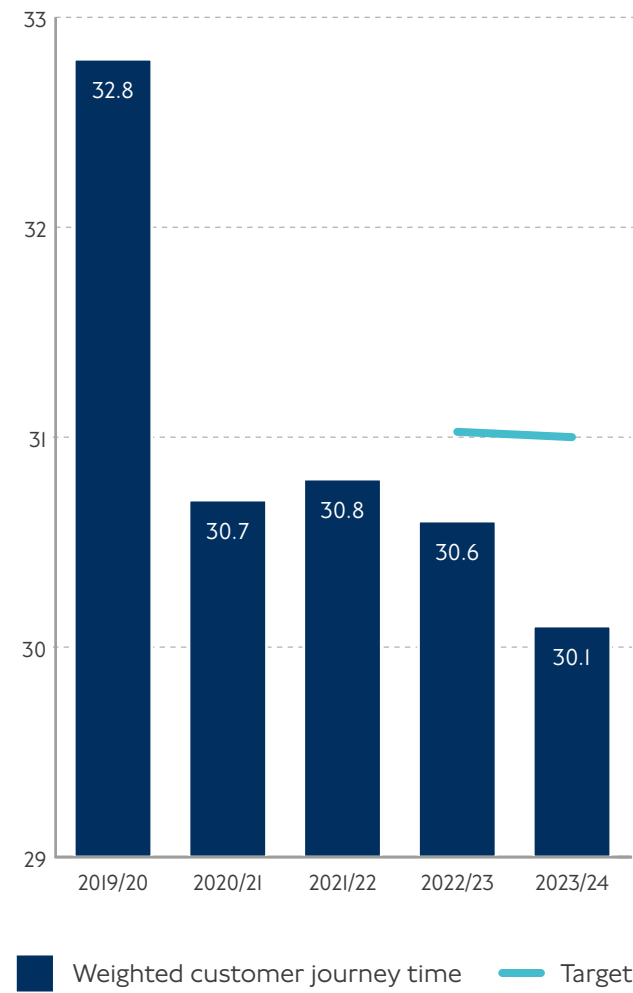


**London Overground journey time**  
Past five quarters (minutes)



Performance across the London Overground remains strong, beating the target for the fifth consecutive quarter. Quarter 4 customer journey time is at 30.0 minutes, which is better than the target of 31.2 minutes. Fewer disruptions and better than forecast early and late line closures, are both driving good performance despite higher demand than forecast.

**Annual trend (moving average)**



The full-year average London Overground customer journey time for 2023/24 is 30.1 minutes. This is better than the target of 31.0 minutes and lower than the 2022/23 customer journey time, due to an overall improvement in performance and fewer planned early morning and/or late-night closures. The 2023/24 customer journey time of 30.1 minutes is the lowest journey time experienced across the last five years.



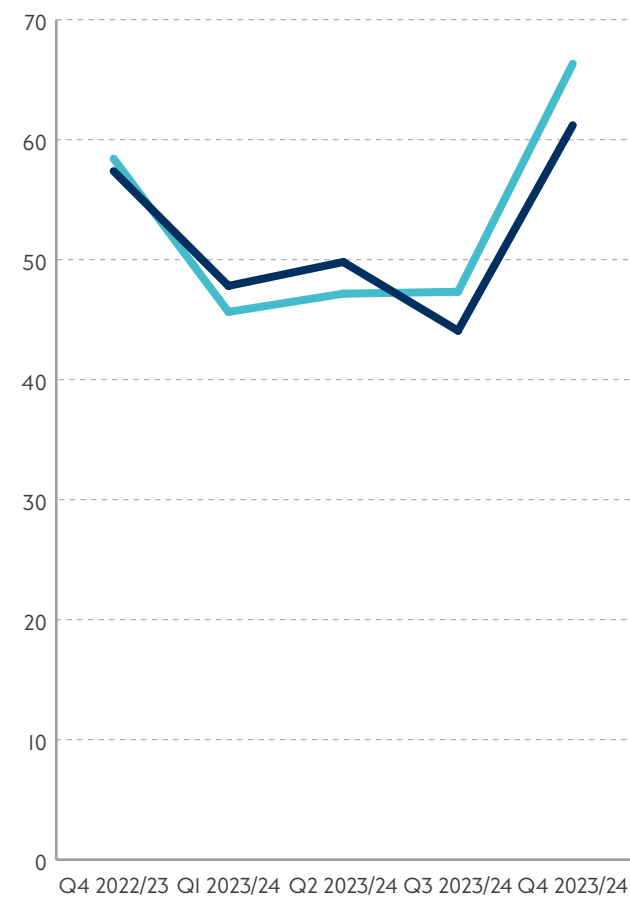
London Overground journey time remained strong in Quarter 4



# Services operated

For the majority of our services, we measure reliability as a percentage of the timetabled services that run as scheduled, or as a percentage of the total planned operating time when the service is actually available to customers.

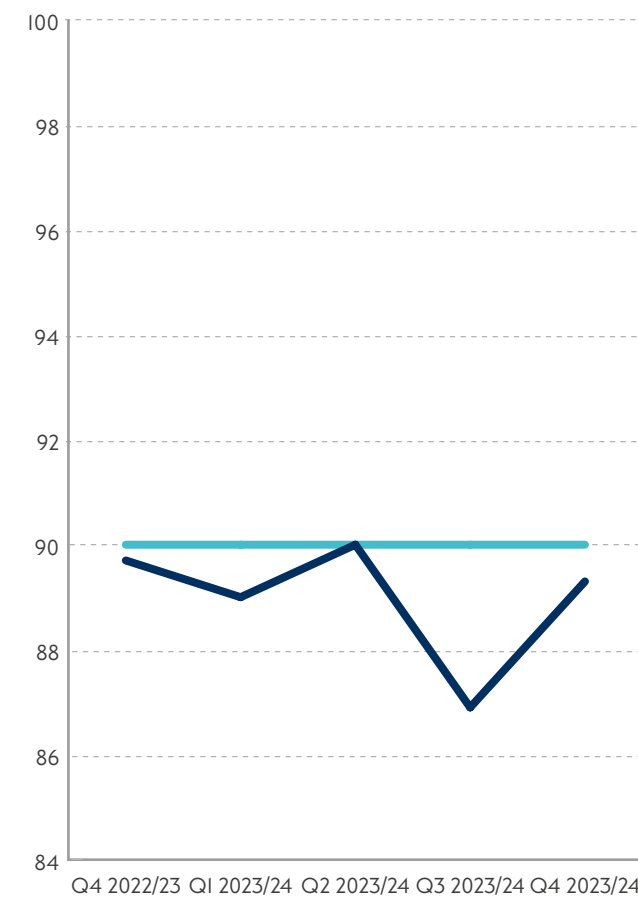
**Victoria Coach Station departures**  
Past five quarters (thousands)



Departures      Target

Departures increased compared to last year indicating a strong return to service, with 6.7 per cent year-on-year growth. The team continues to support all operators in the UK and internationally. In 2023/24 there were more than 207,000 departures, involving 20 million passenger movements.

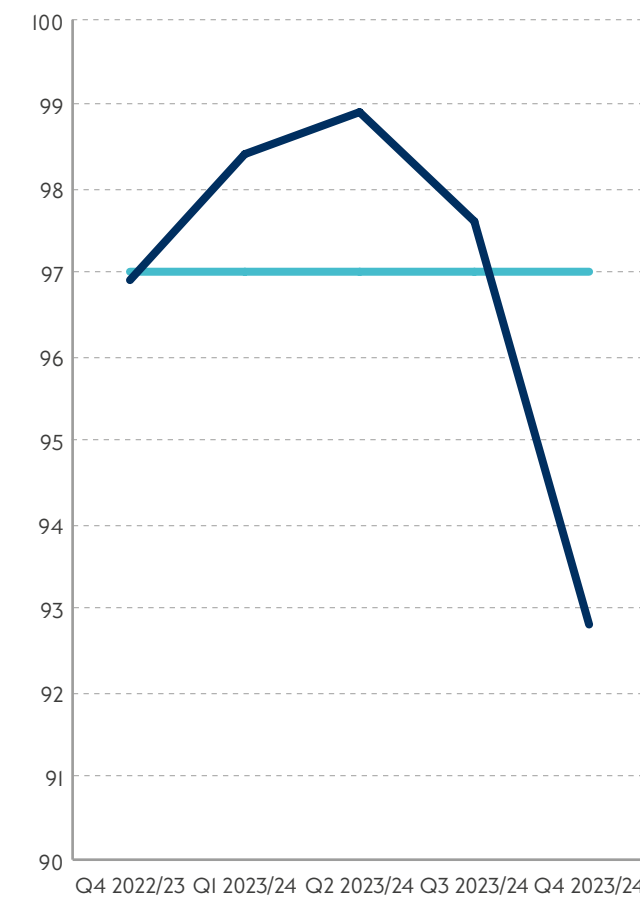
**Dial-a-Ride trip requests scheduled**  
Past five quarters (%)



Trip requests scheduled      Target

We received 11.5 per cent more requests this quarter compared to last year, with 89.3 per cent of journeys successfully scheduled. Overall trip demand surged by 10 per cent compared to last year. We are recruiting more drivers and enhancing scheduling efficiency to accommodate the demand.

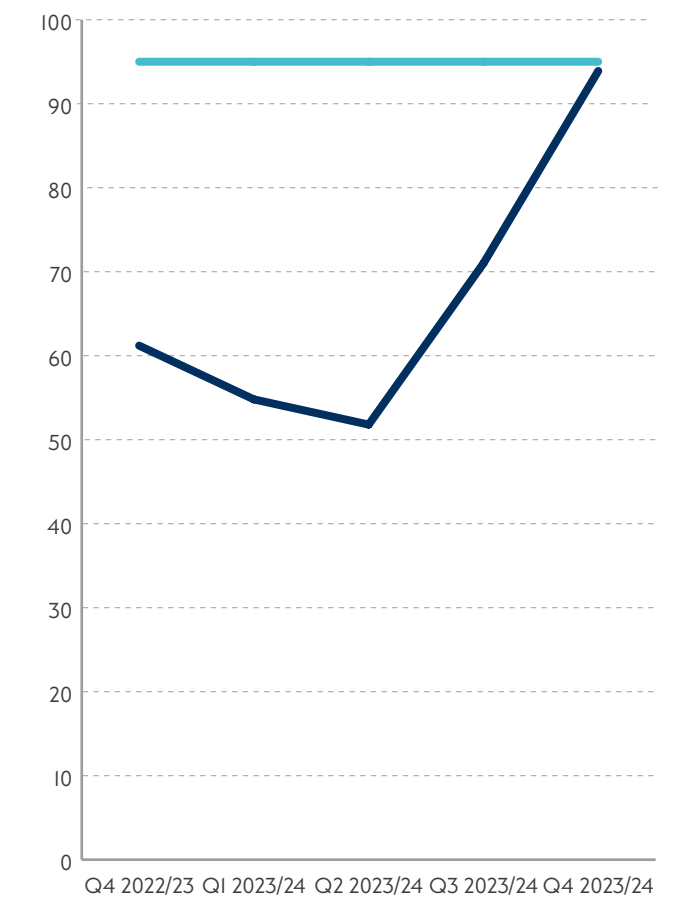
**IFS Cloud Cable Car availability**  
Past five quarters (%)



Service availability      Target

IFS Cloud Cable car availability was below target at 92.8 per cent. This was due to seasonal high-gusting wind, including instances when cabins were withdrawn from service. In Quarter 4 we hosted events for World Book Day, International Women's Day and Mother's Day.

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

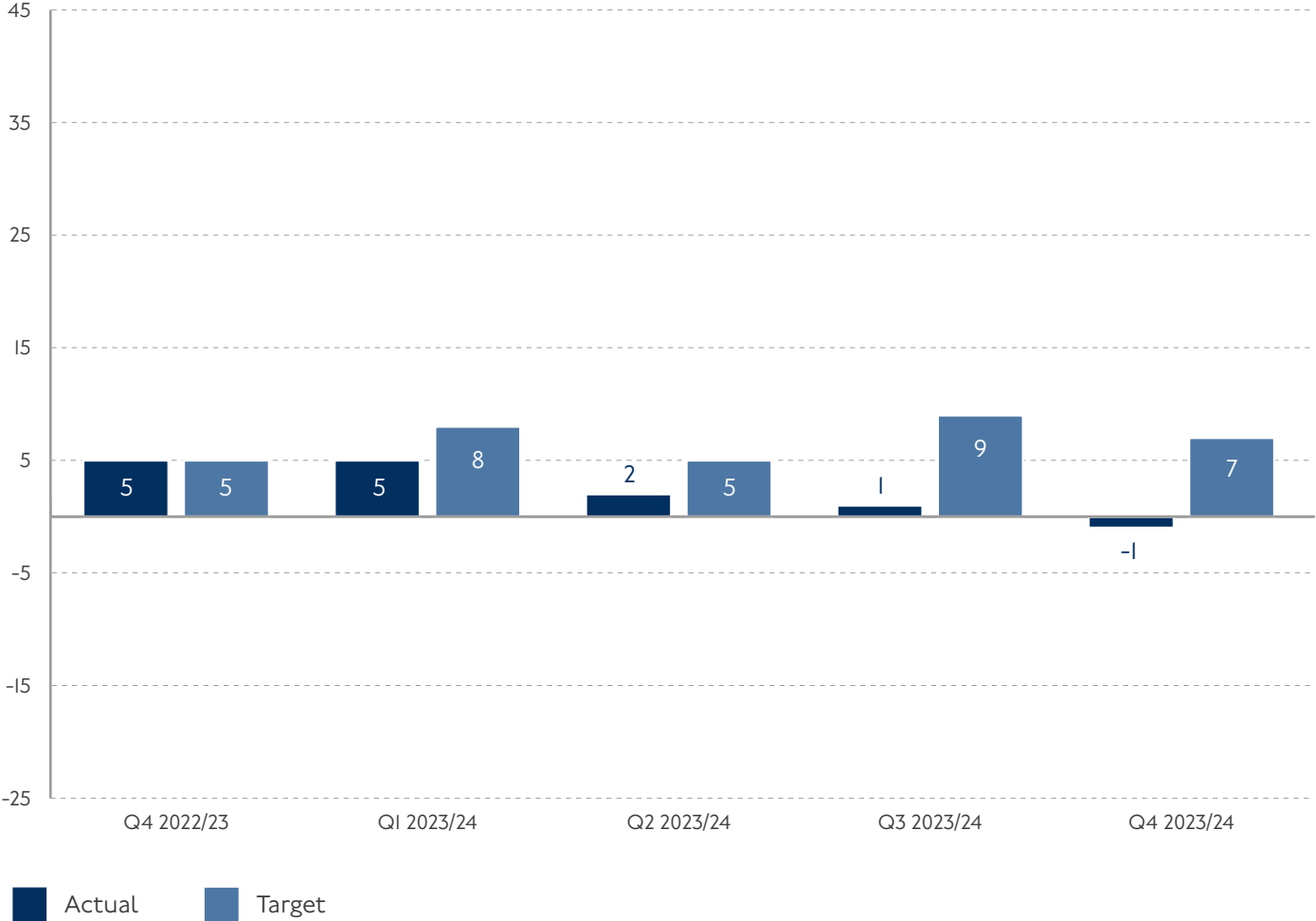


Service availability      Target

Woolwich Ferry availability was 93.9 per cent this quarter, compared to 61.2 per cent last year. This significant improvement was due to an increase in resource after delivery of our new operating model, recruitment and training, along with an overhaul of critical equipment to enhance resilience.

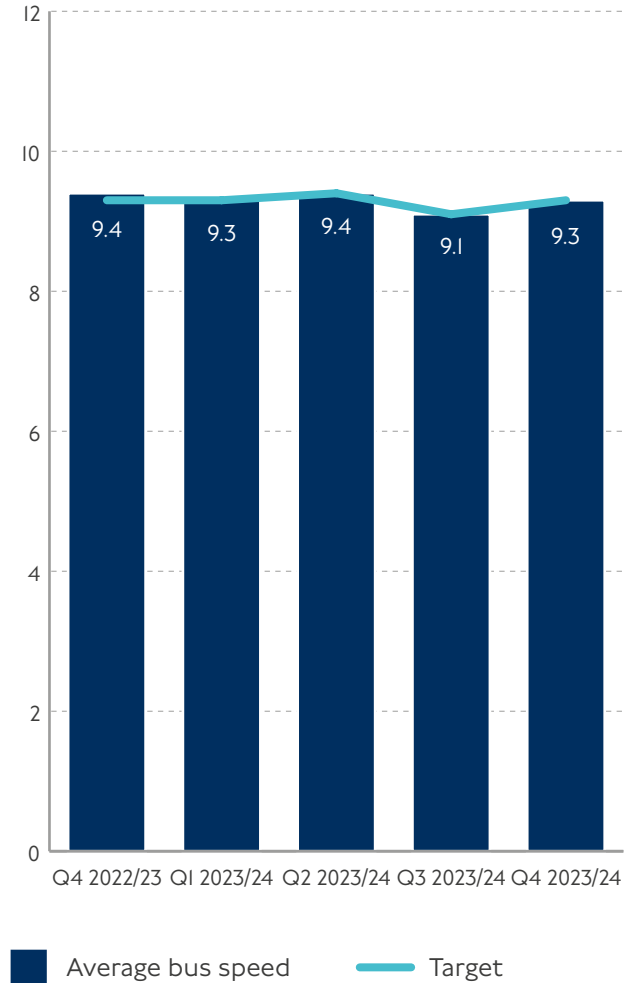
# Roads and traffic

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



Road disruption on the TfL Road Network has fallen to a level just below that seen in the same quarter last year (-one per cent) and is similar to the level seen in the prior quarter.

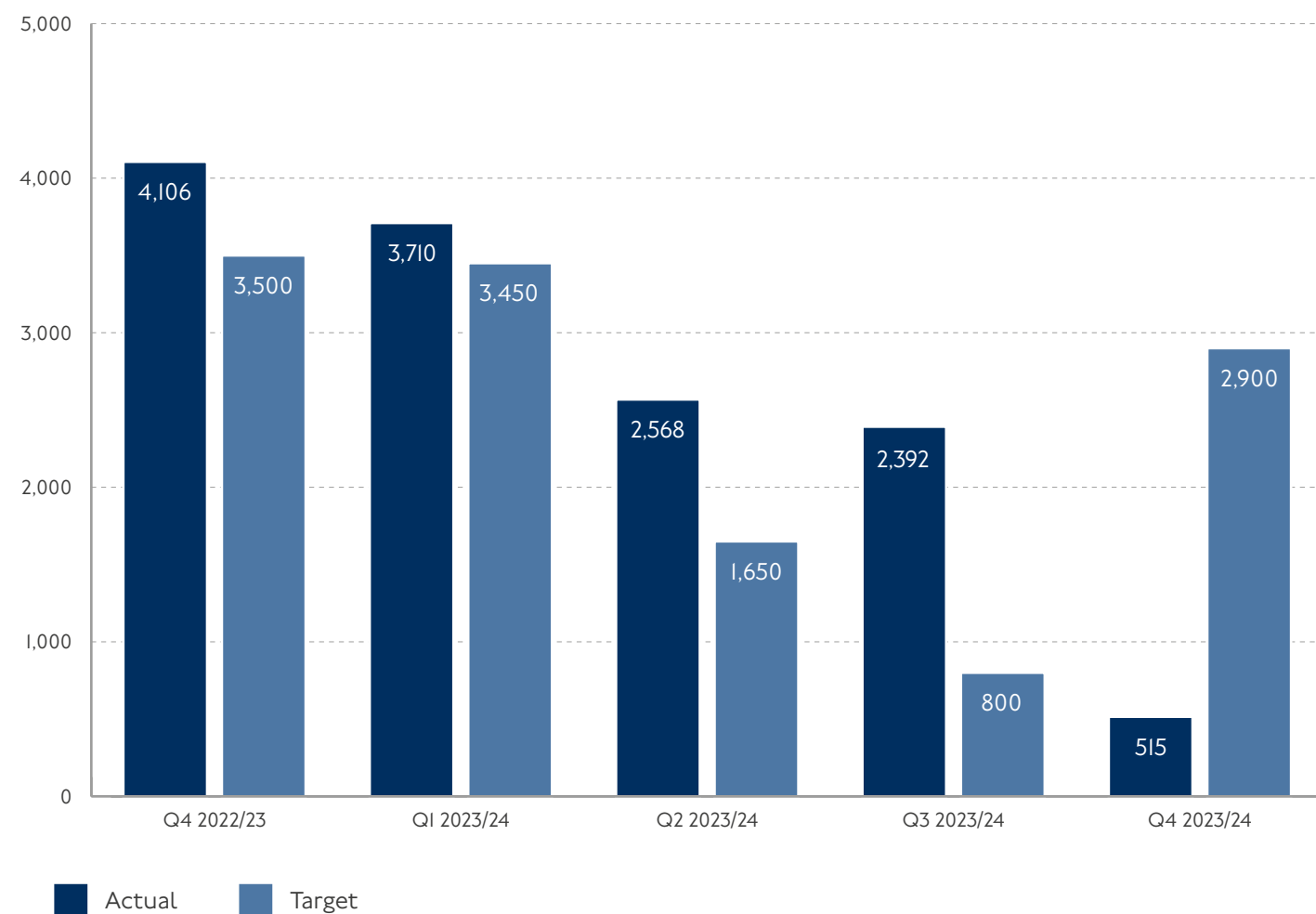
**Bus average speed**  
Past five quarters (mph)



Average bus speed has fallen back to pre-pandemic levels as passenger volumes have increased and the level of general traffic disruption has reverted to 2019 levels. Typical seasonal variations have been maintained throughout this time. Actual speeds in the latest quarter matched the pre-pandemic levels but were slower than the same quarter last year, and just below target.

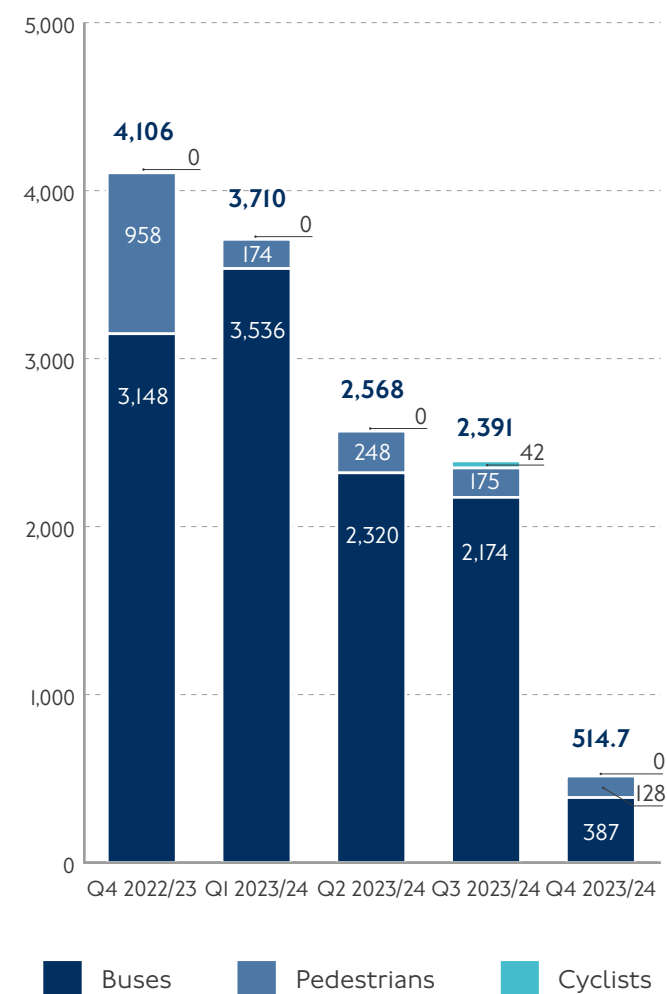


**Traffic signal time savings**  
Past five quarters (hours)



In Quarter 4, we have delivered 515 hours of time saved for those using the bus, walking and/or cycling against a target of 2,900 hours. Although this is under the Quarter 4 target, we have had strong performance in other quarters to deliver the overall end of year target of 8,800 hours. At the end of the 2023/24 financial year, we have exceeded the time saved metric, delivering more than 9,000 hours.

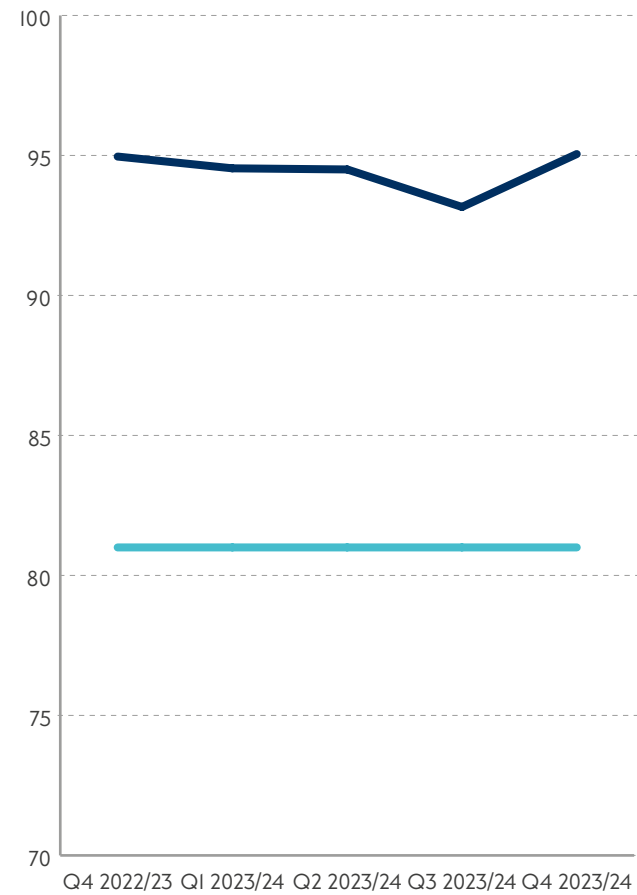
**Type of road user benefiting from signal timing review**  
Past five quarters (hours)



We delivered more than 500 hours for sustainable travel. Nearly 400 hours were from improvement to bus passenger journeys, with 100 hours from reviews focusing on improving pedestrian journeys. At the end of 2023/24, we made improvements to the operations of signals giving more than 9,000 hours of benefits to sustainable travel modes.

# Santander Cycles

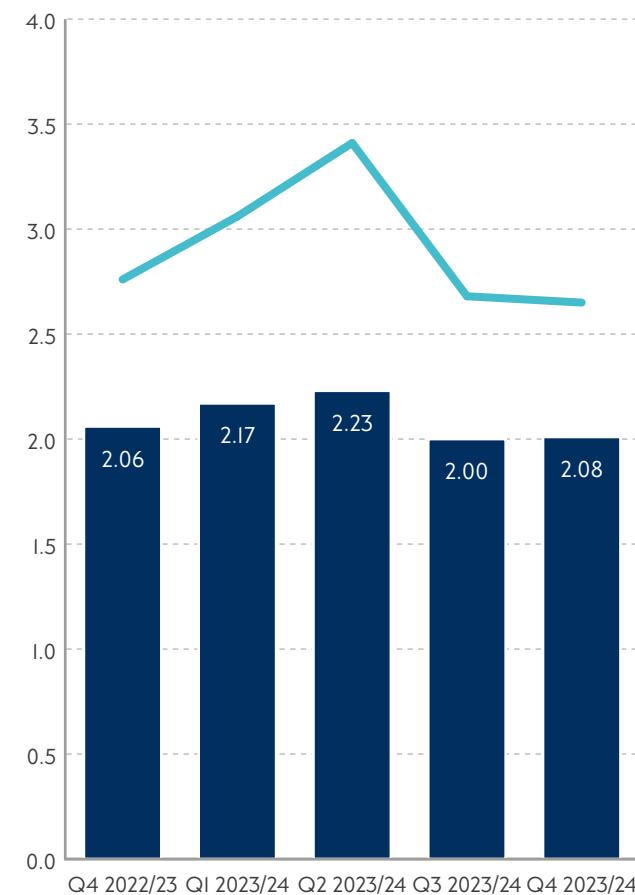
**Docking station availability**  
Past five quarters (%)



— Docking station availability — Target

Docking station availability remained high in Quarter 4, with an average availability of more than 95 per cent. We work proactively with our service providers to ensure good availability of bikes and empty docking points at docking stations.

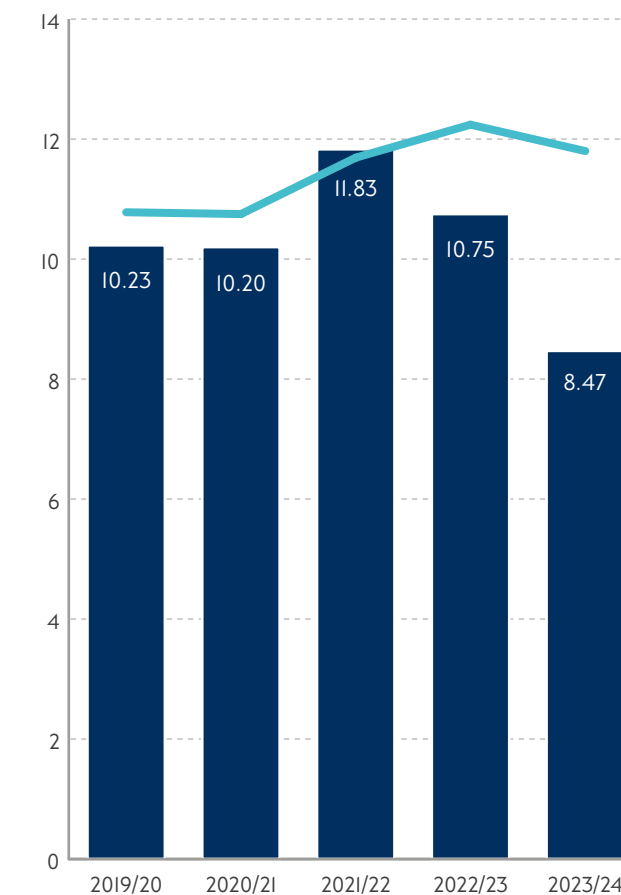
**Hires made**  
Past five quarters (millions)



■ Hires made — Target

In Quarter 4, there were 2.08 million hires in total, an increase of one per cent on the same quarter last year. Hires this quarter were boosted by the introduction of a new day pass, which allows customers to make unlimited 30-minute trips within a 24-hour period. More than 80,000 day pass hires took place in the first month of launch.

**Annual trend (year to date)**



■ Hires made — Target

There were 8.5 million hires in 2023/24, a 21 per cent decrease than the previous year. Hires decreased due to lower than anticipated number of casual customers. Member hiring increased by six per cent, helped by new monthly and day pass tariff options available to customers.



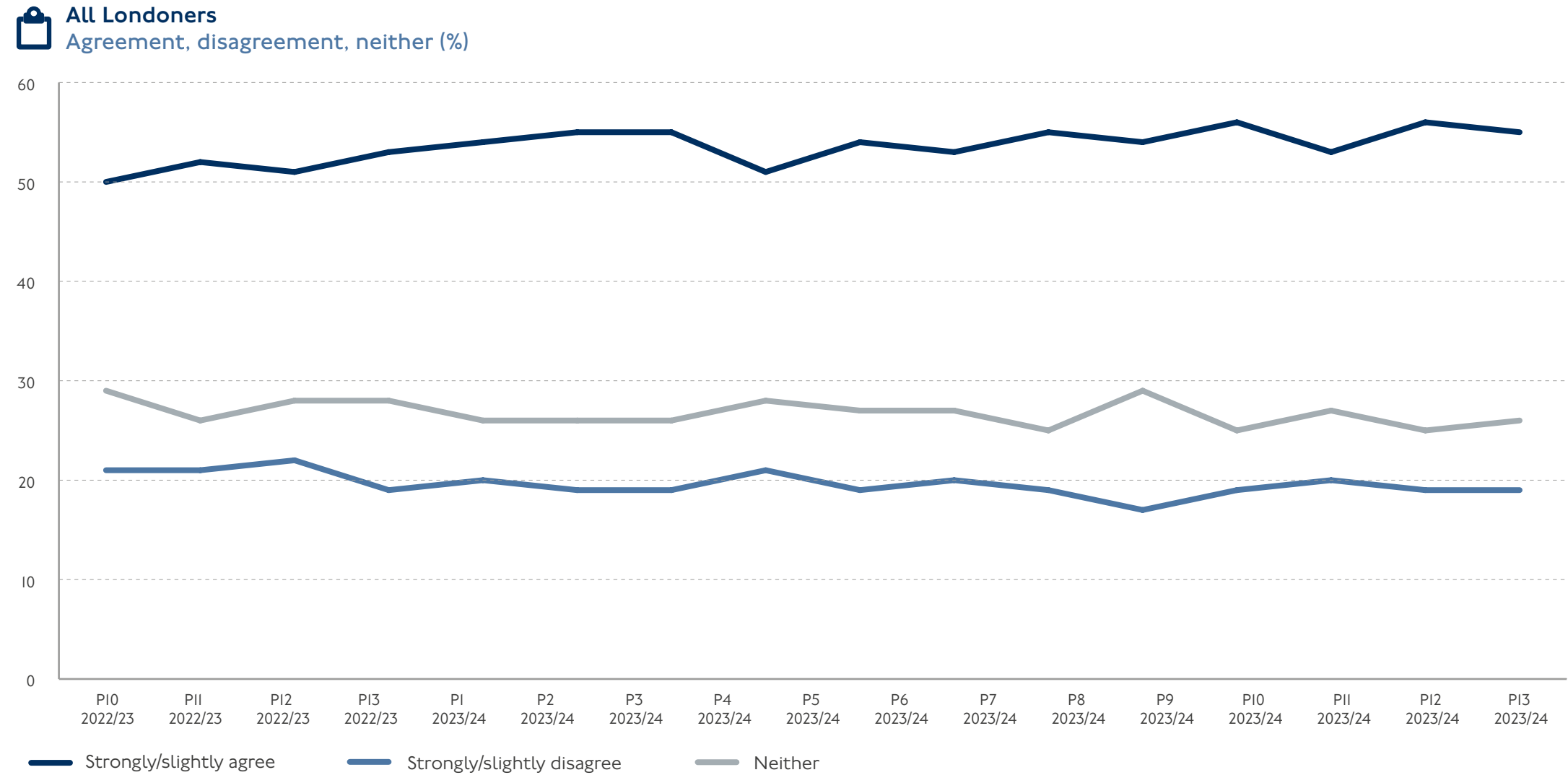
# Customers

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





# TfL cares about its customers



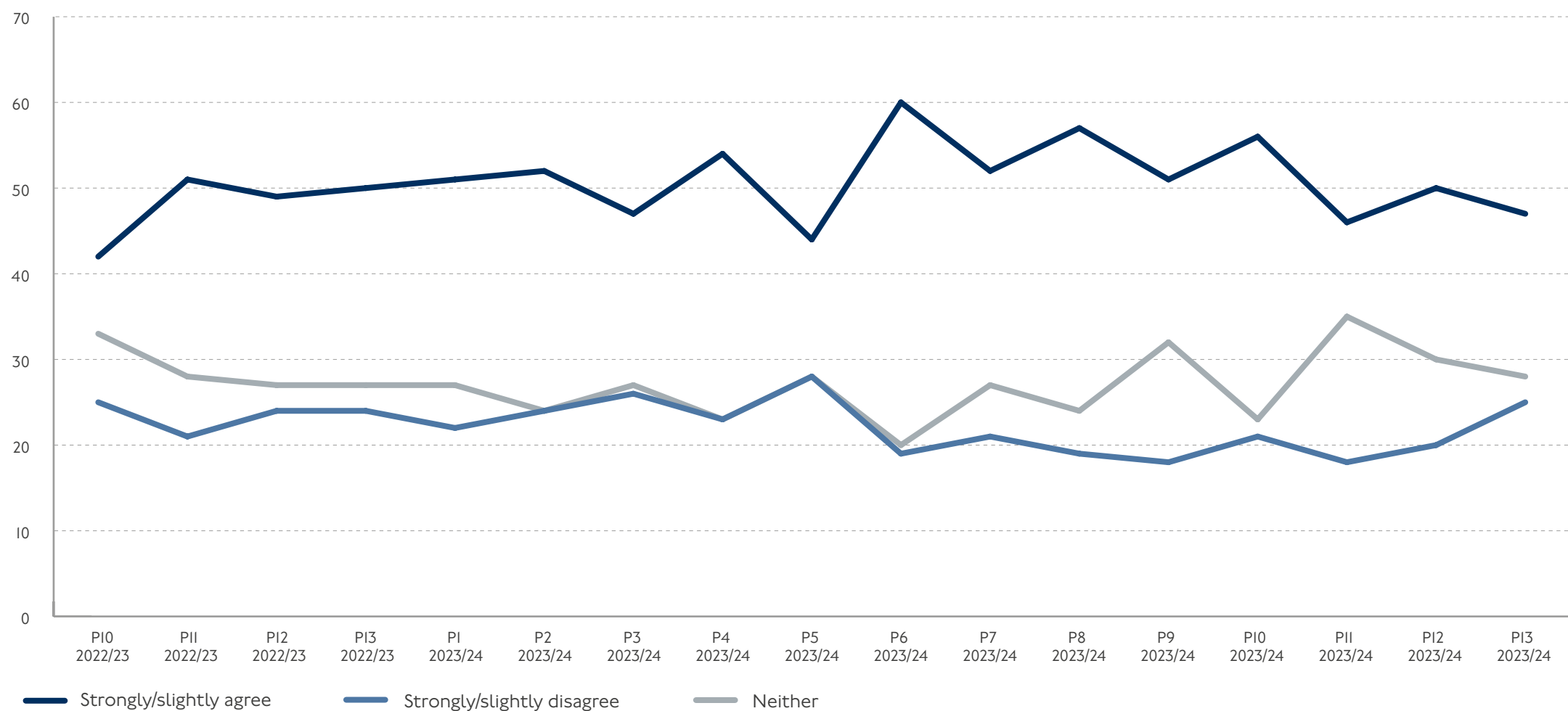
The percentage of Londoners agreeing with the statement 'TfL cares about its customers' is 55 per cent in Quarter 4. This is an increase of one point from Quarter 3.

The annual score for 2023/24 is 54 per cent, slightly below the target of 55 per cent.

The percentage of public transport users (those who have used public transport in the last seven days) agreeing with the statement 'TfL cares about its customers' is 57 per cent for Quarter 4, same as for Quarter 3.

### Disabled Londoners

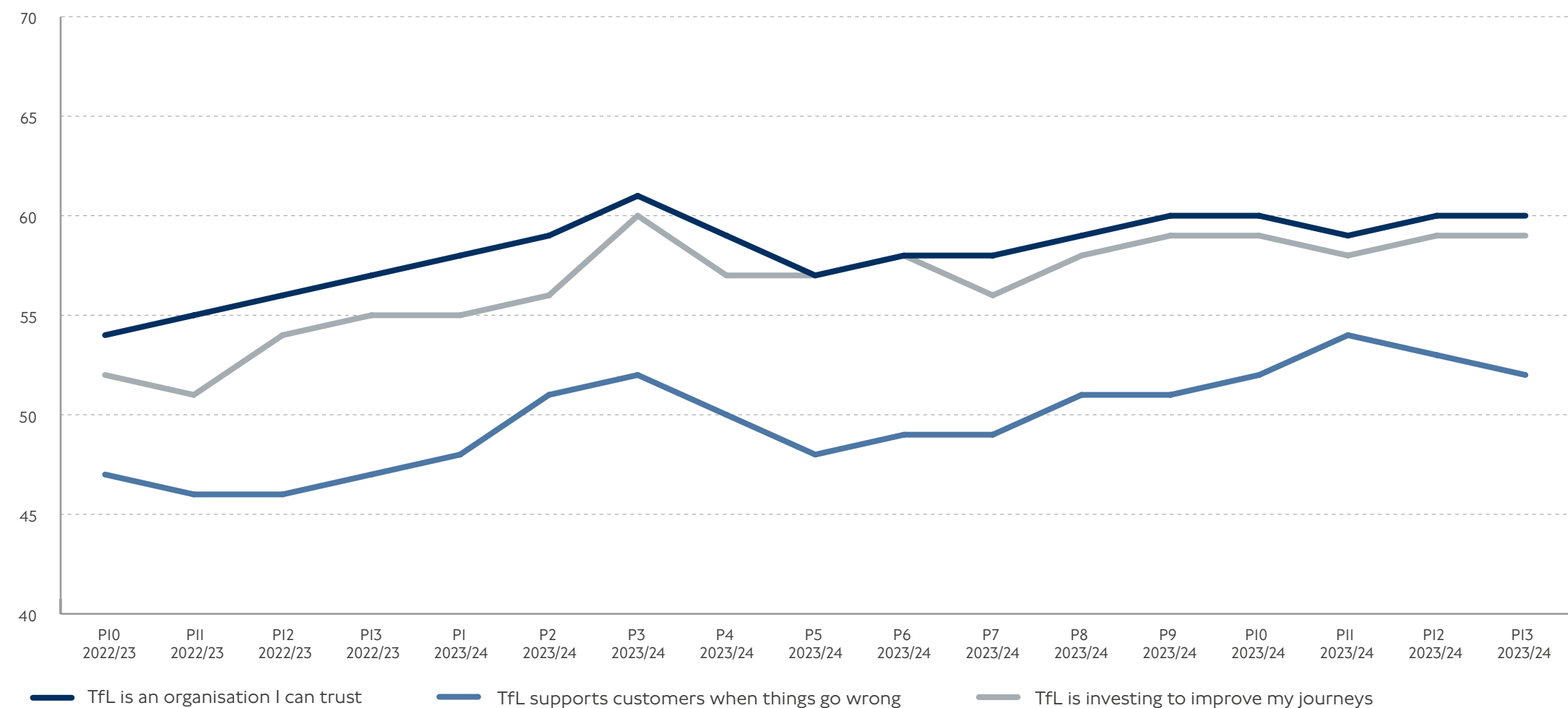
Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing 'TfL cares about its customers' is 50 per cent for Quarter 4, a decrease of three points from Quarter 3. Confidence to travel among disabled Londoners is lower than that of non-disabled Londoners, but this gap continues to close gradually.

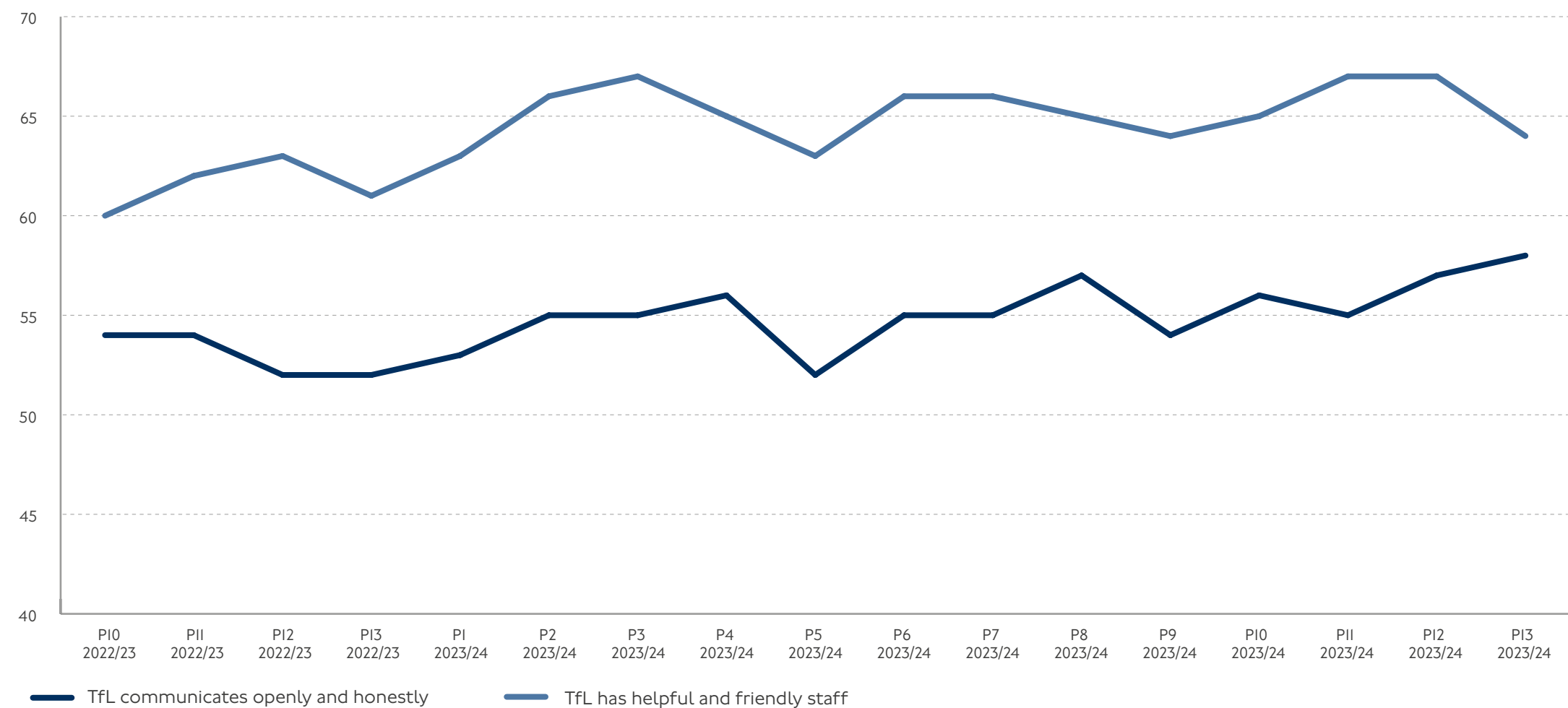


**Key survey questions**  
Agreement (%)



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 and continues to perform slightly less well than the other drivers.

**Key survey questions**  
Agreement (%)



Scores for all the measures have increased slightly in Quarter 4 compared to Quarter 3. That increase is larger when compared to Quarter 4 2022/23, with increases of at least four per cent for all the measures, while 'Supports customers when things go wrong' and 'Investing to improve journeys' are both up six per cent.

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



### Our strategic priorities for customers

#### Provide a consistently good service

- Removing pain points and delivering our services so that every day is our 'best day' will result in a positive step-change in customers' perceptions of our services and us as an organisation

#### Support more sustainable streets

- We need to make walking, cycling and using the bus more attractive choices for Londoners if we are to create a more sustainable and inclusive city

#### Listen to our customers, build trust and show we care

- We need a deep understanding of our customers and to provide a personalised experience that reflects the multi-modal way they travel



We work to make active travel more attractive to Londoners





Customer satisfaction increased significantly for London Overground

# Satisfaction

## Customer satisfaction score Past five quarters

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
London Underground	76	76	75	74	75
London Buses	78	77	77	76	77
DLR	78	79	78	78	78
London Overground	76	77	77	76	78
London Trams*	N/A	N/A	N/A	78	N/A
Elizabeth line	82	83	82	81	81

In Quarter 4, satisfaction increased significantly for London Overground to the highest-level post-pandemic. It was a stable quarter all round, with scores for London Underground and Bus recovering after poor performance in Quarter 3.

\* 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

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Telephone calls	682,246	558,960	578,555	658,480	698,053
Calls abandoned (%)*	10.31	9.65	9.78	11.41	10.62
Correspondence	265,462	232,869	245,621	270,987	296,111
Cases closed (%)**	83.96	86.25	82.21	80.27	77.11
Average speed of answer (seconds)	734	656	663	625	394

Call volumes continue to rise, up by six per cent on last quarter and two per cent on previous financial year. Correspondence demand increased nine per cent compared to last quarter and 12 per cent compared to last year. We remain within the target on both contact channels.

Call abandonment rates fell seven per cent on last quarter, but remains two per cent higher than the same time last year and well within target.

The split between telephony and correspondence remains same as last quarter with 70 per cent of demand for the telephone and the remaining 30 per cent for correspondence.

\* Target of 15 per cent or lower

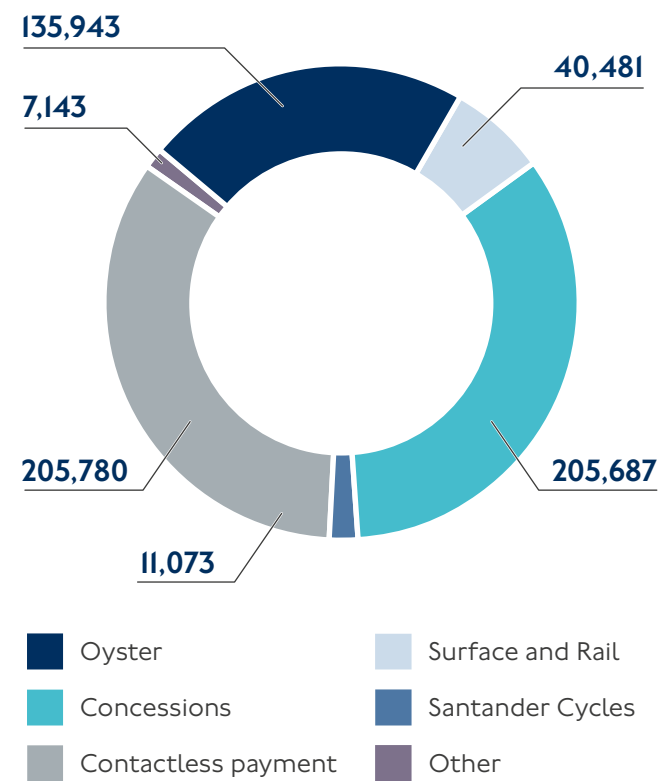
\*\* Cases responded to within the agreed timeframe. Our target is 80 per cent of correspondence responded to within three working days, or 10 working days for more complex issues that require investigation

## Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Telephone calls	2,687,696	1,304,300	2,292,137	2,426,382	2,496,839
Calls abandoned (%)*	16.2	7.6	16.12	12.22	10.41
Correspondence	757,298	364,778	580,567	900,797	1,045,652
Cases closed (%)**	78.9	83.4	73.80	82.76	81.2



**Calls by subject\***  
This quarter



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

Overall demand was up four per cent on last quarter, though it remained roughly the same as the previous financial year. Concessions decreased 10 per cent this quarter due to end of seasonal demand peak.

Ticketing demand rose 11 per cent for Oyster on last quarter, though it remained constant with the previous year. Contactless demand rose 23 per cent on last quarter and 14 per cent higher than this time last year.

Surface and Rail demand remained at the same levels as last quarter and decreased 16 per cent on the previous year. Santander Cycles demand decreased due to end of seasonal demand over the winter, along with increased competition from other dockless cycle schemes.



Overall call demand was four per cent higher in Quarter 4



**Road-user charging and ULEZ**  
Past five quarters

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Calls received	360,414	253,188	394,805	389,598	384,158
Calls answered	348,444	240,913	377,087	376,651	376,449
Calls abandoned (%)	3.3	5.0	4.0	3.0	2.0
Average speed of answer (seconds)	81	118	80	50	32

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Calls received	1,486,715	1,145,772	1,590,871	1,251,212	1,421,749
Calls answered	1,440,357	1,093,382	1,518,973	1,222,640	1,371,100
Calls abandoned (%)	3	5	5	2	4
Average speed of answer (seconds)	42	63	48	46	65

Capita's road user charging contact centre continues to perform well within contractual targets. The average speed of answer for Quarter 4 is 32 seconds and the call abandon rate is three per cent against a target of no more than 12 per cent of calls. Call volumes are down against Quarter 3 as we start to see a return to normal call levels following the expansion of the ULEZ.



Call demand for ULEZ is starting to return to a more normal level



**Taxis and private hire**  
Past five quarters

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Calls received	86,949	61,357	56,006	70,477	64,970
Calls answered	77,926	60,353	54,152	68,033	63,625
Calls abandoned (%)	10.4	2.0	2.0	2.0	1.0
Average speed of answer (seconds)	323	32	50	67	40

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

As anticipated, call volumes in Quarter 4 decreased compared to Quarter 3. This was due to Quarter 3 being a peak period for vehicle inspections. The average speed to answer is 40 seconds and the abandon rate is the lowest this year. The service continues to operate seven days a week with a good service.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Calls received	749,561	222,291	235,135	346,552	252,810
Calls answered	532,096	158,847	225,445	280,767	246,163
Calls abandoned (%)	29	29	4	19	2
Average speed of answer (seconds)	699	896	111	870	48

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

	Target	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Calls received	n/a	117,643	101,399	105,175	122,997	115,440
Calls abandoned (%)	10	6.8	8.9	5.8	19.2	4.7
Average speed of answer (seconds)	180	154	207	136	448	98
Email bookings	n/a	11,300	8,993	8,872	7,683	n/a

Call volumes decreased by two per cent compared to last year due to the successful adoption of our new customer app, which allows customers to book their own trips. We saw up to 20 per cent of bookings made through the app, which contributed to a lower call abandonment rate of 4.7 per cent, a two per cent improvement from last year. While initial implementation challenges caused increased wait times, they have since been resolved, resulting in improved overall performance.

Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Calls received	533,868	117,275	299,944	372,094	435,464
Calls abandoned (%)	10.7	5.5	10.6	9.9	9.9
Average speed of answer (seconds)	287	108	249	239	218
Email bookings	82,450	6,368	31,573	41,991	25,548

# Complaints

## Complaints

Year on year (per 100,000 journeys)

	Q4 2022/23	Q4 2023/24	Variance (%)
London Underground	0.89	1.26	42
London Buses	3.5	3.35	-4
DLR	0.54	0.47	-13
London Overground	0.37	0.54	46
Elizabeth line	0.58	0.51	-12
London Trams	0.64	0.75	17
IFS Cloud Cable Car	4	2.03	-49
Congestion charge	2.15	3.32	54
Dial-a-Ride*	54.48	233.93	329
London River Services	0.29	0.37	28
Santander Cycles	3.87	1.97	-49
Taxis**	4.4	4.4	0
Private hire**	3.14	2.81	-11
Contactless	0.46	0.42	-9
Oyster	0.48	0.45	-6

London Underground saw an increase in complaints of 42 per cent this quarter, partly due to an increase in passenger numbers. The main source of complaints was service performance on the Central line. London Overground saw complaints per 100,000 journeys increase this quarter due to increased ridership and a rise in staff-related complaints. The other rail modes all saw decreases in complaints compared to the previous quarter.

Bus complaints decreased by four per cent, despite journey numbers increasing slightly. Taxis and private hire remained consistent with Quarter 3. Dial-a-Ride had the largest increase in complaints, but this is based on very low numbers and an additional 158 customer complaints.

Oyster complaints decreased by six per cent and Contactless remained stable. Both Oyster and contactless saw an increase in usage over the quarter with five per cent increase for Oyster and 17 per cent increase for contactless.

## Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
London Underground	1.14	1.74	1.26	0.96	1.1
London Buses	3.17	4.37	3.29	3.42	3.69
DLR	0.89	1.09	0.54	0.65	0.48
London Overground	1.58	1.24	0.65	0.48	0.45
Elizabeth line	2.30	2.26	1.77	0.79	0.75
London Trams	1.65	1.76	0.85	0.81	0.76
IFS Cloud Cable Car	2.83	2.57	4.69	3.75	1.99
Congestion charge	2.48	3.83	3.55	2.24	2.57
Dial-a-Ride*	83.62	64.87	61.33	66.99	115.67
London River Services	1.26	2.44	0.47	0.25	0.32
Santander Cycles	3.54	2.68	2.24	3.29	2.99
Taxis**	8.06	1.69	3.24	4.68	4.88
Private hire**	2.57	1.36	2.3	2.95	2.99
Contactless	0.40	0.39	0.5	0.51	0.51
Oyster	0.17	0.26	0.48	0.49	0.49

Overall, both journeys and complaints increased this quarter, journeys by nine per cent and complaints by eight per cent.

London Underground complaints increased by 16 per cent compared to the last financial year but remains 10 per cent lower than the rolling five-year average. London Overground complaints increased by 15 per cent compared to last year tracking below the five-year average. The other rail modes all saw decreases on both last year and against the rolling average. Bus complaints were five per cent up on last

year and tracking one per cent higher than the five-year average. The increase on Dial-a-Ride complaints was due to the launch of new booking software. We expect complaints to decrease as users become more familiar with the improved system.

\* 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





Commendations from our customers have increased in Quarter 4

# Commendations

## Commendations Past five quarters

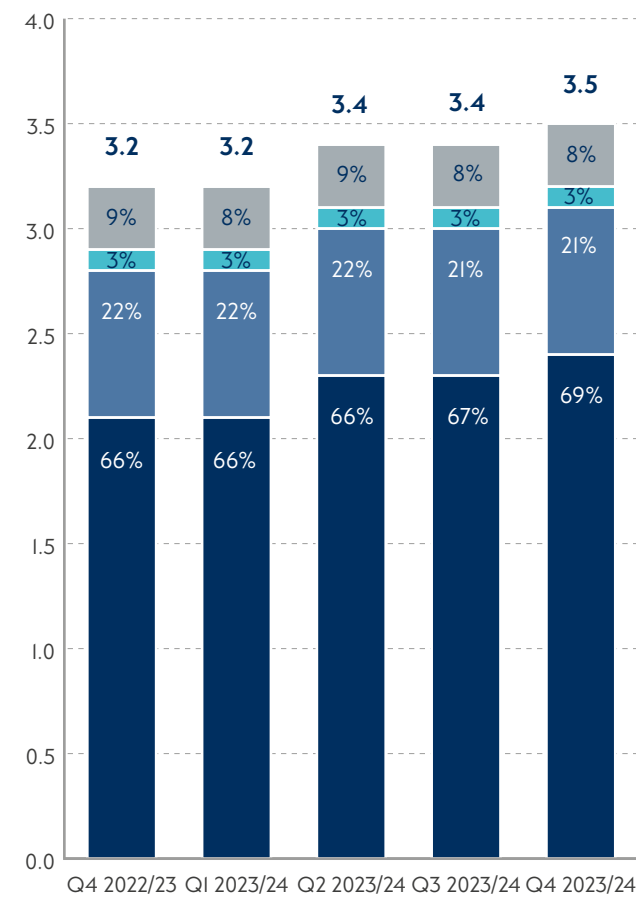
	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
London Underground	351	280	364	329	418
London Buses	782	581	663	776	867
DLR	23	19	18	18	26
London Overground	38	39	36	33	42
Elizabeth line	59	65	66	83	80
London Trams	2	4	3	4	3
IFS Cloud Cable Car	2	2	4	3	1
Dial-a-Ride	0	2	4	1	4
London River Services	1	2	1	0	0
Santander Cycles	0	0	0	0	0
Taxis and private hire	31	25	16	23	36
TfL Road Network	1	1	1	3	1
TfL Policy	9	10	18	17	9

Overall commendation volumes increased by 15 per cent compared to last quarter and are also up 14 per cent on the last financial year. London Underground commendations increased by 27 per cent compared to last quarter and 19 per cent on last year.

Buses continue to perform well, with commendations rising 12 per cent compared to last quarter and 11 per cent higher than last year. It is the highest commendations recorded over the last five quarters.

# Tickets

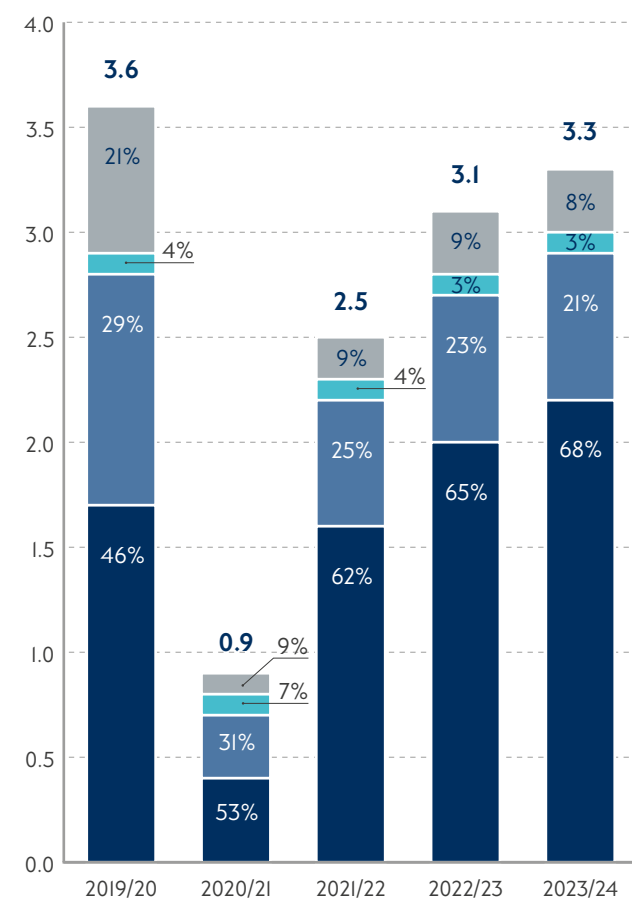
**Fare payer split on typical weekdays\***  
Past five quarters (millions)\*\*



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

Overall demand has been steadily recovering. The share of contactless payment media (cards and mobile devices) used has increased to 69 per cent of all fare payer tickets in the latest quarter, up from 66 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 fairly stable every year while the share of contactless increased. Demand is gradually recovering to pre-pandemic levels and the increased share of contactless looks likely to be maintained.

**18m**   
 contactless bank cards and mobile devices have been used on bus, Tube and rail services since launch

 **4.2m**  
 contactless journeys are made daily

\* Graphs use typical weekdays to represent the trend per time period. The number of Travelcards and Bus & 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 comprise less than one per cent of journeys on the network

\*\* Days measured:  
 Quarter 4 2022/23: Thursday 23 March 2023  
 Quarter 1 2023/24: Thursday 11 May 2023  
 Quarter 2 2023/24: Thursday 8 June 2023  
 Quarter 3 2023/24: Thursday 9 November 2023  
 Quarter 4 2023/24: Thursday 14 December 2023

\*\*\* Days measured:  
 2019/20: Thursday 6 February 2020  
 2020/21: Thursday 4 February 2021  
 2021/22: Thursday 10 February 2022  
 2022/23: Thursday 9 February 2023  
 2023/24: Thursday 8 February 2024



# System availability

## Ticketing system availability (%)

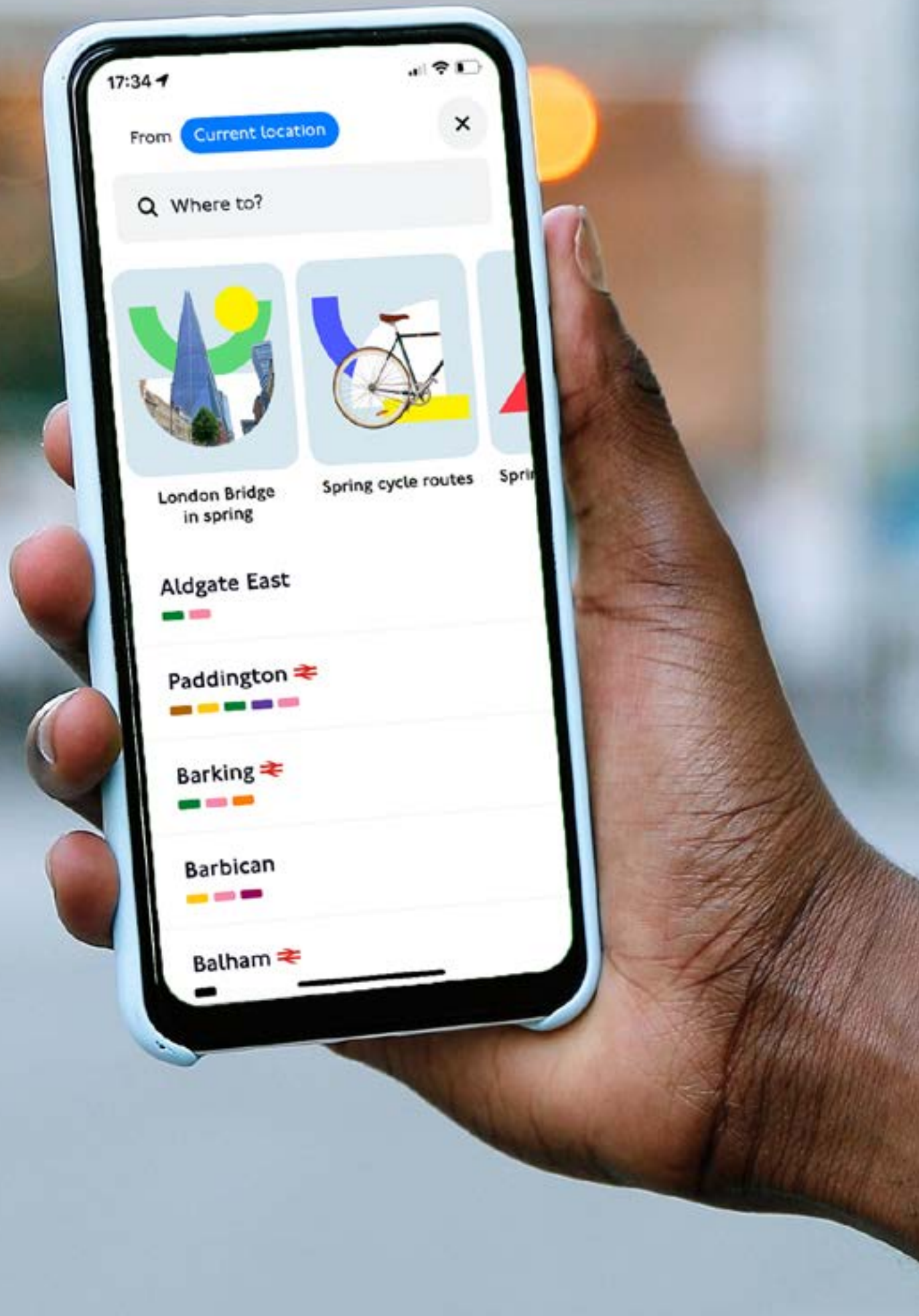
	Q4 2022/23			Q4 2023/24		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
London Underground – ticketing system overall availability	98.98	+0.88	-0.37	99.32	+1.12	+0.34
London Buses – bus validations – overall availability	99.66	+0.66	-0.07	99.75	+0.09	+0.09

We exceeded our targets for availability of ticketing systems on both Tube and London Buses in the quarter and full year. Compared with the same quarter last year, there is greater use of the transport system, especially at weekends.



Ticketing system availability has increased this quarter





The TfL Go app helps our customers to plan thier journeys

# Digital

In May, we launched our first commercial partnership in TfL Go with Team London Bridge, helping to promote sustainable travel and a vibrant London. This trial will run until the end of August, and we are actively exploring future opportunities with other venues and destinations.

**34.8m**

average monthly screen views of TfL Go app (up 54.7% on Q4 2022/23)



**836,160**

average monthly unique users of TfL Go app (up 31.5% on Q4 2022/23)

**3.3m**

average monthly unique TfL website users (down 2.5% on Q4 2022/23)



**72.5m**

average monthly page views of TfL website (down 8.7% on Q4 2022/23)



# Travel demand management

## **Festive period**

A comprehensive travel demand management campaign was issued throughout December to support our customers with their travel over the festive period. Travel advice kept customers informed of planned works and service changes over this period and helped customers travel to major events, such as Winter Wonderland and New Year's Eve fireworks.

## **Colindale station and Northern line closure**

Works to make Colindale station step-free and build a new ticket hall started in January. As part of this project, a number of partial closures of the Northern line are required (the first of which was in April) as well as a full closure of Colindale station for six months.

We have been developing and delivering a multi-channel travel demand management campaign to ensure the customers and stakeholders are informed about the closure and alternative travel options, with travel advice adjusted to address evolving customer concerns. Lessons learnt from the April closure have been applied to the current, live communications and engagement plan for the Colindale station closure from Friday 7 June.

## **East Croydon Tram closure**

We coordinated a comprehensive communications campaign to support a month-long Tram closure which took place between 29 March and 24 April, affecting the network east of East Croydon. Customers were informed of the closure and given alternative travel options to minimise inconvenience as much as possible. There was a specific focus on enhanced local customer information, including live Tram replacement bus arrival times, additional driver announcements, and improved directional street signage.



Festive travel demand management campaigns helped customers





Information campaigns can inform customers about new initiatives

# Campaigns

## Campaigns – customer information email volumes Past five years

	2019/20	2020/21	2021/22	2022/23	2023/24 full-year
Customer information emails (millions)	205	211	226	302	275
Campaigns	1,101	685	950	625	821

The customer relationship management marketing programme supports our core business objectives. Emails are either an ‘inform’ or an ‘influence’ message in a short format (klaxon) or long format (thematic).

Marketing activity increased this year with different versions of campaigns regularly going out to segmented audiences. Fewer strikes than previous years meant we did not need to send as many service messages. As a result, most of our emails were targeted and with lower numbers of emails sent.



**821**

campaigns in 2023/24

**275m**

customer information emails sent in 2023/24





## Customer marketing and behaviour change campaigns

### Our purpose marketing campaign

A second burst of our multi-channel purpose marketing campaign ran from 9 February to 3 March and continued to communicate our plan to make sustainable transport in London better for everyone. The TV advert, which ran on ITV, Channel 4 and video on demand, was updated to feature the Superloop service and the new fares freeze message. Other new messaging in our print channels included the new Piccadilly line trains launching in 2025 and a new safety message to show how we are improving the network with our customers' safety and security in mind.

### Naming the London Overground lines

On 15 February, together with the Mayor of London, we announced names and line colours for the six London Overground lines. This significant change to London's transport network is part of the Mayor's plans to make it easier for customers to navigate the London Overground network and celebrate the city's diverse culture and history.

Rebranding the line names across the network continues. This includes around 6,000 station wayfinding signs, as well as adjusting train maps, Tube maps and all customer information, with the full roll out expected to be completed by the end of the year.

On 15 February, we launched a marketing campaign to raise awareness of the new names and let Londoners know when the changes will take place on the network. We launched the campaign through posters, newspaper and online adverts, digital radio, podcasts and social media.

### Superloop bus routes

On 2 March, the final section of the orbital route, the SL2 between Walthamstow Central and North Woolwich, was introduced linking the Elizabeth line at Ilford, as well as London Overground and London Underground services at Walthamstow and Barking. This completed the orbital loop of the Superloop network of express buses, consisting of seven routes creating a ring that connects key outer London centres and transport hubs, as well as linking with two radial Superloop services. A London-wide campaign was launched to inform customers of the completion of the orbital loop and showcase our investment to improve customer journey and drive positive reputation to show we care about our customers.

### 2024 fares freeze

On 6 February, to support the fares freeze announcement we launched the campaign to inform customers about the freeze to fares until March 2025 and how it supports Londoners by making travel more affordable.

### Santander Cycles Day Pass launch

On 6 March, Santander Cycles launched a £3 Day Pass, which allows unlimited 30-minute rides within a 24-hour period. This market-leading low-cost option is aimed at leisure cyclists looking for an active, healthy and sustainable way to explore all London has to offer. The campaign highlighted the value for money this new tariff provides for exploring more of London by bike. Since the launch, 80,000 Day Pass hires were made during the first month, raising over £150,000 in revenue.



The Santander Cycles £3 Day Pass encourages customers to cycle





We have an additional 300 bus stops with countdown signs

Since 4 March Santander Cycles trialled discounts that mirror those offered through our wider concessions. This will mean anyone with an Apprentice Oyster photocard, Freedom Pass, 60+ London Oyster photocard, Veterans Oyster photocard, Bus and Tram Discount photocard or a Jobcentre Plus Travel Discount card will be eligible for a 50 per cent reduction on the Santander Cycles annual or monthly membership.

#### Off-peak Friday fares trial

Off-peak Fridays trial started on 8 March. Pay as you go with contactless and Oyster fares on Tube and rail across London and parts of the Southeast are off-peak all day on Fridays from 8 March until 31 May 2024. Trial will also benefit 60+ and Freedom Pass holders who will be able to use their passes all day on Fridays. The three-month trial seeks to support economic growth by encouraging more people back onto public transport and allow Londoners and visitors to make the most of all London has to offer. We launched combination of paid media and owned channels to support the trial. We will report on results in the summer.

#### 300 Milestone countdown signs

We launched a London-wide campaign in January to inform customers of an additional 300 countdown signs at bus shelters across London. The campaign showcased our investment in improving customer journeys and aimed to drive positive reputation and show we care about our customers.





We consult Londoners on changes to our network and roads

# Consultations

We launched eight consultations in Quarter 4:

- Road safety improvement scheme at A21 Sevenoaks Road
- Proposed changes to bus route 273 bus route between Lee and Grove Park and a section of Manor Park
- Walking and cycling changes between Woolwich Ferry to Plumstead.
- Proposed roundabout improvement at Holland Park
- Proposed changes to bus route 188 in North Greenwich
- Proposed design to bus route N518 for a new night bus service between Central London and Ruislip
- Proposal to reroute Cycleway 51 through Cunningham Place instead of Northwick Terrace
- Proposal to extend the Docklands Light Railway to Beckton Riverside and Thamesmead

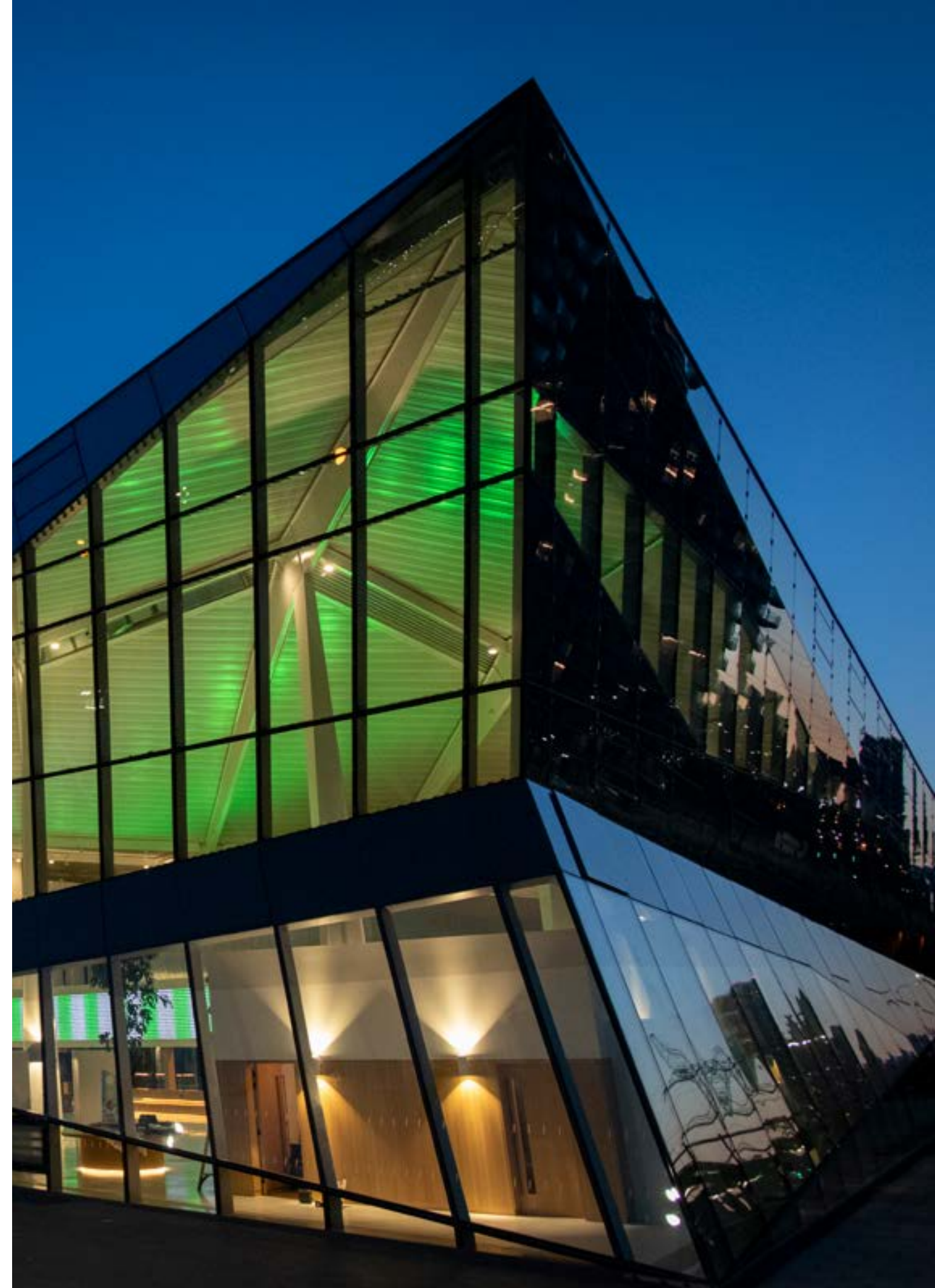
We launched four consultations in Quarter 1 2024/25.



# London Assembly scrutiny

## London Assembly scrutiny Quarter 4 2023/24

Date	Title	Type of scrutiny
19 December 2023	London Assembly Budget and Performance Committee	Public meeting
21 December 2023	Mayor's Question Time	Public meeting
11 January 2024	London Assembly Environment Committee	Public meeting
18 January 2024	Mayor's Question Time	Public meeting
23 January 2024	London Assembly Transport Committee	Public meeting
20 February 2024	London Assembly Transport Committee	Public meeting
22 February 2024	Mayor's Question Time	Public meeting
13 March 2024	London Assembly Transport Committee	Public meeting
15 March 2024	Mayor's Question Time	Public meeting



The GLA regularly scrutinises our work

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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.

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