



Commissioner's report

June 2025

MAYOR OF LONDON

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Introduction

I am committed to ensuring that we continue to deliver with ambition, focus and care

A key moment over this period was the opening of the Silvertown Tunnel on 7 April – the first new Thames tunnel crossing for 50 years. This is a significant new piece of infrastructure in the capital, has been many years in the planning, and is already helping journey reliability in east London. Further detail about the completion of the project and its early performance are covered later in my report.

We ended the 2024/25 financial year in a strong position, delivering an operating surplus of £166m and putting us on course to achieve a surplus for the third consecutive year in 2025/26. This reflects our continued focus on growing passenger demand, improving income and managing costs effectively. Every penny we make is reinvested into the network, supporting improvements across London. We are continuing to engage actively with Government in the lead-up to the Comprehensive Spending Review, as securing a sustainable, long-term funding agreement is critical to delivering the capital and maintenance programmes needed to support economic growth in London and across the UK.

Improving accessibility remains a key priority. In April, Knightsbridge station became the 93rd step-free Tube station following the opening of a new entrance and installation of three new lifts. That month, we also opened a new accessible toilet at White Hart Lane station as part of our Equity in Motion programme to create a more inclusive network.

On 12 May, a power outage from the National Grid caused disruption across five Tube lines and part of the Elizabeth line.

While this led to three stalled trains and temporary station closures, services were restored quickly and there were no injuries. The response from our colleagues was exemplary, and I want to thank everyone involved. A full investigation is under way, and we are working closely with National Grid to understand the root cause and prevent future occurrences.

Tackling fare evasion remains a critical priority for us to protect revenue and ensure fairness for all customers. In April, we published our refreshed Revenue Protection Strategic Approach, setting out our ambition to reduce fare evasion to below 1.5 per cent by 2030. Along with Claire Mann, I joined colleagues at a revenue protection exercise at Waterloo to see our approach in action. We are expanding our investigative capability across rail modes to target prolific offenders, while continuing to support our frontline teams through better tools, training and data. Our approach is focused on deterring evasion, reinforcing public confidence and ensuring the integrity of our network.

I was delighted with this year's Viewpoint results. It's a strong sign that more colleagues are feeling positive about working at TfL and the direction we're heading. We will continue to progress the actions from the survey within our Colleague Strategy to deliver on our commitments to employees and to make TfL a great place to work.

In April, I was honoured along with Howard Smith to attend a naming ceremony of an Elizabeth line train in memory of Jorge Ortega, our much-missed colleague who

tragically lost his life while working for TfL last December. His legacy and contribution to our network are deeply valued.

Over recent weeks, I've also had the opportunity to attend several key events, including the CBI dinner, Women in Bus and Coach event, and the D Group dinner. These moments help reinforce our commitment to inclusive, sustainable transport and closer engagement with partners across London.

I've met directly with borough leaders to strengthen our collaboration. Since we last met, I've had productive meetings with the leadership teams at Barking and Dagenham, Hackney, Islington and Croydon councils. I've also visited the construction site at Elephant & Castle and the Build East skills academy.

Finally, I was delighted to join His Majesty The King at Westminster Pier to mark the completion of The Thames Tideway Tunnel. Our River Services colleagues played a crucial role on the day supporting the event.

Across the organisation, we are delivering with ambition, focus and care. I remain incredibly proud of the dedication our colleagues show every day in keeping London moving.



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

Andy Lord
Commissioner

Safety and security

Keeping our network safe and secure for both customers and colleagues is always a priority for us

Safety incidents on the network

On 28 March, a customer was struck by a train at Ickenham station. The incident is being investigated by the Rail Accident Investigation Branch.

On 31 March, a route 28 bus was involved in a collision with a car. Both vehicles caught fire and three of the occupants in the car died, with a further passenger seriously injured. The bus driver received hospital treatment.

On 25 May, a car collided with a person who was standing at a bus stop on Southwark Bridge Road. Sadly, the person died as a result of the collision.

Investigations

On 24 March we received a Notice of Contravention from the Health & Safety Executive (HSE) highlighting contraventions of health and safety law at Walthamstow bus station. This related to us ensuring the site rules had been adequately updated and communicated to bus operating companies and bus drivers, and implementing monitoring arrangements to ensure bus drivers were adhering to the site rules.

Safety is of paramount importance to us, and following the death of a pedestrian at this bus station in December 2023 (and consequent earlier Notice of Contravention from the HSE to mitigate collision risk between buses and pedestrian), we made significant changes to its layout and infrastructure. That work was completed in December 2024, so we are very disappointed by this latest development.

We responded to the HSE on 25 April outlining the measures that we are taking. We wrote to all operators outlining our expectation and commitment to improving safety and each operator has provided us with a written response stating their commitment. We have started an enhanced monitoring schedule of the station and across our bus station estate.

On 1 May, we received an Improvement Notice from the Office of Rail and Road in respect of Stepney Green Tube station. The notice related to the extension of the platform end barrier in place to deter and prevent unauthorised persons from accessing railway infrastructure beyond it. We are working to address the issues raised in the letter and will respond in due course.

On 9 April, an inquest took place into the death of Sarah Cunningham who died at Chalk Farm station on 2 November 2024. The coroner concluded Ms Cunningham's death was accidental. TfL was an interested person in the inquest. After the inquest, the coroner issued us with a prevention of future deaths report. We will provide a response to the coroner's report by 16 June.

Commitment to openness

At TfL, the safety of everyone who uses or works on our transport network is always our top priority. We are committed to achieving Vision Zero – the elimination of all deaths and serious injuries from London's transport network by 2041 – because it is neither inevitable nor acceptable that anyone should be killed or seriously injured while travelling in the

capital. We also know that when incidents do happen, they have a profound and lasting impact on those affected, and we have a responsibility to respond with openness, honesty and compassion.

That's why we have developed and are publishing a new commitment to openness, which sets out how we will communicate with and support people who have been seriously injured, or the families and next of kin of people who have died following incidents involving our network. This includes how and when we will make contact, the support available through the Sarah Hope Line and London roads victim support service, and our commitment to treat people with care and empathy. We developed this commitment using feedback from those personally affected by incidents.

Judicial reviews

We are named as an interested party in a judicial review claim brought by a local resident (representing a campaign group) against the London Borough of Tower Hamlets' decision to withdraw Low Traffic Neighbourhood measures in Bethnal Green.

The claim includes grounds based on the borough's statutory duty to implement a Local Implementation Plan. Following a hearing in November last year, the claim was dismissed. The claimant has brought an appeal which will start on 25 or 26 November.

Safety, Health and Environment management system

As part of our commitment to getting our customers home safely and healthily every day, we take a continuous improvement approach to our safety controls. This includes the procedures set out in our Safety, Health and Environment management system which equips our colleagues with the digital support tools, training and guidance they need to fulfill our safety, health and environmental obligations.

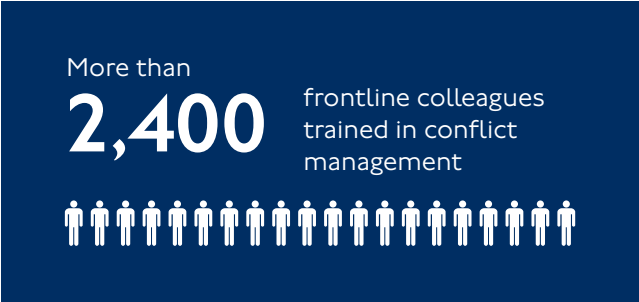
Over the last couple of months, we have completed updates to two parts of our Safety, Health and Environment management system. In April, we provided updated guidance to managers and colleagues to support them in identifying, managing and reducing work-related road risk. By consolidating existing documents and providing a more integrated set of guidance for managers and colleagues, we have ensured that our policies are easier to follow. In May, we provided new guidance relating to incident investigations to strengthen our processes for ensuring that appropriate action is taken after every incident review. This includes new steps in the process to provide assurance that actions taken as a result of investigations have been successful in reducing risk.

Tackling work-related violence and aggression

We are committed to eradicating workplace violence and aggression, and in 2024/25 there was a 12.6 per cent reduction in physical assaults on our directly employed colleagues. We have done this through a clear action plan that has included making body-worn cameras essential kit,

the effective deployment of uniformed enforcement teams, training, public marketing and supporting victims through criminal investigations.

In March 2024, as part of our work-related violence and aggression strategy, we mandated conflict management training for all frontline operational colleagues working at the top 25 locations most at risk. By the end of March this year, we had trained more than 2,400 frontline operational colleagues across London Underground, Bus Operations and River Services. Feedback from attendees has been overwhelmingly positive.



Given the success of this programme, we are expanding it and over the next two years we will train our remaining 3,300 London Underground colleagues.

In August 2023, a man without a ticket was denied travel by station staff. He left and then returned to the station to throw a lit cigarette and coffee at two colleagues. In January this year he was charged with two counts of common assault. Body-worn camera footage was provided to the defence. The man pleaded guilty and was sentenced to prison for six weeks and ordered to pay a total of £154 in costs.

In April 2024, a man threatened violence towards two colleagues and spat at one of them twice. In December 2024, he was charged with common assault and a public order offence. Body-worn camera footage was provided to the defence. The man initially pleaded not guilty but later changed his plea to guilty. He was sentenced to prison for 12 weeks and ordered to pay a total of £154 in costs.

Crime and antisocial behaviour on public transport

Tackling robbery continues to be a focus for our policing partners. Operation Surge is the Metropolitan Police Service (MPS) response to robbery on the bus network. Around 60 per cent of bus-related robberies happen at bus stops. Victims are often young people under the age of 18. The Roads and Transport Policing Command deploys high-visibility patrols to the highest-risk locations. Since March, Operation Surge resulted in 128 arrests and 248 stop and searches.

The British Transport Police’s Operation Invert is a similar operation on the rail network, with high-visibility patrols deployed across identified stations and lines. From March to April, the operation resulted in 12 arrests and 55 stop-and-searches.

We continue to deploy our own security and enforcement officers across the network to tackle the antisocial behaviour and workplace violence and aggression that makes customers and colleagues feel less safe. Since March, our officers have carried out more than 5,200 interventions to enforce breaches of our rail byelaws, with more than 880 interventions for conduct

and behaviour of passengers leading to removal from the service, premise or refused travel. More than 1,460 people have been reported for offences under breaches of our byelaws and community safety accreditation powers that deal with antisocial behaviour on our network.

In April, our new team of accredited officers started working throughout the night, from 21:00 to 06:45. This team provides support to colleagues working across London Underground, support station staff and train operators. The team also provide visibility, reassurance and support across the night bus network and are trained and able to provide continued assurance on the safety of journeys made by taxi and private hire vehicles.

In their first four nights on the network, the new team engaged and resolved more than 400 breaches of our byelaws on the London Underground network, reported 100 offenders for prosecution and issued 31 penalty fares on our bus network. The team dealt with a person who was ‘upskirting’ another passenger at King’s Cross, supporting the victim and ensuring an arrest was made and the evidence secured. They also provided emergency first aid to an elderly person who had fallen down the escalators at Waterloo. Finally, they engaged in two lifesaving interventions, preventing people from dying by suicide on our network.

Tackling violence against women and girls

Tackling violence against women and girls remains a long-term priority for us. We have now completed the training of our London Underground station staff and operational managers, which is around

5,000 colleagues. Our zero tolerance to sexual harassment training course equips staff to recognise and respond to customers who may have witnessed or experienced sexual harassment on the network. Colleagues responsible for enforcement, bus operations, rivers and cable car operations have also been trained, as well as more than 40 per cent of London's 25,000 bus drivers.

More than
40%
of our bus drivers have taken our zero tolerance to sexual harassment training course



Following the women's safety audits conducted in partnership with the Mayor's Office for Policing and Crime, which took place in five boroughs across London to understand the experiences of women, girls and gender-diverse people using public spaces, we have conducted further audits in Brent to understand the views of those who cycle. We will use insights from the audits to help improve safety along the planned cycleway between Wembley Central and Harlesden stations.

In April, we attended the Safer journeys: Tackling violence against women and girls in transport together conference, hosted by the Rail Delivery Group. Siwan Hayward, Director for Security, Policing and Enforcement chaired a panel which

looked at the unique challenges of tackling violence against women and girls on public transport, highlighted successful initiatives and identified key gaps, what the rail industry does well, what could be improved and how action-orientated decisions and real change can be driven. In the same month we also attended the Mayor's International Summit on Violence Against Women and Girls, providing an opportunity to showcase our work.

Safeguarding our vulnerable customers
Safeguarding our most vulnerable customers remains our ongoing priority. Sadly, the number of people who have died by suicide on our network has remained consistent over the past two years.

We have strong partnerships in place and continue to work with experts, both internal and external, to increase awareness around mental health and to reduce the number of people who die by suicide on our network.

A core part of our work is to recognise the extraordinary efforts of our colleagues. Our frontline colleagues intervene and support people in crisis daily. In 2024/25, we had a total of 475 interventions, with 48 of our colleagues given Lifesaver awards, and 21 given Safeguarding awards.



48
of our colleagues given Lifesaver awards in the financial year 2024/25

From 18 March to 17 May, there were a total of 96 interventions, with six of our colleagues given Lifesaver awards

Fare evasion strategy
Our enforcement teams are key to tackling fare evasion on the network and in 2024/25 we issued more than 63,000 penalty fares and reported more than 18,000 passengers to our Investigation Appeals and Prosecutions team for possible prosecution.

On 30 April we published our refreshed Revenue Protection Strategic Approach, outlining our plan to reduce fare evasion to less than 1.5 per cent by 2030. This approach

supports our frontline teams, fare-paying customers and financial sustainability. Central to our approach is the expansion of our investigation capability across our rail modes to enable us to investigate more individuals across our network and pursue more prolific fare evaders.

63,000
penalty fares issued in the financial year 2024/25





We have published new plans to reduce fare evasion



Reviewing how we can reduce risk to customers

Minimising risk while boarding and alighting trains

We know that the safety risk to our customers is higher when they are boarding or alighting our trains, which we refer to as the platform-train interface. We have a platform-train interface action plan, which sets out five areas of focus for improving safety. Currently, this includes infrastructure improvements to reduce the gap; a data analytics trial; reviewing how we communicate the risk to customers; a colleague awareness and response campaign; and a summit for knowledge sharing across all TfL rail modes including our operating partners and Network Rail.

We are developing plans to trial artificial intelligence and data analytics at three targeted areas, including on the Central and Piccadilly lines and the DLR. The trial will focus on addressing the risk of someone being hurt when they fall between the train and the platform (hurt immediately, or once the train begins to move); the risk of someone being caught in train doors and dragged; and the risks associated with someone accessing the track, either accidentally or deliberately going beyond the platform end barrier.

The success of the trials will determine whether the new technologies can be rolled out across our rail network.

Carriage of e-bikes update

Following a recommendation from the London Fire Brigade in 2024 to review our policy in relation to the carriage of e-bikes, we reviewed the current risks and controls in place across our public transport network. After concluding this review, we banned all non-folding e-bikes from most of our services including London

Underground, London Overground, DLR, Elizabeth line and the IFS Cloud Cable Car from 31 March 2025 to ensure the safety of customers and staff. While the majority of e-bikes are safe, there have been a small number of incidents where non-foldable e-bikes have caught fire on the transport system in London.

The ban includes all non-folding e-bikes, including standard cycles that have been converted to e-bikes using conversion kits. Our analysis indicates that cycles that have been adapted using electronic conversion kits pose a greater fire risk than purpose-built e-bikes, yet they can be hard to differentiate.

We recognise the importance of e-bikes and e-scooters for London now and in the future and will keep these changes under review pending any future measures by the Government to improve product safety regarding e-bike safety standards. We will continue to work with the Government and London Fire Brigade on this issue, including the most recent incident at Rayners Lane Tube station, where an e-bike caught fire on the platform.

Dockless e-bike parking

In November 2024, we set out a new enforcement policy for dockless rental e-bikes parking on our red routes on the road network and gave operators until January to familiarise themselves with the policy and take relevant action in regard to how they operate. Since January, we have been actively addressing the issue of e-bikes abandoned on the highway through Operation Clearway. Our officers have been stationed at key hotspots across London to identify and report such cases. They use a standardised form, complete



The e-scooter rental trial continues to be popular with Londoners

with photographic evidence, to document these incidents, and we use CCTV cameras to gather evidence of e-bikes obstructing public highways.

We also started issuing fixed penalty notices to the relevant rental operator carrying a fine of £100, which is reduced to £50 if paid within 14 days. If it remains unpaid after 28 days, we send a final reminder letter, providing the operator with an additional 14 days to make the payment.

As of 15 May we have issued 333 fixed penalty notices and we continue to positively engage with operators about these matters.

E-scooter rental trial

Our London e-scooter rental trial has been running for four years with more than five million trips taken to date. On 12 May, Wandsworth Council joined the trial, adding 35km² and around 170 parking bays to the network. This takes the total trial area to 300km² and the total number of parking bays to more than 1,300. At the same time, a new report was published covering the first year of Phase 2 (September 2023 – September 2024), which shows the continued success of the trial. The new data highlights that demand for rental e-scooter trips as sustainable transport has increased, with a 27 per cent rise in customers taking more than one ride and around seven per cent of trips now replacing car journeys. In addition, operators report more than 94 per cent of trips complied with rules around parking.

The trial has used learnings to further improve its safety record, with the latest data showing that just 0.0004 per cent of

trips resulted in serious injury, and there were 1.9 fewer operator-reported serious injuries per million kilometres travelled in Phase 2 compared to Phase 1. New analysis published also shows that there have been significantly fewer injuries for trial e-scooters than private illegal e-scooters.

Security culture programme

In May we launched Security@TfL, a campaign taking a fresh look at what security means at TfL. Starting with staff working in our head offices and corporate functions, we are focusing on good security behaviours being vital to building trust and confidence for our customers, our reputation and for the security of London.

The campaign is aimed at all our staff and it includes presentations, videos, briefings and updates for both our internal and external websites. This builds on our security fundamentals launched in October 2024 and ensures security is regularly discussed in team meetings, that colleagues keep up to date with security training, and that people leaders demonstrate that security is a priority.

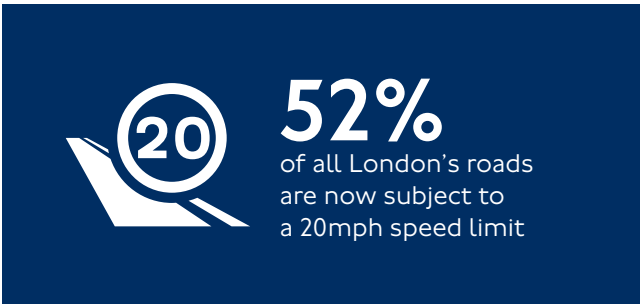
Book swap libraries in stations

We are working closely with the London Fire Brigade to reinstate book swap libraries at surface stations in a way that is safe and sustainable. These much-loved community spaces offer customers the opportunity to take and leave books for free, helping to promote connection, wellbeing and sustainability across the network. Following a joint review with the London Fire Brigade, we have identified a compliant approach to enable the scheme to continue.

Vision Zero and safety

Lowering speed limits programme

We remain committed to the lowering speed limits programme in our drive to eliminate fatal and serious injury collisions from London’s roads and are expanding the scope of the programme to include a third phase. This third phase will cover more than 12km of our roads across eight boroughs, where we aim to lower the speed limit by 10mph by 31 March 2026.



Since finishing Phase 2 of the Lowering Speed Limits programme in March 2024, 264km of our roads are subject to a 20mph speed limit. This equates to 52 per cent of all London’s roads. Also in March, we lowered the speed limit to 20mph on A1205 Burdett Road, London Borough of Tower Hamlets, adding a further 1.5km.

In May, we also published a report outlining the positive impact of 20mph schemes on borough roads implemented between 1989 and 2013. The research showed that 34 per cent fewer people were killed or seriously injured where 20mph schemes were

introduced (from 395 to 260) compared to 15 per cent in the control group, and 75 per cent fewer children were killed (four to one) compared to 24 per cent in the control group. The evidence in this new report will be instrumental in our work towards achieving the Mayor’s Vision Zero goal to eliminate death and serious injury on the transport network and, it provides further compelling evidence of the positive impact of the programme.

2024 provisional roads casualty data

In May, we published our provisional annual casualty statistics that show the number of people tragically killed or seriously injured on London’s roads in 2024 fell to 3,696, the lowest level on record outside of the pandemic. London continues to make year-on-year improvements in overall safety performance, however sadly 110 people were killed on London’s roads in 2024. This number remains lower than every year before the pandemic, but we remain committed to working closely with London’s boroughs, the police and other partners to eliminate death and serious injury from London’s streets by 2041.

In addition to the reduction seen in the number of people tragically killed or seriously injured, there has also been a 12 per cent reduction in serious injuries to children, from 211 in 2023 to 185 in 2024. Furthermore, pedestrian serious injuries have reduced by eight per cent, from 1,225 in 2023 to 1,131 in 2024.



Lowering speed limits significantly reduces injuries and fatalities



We are committed to making London's streets safer

Cars continue to be involved in most collisions that killed or seriously injured someone in 2024 and are involved in 60 per cent of all casualties. Excess speed remains one of the biggest risks to road users, with around half of the 2024 fatal collisions in London reporting speed as a contributory factor. People walking, cycling and motorcycling continue to be most at risk and buses remain the safest way to travel on the roads.

While the provisional data shows that progress is being made through our sustained efforts to reduce deaths and serious injuries, any loss of life or injury is devastating and unacceptable. We will continue working in partnership with the police and boroughs to end the devastation caused by road danger by working on programmes and initiatives such as lowering speeds, the Direct Vision Standard, improvements at junctions and the delivery of cycle routes to make London's roads and the vehicles using them safer. Many of these initiatives are covered in this and other editions of the report. It's imperative for us to continue doing all we can to meet the Mayor's Vision Zero goal of eliminating death and serious injury on London's roads and remain steadfast in doing so.

Safe streets

The Borough Safer Streets programme aims to make our streets safer, healthier and greener. An additional £50m of funding over three years was allocated to boroughs in March, including for 15 potential schemes to improve safety at some of London's most dangerous junctions, and new borough-wide 20mph programmes.

In March, we carried out public engagement, giving the public an opportunity to ask us any questions relating to a number of schemes to deliver safety improvements. This included a speed limit reduction scheme on the A21 Hastings Road/A232 Croydon Road in Bromley in order to align to the speed limits at each end of the proposed area. This scheme will be implemented later in 2025.

A40 Westway

Since last summer, we have been working with our contractor Costain to replace seven of the 10 expansion joints on the A40 Westway. The works have been undertaken during weekend closures to limit the disruption to road users. The works have progressed well and remain on track to be completed this summer. Plans to replace the last three expansion joints are well advanced, and Costain are in discussions with the manufacturer about lead-time to mitigate continuity risk.

Gallows Corner roundabout and flyover closure

From June to September, Gallows Corner roundabout and flyover will be closed to all traffic except buses, taxis, emergency vehicles on blue lights and essential London Borough of Havering Council vehicles. This marks Phase 2 of essential strengthening works to ensure the long-term safety and viability of the 1970s-built flyover. The project will enable the removal of current speed and weight restrictions. Extensive traffic modelling has informed our signal timing strategies to help manage congestion, supported by a comprehensive communications and travel demand management plan. We continue to work closely with the London Borough of Havering, local MPs and Assembly Members, and freight stakeholders to ensure coordinated engagement and awareness.

A23 Streatham Hill

We are due to begin construction work this summer on a new scheme to reduce road danger on the A23 Streatham Hill, and make it easier, safer and more pleasant for people to walk and cycle through the area. The scheme, developed in close collaboration with Lambeth Council, aims to make crossing busy roads easier, create protected cycling space, and introduce continuous bus lanes with fewer obstructions. The work will be undertaken in five main stages and finish by spring 2027.

We have planned our construction programme to minimise disruption for local residents and businesses as much as possible, including maintaining traffic flow and avoiding night working where possible. We will continue to monitor roads during



We have started work to make streets safer in Nine Elms

the works and implement signal strategies to relieve congestion and assist the bus network.

We will be launching a dedicated travel advice page closer to the start of these works. The latest collision analysis for the area shows that 72 collisions took place in the 36-month period up to 31 October 2024, resulting in injuries to 75 people. We are determined to eliminate death and serious injury on the transport network as part of our Vision Zero goal. Construction projects such as the Streatham scheme will play an important role in making our streets safer for everyone.

Nine Elms Road and Battersea Park Lane

On 28 April, we began the next phase of works to transform Nine Elms Lane and Battersea Park Road. They are expected to be complete by autumn 2026. Nine Elms is a designated regeneration area, and we are making changes to the road to support developments and the road’s changing use and demands. The improvements will enhance safety, bus stops and pedestrian and cycling facilities for people who live, work in and visit Nine Elms.

This work follows a public consultation in 2017, and ongoing engagement with local residents, developers, businesses,

Wandsworth Council and the Nine Elms Vauxhall Partnership. Works include 1.6km of continuous cycleways in each direction; additional and improved pedestrian crossings, and wider footways; improved signal-controlled junctions; and improved bus stops, with new bus shelters, providing equal access for all bus users.

There will also be more cycle stands and benches to encourage more Londoners to walk and cycle; improvements to the existing drainage systems, with new sustainable drainage to help the road to adapt to climate change; 24 new trees planted; and the road and all pavements will be resurfaced.

Safe vehicles

In November 2024, we strengthened the minimum safety requirements for the world-leading Direct Vision Standard (DVS) to reduce the level of risk that heavy goods vehicles (HGVs) can pose to all road users, especially people walking and cycling.

The enhanced requirements mean that HGVs used on London’s roads must either meet the strengthened minimum star rating threshold of three star and above for DVS or must fit the new Progressive Safe System. To date we have issued at least

100,000

safety permits issued to HGVs that meet our Direct Vision Standard requirements

100,000 safety permits to HGVs operating in London that meet these requirements.

A short grace period was offered to operators who needed more time to procure, install and test equipment for the Progressive Safe System. Vehicles registered under this scheme, which is no longer open to new entrants, had until 4 May to make their vehicle compliant with the new requirements.

We recognise and welcome the efforts of the road haulage sector to make their vehicles safer and are continuing to monitor the proportion of HGVs that are being made compliant with the new requirements.

International Traffic Safety Data and Analysis Group

On 9 and 10 April, we jointly hosted the International Traffic Safety Data and Analysis Group (IRTAD) meeting with the Department of Transport and transport consultancy firm Agilysys. The IRTAD database was first created in 1988 to aggregate international data on road traffic collisions. Since then, the group's scope has expanded to facilitate collaboration between countries aiming to make their roads safer.

The two-day meeting in April saw IRTAD members from around the world, including safety experts from national administrations, road safety research institutes and international organisations, present on a wide range of road safety data and analysis topics.

Interactions such as these are invaluable as they enable us to learn from industry best practice and share learning with others to

improve the safety of London's roads and progress towards our goal of eliminating deaths and serious injuries from our network by 2041.



Police activity to support Vision Zero

We continue to work with the MPS to deliver London's Vision Zero commitments to reduce road death and serious injuries.

Between 18 March and 3 June, the MPS identified 29 locations to tackle the most harmful and riskiest behaviours. A total of 7,809 traffic offence reports were issued. This included 2,018 for speeding, 554 for using mobile phones, 1,060 for no insurance and 526 for not wearing a seat belt.

Publishing our bus safety data

As an organisation, we are committed to openness and transparency. As part of that commitment, we have been publishing data about safety incidents involving buses on a quarterly basis. While our reporting was unfortunately interrupted by the cyber incident in 2024, by the end of March 2025 we were in a position to publish data relating to incidents up to the end of 2024.

Since then, we have resumed our regular publication schedule. On 7 May, we published the latest bus safety data covering the period January to March

2025. This information can be found on the publications and reports section of the website.

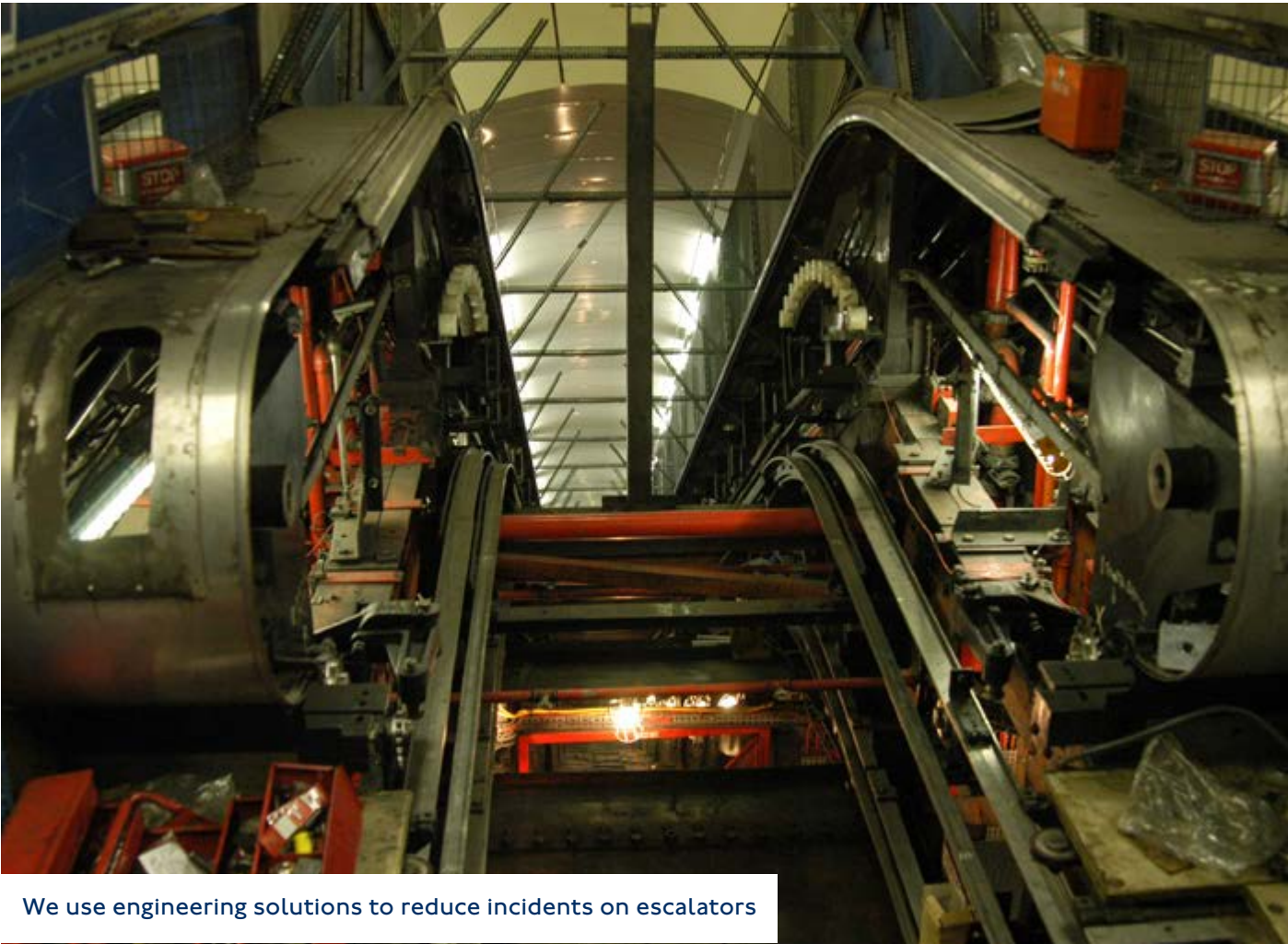
Escalator improvements

We continue our work to reduce the number of incidents on escalators and improve escalator safety through a combination of engineering solutions, research and customer marketing.

As part of our engineering solutions and following the pilot at South Kensington station earlier this year, a further two escalators at London Bridge station have

been fitted with trip switches to reduce the potential consequences in the event of an entrapment occurring. We are looking to extend this work further across escalators at other rail stations that suffer the highest numbers of entrapment incidents.

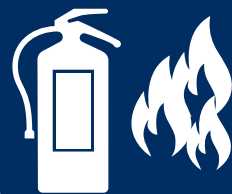
We have also updated our design specification for new escalators across London Underground, which means any escalators that are replaced will be installed with trip switches as standard. This includes the new escalators that will be installed at DLR's Cutty Sark station by spring 2026.



We use engineering solutions to reduce incidents on escalators

More than
100

sites across our London Underground estate now have upgraded fire systems



Improvements to fire systems

Since June 2024, more than 100 sites across our London Underground estate have benefited from upgraded fire systems, including the installation of several tonnes of new water mist suppression cylinders to further enhance fire protection for our customers, colleagues and infrastructure. Completing this project has supported the long-term reliability of these systems and mitigated future risks.

This project was delivered while stations remained fully operational, allowing our Fire Maintenance team to continue delivering core duties. In total, 384 water mist suppression cylinders have been replaced, each standing two metres tall and weighing 150kg.



CyberFest 2025

On 24 April, we held CyberFest. Now in its third year, CyberFest continues to build momentum as a key event in the cyber security awareness calendar. Designed to enhance understanding of cyber security risks and resilience, the event features a range of panel talks and presentations from external partners and internal specialists. This year's theme, Stronger Together, promoted cyber security in transportation to show how we are improving security, not only within the corporate side of the organisation, but also throughout our operational areas. This event has grown significantly over the past few years, with many colleagues attending from all areas of the business.

Cyber incident update

Since identifying a cyber incident in September 2024, our teams have been working at pace to restore systems securely and protect both our data and that of our customers. Thanks to the extraordinary efforts of colleagues, the majority of our critical IT services are now fully or partially restored. Remote access has also been safely reinstated for key functions, helping teams continue their work with minimal disruption. This has been a complex and challenging effort, and we remain focused on full recovery and building future resilience.

Our customers

Always working to improve and enhance the customer experience

Silvertown Tunnel

This is my first report to the Board since the Silvertown Tunnel opened on 7 April – a major moment for our city. It is the first new road crossing the Thames east of Tower Bridge in more than three decades, linking Silvertown in east London to the Greenwich Peninsula. As well as enabling the provision of enhanced public transport, the tunnel is making journeys faster and more reliable, already helping to address the chronic congestion and poor resilience Londoners faced around Blackwall Tunnel.

It was delivered by TfL and Riverlinx Limited, which designed, built and financed the project, and will also operate and maintain it over the next 25 years.

Operational readiness

Extensive planning took place prior to opening to ensure operational readiness, with new and enhanced bus services and a free shuttle bus for cyclists now in place, as well as 24/7 monitoring and management of the tunnel. Our Significant Incident Protocol was stood up to coordinate resources for the opening, and our operational readiness and response was ready to deal with any eventuality.

As part of our readiness plan, we had policing and security plans in place, with enhanced resourcing from across the organisation over the weekend ahead of opening – with enhanced monitoring from our Control Centre, and on-street teams and travel ambassadors out on the network supporting customers. We are now focused on continuing to embed the Silvertown Tunnel into our current operation, as well as acting on lessons learnt and continuous improvements.

Tunnel usage

We are committed to regularly reporting on monitoring data about the Silvertown Tunnel, and we are currently compiling and assessing the relevant traffic data before sharing further detail through the Silvertown Tunnel Implementation Group in the summer. The first two weeks of tunnel operation coincided with Easter holidays, quickly followed by the May bank holidays, where traffic levels are less predictable than during ‘normal’ periods. It is important therefore that detailed monitoring data presents as accurate a picture as possible of the impact of the tunnel opening, and not skewed by irregular travel patterns and traffic levels.

Early analysis of data up to 11 May shows traffic volumes across the combined Silvertown and Blackwall corridor average 88,000 vehicles across both directions on a typical weekday, with 20,000 vehicles using the Silvertown Tunnel. This compares with 90,000 to 100,000 vehicles per day typically using the Blackwall Tunnel prior to the opening of Silvertown. We are seeing a similar stability in overall volumes across the highway network, including key corridors such as the A2, A12, and A13.

We are aware of some increased traffic volumes at other river crossings, including the Woolwich Ferry, which has seen an additional 1,800 vehicles per day on average. Our staff are working hard to manage the additional customers and keep the ferry on schedule, and we are monitoring this situation closely with the expectation it will settle in the coming months as new travel patterns are established.

We are also closely monitoring the environmental impacts of traffic through an extensive network of air quality and noise monitors. Data from the various monitoring sites will be gathered and reported later this year.

Public transport

On 7 April, we introduced new services and concessions enabling Londoners to take advantage of the new public transport connections the tunnel provides.

Zero-emission (at the tailpipe) bus services run through both Silvertown Tunnel and Blackwall Tunnel. Across both tunnels, there are 21 buses an hour between 07:00 to 19:00 Monday to Friday. A dedicated bus lane in both directions through the Silvertown Tunnel enables double-deck buses to cross the river east of Tower Bridge for the first time: the new express bus route Superloop SL4 and extended route 129. For at least 12 months, these cross-river bus routes serving Lewisham, Greenwich, Newham and Tower Hamlets are free for pay as you go users. The route 108 continues to run through Blackwall Tunnel, with initial analysis of the performance of the route since the opening of the Silvertown Tunnel showing a 23 per cent improvement in excess wait time compared to the same period last year.

Across all three routes, there is a daily average of more than 20,000 customers making use of these services, of which we typically see 7,000 crossing the river. There has been around a 160 per cent increase since the new bus routes which use the Silvertown Tunnel began. In addition, customers using pay as you go for journeys between Greenwich/Cutty Sark and Island



Our cycle shuttle service for the Silvertown Tunnel

Gardens, and Woolwich Arsenal and King George V have their fares refunded. To date, we are refunding around 5,000 customer journeys each week on average.

Cycle shuttle

In addition to the regular bus services, on 7 April, we launched a new dedicated service that enables cyclists to take their cycles on a shuttle bus through Silvertown Tunnel. This is a first-of-its-kind service in London, and is free to use for at least 12 months. We will be closely reviewing demand and

taking on board customer and stakeholder feedback to ensure it supports all customers. We have had positive feedback since it launched and are currently seeing 100-150 passengers using the service on a typical day. This is below the capacity of the service and so we are looking at ways to promote it to Londoners.

Tunnel user charging

Charges have been introduced at both Silvertown and Blackwall Tunnels to help manage traffic levels, repay costs for

building Silvertown Tunnel, and go towards the maintenance and operation of both tunnels. In the same way as we do for Road User Charging schemes, we intend to publish information about the operational performance of the user charging scheme. This will include information about how many people pay the charge, the compliance rates for vehicles using the tunnels, and the number of Penalty Charge Notices issued. Our initial data, however, shows compliance has steadily increased since launch and now stands at around 90 per cent (of customers either paying a charge or benefiting from a relevant discount or exemption). More than three million vehicles are now registered with our Auto Pay service, up from around 2.65 million in January.

Concessions and discounts

Residents living in I2 east London boroughs or the City of London, and on certain benefits, could be eligible for a 50 per cent discount on the tunnels charge. Currently, around 3,000 residents are registered for this discount. Business, sole traders and charities registered and operating from Greenwich, Newham or Tower Hamlets are eligible for a £1 discount on the off-peak charge. Around 1,000 vehicles are registered to receive this discount.

Planned closures

The tunnel will be subject to overnight closures on a number of dates in June to facilitate maintenance and snagging works. During these closures, traffic will be diverted via the Blackwall Tunnel where possible. Customers will continue to be advised of these closures through variable messaging signs on the approaches to the tunnels and via weekly customer emails.

Network report

Network disruption on 12 May

On 12 May at around 14:00 there was a brief interruption to the supply of power from the National Grid to our network and other locations across the city. This involved a surge of supply which led to a temporary loss of power to five Tube lines, the central section of the Elizabeth line and the closure of a number of stations. Four of the five Tube lines and the Elizabeth line were quickly returned to service, and the fifth, the Bakerloo line, returned to service at 20:20 after additional inspections.

Our staff responded immediately, activating well prepared contingency plans to ensure customers were kept informed and safe. In conjunction, we worked swiftly to keep our customers, stakeholders and the media updated, apologising for disruption caused to journeys and sharing information as soon as possible. In parallel with the loss of power, there were separate Network Rail trackside fires, which impacted Overground lines. Assisted by the emergency services, we acted quickly to keep customers safe.

We continue to support National Grid and Network Rail in their investigations. We are incredibly proud of the exemplary response to this unprecedented incident. Our colleagues ensured that no customer or colleague injuries occurred and that we restored services as soon as possible

Utility works

A 24-inch Thames Water main which runs along the A406 North Circular Road (Pinkham Way), Enfield serves approximately 35,000 properties in north London but has been leaking. The leaks and repairs have caused considerable traffic disruption for more than a decade. The

original proposal was to fully excavate the carriageway with an estimated duration of one year, which would have caused severe disruption and directly affect around 16 million customer journeys. We challenged Thames Water’s methodologies and worked collaboratively with their leadership team to find an alternative solution that balanced the need for infrastructure investment against customer journeys.

Thames Water’s Board signed off a £20m investment to make the existing main redundant and place a new main away from the TfL road network. This involved tunnelling under the A406, canals and working closely with the local communities. The outcome has been exemplary, showcasing how collaboration can result in a mutual benefit for the customers of London. The new main has been commissioned, 2.6km decommissioned and delivered with only two weeks of Thames Water occupancy on our road network.

Events and protests

We have seen a number of protests over the period relating to various issues, and we continue to work closely with the MPS to understand march routes and design mitigations to ensure we provide our essential public transport services, especially buses.

From an events perspective, we see more annual events taking place as we move into summer. We undertake extensive partnership working to ensure all plans are in place and all affected modes are ready and coordinated through our incident management protocols. In March, we saw the annual St Patrick’s Day Parade, and in April we had the London Landmarks event

and the 45th and largest ever London Marathon take place, with extensive road closures to support this iconic event. We also had the Benn v Eubank boxing event at Tottenham Hotspur Stadium, as well as several other cultural events.

In May, we played a key role in delivering the Victory in Europe Day celebrations. This included a procession to Buckingham Palace, as well as a concert on Horse Guards, a service at Westminster Abbey and helping to light up bridges across the capital. We were involved in all the exercises as part of the planning process to ensure our customers could travel safely and efficiently to take part in these historic celebrations.

On the network for VE day, we held five silent memorials featuring the Unknown Tommy and Unknown Woman in War statues commissioned by the Royal British Legion Industries. These were placed by memorial plaques at Baker Street, Balham, Bethnal Green, Charing Cross and Tower Hill stations from 5 to 11 May.

In addition, I laid a wreath on behalf of TfL at Charing Cross Underground station alongside a member of the London Transport Old Comrades Association, TfL veterans and the Royal British Legion Industries.

Working with the event organisers, the Department for Culture, Media and Sport, we developed detailed travel advice that helped customers navigate busy areas and enjoy the celebrations safely. In the same month we also helped facilitate the Hackney Half Marathon.



We played a key role in delivering VE Day celebrations

Wembley stadium also saw several events during the period, including both women’s and men’s football internationals, both FA Cup semi-finals (for the men) and the FA cup finals for both women and men. In addition, we saw Champions League semi-finals for both Chelsea and Arsenal’s women’s teams and the Arsenal men’s team.

Just Stop Oil

We obtained injunctive relief against Just Stop Oil and Insulate Britain in May 2023 for a period of five years to protect the

most important roads on our network from protests designed to obstruct the highway. Both injunctions are subject to annual supervisory review by the court. The first review took place on 13 and 20 May 2024, and on 16 January 2025 the injunctions were retained for the original term of five years subject to continuing annual supervisory review.

On 27 March, Just Stop Oil announced that they will no longer be engaging in the sort of disruptive protests that gave rise to our original applications for

injunctions. We notified the court of this but sought to retain the injunctions at the second annual review hearing which took place on 12 May to ensure that disruptive protest activity does cease further to the announcement. Following the review hearing, the injunctions have been retained for six months until November 2025 when a further review will take place.

London Underground

Much of the essential work that keeps our network safe, reliable and ready for millions of daily journeys takes place overnight, thanks to the dedication of our operational and engineering teams.

Recent overnight work has included significant track upgrades around Kennington and the installation of a complex new crossing at Northfields, helping ensure continued safe and efficient service. Our signalling teams have also been progressing critical upgrades to prepare for the arrival of new Piccadilly line trains, ensuring they are compatible with existing systems and infrastructure.

At Walthamstow Central, a routine inspection identified a fault on one of the escalators. Thanks to the swift action of our maintenance team – working through the night under challenging access conditions – repairs were completed in time for the station to open as usual the following morning.

These works represent just a small fraction of the hundreds of overnight tasks taking place across the network each week. We are incredibly grateful to our colleagues working through the night to keep London moving.

Elizabeth line

In May, the Elizabeth line celebrated its third anniversary and continues to go from strength to strength. There have been more than 600 million passenger journeys since May 2022.

May also marked the successful handover of the operating concession from MTR Elizabeth line to GTS Rail Operations Limited, a joint venture of Go-Ahead Group, Tokyo Metro and Sumitomo Corporation.

Work continues on the next stages of development for the line using the 10 additional trains ordered last year. HS2 have also started design work for level boarding on the Elizabeth line platforms at Old Oak Common, which has now been approved by the DfT.

We hosted a depot visit for Baggy Shanker MP (Derby South) and Catherine Atkinson MP (Derby North) at Old Oak Common to showcase the impact of our investment on our national supply chain and why investing in London has large scale and lasting benefits to the rest of the country. The visit included a tour of the depot and a short presentation on the history of the site, our long-term investment in Alstom, who are based in Derby, and how we have worked successfully together to deliver rolling stock across a number of Underground, Overground and Elizabeth line services over recent decades.

DLR

On 1 April we successfully entered into our new franchise with KeolisAmey Docklands as the operator and maintainer for the DLR. KeolisAmey Docklands was also the operator of the DLR under the previous

franchise; this new agreement brings a step-change in customer experience and revenue protection, as well as providing us with a partner organisation to support the introduction of our new trains.

Work continues to prepare for the introduction of the new trains, alongside rectifying the signalling issues we found last year. Since restarting train testing, we have made good progress and completed testing of the line-side signalling system. While significant assurance activities still need to be completed, we remain on track to introduce the first new train later this year and replace the B92 fleet by the end of 2026 as originally planned.

The Beckton Depot expansion also continues at pace alongside wider works across the DLR network, including the recent opening of the second entrance at Blackwall station to customers.

To further support the introduction, and to extend the working life of the fleet that the new trains will replace, we amended the DLR timetable between 7 April and 25 April. Further service changes will be required from this summer as we continue to manage the current fleet ahead of the introduction of new trains, due to start later this year. We will provide further details of these once they have been confirmed.

Cutty Sark station

Cutty Sark station closed on 31 May to enable the full-scale replacement of all four escalators. The escalators had become increasingly unreliable, and all had been out of service since late 2024. The new escalators will be designed to manage the

high number of customers we now see using the station and will feature enhanced lighting as well as a more energy efficient drive system. We aim to complete the works within a year of the station closing.

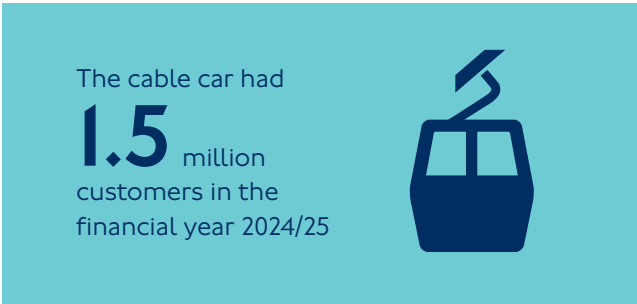
London Trams

The tramway between Sandilands and New Addington was closed between 5 and 18 April while significant renewal works were undertaken. This included replacing a road crossing at Shirley Hills and rail replacement works in the Sandilands tunnel. A significant number of smaller works were also carried out in the area while the trams were not running. The successful delivery of the works will now extend the life of the crossing and deliver a better ride quality for both tram and road users.

London Trams celebrated its 25th anniversary on 10 May. A number of events and activities took place to mark the anniversary of the Tram’s contribution to London and the south-west London community.

On 20 May, during routine maintenance checks, we discovered that 12 trams had damaged wheels and we had to remove seven trams from service for repair. We undertook a thorough check of the town centre section of the tramway to determine the cause of the damage. We also mechanically cleaned the section of track in line with our maintenance procedures. By lunchtime on 21 May, two trams had been successfully repaired and returned to service. The remaining affected trams were progressively repaired and fully returned to service within 10 days of the initial discovery.

In May, we hosted a multi-agency training exercise at our depot. The exercise was attended by London Fire Brigade, British Transport Police, Metropolitan Police Service, London Ambulance Service, colleague from Emergency Response Unit, the local Borough Resilience team, and the Casualties Union. The scenario was based on the road traffic collision and the aim of the training exercise was to test Incident Officers and Controllers, as well as to run an emergency de-energisation of the depot.



IFS Cloud Cable Car

The cable car was closed between 18 and 27 March for essential annual maintenance. All the works were completed successfully.

During April, the cable car held two events to recognise and celebrate Eid and Easter. The events involved a variety of activities for families as well as premium packages with chocolates and gifts.

The cable car had an exceptional performance result for the financial year 2024/25. It met its planned 1.5 million customers and achieved a record financial revenue year for a third year in a row, showing year-on-year growth.

From 6 May the cable car changed its opening time to better reflect the customer demand. This will deliver a financial benefit and reduce our energy consumption resulting in a reduction in carbon emissions. London River Services

London River Services

Our lifesaving training programme continues to train colleagues in lifesaving methods on the river. More than 400 Compliance, Policing, Operations and Security officers have been trained. In March and April, we continued to play a leading role with stakeholders in the London Water Safety Partnership, supporting education and training regarding the dangers of the river, creating a cohesive incident response to improve our frontline response to incidents.

Cycle hire

This year so far 3.5 million hires have taken place, an increase of 255,000 hires and eight per cent higher than at the same point in 2024. Member hires have seen an increase, with three million hires so far in 2025, an increase of 11 per cent on the previous year. The Santander Cycles e-bikes continue to be extremely popular, with more than three hires per bike each day. Since they were introduced, there have been more than 2.4 million hires in total.

We adapted our hire offering to make the service more attractive, this was through doubling the unlimited ride time of our Day Pass, from 30 minutes to one hour. The new price of a Day Pass will be £3.50, from a previous price of £3. We believe this change offers excellent value for money, as well as



a better experience for customers, who will be able to enjoy a full hour of uninterrupted cycle use for only 50p more.

Additionally, to increase the revenue and ridership of Santander Cycles, we expanded our reach to attract more leisure riders. We did this by bringing to life the feelings you can experience riding a Santander Cycle for a low price. The creative featured different examples of feelings mentioned by customers, alongside a bold, simple price point to demonstrate the clear value exchange of hiring a bike.

It also highlights our Day Pass, e-bike and Single Ride products across paid and on-system out-of-home and radio formats. We ensure our digital out-of-home posters are seen by customers based on the weather and their location, to ensure they receive the best tariff for the time of day. Paid media across radio launched on 9 April.

Pedicabs update

The Pedicabs (London) Act 2024, which came into force in June 2024, has granted us the authority to regulate and license pedicabs in London. This regulatory framework aims to enhance

the safety and quality of pedicab services, benefiting passengers, other road users and pedestrians.

To gather insights on the regulation of pedicabs, we conducted a six-week public consultation, which concluded on 7 March. The consultation received more than 7,000 responses from various stakeholders, including the public, the pedicab industry, Westminster City Council, London boroughs, local businesses, residents and representatives from the taxi and private hire vehicle sectors. Detailed analysis of these responses is currently under way.

Delivering our Bus action plan

Since our last report, we have continued to make progress on commitments made in our Bus action plan. The number of new Routemaster mid-life refurbishments now exceeds 700, which includes fitting new moquette seating for our marked priority seats. More than 8,100 drivers have now completed our new equality, diversity and inclusion training. We expect all 25,000 drivers to have taken the training by the end of 2026.

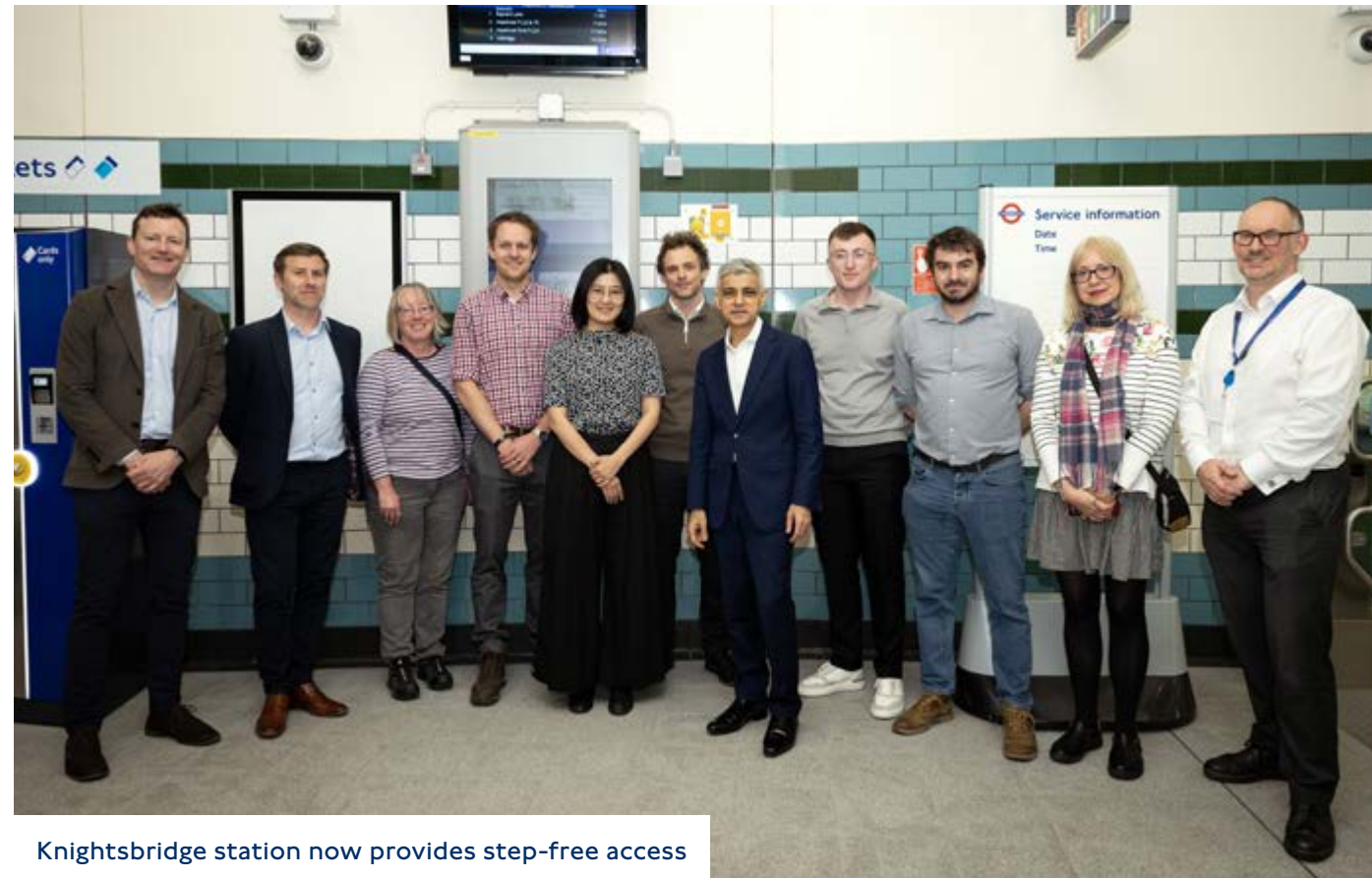
We built six new driver facilities in 2024/25, with two more completed shortly after the start of the new financial year. These were at Archway, Southgate, Coppermill Lane, Gravel Pit Way, Tolworth and the Strand. We replaced or renovated 191 bus shelters in 2024/25, and this year we aim to replace or renovate 300, as well as installing 20 new shelters in high-footfall locations. In April we published our new Bus Priority Best Practice Guidance, and in May we published our new Bus Station Design Guidelines.



191 bus shelters replaced or renovated in 2024/25

In 2024/25 we delivered a further 6.2km of new bus lanes across London, of which 4km were on our road network. By the end of June, we plan to extend bus lanes on the borough road network by 1.9km. This includes schemes in London Road in the London Borough of Barking and Dagenham, as well as Southend Road in Lewisham. Delivery in the boroughs is vital to the achieving the December 2025 milestone and we are working in close partnership with our borough colleagues to help progress schemes and overcome any stakeholder and delivery challenges.

Design work is under way to support Superloop bus routes in outer London, including ambitious measures to support SL2 in the London Borough of Newham, SL5 in Bromley and Croydon and SL7 in Hillingdon and Hounslow. Investigations will begin soon to identify bus priority measures to complement the proposed expansion of the Superloop network for proposed routes BLI, SLII and SLI2. Our focus on service quality and reliability continues, with significant work undertaken to ensure schedules and timetables are appropriate to traffic conditions on the road network, and to use available tools to improve journey times for our passengers.



Knightsbridge station now provides step-free access

Inclusive Design Centre for Excellence

As part of the actions set out in Equity in Motion, we have established the Inclusive Design Centre for Excellence and a community of approximately 50 representatives across TfL.

This creates two-way link between our colleagues and the centre, to ensure that its work reaches and responds to the wider business. The centre captures our shared ambition to put inclusivity at the heart of the projects.

On 1 May, we officially launched the centre with a new digital hub and promoted it internally through a communication and engagement campaign.

Customer toilet provision

A new accessible toilet opened at White Hart Lane station in April, as part of our programme funded by the Mayor to increase and improve toilet provision on London's transport network. This programme is part of our Equity in Motion plan to make London's transport network more accessible, fair and inclusive. The plan will see new accessible toilets delivered across the network to close the gaps in provision, and improvements made to many existing facilities. Feasibility work has been carried out to determine where the most suitable locations are, with the next facilities planned to be installed at Amersham, Clapton and Morden stations by the end of the financial year.

Making Knightsbridge station step free

On 28 April, we opened a new entrance at Knightsbridge station, providing step-free access. There are now three new lifts, which provide street-to-platform access to the Piccadilly line for the first time at the station. As a result, Knightsbridge has become the 93rd station on the Tube network to offer step-free access to customers.

Knightsbridge is the **93rd** station on the Tube network to provide step-free access



We launched a communications campaign to support the opening and our plans to make London more accessible for all by showcasing the improvements that have been made, providing greener, brighter journeys. The campaign included posters in the Knightsbridge area, inside the station and nearby stations, as well as emails to customers of Knightsbridge station who are on our accessibility communication database. We also communicated it on our website, through a press release and to local residents, businesses and transport groups, local borough MPs and London Assembly members.

Taxi and private hire

On 27 March, we published a new taxi and private hire action plan setting out our vision for the future of these vital services in London. Licensed taxi and private hire vehicles are a key part of a safe, inclusive

and sustainable transport network, providing important options for Londoners and visitors.

The plan has been developed following extensive engagement with the taxi trade, the private hire industry, customer groups and other stakeholders. It outlines bold actions under four key goals, including making it an attractive and rewarding career, safety for all, high standards of service and environmental leadership.

Over the next five years, we will work closely with drivers, operators, boroughs and passenger groups to deliver the plan and help ensure the sector continues to meet the needs of London's communities.

Taxi and private hire licensing

On 24 February, we introduced a new taxi and private hire licence processing software. Introducing the software, coupled with the recovery from the cyber incident that impacted us last year, has led to licensing delays for some existing drivers and new applicants. The vast majority of drivers have not been impacted.

We recognise the importance of an efficient licensing service to enable drivers to continue to work and we have taken steps to ensure that any delays are kept to a minimum. We have recruited and trained additional staff and established a temporary escalations process with taxi and private hire driver representative groups so that they can highlight individual member concerns.

We have also granted private hire vehicle driver licences for a period of three months, where it is appropriate to do so, and we are satisfied that the drivers meet

required licensing criteria so that they can continue to work. We will continue to work on faster processing of all applications so as to minimise delays.

Improving local roads and bus networks

On 7 April, we started advanced works on the Cycleway 4 extension between Anchor and Hope Lane and Woolwich Ferry Roundabout, with main works expected to start in summer 2025.

The three new signal-controlled crossings at the junction of Battersea Bridge Road, Prince of Wales Drive and Surrey Lane were commissioned in March.

In April, construction was completed on a road safety scheme at the junction of Kings Cross Road and Pentonville Road, which introduced a simpler layout for all road users to understand, especially for pedestrians. This includes a new straight across crossing over Pentonville Road, addressing the previous, confusing layout.

Construction of road safety improvement works at A3220 Redcliffe Gardens were also completed at the end of March 2025. These works enhance pedestrian safety and complement the reduced road speed limits. The works involved various improvement to pedestrian crossings at the junctions with Fawcett Street, Tregunter Road and Redcliffe Square, including construction of three raised tables, which are speed bumps with long flat sections which improve crossing facilities for pedestrians. The scheme pioneered innovative electric vehicles and plant machinery to reduce its carbon footprint, made possible through collaboration with our delivery partner FM Conway and Volvo.



We have started work to extend Cycleway 4 to Woolwich

Public engagement took place in March this year on a pedestrian crossing improvement scheme on the A2 Deptford Broadway and a speed limit reduction scheme on the A21 Hastings Road/A232 Croydon Road in Bromley, both due for construction later in 2025.

Detailed design on road safety improvements and sustainable drainage systems (SuDS) at the junction of A5 Edgware Road and Sussex Gardens continues, with construction currently planned this summer.



Improving road safety through sustainable drainage

Lastly, our traffic signal timing review programme saved 10,168 passenger hours per day for customers travelling by bus, walking or by cycle, exceeding our target of 10,000 daily passenger hours saved for sustainable, active and efficient modes. In 2024/25 we carried out 429 traffic signal timing reviews, against a target of 400 reviews. We are progressing with design work on bus priority projects to improve Superloop services, from quick win measures such as parking and loading consolidation through to extensive bus lane and junction improvements.

Local Implementation Plans

We have allocated £87.6m to London boroughs for 2025/26 to help improve road safety and encourage more people to use public transport, walk or cycle. Outer London boroughs will receive approximately 60 per cent of the available funding compared to inner London boroughs to support traffic reduction measures and promote active travel.

The total funding is nine per cent higher than last year, with an increase of £7.2m. The investment will fund projects delivered in partnership with London’s borough on their roads, including more than 220 School Streets and up to 265 new signalised pedestrian crossings over the next three years.

TfL Go

Our TfL Go app reached another milestone, reaching 1.2 million customers a month. This coincided with TfL Go taking over from the retired Oyster and contactless app, enabling customers to use the more user

friendly and intuitive payments functions within the TfL Go app. This has enabled approximately £2m a week transacted via the app.

Recent updates to the app also included enhanced cycle journey planning, enabling customers to plan routes across the river using the newly opened Silvertown cycle shuttle, to help cyclists navigate the Silvertown Tunnel. By the summer, we also plan to highlight protected cycleways in the app, to make cycling even safer.

We have created Major Disruption push notifications, which means we can notify millions of customers of major events that may disrupt their journey across our network, such as the London Marathon, and help them to plan a route. We also plan to launch app notifications about line status later this year, so that we can proactively inform customers about major disruption and network-wide issues.

Marketing campaigns

Google Pay

From 31 March to 30 April, we teamed up with Google to launch the Google Pay Tube challenge for Android users to collect virtual badges and learn new Tube knowledge while travelling around the network. This was the first time that Google had partnered with a transport authority to promote using Google Pay to travel through gamification within Google Wallet.

Users taking part in the challenge had the chance to win prizes, including Santander Cycles Day Passes and a Google Pixel 9.

There was an opportunity to collect badges showing a roundel with the name of the station for all 272 Tube stations and 41 Elizabeth line stations, while learning new facts about each station customers visited.

Priority Seating Week

From 28 April to 4 May, we marked our seventh annual Priority Seating Week with a campaign showcasing our new priority seating design, alongside a range of engagement activities. We encouraged people to look up and be aware of their surroundings on public transport, in case someone is in greater need of a seat.

Public announcements played on buses, the DLR, Elizabeth line, London Overground and London Underground networks, and a ‘Travel Kind – Please offer your seat’ poster was displayed across the network. ‘Please offer me a seat badges’ were handed out on the DLR and London Overground, with ‘Here to help’ stalls on the Elizabeth line. Information was also shared in customer emails and on social media, marked with #TfLTravelKind.

To ensure that customers can identify a priority seat more easily, all new priority seats introduced from now on across our network will include the words ‘This is a priority seat.’ This matches the appearance of ‘Please offer me a seat’ badges and the Government’s Blue Badge scheme and aligns with the priority seating design already in place on the Jubilee line.

Encouraging car drivers to switch to public transport

On 14 May, we launched a campaign to encourage drivers to switch more of their non-routine journeys from car to public



April saw us mark our seventh annual Priority Seating Week

transport. It shows how public transport can help customers get more out of their journey. The highly targeted and personalised campaign appeared across online banners, digital audio and digital roadside posters.

London Overground naming publication

In November 2024, we launched the new London Overground names on the network. The aim was to help customers navigate the system more easily, identify

interchanges and enable us to give better disruption information. The six line names – Liberty, Lioness, Mildmay, Suffragette, Weaver and Windrush – created new line identities that are representative of the areas the lines serve, with the names paying fitting tribute to the stories and legacies of these communities.

In April, we published a report, The new London Overground lines, celebrating this unique project and providing a peek behind the scenes of how we named the lines.

We reveal alternative name options that were considered, as well as a selection of interesting stories that came out of the naming research.

The project also won Best Naming Strategy Gold Award at the Transform Awards Europe 2025, alongside DNCO who managed our engagement programme. The line names, which were informed by customer and community engagement, was a first-of-its-kind naming project in the UK and we’re pleased to have this historic work recognised.

Major projects
Piccadilly line upgrade

Following the arrival of the first new Piccadilly line train in October 2024, we met an important milestone on 30 March when it was moved from Ruislip to Northfield depot under its own power. The train will now undergo a further period of testing. The new train will include double doors throughout, increased capacity, wheelchair bays and better visual displays for providing customer information. The improvements are being made as part of a wider upgrade, which will help improve accessibility, increase capacity and enhance the comfort of customer journeys across the line.

DLR extension to Thamesmead

We are progressing with plans to extend the DLR to Beckton Riverside and Thamesmead. We confirmed funding to prepare an application to build and operate the extension through a Transport and Works Act Order. Subject to public consultation and funding being confirmed for delivery, we expect to submit our application for the extension by the end of 2026. We are currently out to tender for support

to enable us to complete the necessary documentation and analysis for the application and expect to have secured this by July 2025.

We will also be releasing our second public consultation on the scheme in late June to ensure our plans are informed by the views of the public and our stakeholders. The consultation will focus on the design development to date, including plans for the two new stations, the route alignment on both sides of the river and the proposed new tunnel under the River Thames.

We are having ongoing discussions with government with the aim of confirming a full funding package for the extension. Alongside these discussions, we continue to work with our partners at the GLA, London Borough of Newham and Royal Borough of Greenwich, as well as local landowners to ensure that the planned DLR extension can happen at the same time as the much-needed new homes that it will enable.

Four lines modernisation programme

We are transforming the Circle, District, Hammersmith & City and Metropolitan lines by replacing ageing infrastructure. So far, we have provided 192 modern, air-conditioned walk-through trains, and we are currently introducing a new digital signalling system to make journeys faster and more reliable.

In early June, we introduced the new signalling system on the Metropolitan line between Finchley Road and Preston Road (SMA8). This is one of the most technically complex parts of the programme as it combines the Metropolitan line interface with the Jubilee line and Neasden Depot.

Superloop consultations

Between 28 March and 23 May, we invited Londoners to provide feedback on the next proposed express bus route, running between Rainham, Ferry Lane and Gants Hill via Romford. The route would be known as SLI2 and would further improve access to the growing industry and business districts located in the south of Havering. The proposed SLI2 route would provide areas in east London with easy interchange with the existing SL2 route, as well as the London Underground at Gants Hill, and Elizabeth line and London Overground services at Romford.

Thamesmead bus transit

On 24 March, Homes England approved the business case to allocate a £23m Brownfield Infrastructure and Land Fund grant from Homes England to us.

The funding will be used for infrastructure to support bus transit from North Greenwich to Woolwich, Thamesmead and Abbey Wood. The next step is to agree the contract terms before funding can be released. Design continues at pace, and we expect to improve the infrastructure by March 2029.

Liverpool Street station

In collaboration with us, Network Rail has developed a bold and collaborative vision to transform Britain’s busiest station: London Liverpool Street. This approach is intended to serve as a model for how future infrastructure projects across the capital are managed.

Network Rail’s planning application for the redevelopment scheme was validated by the City of London on 13 May. The proposals will provide more space and

create a connected station across the rail network, London Underground, the Elizabeth line, buses, cycling and pedestrian routes, while also delivering a fully accessible gateway for customers across the capital and beyond.

London Liverpool Street currently connects 118 million people a year within London, East Anglia and the east of England. With annual passenger numbers forecast to grow by 35 per cent to 158 million by 2041, the plans will ensure that the station is future-proofed, ready to accommodate over 200 million people in the decades ahead, while enhancing accessibility for all.



Events

TfL 25

On 26 March, we held an event at the London Transport Museum for our colleagues and partners to celebrate our 25th anniversary. The event was an opportunity to recognise all we have achieved as an organisation over the last 25 years and thank all those who have been involved in keeping London moving over that period. We highlighted how investment in transport in London benefits the whole of the UK through our extensive country-wide supply chain.

Also in March, we launched a competition to find 25 young transport enthusiasts, with the winners having the chance to go behind the scenes on parts of our transport network usually closed to the public and record special 25th anniversary PA announcements for a London station. We also supported the GLA’s music-themed Tube map, to celebrate London’s vibrant live music scene. And to mark the contribution of London’s Trams, we celebrated with colleagues, customers and our friends for their 25th anniversary, as part of TfL 25.

We are grateful that a range of organisations have enthusiastically sponsored our TfL 25 activity and would like to thank AJ Wells; Alstom; Arriva (Bus); First Bus; Go Ahead; KeolisAmey Docklands; Links; Metroliner; Siemens; Stagecoach; Stewart Signs and Transport UK for their support.

Art on the Underground

Artist Ahmet Ögüt, together with Art on the Underground and New Contemporaries, has invited the public to share their stories of how art has the power to save lives. This special project aims to champion, interrogate and celebrate lifesaving experiences and forms part of a major new public artwork that will launch at Stratford station from September.

The submitter of the most compelling of these stories will receive a unique trophy created by Ahmet Ögüt, inspired by an incident that occurred near Rotterdam in 2020 when a train overran the tracks and was saved by a sculpture of a whale’s tail.



Recognising schools as part of the Travel for Life awards

Travel for Life school awards

On 19 May, we hosted our Travel for Life Top Schools awards at the Kia Oval London. This is an event where boroughs, parents and schools are recognised for their commitment to boosting active travel in their area.

The winners were from schools across a number of different boroughs and included Belmont Park for Best Newcomer, Churchfield Junior for Long-Term Excellence, Cherry Orchard Primary for Modeshift impact, St Gregory's Catholic Science College for Best Campaign, The Breakspear School for Creativity and Innovation, and The Ellen Wilkinson School for Girls for Student Achievement. Noirin Moloney also won the School Champion award for going above and beyond to help two schools gain their gold accreditations.

Almost half of all schools in London engage with the Travel for Life accreditation programme, which is delivered in partnership with London Transport Museum and London Councils. When schools take part in the programme they achieve bronze, silver, or gold accreditation based on their success in reducing car use and increasing sustainable travel. By the end of the year, we aim to increase the number of schools achieving a gold rating from 735 to 1,000.

Awards

Media Rights Holder award

Our Commercial Partnerships team won the Media Rights Holder award at the UK Sponsorship awards. The award recognises and showcases our forward-thinking approach to sponsorship and major partnerships with global brands including Santander, Sony PlayStation, Samsung, Google and Dettol.

Our colleagues

Ensuring we are an attractive and valued place to work

Wellbeing update

On 8 April we launched Wellbeing for all, our plan for colleague wellbeing for the next five years. We know that when our colleagues are healthy and supported it benefits our whole organisation, as well as the millions of Londoners who rely on our services. This is why we put wellbeing at the heart of what we do as we continue to work towards our goal of becoming a truly inclusive organisation.

Our wellbeing plan is structured around three core pillars. The first is evidence-led, targeted interventions, which include a wellbeing data dashboard and evaluation framework to ensure our support is informed and effective. The second is that wellbeing is everyone's responsibility, with a focus on empowering all colleagues to understand and take ownership of their wellbeing. The third is that we speak with one wellbeing voice, strengthening our communications and engagement, as well as ensuring an aligned approach across the organisation.

Wellbeing is a strategic priority for us. It directly impacts our ability to operate effectively, retain talent, and ensure that we have a resilient workforce. Alongside our strategy for diversity and inclusion, Action on Inclusion, which we launched in 2023, our wellbeing plan is a key component of our wider colleague strategy and its aim of making TfL a great place to work.

We want colleague wellbeing to reach all areas of our organisation, with an emphasis on creating a culture that champions safety, inclusivity and wellbeing. In the coming months we will engage with senior leaders in a series of deep dives and further roadshows for colleagues across the business.

Meddbase

On 24 March we further modernised our Occupational Health and Wellbeing services and started using a new software system to record and store the records of colleagues who use our Occupational Health service. For the first time, all Occupational Health records can now be found and accessed in one location, whereas previously much of our data was paper based.

The new system is a cloud-based platform making it easier for our colleagues to access data remotely; but this is coupled with strong data encryption to protect colleagues' sensitive data. The new system also includes an appointment management tool which will improve efficiency in booking and sharing appointment information between clinical staff and colleagues.

Free colleague health assessments

As I mentioned in my last report, as part of an initiative led by public health colleagues from the London Borough of Southwark, colleagues based in or visiting our Palestra office building on Blackfriars Road had access to an automated health check kiosk in the building's restaurant from the start of March until the end of May.

This self-service booth is an accredited medical device which assesses the individual's pulse, blood pressure, lifestyle and cardiovascular risk factors. It provides each person with a report and advice as to whether they should see their GP. Between March and May, more than 900 colleagues used the booth for a health check. This initiative assists with our wellbeing ambitions to prevent serious ill health developing and we will look to extend it to more colleagues over the coming months.

Family leave policy consultation

As part of our commitment to inclusion and our dedication to offering a fair and attractive employee offer, we are excited to announce the drafting of a new family leave policy.

This policy is designed to support our diverse workforce by providing support that caters to the needs of all colleagues and their families. The proposed policy includes a significantly more flexible and supportive approach to family leave, covering paternity, fertility treatment, maternity, adoption and shared parental leave.

We have actively consulted with our trade union colleagues, and this process concluded on 30 April. It represents a key step in our collaborative approach to policy development, ensuring the voices and experiences of our people help shape the final offer. We are particularly focused on ensuring the policy works for all families, regardless of gender, sexual orientation or route to parenthood.

Viewpoint 2024

Following a delay due to September's cyber incident, our Viewpoint 2024 survey ran from 28 January to 28 February this year. Viewpoint is crucial in shaping our future, ensuring TfL becomes the best it can be for everyone. By managing the survey and producing reporting in house with dedicated engagement and reporting teams, we published the results quickly, in mid-March.

We had our highest ever Engagement score of 66 per cent, an increase of six percentage points from last year. The survey received nearly 16,700 responses or 61 per cent of colleagues, up from 58 per cent last

year. As we changed questions within the survey, this score was generated by taking comparable questions from 2023 and 2024 surveys to calculate a benchmarkable engagement score. We are now analysing the data and developing people plans to make targeted improvements.

Job Families

Integral to making TfL a great place to work is providing a fair and attractive employee offer. Leading into our work on Job Families, feedback from our employee engagement survey Viewpoint and discussions with our trade union colleagues indicated that we needed to focus on improving how we manage pay. Concerns were raised regarding the alignment of pay with the external market for certain roles and types of work across our organisation.

We have developed and implemented a Job Families pay structure within our Pay for Performance (Bands 1 to 3) and Senior Manager Reward (Bands 4 and 5) frameworks encompassing approximately 9,500 colleagues. As part of this initiative, we engaged in consultations with our trade union colleagues to design and plan for the implementation of Job Families.

The Job Families pay structure will facilitate closer market alignment, ensure more accurate pay positioning, and reduce pay disparities across the organisation.

This initiative marks a significant first step in improving pay management. Future developments will focus on refining how we manage individual pay positioning and progression, aiming to achieve even greater consistency, fairness and transparency.



Developing a skilled and diverse workforce

Build East Skills Centre

I recently visited the Build East Skills Centre along with Fiona Brunskill and Graeme Craig. This centre plays a pivotal role in our commitment to developing a skilled and diverse workforce for the transport and construction sectors. Our construction skills programme is helping thousands of people take their first steps in the construction industry or the next chapter of their career.

Since 2019, 9,671 people have received training through our network of centres across the capital and we have supported 3,921 into jobs.

We recently opened our third construction skills hub with The Skills Centre at Edgware, providing a base for local people seeking to embark on a range of rewarding and varied careers in construction and the built environment. The centre is designed to offer a diverse range of training opportunities, including pre-employment training, dry-lining apprenticeships, retrofit and green skills bootcamps.

We're also trialling a pop-up model at Bollo Lane, in partnership with O'Halloran & O'Brien. These will be smaller centres that pop-up in areas with high need, and if successful we'll trial on other developments too.

Our Educational Engagement Programme, delivered by Construction Youth Trust, has engaged with 12,718 young people in its first two years. It has provided 287 work experience placements and seen 445 partner volunteers support activities.



We were recognised at The Times Graduate Recruitment Awards 2025

The Times Graduate Recruitment Awards 2025

We are committed to nurturing early careers and fostering an environment where all colleagues, including our graduates, can thrive. In April, we were delighted to be named the Graduate Employer of Choice for Transport and Logistics for the 13th time in The Times Graduate Recruitment Awards 2025. This prestigious recognition is especially meaningful as it is based solely on feedback from a survey of 15,105 undergraduates on campus, who have recognised us as their employer of choice.

Graduate and apprentice recruitment

In April, we successfully concluded 36 assessment centres for our graduate, year-in-industry and internship roles, with more than 200 candidates participating. This included the recruitment for our first Women in Buses summer internship programme. We also began our apprenticeship assessment centres to recruit 175 apprentices who will start in September 2025.

Workplace Champions Awards 2025

In April, our communications team won the In-House Workplace Champions award from the Public Relations and Communications Association. This award recognises our approach to staff development, performance on diversity and inclusion and ensuring our employees feel valued and respected.

More than
200 candidates
attended assessment
centres for our graduate,
year-in-industry and
internship roles



Our green future

Putting sustainability at the heart of everything we do

Our carbon reduction targets

The Science Based Targets initiative is a corporate climate-action organisation that provides validated standards, tools and guidance to help companies and organisations like us, and thousands of others across the transport, financial and consumer sectors, to reduce their carbon emissions in line with what is needed to keep global warming below 1.5 degrees and reach net-zero by 2050, at the latest.

In April, we were pleased to announce that the initiative validated our near and long-term greenhouse gas emission reduction targets, in line with the Paris Agreement to limit global warming to 1.5 degrees Celsius above pre-industrial levels.

Our validated targets include a commitment to reduce emissions from our direct and indirect emission sources (Scopes 1 and 2) by 90 per cent by 2030. Examples include transitioning diesel and petrol vehicles to zero-emission technology and increasing the proportion of electricity acquired from renewable sources. We have also committed to reducing third party emission sources (Scope 3) such as carbon emissions from our contracted services, construction projects and supply chain by 45 per cent by 2030. In the longer term, we commit to maintaining a 90 per cent reduction in Scope 1 and 2 emissions sources from 2030 through 2040, and a 90 per cent reduction in absolute Scope 3 emissions by 2040. Finally, we have committed to an overall net-zero target for greenhouse gas emissions by 2040.

The independent validation of these targets provides assurance that we are on track with our work to reduce greenhouse

gas emissions from our operations and supply chain while driving sustainability across London.

Zero-emission buses

We continue to add zero-emission buses to our fleet as quickly and affordably as possible and engage with bus operators and manufacturers to ensure we develop and build a competitive zero-emission market.

We have also completed the roll out of new electric buses on routes 257, 279, 325 and SL6. Zero-emission buses are also operating the new SL4 and extended route 129 through the Silvertown Tunnel. Zero-emission buses help to improve air quality and reduce carbon emissions across London, which is critical as we work to meet the Mayor's target for London to be a net-zero city by 2030.

Zero-emission support fleet

On 18 December 2024, we achieved the Mayor's Transport Strategy proposal requiring all cars in the support fleet to be zero-emission capable by Quarter 4 2024/25. At Plumstead Depot, 11 charge points were installed in April, which will support the transition of more than 25 maintenance vans to fully electric by the end of 2025.

Building decarbonisation

The building decarbonisation programme prioritises the replacement of fossil-fuel heating systems in our operational buildings with low carbon alternatives, while also improving thermal efficiency in our buildings. We have been successful in receiving grant offers totalling £1.7m from the Public Sector Decarbonisation Scheme. This will help support the decarbonisation

of six buildings by April 2028, including sites at Beckton, West Ruislip, Rickmansworth and the Walworth Bus Garage. Three sites that had previously secured £2.8m of grants are now in progress, with Therapia Lane in delivery, and Neasden Depot and Finchley Road in design.

Therapia Lane is due to become our first decarbonised building by September 2025. In March, we installed 300 solar panels on the depot roof following the completion of Light Emitting Diode (LED) light replacements across the site. The next steps are to complete the mechanical and engineering activities to support the new heat pumps.

Proposed changes to the Congestion Charge

A public consultation has been launched seeking views on a new Cleaner Vehicle Discount, aiming to encourage the use of the cleanest vehicles while managing traffic and congestion in London. The daily Congestion Charge is also proposed to increase to £18 from January 2026 – the first rise since 2020 – to ensure the scheme remains effective.

Without these changes, analysis suggests there could be more than 2,200 additional vehicles on the roads during an average weekday. Additionally, it is proposed that from March 2027, the Residents' discount will be available only to new applicants with electric vehicles, further supporting the transition to zero-emission transport. The proposal also includes a move toward annual, incremental increases to the Congestion Charge, aligning it with the approach used for public transport fare adjustments.



We have supplied around 3,500 IT devices to London schools

Devices for Schools

The Devices for Schools initiative continues to support our sustainability goals by repurposing end-of-life IT equipment with no commercial value to TfL. Since launching in 2019, it has reduced laptop, iPad and iPhone decommissioning by 80 per cent.

To date, around 3,500 devices have been diverted from the CO₂-intensive process of sending them to recycling and landfill, and have been donated to 72 London schools, all nominated by colleagues. The initiative also supports community projects, such as at Blackhorse Road, where we are delivering housing transformation. This has been delivered by a small team of volunteer staff within Tech and Data, along with colleagues from Places for London. Looking ahead, approximately 1,100 more devices are expected to be donated through the scheme in 2025.

3,500

devices diverted from landfill and donated to schools



Electric vehicle charging infrastructure

Improving charging infrastructure provision in London to encourage the use of electric vehicles contributes to the achievement of the Mayor's ambition for London to be net zero by 2030. London is expected to need between 40,000 and 60,000 public electric vehicle charging points by 2030, including

up to 4,000 rapid chargers. Following land assessments, we are aiming to provide an additional 100 rapid or ultra-rapid charging bays on our roads. The 4,000 needed will be delivered by a combination of public sector (TfL, Places for London and London boroughs) and private sector organisations..

Making Hatton Cross more sustainable

Fastned and Places for London have secured planning permission for a new electric vehicle charging hub at Hatton Cross station car park, following approval by the London Borough of Hillingdon. This is the first of an initial five hubs planned by Places for London and Fastned.

As of 31 March, there are more than 23,300 publicly accessible charge points across London, including 1,368 rapid charge points. This growing network supports the capital's transition to electric vehicles and highlights the importance of new infrastructure such as the Hatton Cross hub.

The hub will host 12 ultra-rapid charging bays, serving hundreds of car and van drivers a day. All 12 charging bays will be powered by 100 per cent certified renewable energy, with a solar canopy providing electricity for smaller energy loads such as lighting and CCTV.

All new charging hubs will be sheltered by Fastned's yellow solar canopy, which is covered by CCTV, making charging comfortable and safe for everyone in all weather. The sites will be designed with accessibility as a key priority; all bays will be extra wide, and at least one bay will be fully accessible as per the latest British Standards Institution's guidance on accessible charging infrastructure.

Hub customers will have 24/7 customer support via app and phone, available in multiple languages. Toilet facilities will also be available for hub users where local facilities are not already provided. A proportion of revenue from each of the first five hubs will go towards community projects and a carbon fund will be created to support innovative approaches to lower construction and embodied carbon emissions at the site. The construction of the hub will also provide opportunities for work experience in collaboration with London’s schools. Construction on site is due to begin in September, although the joint venture is seeking to accelerate this timescale wherever possible.

Separate from the charging hub, Places for London is currently installing solar panels capable of a 250kWp (kilowatt peak) to support the power needs of Hatton Cross station, with surplus zero-emission power exported into the London Underground network.

LED lighting

The project to convert all our London Underground stations to more efficient and environmentally friendly LED lighting continues at pace. In February we completed the significant task of fully converting Kings Cross St Pancras station. We have also completed the conversion of a further 18 small- and medium-sized stations by the end of March 2025. To achieve this, we have utilised the Mayor’s Green Finance Fund to access around £34m of reduced cost borrowing to finance these improvements. This fund has also supported other decarbonisation initiatives across our estate, including LED lighting roll-out on the road network and a new energy efficient heating and cooling system

for the staff welfare building at Neasden Depot, alongside the installation of new solar panels.

The majority of LEDs used in stations across the network have come from UK-based suppliers and installers, ensuring the security of supply and supporting the UK’s growth and innovation in the lighting sector.

Innovative ventilation systems

For the past year, we have been trialling smart Wi-Fi sensors at our office building in Stratford to both save energy and lower our carbon footprint while improving staff comfort and operational performance. The smart sensors adjust ventilation, heating and cooling within the building in real time, based on its occupancy levels. We were an early adopter of this technology, and we predict that this equipment will reduce the building’s annual energy use by 12 per cent – which is equivalent of approximately 140 tonnes of carbon dioxide emissions annually. At the same time, these energy savings are expected to total around £182,400 in operating costs annually.

Five sensors were installed on each floor, picking up Wi-Fi signals from mobile devices in the building and responding with real-time instructions to reduce air flow from the air handling units while maintaining the quality of indoor air during periods of lower occupancy. As a result of the success of this trial, we have implemented the same innovative solution at another of our office buildings (Pier Walk in North Greenwich). In April 2025, we confirmed our commitment to further roll out this solution at other locations to realise similar savings and staff benefits.

Clean and Healthy Waterways roundtable

We are committed to playing our part in tackling water pollution – both from the roads we control and our vehicle fleet – in support of the Mayor’s clear ambition to clean up London’s waterways. In addition to our work to increase sustainable drainage catchment in London, I attended the Mayor’s Clean and Healthy Waterways roundtable in March and TfL colleagues have joined the inaugural GLA Water Quality Working Group meeting in April to support the collaborative effort in this key workstream. Alongside key partners, including Thames Water and the Environment Agency, we have created a pilot fund for priority catchment areas to which we will be contributing £500,000 of funding over the next two years. This fund will be used to target both water quality improvement and reducing surface water flooding. It will support the Mayor’s vision for the clean and healthy waterways in London as well as the delivery of the new London Surface Water Strategy and recommendations of the London Climate Resilience Review.

London Surface Water Strategy

On 14 May, the London Surface Water Strategy was published. Following the floods of July 2021, the London Surface Water Strategic Group was set up to bring all key partners together to create a strategy to tackle the challenge of London’s surface water flooding. The 2021 floods impacted many people living in London, with some ending up temporarily homeless by the effects of water on residential buildings. Many businesses also experienced severe damage caused by the large volumes of water.

This strategy is the first of its kind for London and sets out a London-wide approach to tackle the issue of surface water and how we and our partners will work collaboratively to mitigate the risk surface water flooding poses to our city. As well as being an active member of the Strategic Group and its supporting working groups, we contributed funding towards strategy development and led the development of the interim report that was published in July 2024.

Sustainable drainage systems

In the last financial year, we made a significant contribution to ensuring London becomes more resilient to the impacts of climate change. To date we have delivered almost 100,000 square metres of SuDS across our estate. More than 87,000 square metres of that was delivered across the 2024/25 financial year alone, surpassing our Mayoral commitment of 5,000 square metres catchment added per year. By considering SuDS opportunities early in project design, and working with suppliers to do the same, we continue to identify areas suitable for this type of drainage solution.





We are running a trial to measure air quality at Baker Street station

SuDS play a vital role in capturing rainfall, reducing and slowing the flow of surface water from entering sewers, reducing the risk of flooding and helping to prevent untreated discharges from storm overflows. Where possible, green infrastructure can be combined with SuDS in the form of porous rain gardens or green roofs to provide numerous benefits including improved water quality, enhanced biodiversity, as well as improved visual amenity and health benefits for the public.

Improving air quality

Improving air quality on the Tube continues to be a key priority for us. Thanks to an ongoing programme of research, and annual independent monitoring undertaken on our behalf by a third-party, 4-Rail Services, we now know more than ever about air quality on the Tube.

This year, we are running a trial focused on developing low-cost air quality sensors that are designed specifically for use in subway environments. The project is now under way and will run throughout 2025 on both our London Underground network and the RATP network in Paris. Phase I of the project started in April with the temporary installation of sensors and a reference measurement kit at Baker Street station and at two stations on the RATP network in Paris. The sensors will be in place at Baker Street before moving to Tottenham Court Road Elizabeth line station later in June. The aim of this project is to develop sensors that could be used to improve how we monitor air quality on the Underground, which will support our longer-term strategic approach to cleaning and further trials on the Underground.

The trial is supported with funding through the European Institute of Technology Urban Mobility (a body of the European Union), and we are working with a consortium of partners including RATP in Paris, Imperial College London and three technology suppliers.

PCB compliance notice

Following confirmation to the Environment Agency in November that we had safely removed all equipment containing polychlorinated biphenyls (PCBs) from our network, the final inspection of the London Underground took place on 19 March. Following the inspection, the Environment Agency confirmed the completion of the work required under the PCB compliance notice, which was issued to London Underground in October 2019. The Environment Agency will be issuing a letter closing out the compliance notice.

Our Green Vision for our supply chain

In April 2025, we published our Green Vision for our supply chain. Aimed towards our infrastructure and construction suppliers, our Green Vision communicates our recent environmental commitments and ambitions, and makes a specific request to suppliers to align with our goals when working with us.

The Green Vision will enable colleagues to engage meaningfully with suppliers on our focus areas including procurement, zero-emission sites and deliveries, sustainable materials, and climate change adaptation. We will include the Green Vision for information only in relevant tenders to seek feedback from suppliers, and to facilitate collaborations to drive our environmental ambitions.

Our finances

Working to ensure financial stability for the long term

Financial performance for 2024/25 (1 April 2024 to 31 March 2025)

We have built on the success of 2023/24 and delivered an operating surplus for the second year running, which represents the only two years in our history when this has been achieved.

Grow and diversify our revenue

Journeys were 3.6 billion in 2024/25, an increase of 33 million compared to 2023/24. Despite the year-on-year uplift, journeys were 181 million below Budget – which had targeted journey growth of six per cent in the year – with passenger income £255m lower than expected. The slower growth is attributed to a combination of economic factors, including the impact of lower than assumed GDP growth, weaker retail sales and a softening employment market – all contributing to lower leisure and commuting demand. We are actively exploring ways to better influence travel behaviour across our network.

The Elizabeth line has bucked this trend, with journeys up 21 million on last year and five million higher than Budget. More than 500 million passenger journeys had been made on the Elizabeth line by the end of 2024/25, which has since reached 600 million, making it the single busiest railway service in the UK.

We awarded our new advertising contracts to Global and JCDecaux in October 2024, continuing our existing partnerships, following a competitive tender process. The new contracts – beginning on 1 April – will see Global continue to manage advertising on our network, including on the Tube, London Overground and Elizabeth line. JCDecaux will continue to manage advertising at more than 4,700 bus shelters.

Deliver recurring cost savings

Our core operating costs are £119m lower than Budget, primarily driven by the outcome of the triennial TfL Pension Fund valuation as at 31 March 2024, and the subsequent agreement with the TfL Pension Trustees, enabling us to reduce our employer contributions from 27.3 per cent to 10.5 per cent for the next three years with no changes to employee pension arrangements. These savings have helped us mitigate the revenue pressures from lower passenger income, costs of the cyber incident – throughout which we managed to prevent significant disruption to customers and Londoners – and from broader economic pressures, including higher inflation and interest rates.

We have delivered £155m of recurring savings over the year and are on track to deliver £1.8bn of recurring savings since 2016/17 by the end of the current financial year. In 2024/25, we delivered these savings through lower employer pension contributions, as well as from tightly controlling recruitment and overtime and reducing non-permanent labour, which we reduced by 700 over the course of the year. We have also made savings through our supplier partnership programmes including our asset maintenance contracts, third-party technology and contracted services suppliers.

Grow our operating surplus

We have ended the year with an operating surplus for the second year running, the only years in our 25-year history that this has been achieved. Our operating surplus was £166m, which was £5m better than Budget and £67m higher than last year. All this surplus is reinvested into our network, colleagues and customers.

Fund our capital investment

Capital renewals are £770m in the year, £7m up on last year as we increase renewals investment to address the backlog of asset replacement, within our funding constraints. We remain one of the only transport authorities in the world that can cover our day-to-day operating costs on our own, as well as the majority of our annual capital investment programme, which is just short of £2bn.

However, we cannot fund our capital projects entirely by ourselves. While we have secured £485m of government capital funding for 2025/26, we are working with Government to secure a long-term and sustainable capital funding agreement from 2026/27 onwards, supporting the Government's missions. These investment and renewals programmes are not only critical to protecting and supporting London's productivity and growth, but also enable us to continue supporting manufacturing and industry across the country, with our investment in the UK supply chain in 2022/23 and 2023/24 worth more than £11bn to the UK economy.

Maintain liquidity to protect us against shocks

TfL cash balances, excluding balances committed to residual Crossrail activities, London Transport Museum, London Transport Insurance (Guernsey) Limited and Places for London Limited, at the end of Quarter 4 were £1,384m, broadly in line with Budget and £31m above the prior year.

We continue to borrow prudently to help fund capital investment. Borrowing in 2024/25 was £692m, which was £191m higher than Budget as a result of accelerating some borrowing which was originally

planned for later years; the overall level of planned borrowing to 2027/28 remains the same as our 2024 Business Plan.

We continue to manage our cash in line with our liquidity policy, aiming to hold cash balances, on average, of at least 60 days' worth of operating costs. This is equivalent to around £1.3bn in 2024/25. Preserving liquidity by maintaining a minimum cash balance is crucial to our financial resilience. The GLA financing facility of £350m offers additional protection against shocks and risks.

TfL Scorecard

The TfL Scorecard captures progress against the annual targets agreed by the Board. The Audit and Assurance Committee will shortly be asked to agree the outturn of the 2024/25 TfL Scorecard. The 2025/26 TfL Scorecard is being finalised and progress will be reported in future reports to the Board.

Places for London

New home completions

Good progress continues to be made on Places for London's housing programme. Since the end of May, and with continued progress at Wembley Park Gardens, 1,500 homes have been completed, of which 54 per cent are affordable.

1,500

homes completed across the city by Places for London





A new arcade, BOXHALL City, at Liverpool Street

The next 12 months will see a number of major planning applications, with the first being our proposals for the regeneration of Edgware. With our partner Ballymore, we are proposing a £1.7bn investment to deliver a new vibrant town centre, creating more than 1,400 full-time jobs. The Masterplan will deliver 3,365 new homes, of which up to 1,150 will be affordable, alongside commercial and social uses and 11.9 acres of green and open space, including a new 4.7-acre Deans Brook Nature Park, unlocking land that has been inaccessible for almost 100 years.

BOXHALL City opening

Places for London has refurbished the historic Metropolitan Arcade at Liverpool Street, which first opened in 1912. In partnership with BOXPARK, Places for London has delivered BOXHALL City, which opened on 10 April, to the arcade, a new concept that brings together the best of London's food scene in a vibrant and dynamic venue comprising 14 kitchens, two bars and capacity for more than 500 people. A new rooftop terrace is expected to arrive later this year with panoramic views across the City.

Kilburn

With work under way delivering the second phase of works at the arches along Kilburn Mews, the project team hosted local councillors and London Assembly Members for a visit, to update them on progress with the project and to maintain engagement with the community ahead of appointing an agent to let the units. The completed project will enhance the historic arches and external space to create a new public realm connected to the busy High Street.

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. We introduced the 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.

