MAYOR OF LONDON

Elly Baker AM
Chair of the London Assembly Transport Committee
C/o Remy.Williams@london.gov.uk

Our ref: MGLA180324-9036

Date: 9 October 2024

Dear Elly,

I am writing in response to the Transport Committee's Bus, tram and tube safety in London report of March 2024, following the Committee's 2023-24 investigation, and I am sorry for the delay.

Please see the responses to your recommendations in the annex below.

Yours sincerely,

Sadiq Khan
Mayor of London

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Annex

Mayor of London's response to the recommendations of the London Assembly Transport Committee's report on Bus, tram and tube safety in London

Recommendation 1

The Mayor should require the TfL Commissioner to ensure that every report made to the Board includes detailed analysis of all serious injuries across transport modes in London and ensure analysis of every incident is listed with links to further information.

The Commissioner's Report, published six times a year, updates on incidents where there has been a loss of life either on or involving a Transport for London (TfL) vehicle or premises, including any fatalities involving its buses across London.

Fatalities on the road network are not routinely included in the report unless a bus or other TfL vehicle is involved, but there may be exceptions where the Commissioner decides an update is warranted. TfL reports aggregate data on collisions on its road danger reduction dashboard, which provides updates with a three-to-four-month lag due to the time taken to receive final data from the Metropolitan Police Service (Met).

TfL maintains the flexibility to include within the Commissioner's report incidents that fall outside the scope outlined here and will do so when the Commissioner considers it appropriate.

The Commissioner's report complements information published on TfL's website, such as:

- The Safety Health and Environment Quarterly reports, which contain numbers of people killed or seriously injured on all modes, including buses, plus TfL's target and performance against targets by metric.
- TfL's Bus Safety Dashboard, which includes all incidents on the bus network involving serious injuries or hospitalisations.
- The bus fatalities list, which is updated quarterly and provides summary details of all bus-involved fatalities, including medical incidents and the status of any investigatory work being undertaken by TfL or the relevant bus company.
- The bus injury detailed list, which provides data on all bus injuries, including the incident type (for example, slip-trip fall, collision, medical incident).

Recommendation 2

In response to this report, TfL should provide a summary report detailing its performance against Vision Zero so far, and its plans for how it will meet future targets.

On 11 January 2022, TfL launched its Vision Zero Dashboard tool to enable organisations and members of the public to more easily access and interpret London's collision data, which is recorded by the police. This dashboard, and others featuring road safety data, can be found here.

TfL produces a quarterly safety, health and environment report that details fatalities on the network, and fatality figures are published on its website. TfL's Vision Zero Action Plan and Bus Safety Strategy also include detailed information on how it is achieving Vision Zero.

In addition, TfL provides quarterly and annual papers on road safety initiatives to the Safety, Sustainability and Human Resources Panel (SSHRP). TfL is happy to share these with the Committee when relevant going forward.

Work is underway to assess performance to date and the additional measures required to meet future Vision Zero targets. This work is due to be published this financial year.

Recommendation 3

The Mayor should commission an Independent Safety Risk Assessment for TfL from a reputable independent authority which would investigate:

- The role and punctuality incentives in bus contracts, with emphasis on the stressful conditions these incentives might create for bus drivers, including those which cause fatigue.
- The time pressures that Bus Drivers face.
- Analysis of Speed Compliance Tool data.

The role and punctuality incentives in bus contracts

Working with its bus operator partners, TfL regularly reviews bus schedules, including when there are changes to road conditions and structural changes to the network. This is to enable bus drivers and service controllers to provide a smooth and even service.

Statutory regulations cover the maximum hours drivers can work, and TfL continually works with bus operators to implement further ways to support drivers with rest periods and fatigue awareness.

To operate TfL's bus network 24 hours a day, 364 days a year, a variety of driver shifts are required. When TfL and bus operators review bus schedules, they consider how it will impact fatigue and ensure that any changes have layover and run-time that provide suitable break times. TfL continues to proactively work with operators who ensure that the time provided to complete a trip and the facilities provided to drivers are suitable. Operators in turn work collaboratively with trade unions on this.

The time pressures that Bus Drivers face

Traffic conditions in London are variable and can be challenging. Service Controllers are trained to ensure that, while providing a smooth and even service for customers, they also consider the welfare of drivers. Curtailments to services are provided not only to protect the service but also the driver's hours and wellbeing. Operators regularly engage with their trade union and their designated 'route champions' with a view to gaining an understanding of some of the driving challenges on the routes and working with TfL to ensure that these are reflected in schedules.

TfL has also established the Bus Driver Fatigue Working Group to explore this issue in greater detail, supported by the pan-TfL Fatigue Working Group. More information is provided in the response to recommendation 4.

Analysis of the Speed Compliance Tool

TfL's Bus Speed Compliance Tool identifies where and when London buses have travelled in excess of the speed limit. The tool was developed and rolled out as part of an ongoing shift towards a

more open safety culture. Its primary aim is to encourage and aid conversations between drivers and managers to raise awareness of and target efforts to reduce excess speed.

The data in the Tool is indicative and not appropriate for legal enforcement purposes. Similarly, where an operator believes a disciplinary process is ultimately necessary, the operator should use additional methods to monitor driver speed rather than rely solely on the Tool.

The Speed Compliance Tool is, therefore, intended to be used only as a guide, to direct focus to particular areas of interest and enable targeted discussions and activity to support bus operators with their own internal speed and driver management tools.

The Tool captures only *excess* speed incidents, which comprise a small proportion of total driving time. Due to these factors, any analysis of bus speeds about schedules, contracts, or incentives should utilise general bus speed data rather than that captured by the Speed Compliance Tool.

Recommendation 4

TfL and bus operators should change the culture around self-reporting and ensure that fatigue is taken seriously. TfL should:

- Share the lessons learned from its pan-TfL Fatigue Working Group and Oversight Group.
- Develop an action plan by September 2024 on how it will implement those lessons from trams (and other modes) systematically across bus operators.
- Commission new research on shift lengths, patterns and rotas, including data on bus drivers' experiences of investment such as rest facilities and toilets.

Share the lessons learned from its pan-TfL Fatigue Working Group and Oversight Group

TfL is committed to developing evidence-led solutions and enabling a fair and open culture around understanding and managing fatigue. TfL commissioned the first in-depth research into fatigue among bus drivers, which was published in 2019. This research, led by Loughborough University and the Swedish National Road and Transport Institute, investigated the nature and extent of fatigue among bus drivers, the contributing factors to fatigue, and what solutions could be implemented to address fatigue.

TfL subsequently developed the joint Fatigue Management Working Group in April 2019 with bus operators and developed a fatigue management programme to help tackle fatigue. This has included delivering Fatigue Management Awareness Training to all supervisors and managers at the bus operators. This training aimed to upskill front-line managers and supervisors, giving them the information and tools needed to promote an open culture and have honest discussions with their staff around fatigue. All bus operators also have Fatigue Risk Management Systems (FRMS) in place, which have been independently reviewed by specialist consultants and detail how each operator will manage fatigue risk using tools including training, roster assessment, guidance, best practices in investigation, and innovative technologies. In August 2023, the working group was merged with the Bus Health and Wellbeing working group, and it is now a joint Bus Fatigue, Health and Wellbeing working group within Bus Operations that meets regularly.

The working group meeting provides a safe space for open and constructive discussion, covering updates on ongoing research, trials and operator initiatives that aim to reduce driver fatigue and improve health and wellbeing. This has included a Fatigue, Health and Wellbeing Innovation

Challenge launched in 2021 to trial measures to manage fatigue and improve the health and wellbeing of bus drivers and the introduction of health kiosks. TfL is also currently undertaking a trial of Fatigue Detection Technology (FDT). These are all overseen and assisted by the Bus Fatigue, Health and Wellbeing working group.

TfL's Safety, Health and Environment (SHE) Directorate's pan-TfL Fatigue Working Group was established in 2019, with one of its main aims being the sharing of best and emerging practices across the organisation. It is attended by representatives from its operational modes, including London Underground, wider rail operations, trams, on-demand transport, Victoria Coach Station, Compliance, Policing and Operational Security (CPOS), network management and maintenance and buses. It also includes representatives from office-based staff, HR and wellbeing. TfL shares learnings across the modes, from the programme as a whole and from the bus Fatigue, Health & Wellbeing group. TfL has also published papers from the working group on TfL's SSHRP Panel. The chair of the pan-TfL Fatigue Working Group attends the joint TfL and bus operator Fatigue, Health and Wellbeing working group, and vice versa, to ensure that research, insights, and best practices are shared across the groups.

Develop an action plan by September 2024 on how it will implement those lessons from trams (and other modes) systematically across bus operators

TfL's Bus Safety Strategy (published in September 2023) sets out in detail the actions and activities it is undertaking to help achieve Vision Zero for buses.

Addressing fatigue, health and wellbeing is a key part of this. As part of the development of the strategy, TfL undertook a series of stakeholder workshops, research, and data analysis. This included learning from other transport modes, including London Underground, trams, and rail. This stakeholder engagement, alongside research and analysis, informed the strategy and the actions detailed in it. TfL's work on managing fatigue, health and wellbeing continues to evolve through research, trials, and ongoing engagement with bus operators, as well as through the pan-TfL fatigue working group.

TfL reports on the actions and activities of its Bus Safety Strategy to the SSHRP and will next report to the panel after the annual review this autumn. All existing SSHRP reports are published on TfL's website. TfL also tracks actions internally through its Bus Safety Programme Working Group and is working with its SHE team on benefits realisation.

Following sentencing last summer in relation to the Sandilands tragedy in 2016, a number of actions for TfL arose from the judge's sentencing remarks. As part of this, TfL carried out a deep dive review into its Operational Risk management, and a new way to manage Operational Risk is being introduced in its Bus Directorate and will be embedded into the work of the teams within.

Commission new research on shift lengths, patterns, and rotas, including data on bus drivers' experiences of investment such as rest facilities and toilets

All rosters and shift scheduling must comply with national regulations on bus drivers' hours. TfL has an established programme of compliance audits and assurance exercises to determine London Bus Operating Companies adherence to UK Domestic Drivers Hours rules. This is undertaken by reviewing drivers' schedules, actual drivers driving hours, and garage procedures for the allocation and monitoring of drivers' hours.

All bus operators have Fatigue Risk Management Plans, which detail how each operator will manage fatigue using tools including training, roster assessment, best practices in investigation, and innovative technologies. Following research completed by the University of Surrey on Fatigue Risk Assessment Tools and their suitability for use by London bus operators, TfL will also be developing guidance and an e-learning course for bus operators, including how they should be used, the limitations and strengths, and how to interpret the results. TfL is planning to publish this research later this year.

TfL is currently undertaking a trial of FDT on a wide range of buses and routes across London, which aims to improve the industry's understanding of fatigue risk management and effective mitigation of fatigue risk. This can only be done through an evidence and data led approach, through learning more about where fatigue risk is highest (locations, rosters, times, types of routes) and using FDT to assess the most effective management interventions. This will be the first quantified analysis of confirmed fatigue incidents, along with a detailed analysis of the causes behind the fatigue incidents. The outcomes of this work will inform the purpose and scope of any future review of shift lengths, patterns, and rotas. FDT's use is as a tool to identify fatigue risk in order to learn lessons on how to prevent it. It will, therefore, not be used in any disciplinary process against drivers. There is no value in simply using it solely to identify fatigue in isolation without using the data collected to learn how we can prevent fatigue in the first place. Therefore, we will be looking to work with drivers through their unions to use the collected data to help reduce the causes of fatigue.

TfL recognises the importance of appropriate rest facilities such as mess rooms and quiet areas where bus drivers take their breaks. As set out in its Bus Action Plan, TfL is committed to:

- Renewing an average of eight driver welfare facilities, including mess rooms and toilets, every year until 2030.
- Working with boroughs to leverage developer funding and other local funding sources for bus services and bus infrastructure, including welfare facilities.

Recommendation 5

TfL should convene relevant stakeholders, bus operating companies and unions urgently to develop proposals for TfL on timetabling, rostering, and drivers' hours and shifts to help deliver against the vision zero goal.

As detailed in the response to recommendation 4, all rosters and shift scheduling must comply with national regulations on drivers' hours. Schedules are regularly reviewed to ensure that sufficient time is provided to reflect road conditions.

TfL's approach is one of evidence-led change, and it is important that TfL and the industry has the information it needs to make informed decisions about any proposed changes. Therefore, the outcomes from the current trial of fatigue detection technology (detailed in the response to recommendation 4) will inform the purpose and scope of any future review of shift lengths, patterns, and rotas. When we have this data, we will work with operators and unions to identify potential causes of fatigue and work with them to alleviate these.

Operators have also allocated 'route champions' who represent drivers on each route in conjunction with the formal Trade Union representatives. They proactively work to improve schedules to reflect the operating environment and to ensure that adequate time is allocated to rest and reliefs. Operators also have individual schedule agreements between the Trade Union and the operator to

ensure that all new schedules reflect considerations around rest periods and reliefs that will be above the statutory minimums.

Furthermore, iBus 2 technology will also provide bus operating companies with additional tools and alerts regarding driver hours. This includes alerting a service controller, for example, if a route diversion is predicted to take a driver beyond their working hours.

Through the joint TfL and bus operator Fatigue, Health, and Wellbeing workstream, TfL will be developing guidance and training for bus operators on Fatigue Risk Assessment Tools, which will look at how they should be used, the limitations and how to interpret and apply the results to schedules and rostering. This follows research TfL commissioned by the University of Surrey into Fatigue Risk Assessment Tools, as mentioned in recommendation 4.

Recommendation 6

TfL and bus operators should identify changes that can be made to the ergonomics of the bus cab as part of updates ahead of the revised bus safety standard in 2027, and ensure further progress is made to improve driver conditions. In preparing the new bus safety standard, TfL should consult with bus drivers, and specifically ensure women drivers are represented in any such consultation.

TfL is currently developing the requirements for the 2027 Bus Safety Standard and beyond and will take note of this recommendation. This is a significant, ongoing area of work that will include in-depth research, trials, and engagement with the bus industry along with other stakeholders. The bus driver's cab is a key area of focus for the 2027 Bus Safety Standard. This will be holistic research looking at all aspects of the driver's cab, including ergonomics, acoustics, seat design, and user experience.

As part of the Women in Bus and Coach network, established last year to encourage more women to work in the bus and coach industry at every level and to support them to remain in the industry, TfL held a national roadshow to engage and gather feedback from bus drivers and other staff in the bus and coach industry. This will have a focus on understanding what the issues are with the driver's cab, specifically for women.

TfL is also undertaking in-depth research in London on projects that will complement the cab design revision. This includes work on bus pedal design and layout, which has included a number of roadshows to all bus operators in London to gather feedback from drivers using a bespoke seating and pedal rig to capture feedback on pedal positioning, placement, and movement.

Recommendation 7

TfL should address the issue of extreme temperatures in bus cabs through improved air conditioning and heating systems for the cab. It should monitor this by incorporating a digital thermometer in future cab designs, with data automatically recorded on iBus.

The Mayor recognises the increasing challenge of extreme weather, notably higher temperatures over the summer. All TfL bus driver cabs are fitted with air conditioning. TfL has been working with bus operators to improve the maintenance of the air conditioning systems on buses and actively monitor performance. This includes appointing independent inspectors to conduct random audits of the driver's air conditioning systems.

Once third-party sensors are installed, new iBus2 technology on TfL buses will provide the capability for monitoring temperature. However, this will require collaboration between bus operating companies and bus manufacturers to fit a suitable sensor.

Recommendation 8

TfL should publish an action plan into how it intends to reduce slips, trips and falls on buses. This should include:

- Actions to reduce time pressure on drivers to prevent incidents caused by vehicles moving off before passengers have safely sat down.
- Analysis of the relationship between bus speeds and bus passengers being injured from slips, trips and falls, as captured by its Speed Compliance Tool Data on iBus.
- Clear actions that it plans to take, such as new signage and messaging, to encourage people to hold on.

An analytical review was undertaken of the data held on slips, trips, and falls to understand better why and how they were occurring, with suggestions made about how these could be addressed. This work was incorporated into the Bus Safety Strategy action plan, and as part of TfL's Bus Safety Programme, it introduced a new workstream that aims to reduce bus customer injuries. This is focused on innovative features and technology that can be introduced on new buses through the Bus Safety Standard, as well as initiatives focused on safe behaviours, including bus driver training and customer communications. This includes:

- A Bus Safety Innovation Challenge to trial new measures to reduce bus customer injuries. TfL is providing funding up to £1 million for a range of projects that will contribute towards achieving this. The deadline for applications closed on 31 March 2024, and TfL is working with bus operators and suppliers to finalise the proposals to take forward. These include:
    - Trials of solutions that are already on vehicles or available on the market, which include trialling the 'ding ding' sound from the original Routemaster bus to indicate that the bus is about to depart.
    - TfL is also evaluating the behaviour change impact of safety posters that ask customers to hold handrails in the stairwell, and it has two driver-initiated messages being trialled at hotspot bus stop locations, one asking passengers to hold on to the handrails and the second to give their seat up if able to.
- Research to understand the causes of bus customer slips, trips, and falls, which includes CCTV analysis.
- Research by independent behavioural science experts to look at existing literature and data through a behavioural science lens to provide insight into why some bus passengers carry out behaviours that put them at risk of slips, trips, and falls.
- Development of further trials is subject to the outcome of the independent behaviour science expert review and analysis.
- Rolling out the delivery of a new bus driver training course focusing on Equality, Diversity and Inclusion, which includes specific content on allowing extra time and care for passengers to be seated before departing, use of the bus lowering feature and accessibility ramp, and understanding passenger needs better.

Alongside this, through its Bus Safety Standard, TfL introduced Level 1 Bus Occupant-friendly interior safety measures in 2021. These include requirements for the staircase, seat positions,

handrail construction and installation, and guards for exposed seats. Level 2 Bus Occupant-friendly interior measures, which push for more challenging safety changes, are required for new buses in 2024, which will further improve the safety of bus occupants. These measures aim to mitigate and reduce the number of serious and fatal bus customer injuries.

TfL has been looking more in depth at the root causes of falls in particular to understand what more it can do to reduce these through bus design or bus driver training. This includes looking at reducing pedal application error, fatigue, and distraction, which may contribute to harsh braking or acceleration; looking more broadly at the causes of harsh braking, and whether the cause is within the bus or with the driver or there are other external influences that need to be addressed; and looking at the acceleration rate and braking profiles of different bus types.

Recommendation 9
Given the continuing high rates of injuries involving buses, TfL should explore the possibility of working with Government to set up a pilot scheme in London for an independent Bus Safety and Standards Board.

Casualties involving buses make up a small proportion of the overall road casualties in London relative to their share of traffic. However, with around five million daily bus journeys, TfL is not complacent and is vigorously working towards its Vision Zero targets for the bus network. As part of this commitment, TfL's Bus Safety Programme continuously drives major safety improvements across the network, including funding specific interventions to reduce collisions and improve existing safety processes and data collection. The programme is achieving the greatest reduction in people killed or seriously injured per journey of any mode on London's roads.

TfL is also working in partnership with the Bus Centre of Excellence to develop a Bus Knowledge Sharing and Incident (KSI) Network. The purpose of the group will be to lead the improvement of bus safety across the UK, bringing together safety experts and bus professionals from across the industry to share learning, build best practices, and influence the policy and regulatory direction of safety for the bus industry. The first meeting took place on Monday 25 March to develop the priorities, goals and scope of the network, and the formation of the network has been endorsed by the Advisory Board of the Bus Centre of Excellence, chaired by Leon Daniels, OBE.

The objectives of the Bus KSI Network are to:

- Facilitate and encourage learning from a wide range of bus fatal or serious incidents, including standardising how incident data is collected and recorded (beyond STATS19).
- Enable safety knowledge sharing across the bus industry, including incident investigation outcomes, recommendations, and best practices.
- Provide networking and learning opportunities to advance knowledge of strategic safety change and development and how to successfully deliver safety improvements.
- Provide access to subject matter experts to assist in understanding the challenges, individual incidences, thematic, and trend analysis.
- Make a case for continued open safety knowledge sharing, with Government support and directives, for the bus industry.

Support for the Network has been widespread, with organisations such as the Parliamentary Advisory Committee for Transport Safety (PACTS), Bus Users UK, the Department for Transport

(DfT), bus operators and manufacturers, and specialists in a broad range of bus safety topics joining the Network and helping to shape and deliver it.

Recommendation 10

To enable learning, TfL should publish on its website an index of all transport related Prevention of Future Deaths (PFD) Reports that relate to London, including summary details of dates, locations, transport mode(s), transport operator and outcome. It should ensure all relevant information such as road safety audits and findings from the Met Police's own investigation teams are published for transparency.

TfL and its bus operating companies and other suppliers consider all prevention of future death (PFD) reports received from coroners. Most PFD reports issued by coroners are published on the Chief Coroner's website, together with associated responses. Therefore, this information is already publicly available, and there is no need to duplicate this established process.

The publication of the Met's own investigations is not a matter for TfL to decide.

To assist people in finding the existing publicly available information relating to PFDs on the judiciary website, TfL included a link on the Bus Safety Data page, alongside the high-level fatality information TfL has already shared.

Recommendation 11

The Mayor should undertake a new viability assessment with regard to implementing Platform Edge Doors across the tube network, determining how to prioritise such investment, as funding becomes available. TfL should provide an update to the Transport Committee once this has been completed. As part of this, TfL should provide the Committee with the results from the 2021 study on Platform Edge Doors, which was completed as part of the business case for driverless trains in London.

In 2021, TfL fed into a DfT-led workstream to consider the case for driverless train operating models with Platform Edge Doors.

As part of that work, the DfT and TfL learned from other metro systems that installing Platform Edge Doors on the TfL network would have to form part of a wider upgrade of its train control and automation. This would also require software changes across whole lines to interact with the doors at platforms, even when installing these doors at single locations. TfL has concluded that it would not be economically viable at this time to install Platform Edge Doors at single locations on a line, given the cost of these software changes.

Installing Platform Edge Doors across entire lines would also need to coincide with the full replacement of trains to maximise the benefits of Platform Edge Doors and future rolling stock layouts and designs. TfL has concluded that, currently, installation of the doors across entire lines would be costly and disruptive.

In addition, Platform Edge Doors would constrain future train design, such as the location of the doors on the train and the door widths. Installation would also result in longer journey times where trains are still manually driven, given the tolerance for stopping accuracy is small and there would need to be slower deceleration into the platform to ensure accurate stopping.

TfL also supported a DfT-led study in 2023 to consider alternative technologies such as obstacle intrusion, cameras, and alarms to detect incidents of people or objects on the track or between the train and platforms.

Currently, such alternative technology is not sufficiently developed and is expensive. However, this is expected to develop quickly and reduce in cost over the next decade, which TfL will continue to monitor.

Nevertheless, reducing the risk that customers face with the passenger train interface is a key priority for TfL, and a focussed action plan to address this further in the future is being developed.

Recommendation 12

TfL should provide an annual update to the Transport Committee on progress in reducing escalator injuries across the transport network.

TfL continues to work on tackling escalator injuries or incidents. During school holidays, TfL displays its 'Keep Kids' Feet Clear of Edge' poster and plays regular public announcements (PAs) [both of which are reinforced by station colleagues when they see children travelling on the network] to raise awareness of children's loose footwear being caught in escalators.

TfL particularly targets areas with a higher footfall of children, such as stations that provide access to museums. In addition to this, TfL has undertaken some work with the Transport Research Laboratory, which has embarked on research to better understand customer behaviour. The output of this research will inform the approach that TfL takes to influence customer behaviour.

TfL is trialling a trip switch that will cut out an escalator in the event of an entrapment. TfL is also undertaking some research on friction and the impact that different levels have on entrapments, as well as looking at the feasibility of tactile skirting and using different coloured and stiffer brushes on the sides of escalators to deter customers from standing too close to the escalator sides.

TfL continues to work with Network Rail, several other train operating companies and escalator manufacturers to share the work that the different organisations are undertaking, and the learning associated with this, to ensure that an industry-wide approach is being taken.

For slips, trips, and falls on escalators, TfL is in the process of refreshing its plans targeted at the stations that see the highest number of incidents occurring to look at potential mitigation measures considering changing customer demographics. This will be complemented by a 'Take Extra Care After Drinking Alcohol' campaign, and TfL increases the communications of this during the summer, when the number of incidents that have intoxication as a contributing factor increases. Specific interventions will include the prominent display of posters, the broadcast of PA announcements, and the use of travel ambassadors to support regular staff.

In terms of providing an annual update, TfL provides updates on its top safety risks at regular intervals and can include this topic as appropriate. TfL will also include an overview of this work in its annual SHE Report, which it is happy to share with the Committee.

Recommendation 13

TfL should set out a plan by July 2024 for how it will address its maintenance backlog to reach a State of Good Repair, including the timing and investment required – including from Government.

Since 2020/21, TfL has been on a path back to financial sustainability by rebuilding its revenue and continually improving its efficiency. This means that all Government funding received in the 18 December 2023 capital settlement is being used to support capital investment.

The Mayor fully recognises that TfL must get the best value for every pound spent on its assets. To help drive this value and the associated efficiencies, TfL has established an asset management improvement programme, with three priority areas:

- Data: Provide transparency and visibility of asset condition and related performance through data and insights.
- Decisions: Enable the impact of asset decisions on TfL outcomes to be fully understood and to inform business activities and priorities.
- Delivery: Optimise delivery to do more for less and achieve the best value from all asset interventions.

Through its growing operating surplus, TfL can fund around three-quarters of the capital investment programme described in its 2024/25 Business Plan. This recognises, as per the December 2023 funding settlement, that TfL is not expected to solely finance major capital enhancements and renewals from its operating incomes, as is consistent with other transport authorities.

While TfL still lacks capital funding certainty beyond 2024/25, its progress in cutting costs and growing revenue means its 2024/25 Business Plan sets out steadily increased investment in renewals over the coming years. This means TfL is now beginning to work through a programme of long-delayed and vital improvements to the network, with some key works such as the A40 Westway. Investment levels beyond 2024/25 will depend on securing appropriate capital funding support from the Government.

Given the level of investment required to remove the renewal backlog and deliver the appropriate State of Good Repair, the Mayor is working with the Government to secure a way forward for long-term funding for TfL.