

# Customer service and operational performance report

Quarter 4 (12 December 2021 – 31 March 2022)

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London is continuing to safely recover from the pandemic

# Introduction

## Our operational performance and customer service in the fourth quarter of 2021/22

We put customers at the heart of everything we do. We are committed to listening to them, focusing on tracking their most common day-to-day frustrations while investing to improve their journeys. Now, more than ever, our customers expect us to provide a safe and reliable transport network that offers value for money and promotes innovation.

During this quarter, our passenger figures increased as all coronavirus restrictions were lifted. Millions of people are now regularly using our public transport network again, highlighting how vital it is to London's economic recovery. By sharing our data, we continue to help customers make more informed decisions on when and how best to travel, and we reassure them that, wherever they want to go, we will get them there safely, quickly and sustainably.

Encouraging people back to the city and enabling them to walk, cycle and use public transport is an essential part of London's green recovery from the pandemic. In February, our pioneering cycle hire scheme, Santander Cycles, recorded 750,000 hires, the biggest ever number and an average of almost 27,000 a day. We also saved bus passengers and pedestrians more than 3,000 hours a day as a result of our signal timing review work during Quarter 4, and almost 12,600 hours a day for the full 2021/22 financial year.

As part of our commitment to improving services and capacity, from January we closed a section of the Bank branch of the Northern line for 17 weeks, for essential work to increase capacity at Bank station. Bank and Monument stations form the third busiest interchange on London Underground and this upgrade will increase capacity by 40 per cent. We provided customers with targeted information on alternative routes and ways to travel while the works were carried out.

We continue to work hard to support London's recovery from the pandemic and are proud of all our colleagues who are playing their part. Most recently, we successfully launched the Elizabeth line on 24 May 2022.

A handwritten signature in black ink, appearing to read 'Andy Lord'.

**Andy Lord**  
Chief Operating Officer

A handwritten signature in black ink, appearing to read 'Gareth Powell'.

**Gareth Powell**  
Deputy Commissioner  
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.

### Average bus speed

This includes the time buses spend while stationary at bus stops.

### 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 financial value of the customer's time to measure the overall experience.

### Care score

This is the percentage of Londoners who agree strongly or agree slightly that we can 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 scores, 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.

### DLR departures

The percentage of scheduled trains that completed their end-to-end journey.

### Elizabeth line public performance measure

TfL Rail became the Elizabeth line when the service opened on 24 May 2022. This measure shows the percentage of trains that arrive at their final destination on time, combining figures for punctuality and reliability into a single measure, as is the rail industry standard.

It measures the performance of individual trains advertised as passenger services against their planned timetable, as agreed between the operator and Network Rail at 22:00 the night before the journey. It is therefore the percentage of trains arriving on time compared with the total number of trains planned.

In London and the South East, a train is defined as being on time if it arrives within four minutes 59 seconds of the planned arrival time. Where a train does not call at all timetabled stations, it will count as a public performance measure failure.

### Emirates Air Line and Woolwich Ferry availability

The scheduled hours/minutes minus the time when the service is closed to passengers as a percentage of the scheduled hours/minutes.

### London Overground time to three

The percentage of recorded station stops arrived at early, or less than three minutes, after the scheduled time. This is different to the public performance measure, which measures the punctuality of trains at the final destination only.

This measure excludes station stops where the train fails to call. For public performance measure, all cancelled trains are included in the measure and counted as 'non-punctual' trains.

### Mission Critical Severity 1 incidents

Services needed to deliver vital operations, whereby disruptions could cause significant damage or serious impact to us. This includes reputational and financial damage.

### Passenger journeys compared to pre-pandemic levels

Comparing demand for 2021/22 against 2019/20 levels.

### Road disruption

This measures delays to vehicle journey times 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 only our roads.

### Santander Cycles docking station availability

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

### Scheduled services operated

#### London Underground

The percentage of our scheduled services that we operate.

#### London Buses

The proportion of planned in-service mileage that has been provided for passengers. Operated mileage may be less than planned mileage, owing to staffing, mechanical or congestion issues.

#### Dial-a-Ride

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

#### London Trams

The percentage of services that are operated compared with the scheduled timetable.

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

# Our scorecard

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

Our scorecard for 2021/22 continues to focus on the recovery of the organisation, and the capital, from the pandemic.

Scrutiny of our performance against these measures is the responsibility of the TfL Board's Customer Service and Operational Performance Panel.

In the Operations section of this report, 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	2021/22 Full-year actual	2021/22 Full-year target
<b>Operations</b>		
Passenger journeys – London Underground, Buses, London Overground, London Trams, DLR, TfL Rail, Cycle Hire – compared to pre-coronavirus levels (%)	62.0	67.0
Bus journey time (minutes)	31.9	32.9
London Underground trips operated against schedule (%)	88.5	91.0
<b>Customer</b>		
TfL cares about its customers (%)	57.0	56.0

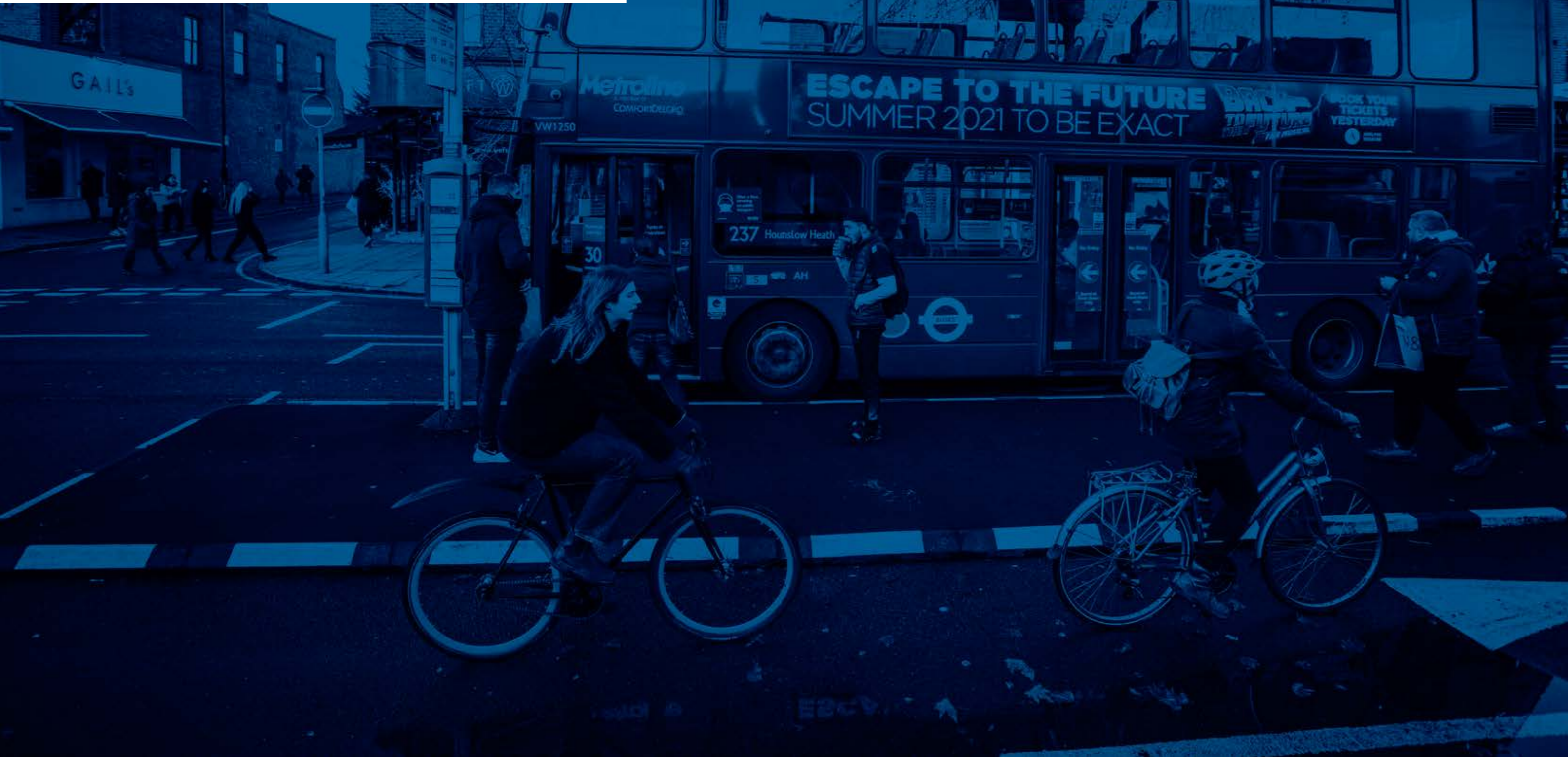


### Scorecard measures in this report

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

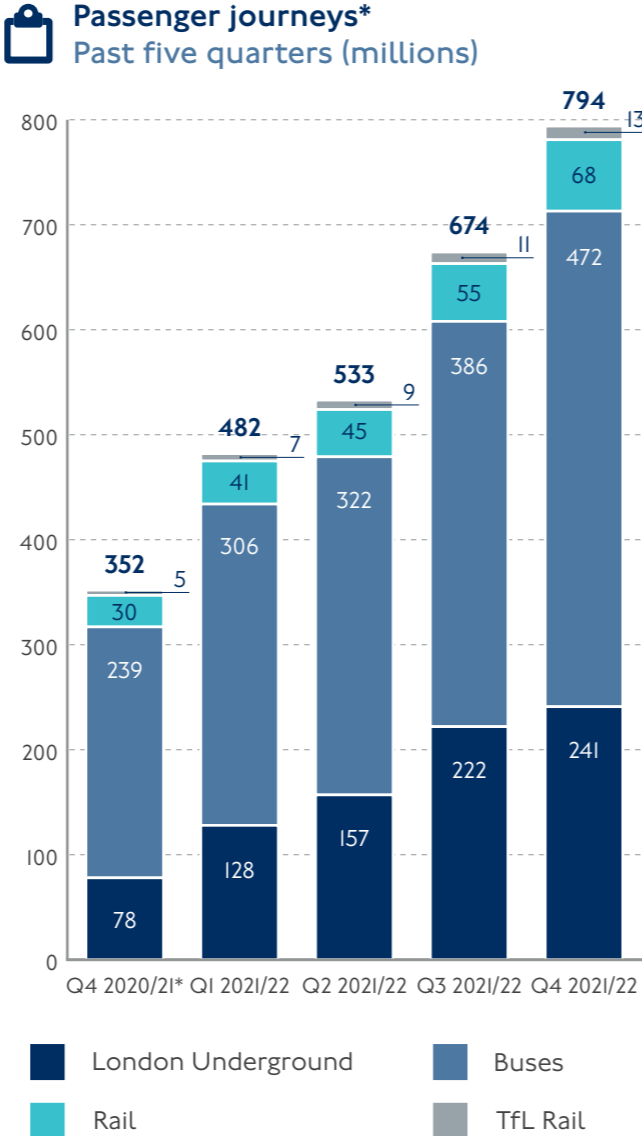
# Operations

Providing safe, clean and reliable services to support the recovery

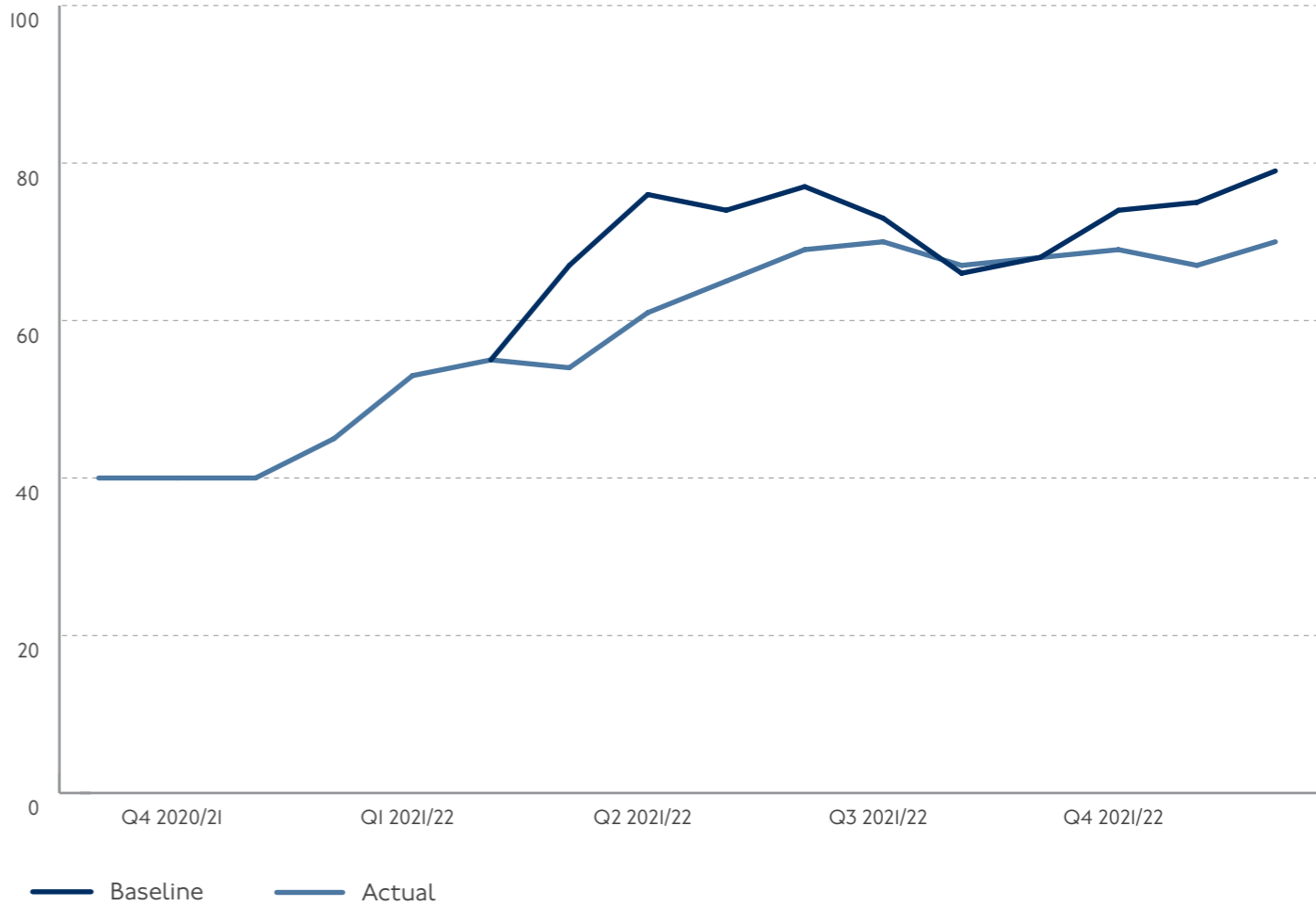


# Passenger journeys

Since early January, passenger numbers have continued to increase following the lifting of working from home restrictions. This demonstrates that, across London, customers are now regularly using public transport again and are confident that our services are safe, clean and reliable. Passenger demand is expected to keep improving as confidence returns among city workers, and as international tourism recovers.



Compared with pre-coronavirus baseline (%)



Overall, journeys at the end of 2021/22 reached 68 per cent of pre-pandemic levels, compared with a target of 79 per cent. Passenger journey numbers have grown significantly, particularly at weekends when we have seen ridership return to around 80 per cent of pre-pandemic levels. The recent rise demonstrates that customers are increasingly confident in using public transport and are keen to return to the city and explore all it has to offer.

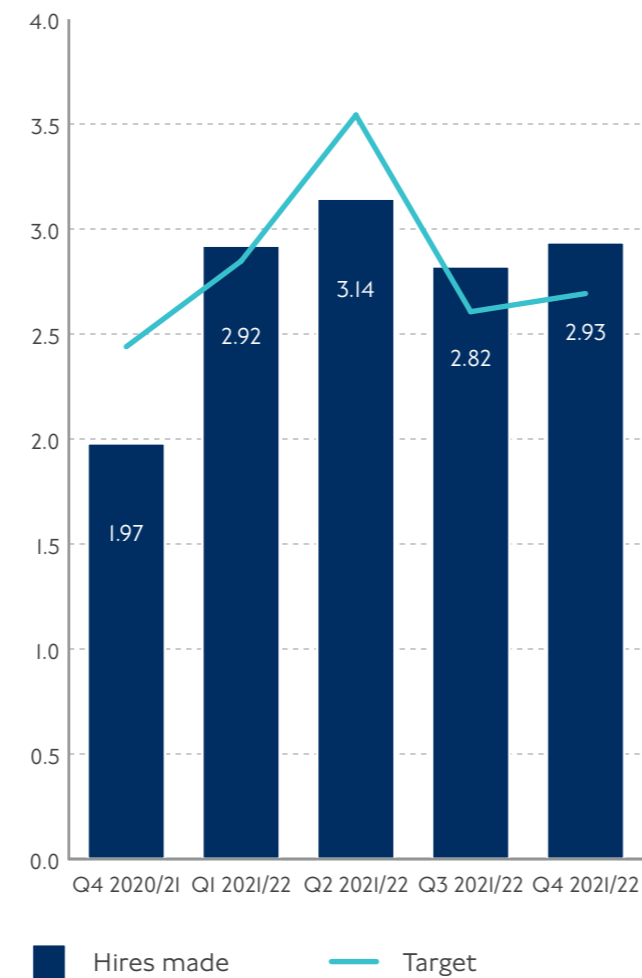
\* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

# Santander Cycles – hires made

A record 2.93 million hires were made this quarter, an increase of 957,000 on Quarter 4 last year (48 per cent) and more than any comparable period in the scheme's history. The 2021/22 hires total of 11.8 million was the most for any year, with a rise of 907,000 compared with our previous best year, which was 2018/19.

In Quarter 4, we welcomed 27,335 new scheme members. The quarter also saw 14,200 free 24-hour access periods redeemed by NHS staff and key workers.

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




Our Santander Cycles scheme is proving more popular than ever

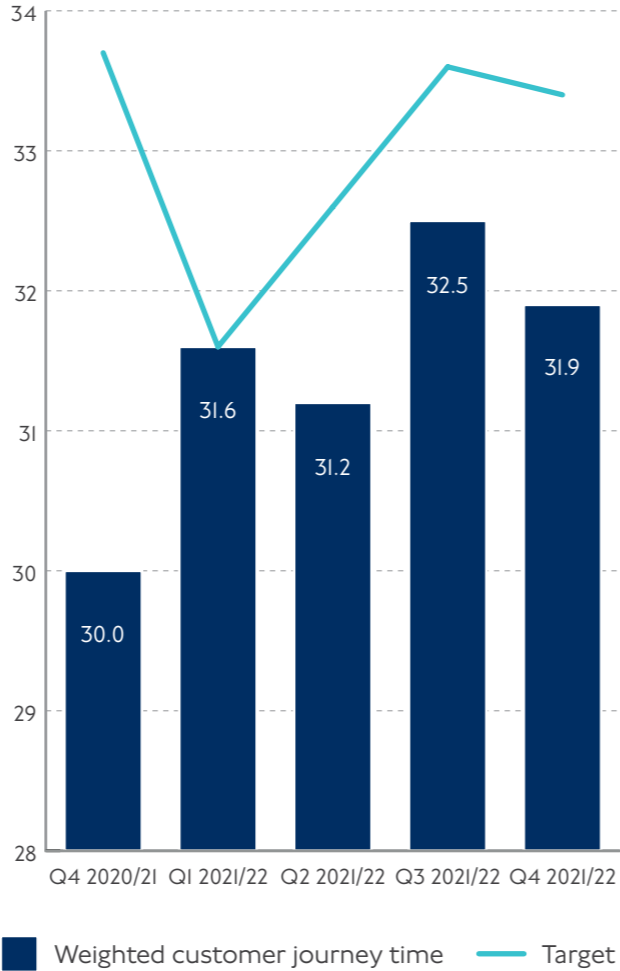


# Bus journey time

We measure bus journey times, which is an accumulation of all the stages of a customer's journey experience, in minutes.

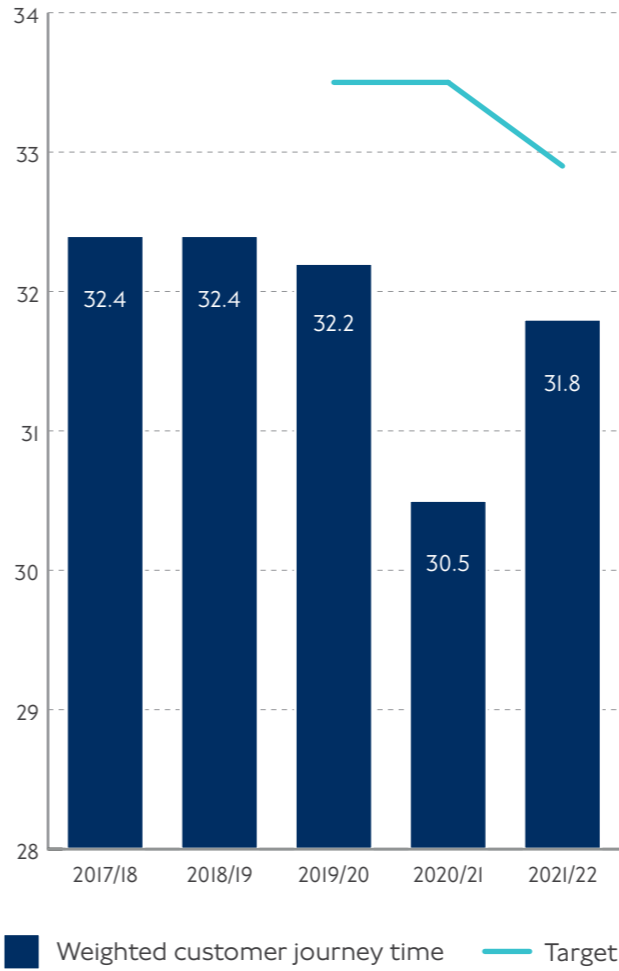
It enables us to monitor the performance of our bus service from the perspective of our customers. Quicker journeys are more likely to encourage people back on to our network as we recover from the pandemic.

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



Bus journey times dropped to their lowest level in Quarter 1 2020/21 because of reduced demand and road traffic volumes, with England in a national lockdown for most of this quarter. They increased gradually to 32.5 minutes in Quarter 3 2021/22, reflecting the recovery from the pandemic. In Quarter 4, journey times slightly decreased again to 31.9 minutes. We continue to work with operators to improve reliability and maintain bus speeds.


**Annual trend (moving average)**

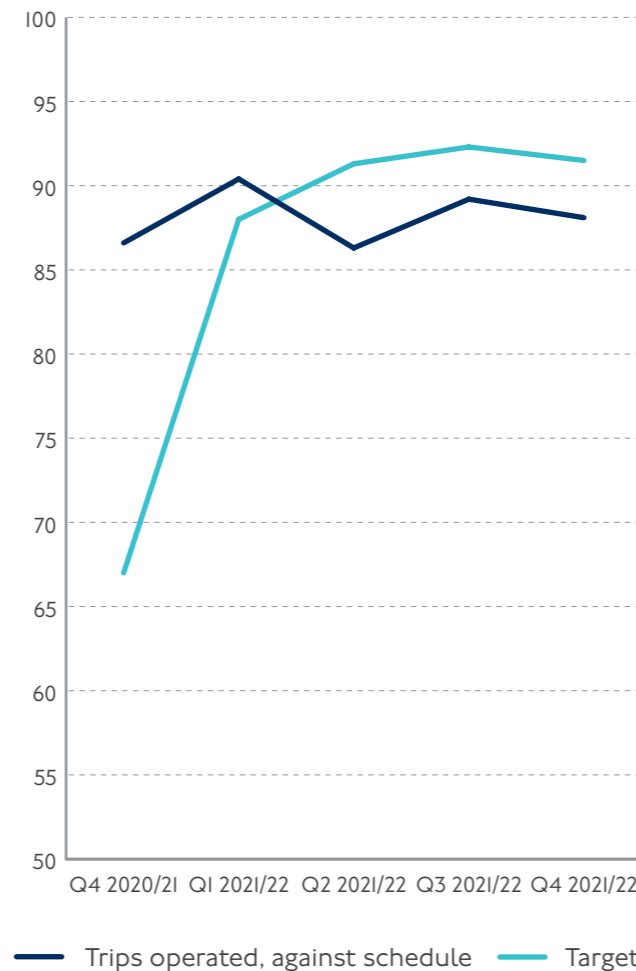


Journey times gradually decreased between 2018/19 and 2019/20, but there was a substantial reduction to 30.5 minutes in 2020/21 because of the drop in demand and traffic levels seen during the pandemic. In 2021/22, journey times have risen, reflecting London's recovery, but they remain lower than before the pandemic.

# Services operated

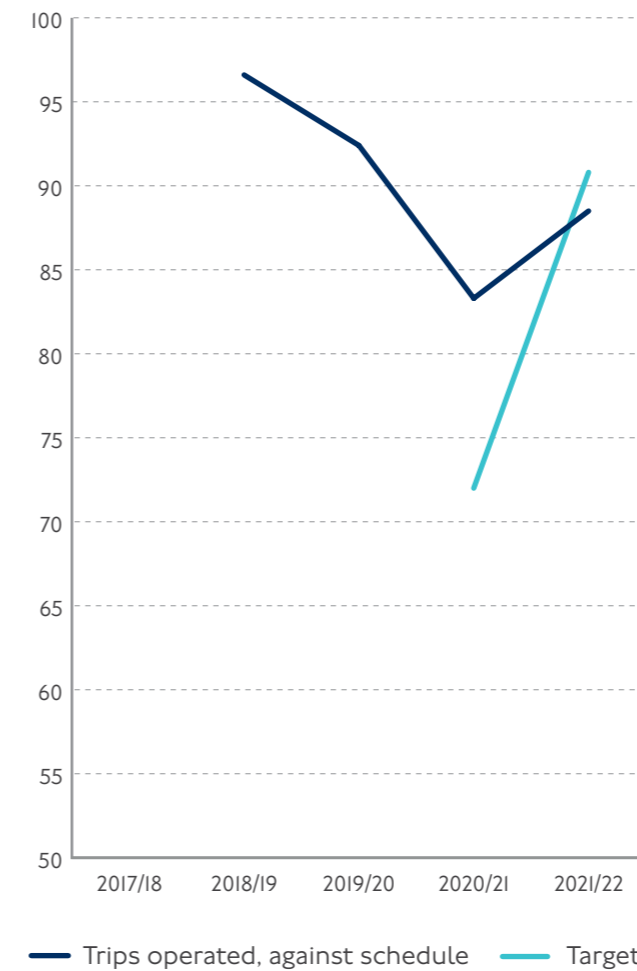
We continue to run as many services as possible while seeking to secure the long-term, sustainable Government funding needed to continue supporting London's recovery.

 **London Underground trips operated, against schedule**  
Past five quarters (%)



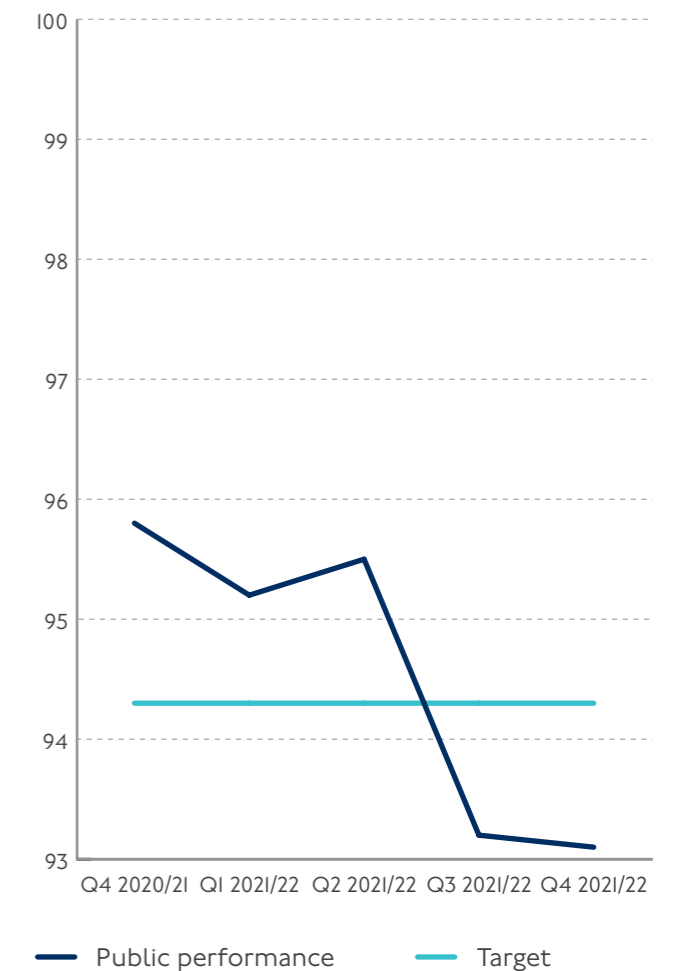
Performance ranged from a low of 86.3 per cent to a high of 90.4 per cent. Three of the 13 London Underground reporting periods saw service levels above 90 per cent. Lack of train operator availability, in part due to coronavirus, has been the main cause of reduced services throughout the year, with the biggest dips in performance taking place when availability worsened.

**Annual trend**



Service operated was 88.5 per cent, up from last year's 83.3 per cent, but down on levels seen before this. Train operator availability was the largest factor, followed by fleet availability and signal failures. The Northern and District lines had the best service levels at 93.2 and 92 per cent, respectively. We also saw the return of the Waterloo & City line and the Night Tube on the Central and Victoria lines. Our performance was impacted by the pandemic, such as staff having to isolate and new restrictions.

**Elizabeth line (TfL Rail) public performance measure**  
Past five quarters (%)



During Quarter 4, TfL Rail recorded a public performance measure of 93.1 per cent, with National Rail infrastructure-related failures impacting performance. It was also significantly affected by adverse weather during a weekend in Period 12.

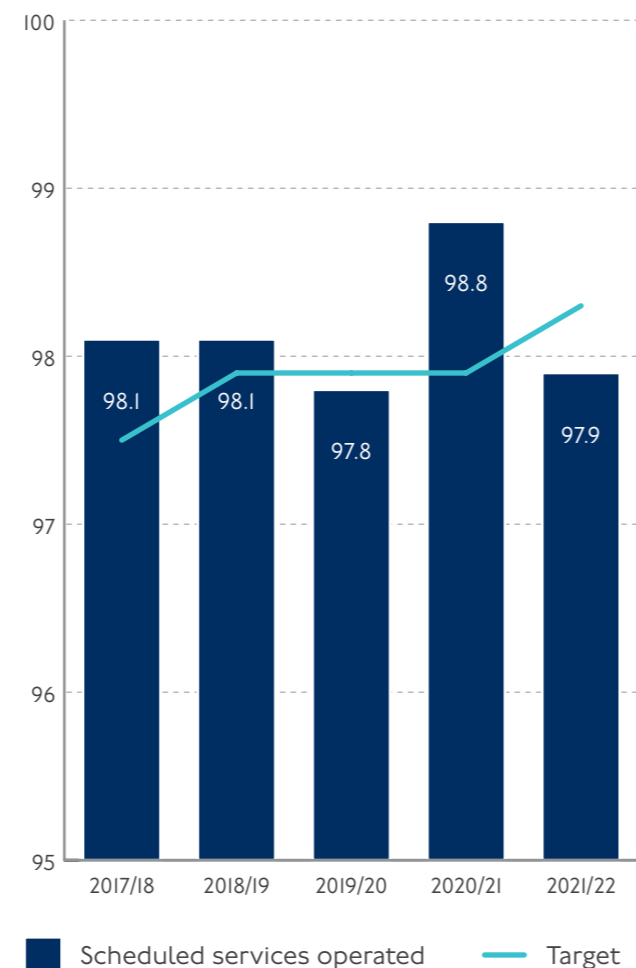
The year ended with a public performance measure of 94.2 per cent.

**Bus scheduled services operated**  
Past five quarters (%)



This quarter, performance was affected by Tube strikes in early March, bus operator strike action later in the same month and fewer drivers being available. This impact peaked in December owing to the pandemic and remained higher than normal for the rest of the quarter. Service losses due to traffic disruption were lower than usual.

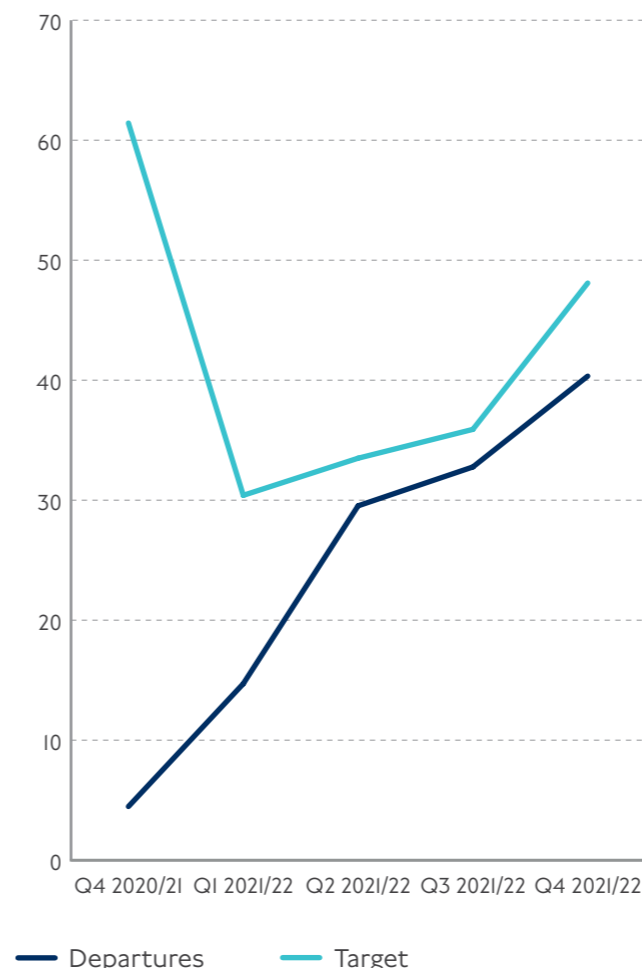
**Annual trend (moving average)**



The year was affected by bus operator strike action in Quarter 1, fuel queue disruption in Quarter 2, bus operator and Tube strikes in Quarter 4 and higher staff absence due to COVID-19.

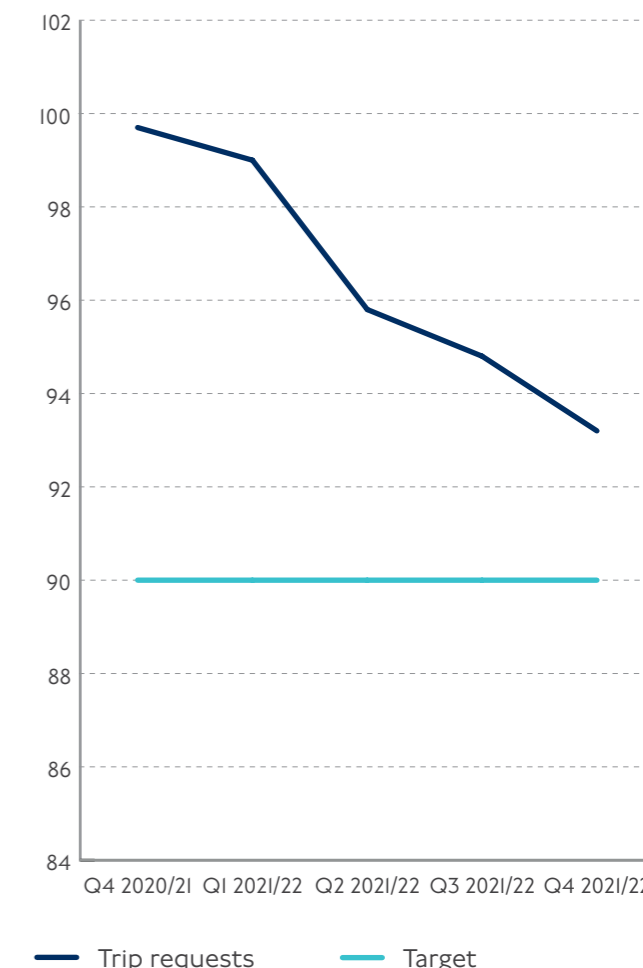
The impact of traffic disruption was lower than normal due to lockdown restrictions and the shift to home working.

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



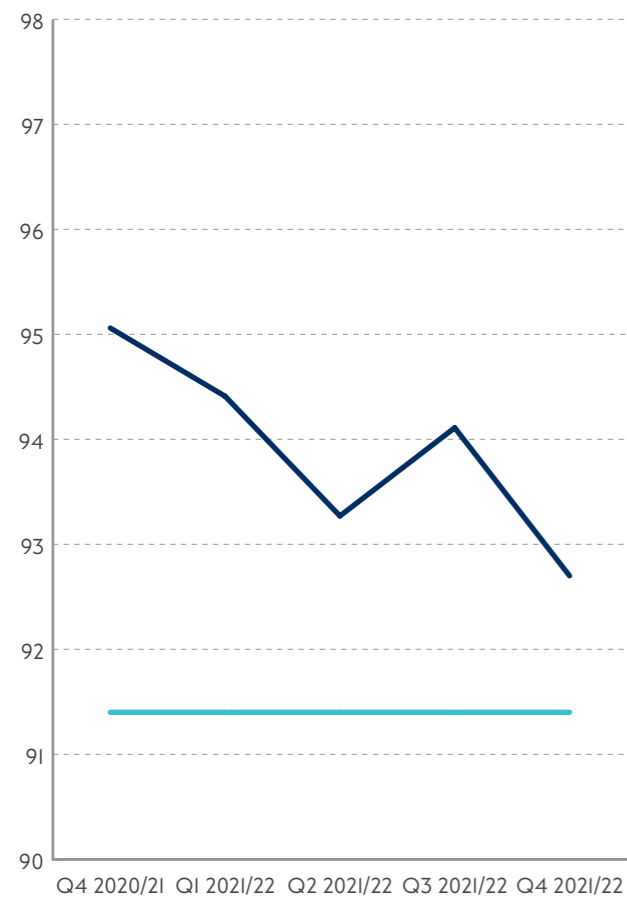
The number of departures from Victoria Coach Station increased since reopening following closure caused by the pandemic. We project to see this continue to improve into 2022/23. In 2021/22, there were 118,000 domestic and international accessible departures (40,000 in 2020/21) and 11 million passenger movements (two million in 2020/21). The station continues to support domestic, foreign and tour operators in rebuilding their businesses to enable UK and wider market growth in the coach industry.

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



Dial-a-Ride remains above the target of 90 per cent of all trip requests scheduled, but this is becoming more difficult as demand grows. We are reintroducing regular bookings and implementing new rotas to mitigate this.

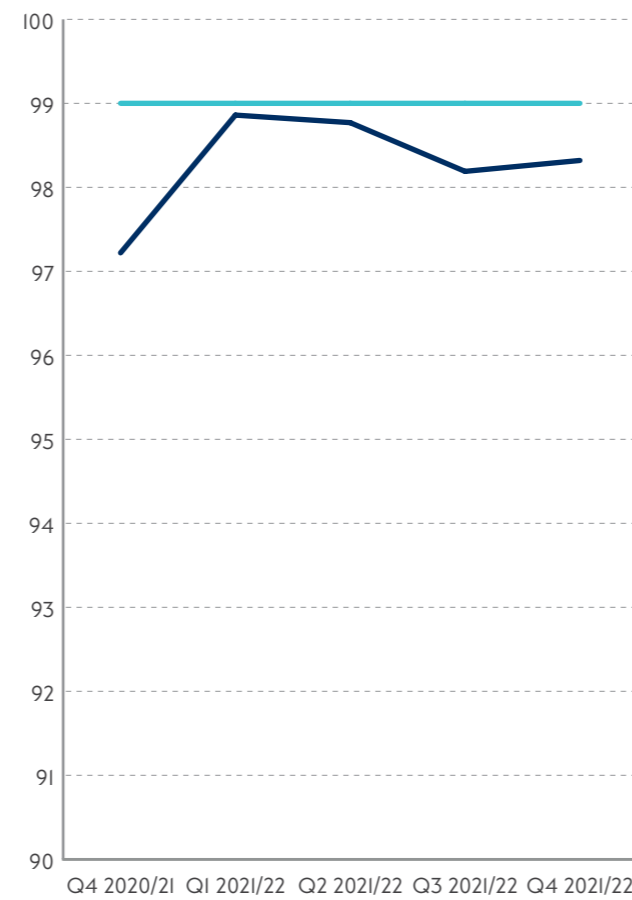
**London Overground time to three**  
Past five quarters (%)



— Scheduled service operated — Target

London Overground recorded a slight dip in performance at 92.7 per cent but was still above its 91.4 per cent target. The biggest factor was storms Eunice and Franklin, which caused more than 800 performance-related issues.

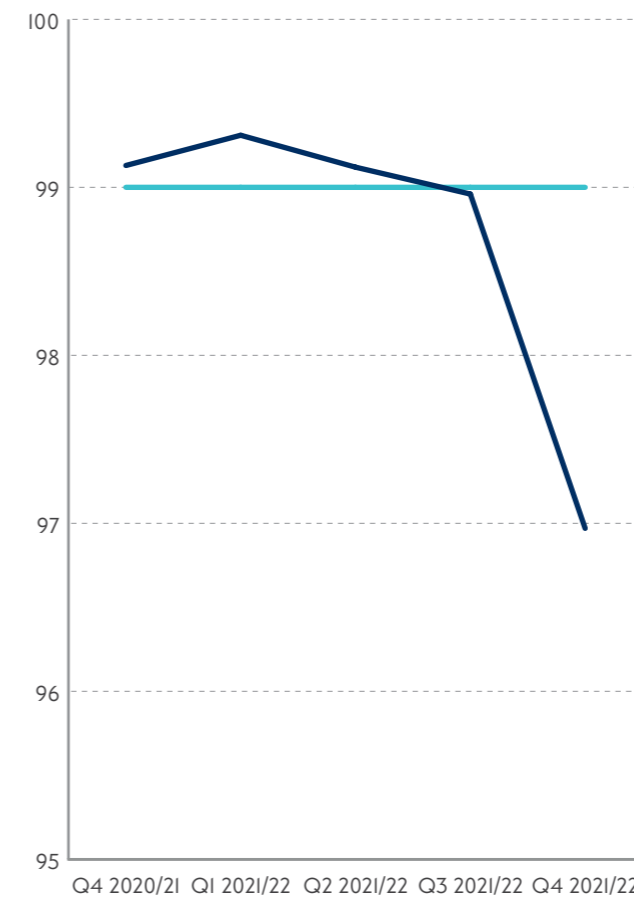
**London Trams scheduled services operated**  
Past five quarters (%)



— Scheduled service operated — Target

London Trams ended the year slightly under its 99 per cent target, making it a challenging quarter. There was an unusually high number of service suspensions, most of which were not trams-related (vehicle incursions, police incidents, road traffic collisions not involving trams, a UK Power Networks electrical fire and Storm Eunice). Lost kilometres due to trams being unavailable remains a challenge we are focusing on. Passenger numbers continue to recover well while customer complaints are still low.

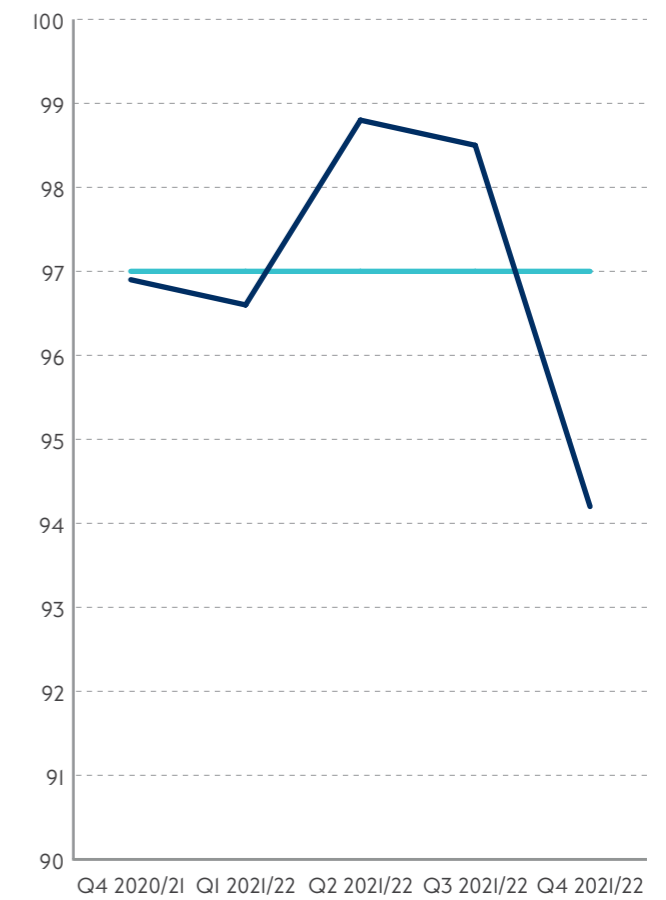
**DLR departures**  
Past five quarters (%)



— Departures — Target

We saw a significant drop in DLR services operated, falling just below 97 per cent. This was primarily due to three exceptional events: the failure of a DLR substation at Royal Mint Street, resulting in a reduced service to Bank/Tower Gateway; industrial action by London Underground staff causing closures of Bank station; and a fire in a UK Power Networks substation at Poplar that disrupted the power supply to the DLR.

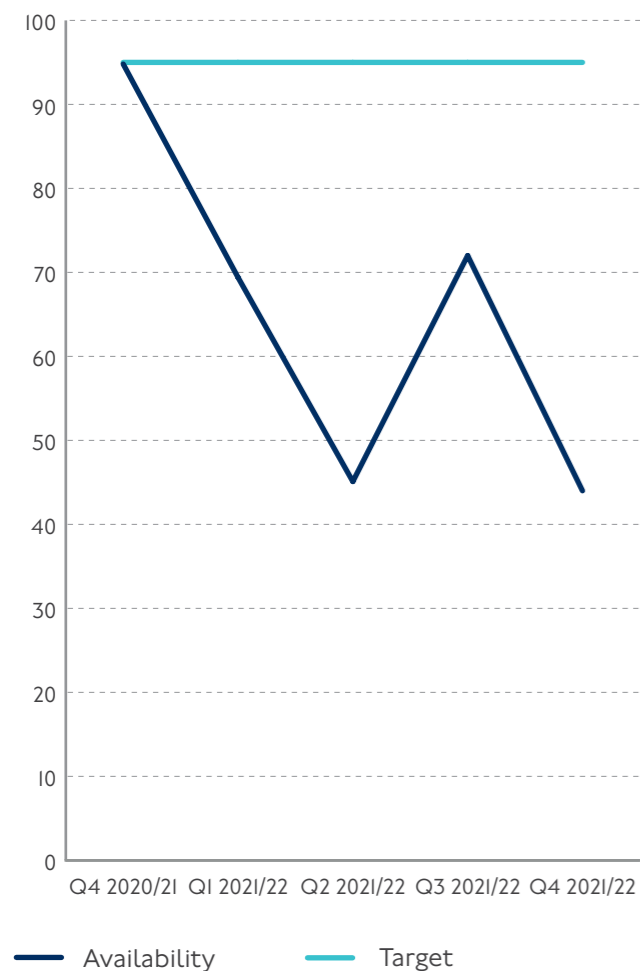
**Emirates Air Line availability**  
Past five quarters (%)



— Availability — Target

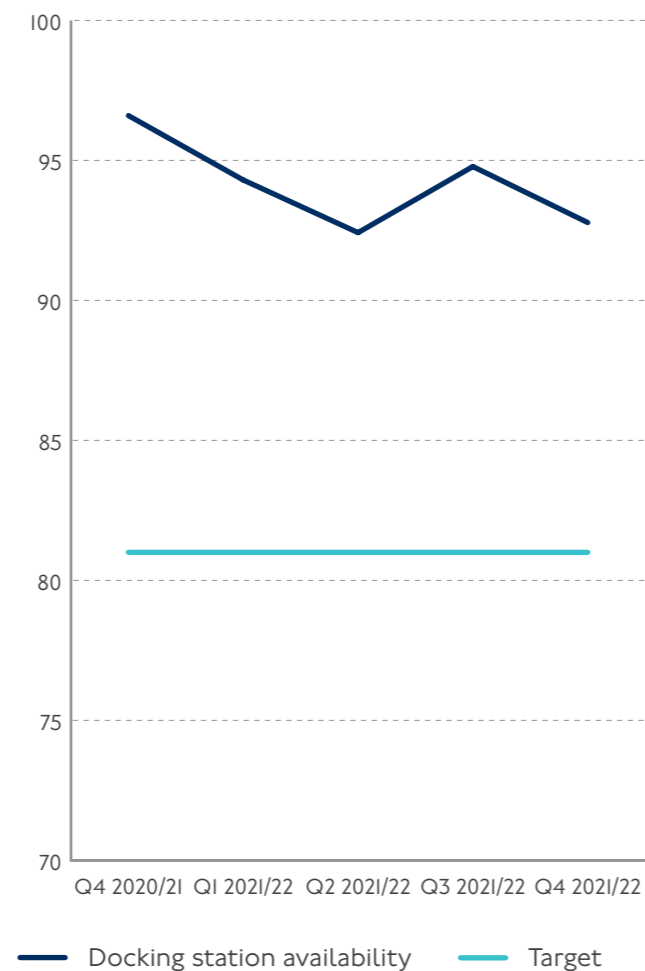
Availability was 94.2 per cent, compared with 96.9 per cent for the same quarter in 2020/21. Downtime was mainly due to seasonal high winds, which meant suspending the service for safety reasons.

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



Woolwich Ferry availability was 44 per cent compared with 94.8 per cent in the same quarter last year. It was mainly affected by staff being unavailable, owing to suspension of six key employees and industrial action. We are in discussions with Unite and hope to find a resolution as soon as possible. Our priority is that customers continue to receive a safe and reliable service.

**Santander Cycles docking station availability**  
Past five quarters (%)



The Santander Cycles hire scheme has gone from strength to strength. We continued to work with our contractor Serco to make sure bikes were available to customers at important locations and keep London moving during the pandemic. Although availability at docking stations dipped slightly to 92 per cent, Santander Cycles remained well above target for the quarter.

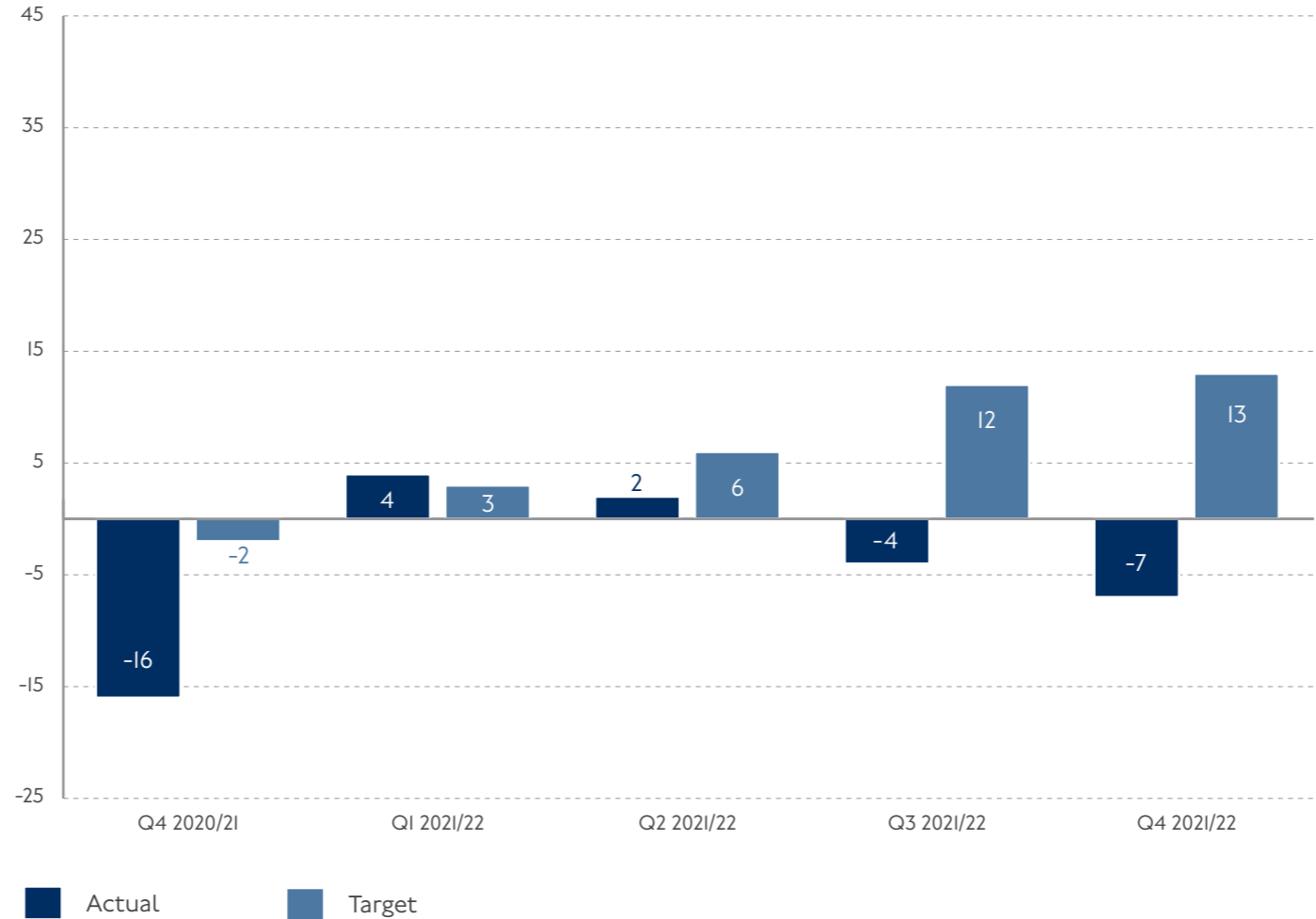


The Woolwich Ferry has been impacted by industrial action

# Roads and traffic

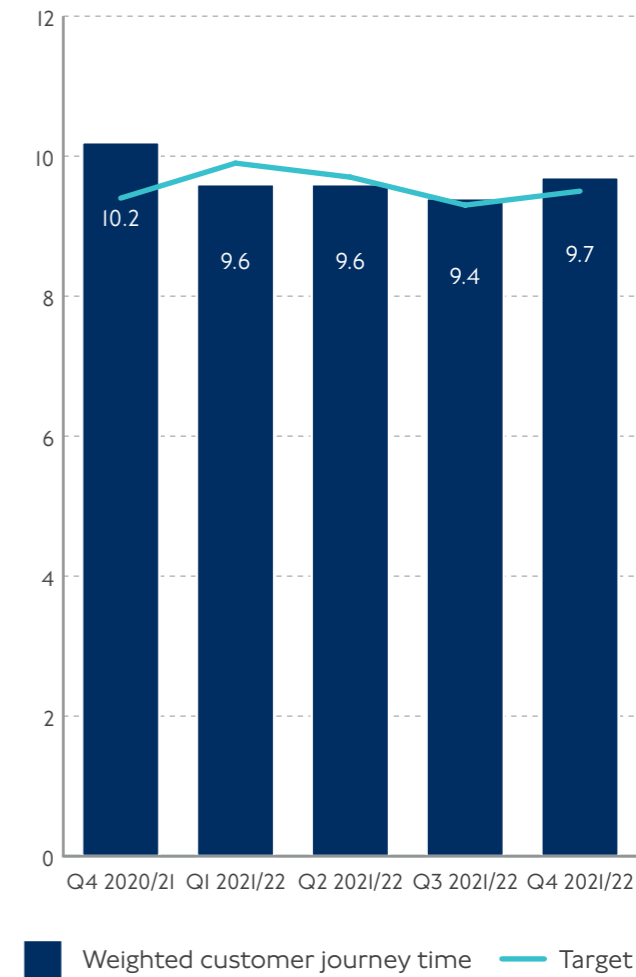
There continues to be less traffic on our roads than expected as we continue to move out of the pandemic.

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



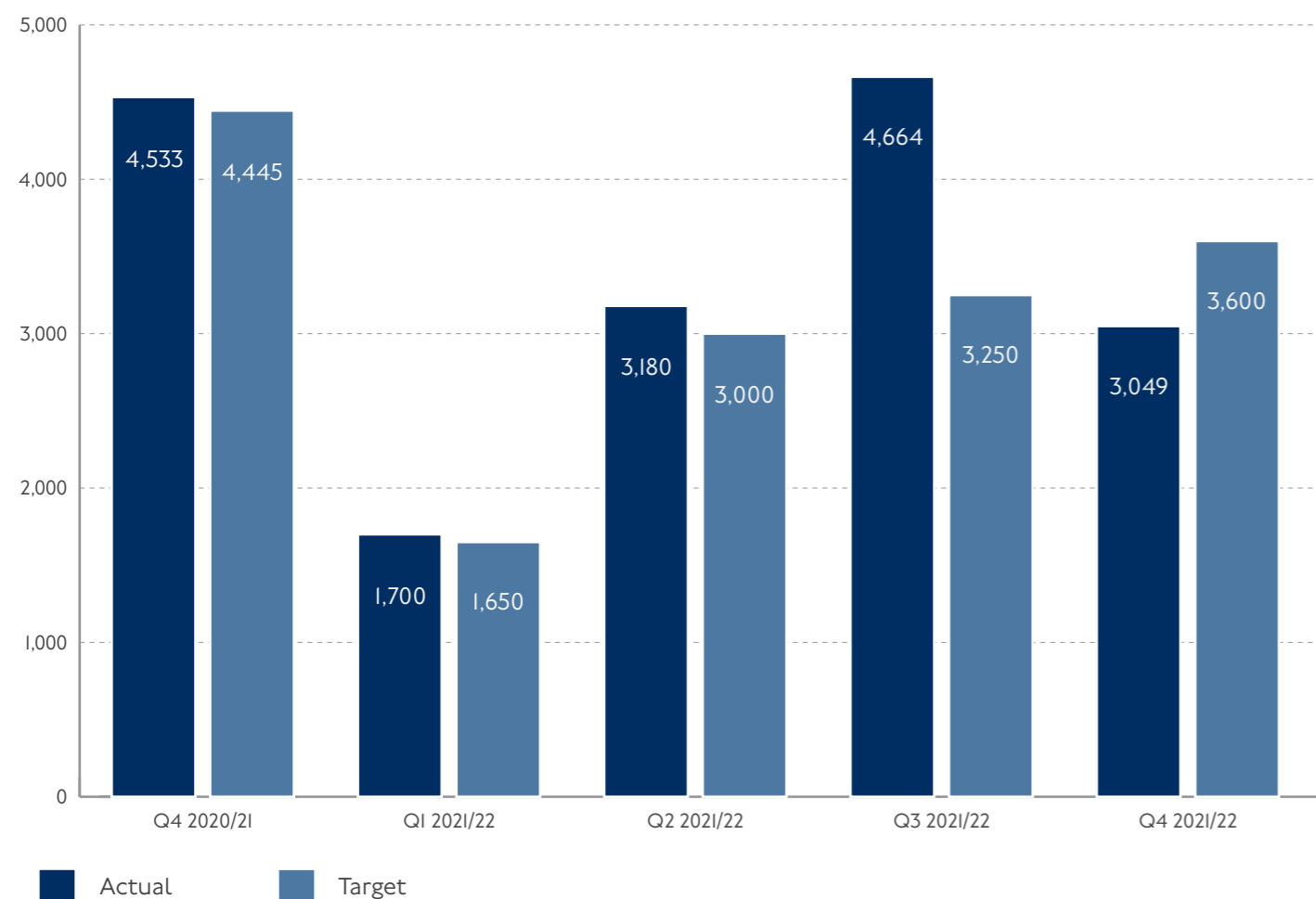
Following revisions to coronavirus guidelines for Omicron in Quarter 4 and recommendations not to travel to work, traffic recovery has been weaker than anticipated, with less associated disruption than expected. When set, the target assumed a full return to normal traffic patterns in Quarter 2. While traffic demand recovered to within a few percentage points of the 2019 baseline, fuel price increases toward the end of Quarter 4 had a negative impact on overall flows. Our management of the road network continues to be aimed at supporting bus services and active travel, while mitigating disruption.

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



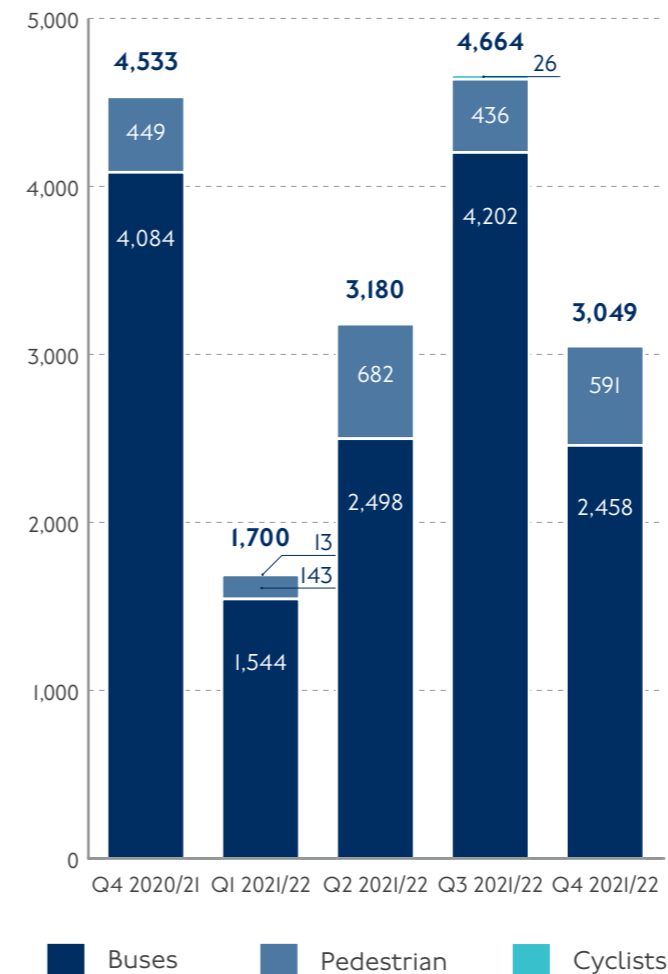
Average bus speed has remained higher than normal throughout the past five quarters due to the impact of the pandemic, with lower passenger volumes and less general traffic disruption. Typical seasonal variations have been recorded but with actual speed two to four per cent faster than before the pandemic. The impact has not been the same across all areas of London, with the inner northwest and outer northeast closer to pre-pandemic levels than other areas.

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



At the end of 2021/22, we exceeded the annual target for time saved for sustainable modes (buses, walking and cycling) despite coming in under the Quarter 4 target. In Quarter 4, bus passengers and pedestrians have saved more than 3,000 hours a day as a result of our timing review work. At the end of 2021/22, we delivered 12,593 hours of benefit each day across all modes.

**Type of road user**  
Past five quarters (hours)



At the end of Quarter 4, we saved 3,049 hours a day across sustainable modes – 2,458 for bus passengers and 591 for pedestrians. At the end of the financial year, we provided 12,593 hours of benefit each day on all modes. This is broken down as 10,702 for bus passengers, 1,852 for pedestrians and 39 for cyclists.

# Customers

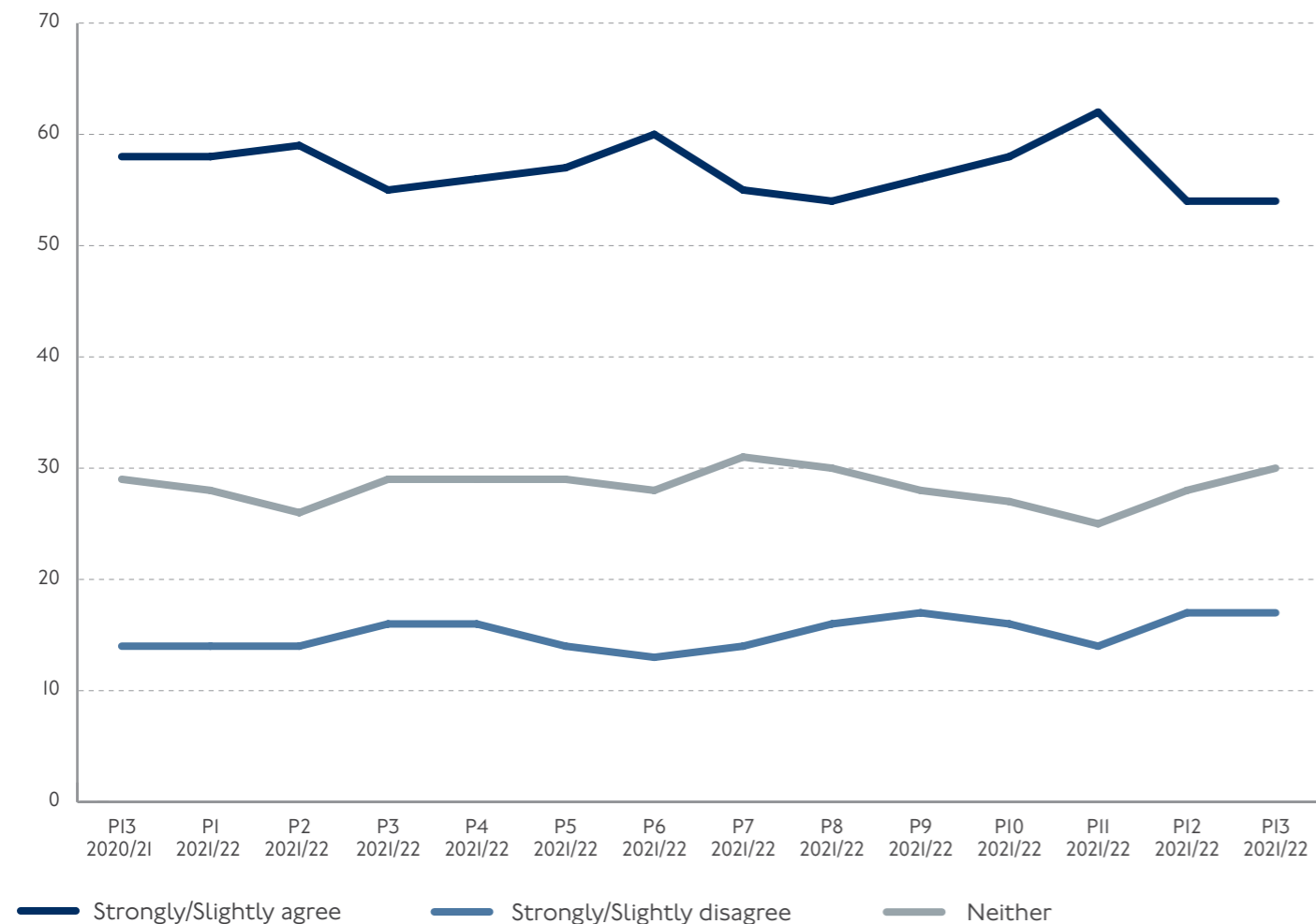
Regardless of the challenges posed by the pandemic, we have continued to support and engage with our customers





# TfL cares about its customers

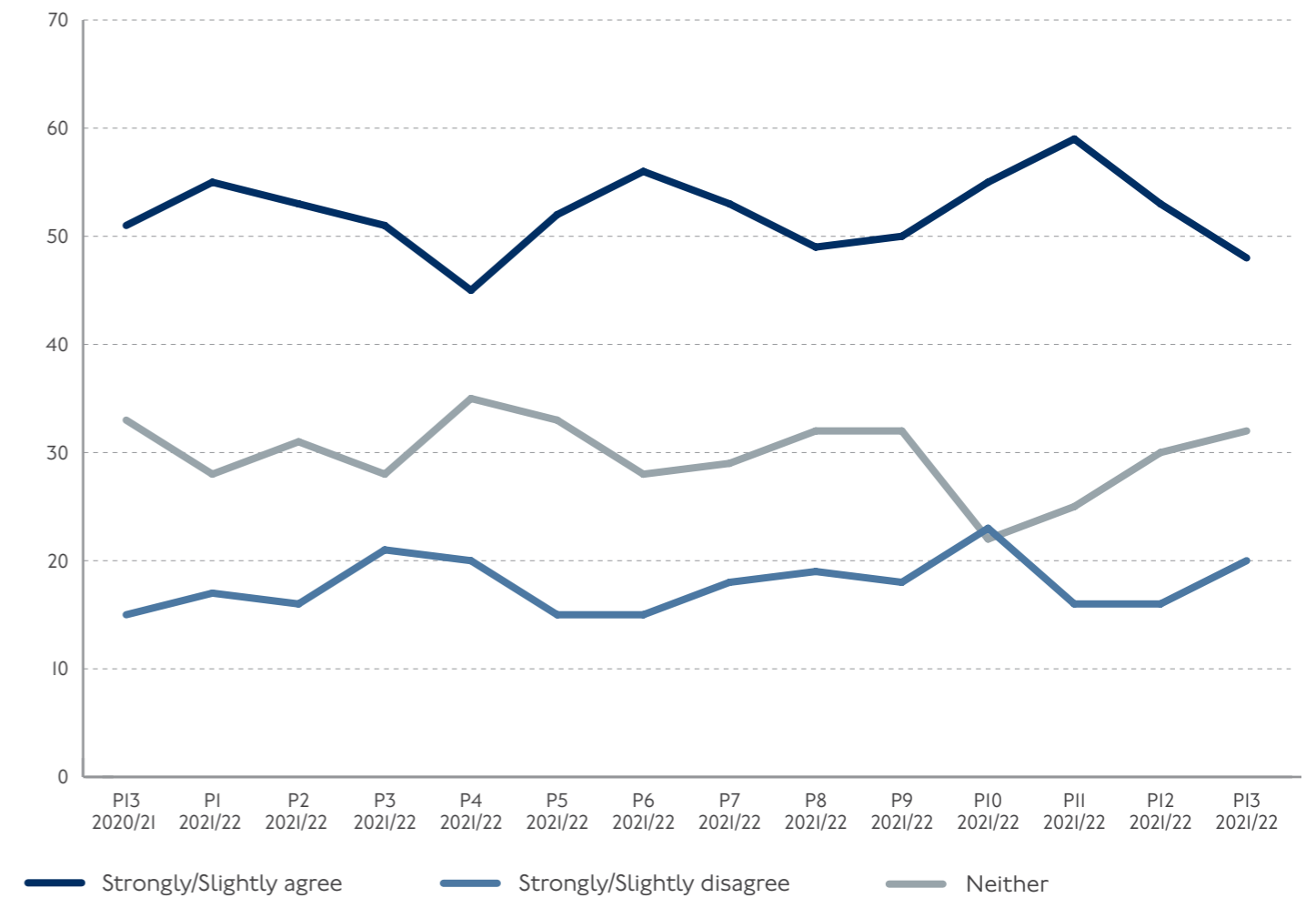
 **All Londoners**  
Agreement, disagreement, neither (%)



Our customer care metric measures Londoners' perceptions of how well we perform on our promise of Every Journey Matters, and whether we consistently meet customer expectations. It reflects their overall experience of journey and non-journey interactions.

The percentage of Londoners agreeing that 'TfL cares about its customers' was 54 per cent for Period I3 2021/22. Our overall score for the year is 57 per cent agreement, one percentage point above our scorecard target. Overall, our score has remained resilient and in Period II we achieved our highest ever care score of 62 per cent.

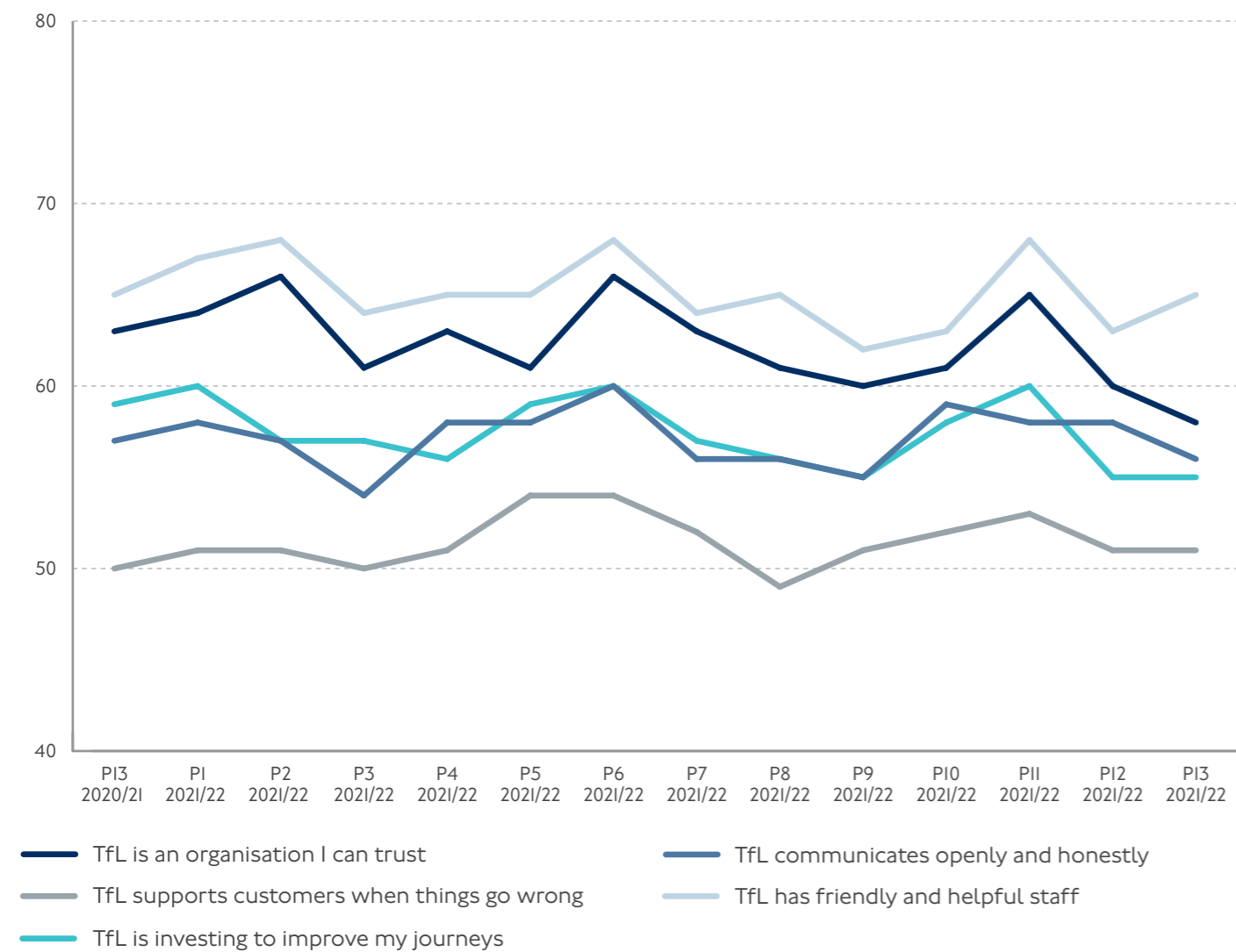
**Disabled Londoners**  
Agreement, disagreement, neither (%)



The percentage of disabled Londoners agreeing that 'TfL cares about its customers' was 48 per cent for Period I3. Our overall score for 2021/22 was 52 per cent, one percentage point lower than in 2020/21. Disabled Londoners continue to feel less confident about travelling than non-disabled Londoners, although the gap has been closing. We are maintaining our focus on improving performance by supporting people when things go wrong, building trust and communicating well. We are also engaging with our disability stakeholders to understand from them what is working and what needs more focus to help identify and make improvements.

### Key survey questions

Agreement (%)



### Winning back our customers

Our focus continues to be on emphasising to customers that the transport network is clean, safe and well managed. We operate a reliable service and support people effectively when there is disruption. Alongside this, we are promoting the network as a way they can access everything they have missed about living or being in London, and this has been reflected in the increasing numbers returning to the network for leisure purposes.

We have identified the five key drivers that have the most influence on Londoners' perception and our 'TfL cares about its customers' metric. Supporting customers when things go wrong remains an important part of improving their experience. Overall, scores decreased during Quarter 4, although some metrics saw peaks in Period II. Most notably, 'TfL is an organisation I trust' fell to its lowest level in more than a year. As people continue to return to the network, customers want to trust us to get them from A to B safely and reliably. They also want to know that we will support them if things go wrong. The rising cost of living means, more than ever, people want to feel they get what they pay for.



Our customer satisfaction across all modes has remained stable

# Satisfaction

## Past five quarters Score

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
London Underground	76	78	75	75	76
London Buses	79	79	78	78	78
DLR	78	78	79	77	78
London Overground	76	76	76	76	76
London Trams	N/A	N/A	N/A	76	N/A
TfL Rail	75	78	77	76	76

This quarter, overall satisfaction across all modes remained relatively stable with only minor increases in London Underground and DLR scores. Station metrics have remained broadly stable for all modes too, but London Underground saw a significant improvement in its personal safety scores for both stations and on trains, and helpfulness and general attitude of staff at the station improved substantially for DLR. There has been little change in the number of customers claiming to have experienced a delay or disruption during their journey.

Following the coronavirus peak during the Christmas period, most of this quarter saw a return towards normality as people went back to the office. Satisfaction with other customers wearing face coverings improved significantly across all modes (except for DLR, which remained stable), suggesting increasing acceptance when people do not wear them.

# Calls

In addition to our general contact centre, we have dedicated phone 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 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Telephone calls	296,212	363,418	535,824	696,500	604,653
Calls abandoned (%)*	6.4	9.0	15.77	22.78	13.02
Correspondence	70,847	94,424	124,263	163,862	198,028
Cases closed (%)**	88.7	83.9	78.75	70.33	68.96
Average speed of answer (seconds)	100	213	1,034	1,573	779

Telephone demand fell 13 per cent in the past quarter, up 104 per cent on Quarter 4 of the previous year. This was largely due to the festive period and moving away from our seasonal spike for concessions demand. Performance improved dramatically in both the number of calls abandoned and our average speed of answer. Ticketing calls are still the main cause of demand for us – something we expect to continue in the new financial year.

Correspondence rose 21 per cent on Quarter 3 and was up 180 per cent on the same quarter last year. We began Quarter 4 with a substantial backlog of concessions and contactless cases following the issues with our outsourcers struggling to recruit sufficient staff during the pandemic. A focused drive to clear these was successful but needed careful balancing of resources across our three contact centres to maintain performance levels while responding to a huge increase in customer demand.

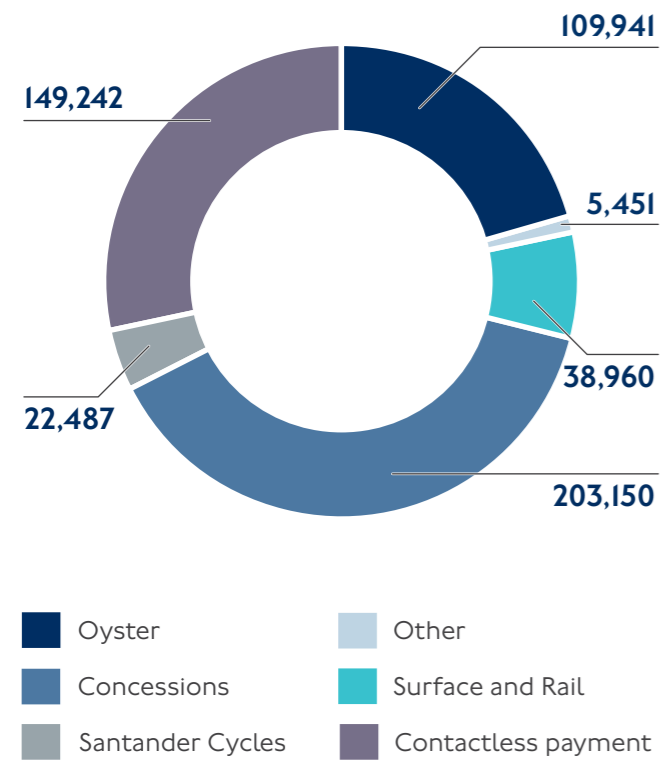
\* Target of 15 per cent or lower

\*\* 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

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Telephone calls	2,835,189	2,699,025	2,687,696	1,304,300	2,292,137
Calls abandoned (%)*	10.5	10.9	16.2	7.6	16.12
Correspondence	542,760	609,201	757,298	364,778	580,567
Cases closed (%)**	85.9	82.0	78.9	83.4	73.80

**Calls by subject\***  
This quarter

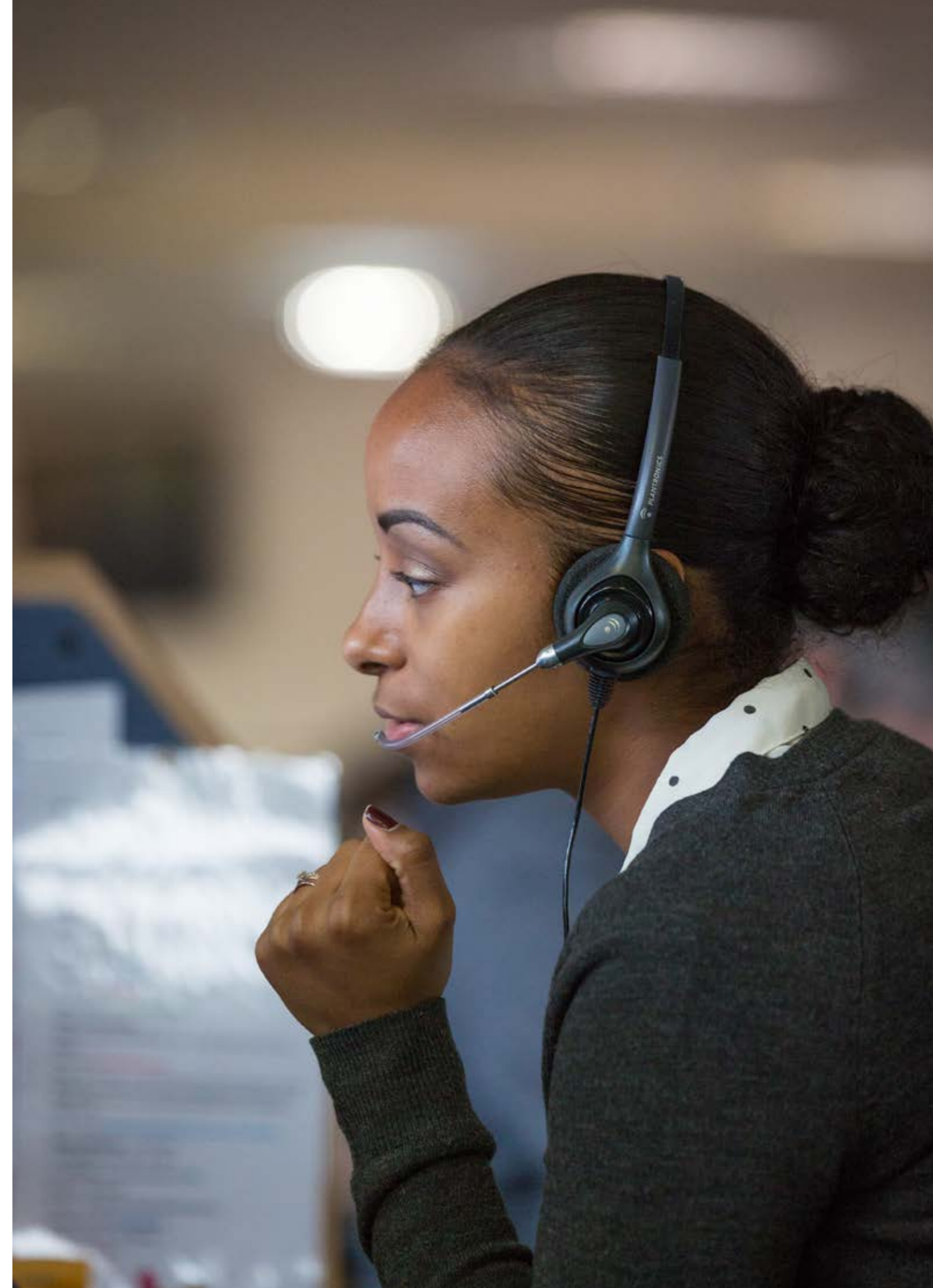


Overall demand was down slightly on the previous quarter, largely due to the dip during the festive period. The largest decreases were seen on concessions (41 per cent lower than in Quarter 3) as we shift away from the seasonal peak for demand. We saw a drop of 14 per cent on Oyster as well.

However, there was a 28 per cent increase on contactless, which was largely in line with rising demand as passenger journeys went up 24 per cent. Contactless continues to show very strong demand as services recover post-pandemic, and we are exploring new ways to help mitigate this while we establish the 'new normal'.

Santander Cycles also saw unprecedented demand, particularly given this is traditionally influenced by the weather. This included more than 14,000 free NHS and keyworker trips.

\* Surface and Rail comprises London Underground, London Buses, London Overground, Emirates Air Line, DLR, Elizabeth line, cycling (general), River services, safety and coaches. Other comprises public help points, Taxi and private hire, ticketing apps, Sarah Hope Line and street-related calls



Our contact centres respond to a wide variety of customer queries

## Road user charging and ULEZ

### Past five quarters

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Calls received	331,800	275,732	292,501	462,698	559,940
Calls answered	318,557	265,662	279,011	431,969	542,331
Calls abandoned (%)	4.0	3.7	4.6	6.6	3.1
Average speed of answer (seconds)	36	47	72	76	14

Capita's road user charging contact centre continues to perform well within contractual targets. This is despite increased call volumes during Quarter 4 following the expansion of the ULEZ in October 2021, as well as changes to the Congestion Charging scheme hours in December 2021 and February 2022. The average speed to answer for Quarter 4 was 14 seconds and the call abandonment rate was 3.1 per cent against a target of no more than 12 per cent of calls.

### Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Calls received	1,245,815	1,080,837	1,486,715	1,145,772	1,590,871
Calls answered	1,166,545	1,043,877	1,440,357	1,093,382	1,518,973
Calls abandoned (%)	6	3	3	5	5
Average speed of answer (seconds)	73	43	42	63	48

**Taxi and private hire**  
Past five quarters

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Calls received	42,252	46,513	59,083	72,942	56,597
Calls answered	41,898	45,959	58,163	65,385	55,938
Calls abandoned (%)	0.8	1.2	1.6	10.4	1.2
Average speed of answer (seconds)	16	33	32	314	21

During Quarter 4, calls to our taxi and private hire contact centre returned to previous levels following the spike in Quarter 3 and performed well within contractual targets. The average speed of answer was 21 seconds, and the call abandon rate was 1.2 per cent against a target of no more than five per cent of calls.

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Calls received	684,904	840,178	749,561	222,291	235,135
Calls answered	623,837	582,022	532,096	158,847	225,445
Calls abandoned (%)	8	30	29	29	4
Average speed of answer (seconds)	118	733	699	896	111

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

	Target	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Calls received	N/A	33,413	46,691	66,591	83,958	102,724
Calls abandoned (%)	10	3.7	3.1	12.4	9.7	13.8
Average speed of answer (seconds)	180	72	59	269	238	344
Email bookings	N/A	1,184	3,764	6,939	10,186	10,684

Dial-a-Ride saw a 22 per cent rise in call volumes compared with Quarter 3 and a 207 per cent increase when compared with Quarter 4 last year. The average speed to answer was 106 seconds higher than in Quarter 3 and our call abandon rate rose by 4.1 per cent when compared to Quarter 3 2021/22.

Contributing factors included the increase in call volumes and reduced availability of call centre staff, plus the impact of the storms in February. Mitigation measures have been put in place to improve the speed of answer and lower the number of abandoned calls.

Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Calls received	596,161	564,391	533,868	117,275	299,944
Calls abandoned (%)	12.1	10.5	10.7	5.5	10.6
Average speed of answer (seconds)	252	233	287	108	249
Email bookings	44,655	45,950	82,450	6,368	31,573



# Complaints

## Complaints

Year on year (per 100,000 journeys)

	Q4 2020/21	Q4 2021/22	Variance (%)
London Underground	1.64	0.97	-41
London Buses	3.87	2.99	-23
DLR	0.71	0.48	-32
London Overground	0.85	0.52	-39
TfL Rail	2.04	1.22	-40
London Trams	0.83	0.92	11
Emirates Air Line	4.34	5.9	36
Congestion charge	3.19	3.19	0
Dial-a-Ride*	50.64	61.94	22
London River Services	4.87	0.56	-89
Santander Cycles	1.72	2.32	35
Taxis**	1.48	3.24	119
Private hire**	1.57	2.3	46
Contactless	0.33	0.5	52
Oyster	0.17	0.43	153

Despite large increases in passenger numbers following the pandemic, many areas have seen a drop in complaints. Notably, London Underground complaints were down 41 per cent while demand was up 210 per cent. This was despite the biggest planned closure in London Underground's history on the Northern line, when the Bank branch was temporarily closed for essential works to take place.

Bus complaints were down 23 per cent, while demand rose 97 per cent. DLR, TfL

Rail and London Overground complaints all fell by between 30 and 40 percent.

Both Oyster and contactless saw increases this quarter, with complaints rising 153 per cent and 52 per cent, respectively. This, however, is largely due to more customers using these ticketing options. Oyster demand went up 94 per cent and contactless demand rose 179 per cent on the same quarter last year. We are closely monitoring demand in these areas to identify and address potential pain points.

## Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
London Underground	0.89	0.98	1.14	1.74	1.26
London Buses	2.89	3.17	3.17	4.37	3.29
DLR	0.82	0.78	0.89	1.09	0.54
London Overground	1.68	1.69	1.58	1.24	0.65
TfL Rail	2.47	2.39	2.30	2.26	1.77
London Trams	1.62	1.28	1.65	1.76	0.85
Emirates Air Line	2.40	4.11	2.83	2.57	4.69
Congestion charge	4.04	1.59	2.48	3.83	3.55
Dial-a-Ride*	82.23	69.86	83.62	64.87	61.33
London River Services	0.79	1.49	1.26	2.44	0.47
Santander Cycles	4.56	4.00	3.54	2.68	2.24
Taxis**	7.28	7.22	8.06	1.69	3.24
Private hire**	3.92	2.95	2.57	1.36	2.3
Contactless	0.14	0.21	0.40	0.39	0.5
Oyster	0.18	0.15	0.17	0.26	0.48

Most of our services continue to record a lower proportion of complaints than last year. As we emerge from the pandemic, increased ridership has been a large factor in this performance, with demand far outstripping any rise in complaints.

\* 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. Taxi and private hire complaint numbers are not directly comparable due to the way they are received/recorded



There was an increase in commendations for our frontline staff

# Commendations

## Commendations Past five quarters

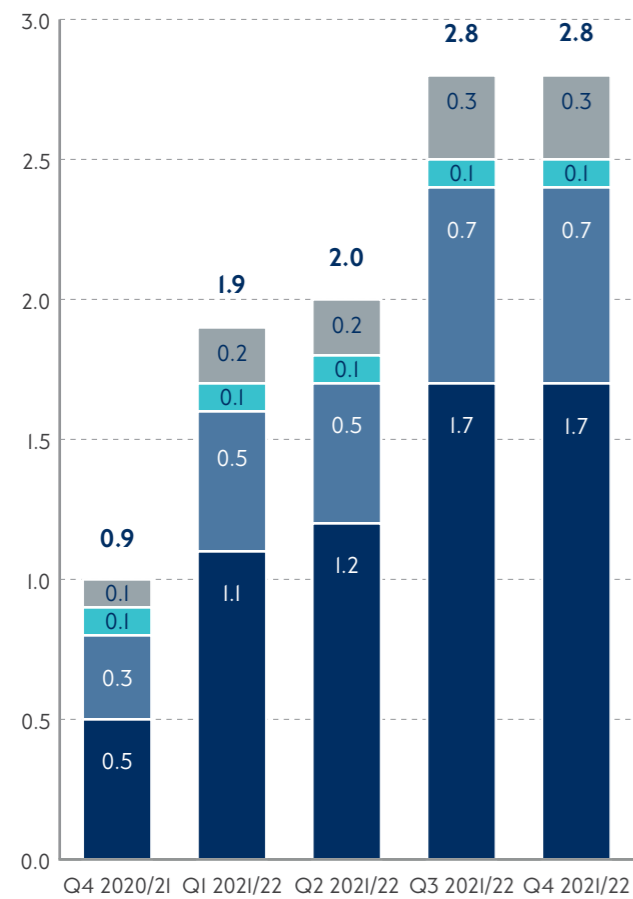
	Q4 2020/21	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
London Underground	75	168	274	259	272
London Buses	406	549	551	607	733
DLR	2	6	8	12	2
London Overground	18	29	25	38	33
TfL Rail	14	38	116	29	39
London Trams	0	4	0	5	8
Emirates Air Line	1	10	9	7	4
Dial-a-Ride	6	17	3	35	13
London River Services	0	1	3	2	3
Santander Cycles	0	1	0	0	0
Taxis and private hire	12	9	14	23	20
TfL Road Network	4	3	3	0	2
TfL Policy	6	0	2	4	3

Overall, commendations were up 11 per cent on the previous quarter and 108 per cent on the same quarter last year. This is due, in part, to greater numbers of passengers on the network post-pandemic. The most significant rises were again on buses and London Underground, where commendations went up by 21 per cent and five per cent, respectively. London Underground has been increasing accessibility awareness among frontline staff, including knowledge of step-free access, real-time information and access to customer toilets for people with reduced mobility.

Large rises on TfL Rail, Trams and London River Services were also a factor although, overall, the actual numbers were not as significant. Dial-a-Ride experienced the biggest decrease, but this followed very high figures from the previous quarter and reflects a return to more normal levels in Quarter 4.

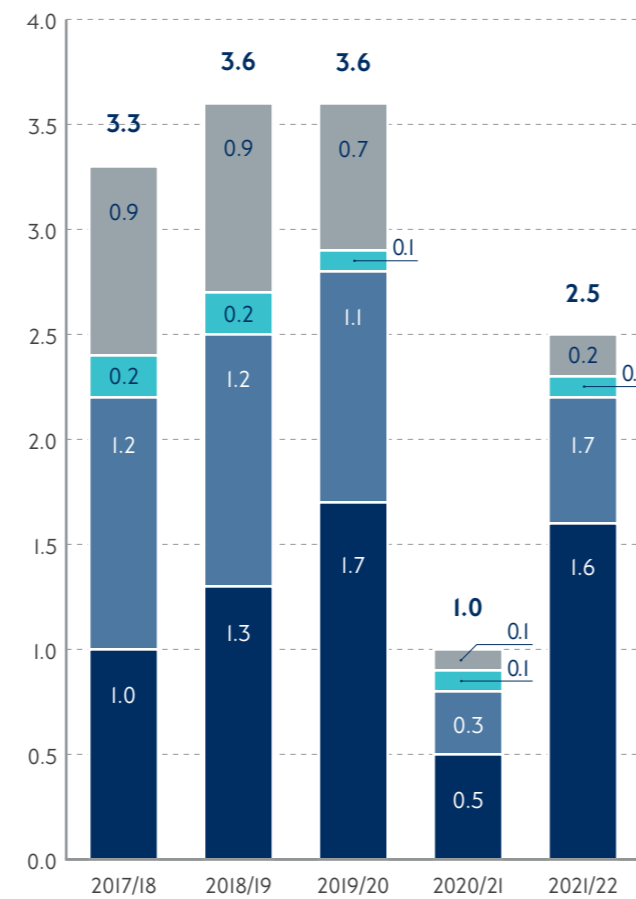
# Tickets

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



■ Contactless      ■ Oyster PAYG  
■ Bus and Tram      ■ Travelcards

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



■ Contactless      ■ Oyster PAYG  
■ Bus and Tram      ■ Travelcards

National lockdowns during the pandemic saw demand drop dramatically, but the share of contactless payments (cards and mobile devices) remained around half of all fare payer tickets and has increased slightly since. After restrictions were eased in 2021, demand had been recovering but it stalled at the end of the year due to the Government implementing new measures to prevent the spread of the new coronavirus variant.

Before the pandemic, the total number of fare payer tickets remained fairly stable every year, while the share of contactless increased.

Demand declined dramatically during the pandemic. However, the use of contactless payment and Oyster pay as you go has recovered to a greater extent than Travelcards, suggesting some migration from the latter to the former since the pandemic.

**105.7m** 

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



**3.2m**

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 comprise less than one per cent of journeys on the network

\*\* Days measured:  
Thursday 4 February 2021 Q4 2020/21  
Thursday 20 May 2021 Q1 2021/22  
Thursday 16 September 2021 Q2 2021/22  
Thursday 25 November 2021 Q3 2021/22  
Thursday 17 March 2022 Q4 2021/22

\*\*\* Days measured:  
Thursday 8 February 2018  
Thursday 7 February 2019  
Thursday 6 February 2020  
Thursday 4 February 2021  
Thursday 10 February 2022

# System availability

## Ticketing

	Q4 2021/22			Year to date – 2021/22		
	Actual	Variance to target	Variance to last year	Actual	Variance to target	Variance to last year
London Underground – ticketing system overall availability (%)	99.36	+1.16	-0.33	99.37	+1.17	-0.29
London Buses – bus validations – overall availability (%)	99.72	+0.72	-0.02	99.73	+0.73	+0.11

Both London Underground and bus ticketing system availability exceeded targets this quarter. System use has increased as people returned to the office after pandemic restrictions were lifted.

## Internal IT

### Past five quarters (%)

	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
System performance	99.89	99.89	99.82	99.96	99.91

In Quarter 4, there were nine Mission Critical Severity I incidents. The service that saw the biggest impact was 'Technical Service – Network', which underpins our network provision. One of these incidents caused two critical sites (Acton Signal House and Ealing Common Depot) to experience a full network outage. Colleagues were given an

alternative way to access their computer desktop so they could continue working while we resolved the issue. A second network issue impacted JourneyCall, a third-party service that answers calls from customers on our behalf. While this affected productivity, JourneyCall was still able to handle calls and advise customers.

### Annual trend (%)

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
System performance	99.59	99.87	99.93	99.94	99.90

# Digital

In August, we introduced real-time busyness information into Journey Planner results in the TfL Go app. Customers can see whether stations are 'quiet now', 'busy now' or 'very busy now' when they plan a journey involving the Tube. We have also added new customisation so people can plan journeys based on preferred travel modes, plus 'least walking' and 'fewest changes' options.

Our focus continues to be on integrating account and payment functionality so customers can plan, pay and travel in one fully inclusive, integrated digital experience.

**9.4m**

unique devices  
visiting the TfL  
website this quarter



**1.2m**

downloads of the  
TfL Go app since launch

**185m**

website page views  
this quarter



The TfL Go app enables customers to better plan their journeys



# Travel demand management

In early 2021, we were shortlisted in the Chartered Institute of Logistics and Transport's passenger transport award category for our efforts to spread the number of construction workers travelling on our network across a wider timeframe in the morning and evening peaks. This made better use of spare capacity on the Tube and enabled social distancing. We have continued to build on this partnership with construction developers to share messages about our services likely to affect their workers' commute.

December saw another successful festive campaign. Between 24 December 2021 and 3 January 2022, there were several planned works, with the most impactful on the Piccadilly line between Acton Town and Heathrow. This required a demand management plan and communications that clearly set out the day-to-day advice and alternative travel options for customers using Heathrow, particularly on 26 December when there was no service on TfL Rail and Heathrow Express.

The major closure of the Northern line between Kennington and Moorgate took place from Saturday 15 January to mid-May. The biggest planned closure on the network in a generation, it is estimated to have impacted up to 500,000 customers every weekday morning, with 155,000 people having to adapt the way they travelled. A major mitigation measure was our travel demand management strategy, which aimed to change the behaviour of 29 per cent of displaced customers to manage crowding. We regularly monitored our messaging, customer journeys and pandemic-related restrictions to enable us to adjust our strategy accordingly.

# Campaigns

## Campaigns – Customer information email volumes Past five years

	2017/18	2018/19	2019/20	2020/21	2021/22 year to date
Customer information emails (millions)	187	189	205	211	226
Campaigns	1,043	930	1,101	685	950

Customer information emails were vital at the height of the pandemic when as we needed to keep people informed about the ever-changing situation. We are now focusing on supporting a number of recovery campaigns.

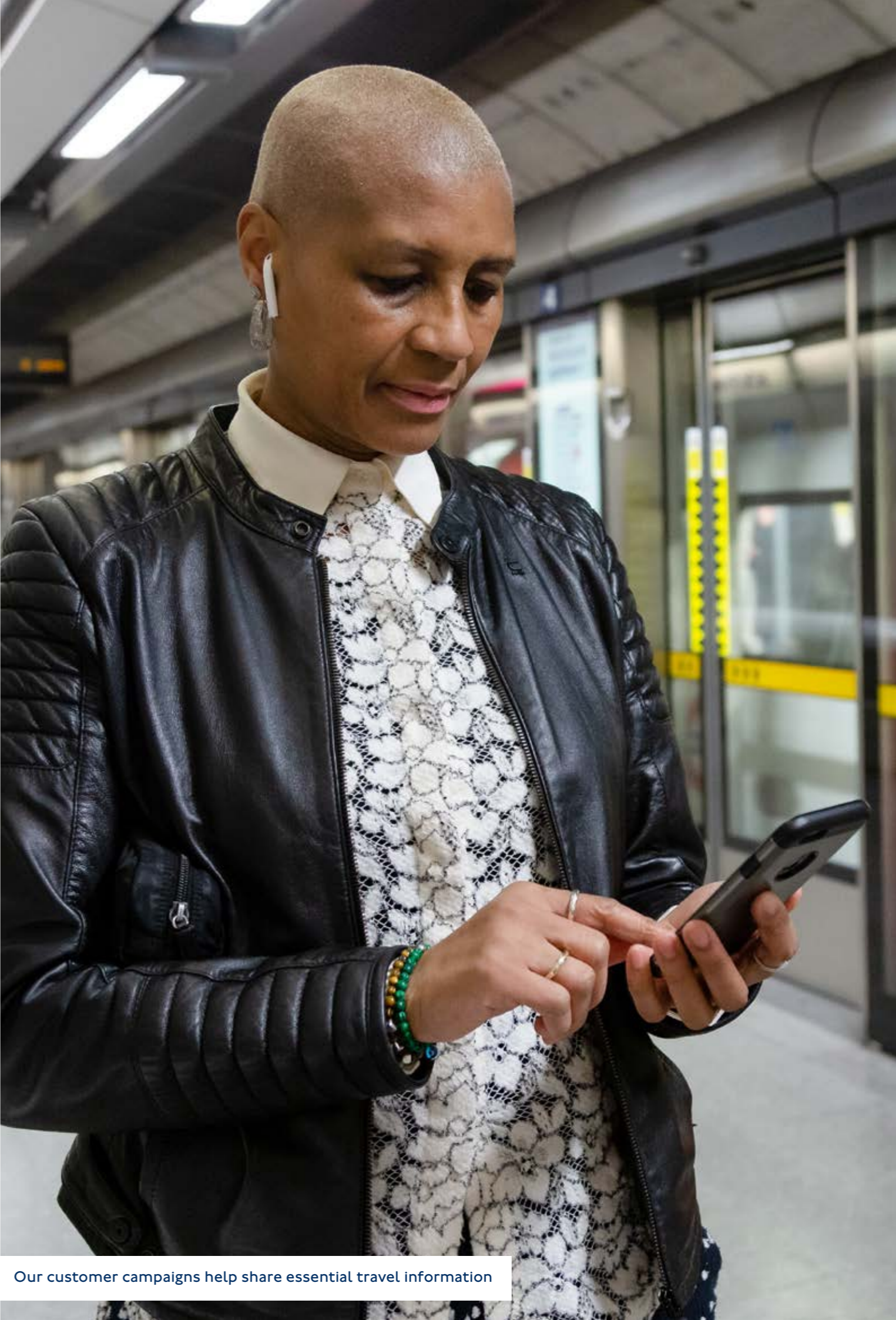
**226m**

customer information emails sent in 2021/22 to date



**950**

customer campaigns so far in 2021/22



Our customer campaigns help share essential travel information



We updated our customers during the Northern line closure

### Customer marketing and behaviour change campaigns

The 17-week closure of the Bank branch between Kennington and Moorgate on the Northern line, which started on 15 January, required customers to make changes to the way they travel. We launched a campaign to inform people of the closure, especially those who use the line or live in key origin boroughs. We also managed travel demand to mitigate the significant impact on the network.

We advised customers to travel at quieter times or use alternative routes. They were encouraged to check how busy their station was before they travelled, using the Journey Planner and TfL Go app.

A full-scale, pan-London communications campaign, before and throughout the closure, included digital advertising and outdoor posters. It highlighted the tools and advice people needed to retime or reroute their journeys or use alternative public transport, minimising the impact of the closure.

By providing travel advice, installing new signage at stations, operating differently and deploying additional staff across the network, we made sure we could help customers and provide support and travel advice when they needed it.





We are consulting on changes to some of our key cycle projects

# Consultations

We launched six consultations in Quarter 4:

Two key consultations:

- A10 Bishopsgate Healthy Streets
- Nine Elms Lane highways scheme – western section (Battersea Park Road)

Four others:

- A23 Streatham High Road junction with Gracefield Gardens
- Cycleway 9 West
- Proposed withdrawal of night services on route I45
- Redcliffe Gardens safety scheme

We launched six consultations in Quarter 1:

- Lambeth Bridge to Chelsea Bridge walking and cycling changes
- Mansell Street walking and cycling changes
- Route 383 proposed extension to Finchley Memorial Hospital
- Improving air quality and Londoners' health, tackling climate change and reducing congestion
- Lewisham to Catford walking and cycling changes
- Central London Bus Review

# London Assembly scrutiny

## London Assembly scrutiny Quarter 4

Date	Title	Type of scrutiny
13 December 2021	Environment Committee: Climate adaptation and climate risk	Open meeting
16 December 2021	Mayor's Question Time	Open meeting
11 January 2022	Transport Committee: Vision Zero	Open meeting
14 January 2022	Budget and Performance Committee: Mayor's Budget 2022/23	Open meeting
20 January 2022	Mayor's Question Time	Open meeting
9 February 2022	Transport Committee: TfL finance	Open meeting
22 February 2022	Environment Committee: Air quality	Open meeting
24 February 2022	Mayor's Question Time	Open meeting
14 March 2022	Transport Committee: Commissioner Q&A	Open meeting
24 March 2022	Mayor's Question Time	Open meeting



The London Assembly has the opportunity to scrutinise our work

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