

# Transport for London

**Summary:** Transport for London (TfL) is a functional body of the Greater London Authority. TfL is London's integrated transport authority, responsible for delivering the Mayor of London's transport strategy. It operates the public transport network across London and manages London's main roads, as well as other functions. This paper provides key information on the governance, funding and strategy of TfL.



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## About the Research Unit

The London Assembly Research Unit provides an impartial research and information service. We undertake research and analysis on key issues in London to inform the Assembly's work. Our publications are made available for all Londoners.

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# 1 Transport for London

## 1.1 Governance

TfL is a functional body of the Greater London Authority (GLA). It is the transport authority responsible for meeting the Mayor of London's transport commitments.

The Mayor appoints the Board of TfL, which must have between eight and 17 members. The Mayor does not have to be a member of the Board but can choose to be, and if so must act as Chair.<sup>1</sup> TfL's Board has always been chaired by successive mayors since the GLA was established in 2000.

The Mayor must ensure that between them TfL Board members have experience in transport; finance and commerce; national and local government; the management of organisations; and the organisation of trade unions. The Board must also represent the interests of women and disabled people in relation to transport and have at least two members that represent the interests of those living, working and studying outside London that are served by TfL.<sup>2</sup>

The current [TfL Board](#) is made up of 16 members with the Mayor of London, Sadiq Khan, as Chair and the Deputy Mayor for Transport, Seb Dance, as Deputy Chair.

The [GLA Act 1999](#) sets out how TfL's Board can establish committees and sub-committees. TfL can delegate functions to any committee or sub-committee, any subsidiary of TfL, any member or officer of TfL, or any body of members or officers of TfL.<sup>3</sup>

TfL's [Standing Orders](#) sets out the role and responsibilities of the Board, the decision-making structure and proceedings of the Board, and the delegation of authorities. Within the Standing Orders, the Scheme of Delegation sets out which functions are reserved for the Board and which are delegated.

The Board reserves the following functions to itself:

- the provision of strategic guidance
- approval of key decisions, such as TfL's Business Plan, the detailed TfL Group Budget, the Annual Report and Statement of Accounts, and strategic issues
- the appointment and removal of the Members of Committees and Panels, directors of some of its Subsidiary Entities and associate or joint venture entities, advisers and the Commissioner for Transport and specified other senior staff.

The Board delegates authority to the following:

- the Chair of TfL – in situations of urgency the Board delegates to the Chair the exercise of any of its functions

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<sup>1</sup> GLA Act 1999, [schedule 10](#)

<sup>2</sup> GLA Act 1999, schedule 10

<sup>3</sup> GLA Act 1999, schedule 10

- committees – the Board delegates specific matters to its committees; these are set out in each Committee's [terms of reference](#)
- subsidiary entities – the Board delegates to its subsidiary entities the discharge of functions relevant to each entity's role and responsibilities, unless reserved to the Board
- officers – the Board delegates the day-to-day management of TfL to the Commissioner, Chief Officers and other officers; they are responsible for the delivery of TfL's Business Plan, as well as operations and budgetary performance.

TfL currently has seven committees and advisory panels; the Audit and Assurance committee; the Customer Service and Operational Performance Panel; the Finance Committee; the Land and Property Committee; the Programmes and Investment committee; the Remuneration Committee; and the Safety, Sustainability and HR Panel.<sup>4</sup>

TfL has three direct [subsidiary companies](#): London Transport Insurance (Guernsey) Limited; TfL Trustee Company Limited; and Transport Trading Limited. Transport Trading Limited is a holding company for TfL's operating transport companies and TfL's land and property companies; it therefore has several subsidiary companies.

The day-to-day operation of TfL falls under the responsibility of TfL's 11 [Chief Officers](#). TfL's Commissioner is the Chief Officer with overall responsibility for ensuring the delivery of safe and reliable transport services in London; and fulfilling the priorities and objectives set out in the Mayor's Transport Strategy (MTS) and TfL Business Plan.

## 1.2 Functions and powers

TfL is the integrated transport authority responsible for meeting the Mayor of London's strategy and commitments on transport in London. This includes operating the public transport network across London and managing London's main roads.

TfL took over key public transport functions from its predecessor, London Regional Transport, which was responsible for the public transport network in London between 1984 and 2000. TfL took over responsibility for the London Underground in 2003.<sup>5</sup>

The GLA Act gives TfL the power to provide, or secure the provision of, public passenger transport services in London.<sup>6</sup> It also gives TfL general powers to form companies and make agreements to carry out its activities, for example for joint ticketing or revenue pooling between TfL and another party.<sup>7</sup> [Schedule 11](#) of the GLA Act sets out TfL's miscellaneous powers, which include enabling TfL to carry passengers, luggage and other goods by land or water transport within London; to charge for the services it provides; and to acquire, develop, sell and lease land.

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<sup>4</sup> TfL, [How we are governed](#)

<sup>5</sup> TfL, [Our role](#)

<sup>6</sup> GLA Act 1999, [section 173](#). Other functions were inherited from other organisations, such as the Docklands Light Railway from the London Docklands Development Corporation, and road management from London boroughs.

<sup>7</sup> GLA Act 1999, [section 156](#)

The GLA Act requires TfL to produce an annual report on its performance as soon as possible after the end of the financial year. The annual report must include information on how TfL has contributed to the implementation of the MTS, and the Mayor can specify what information on TfL's performance should be included. TfL publishes its [annual report](#) on its website, and has a library of [past annual reports](#).

In addition to its functions relating to transport in London TfL carries out various other non-travel business activities. This includes [commercial property development](#). TfL is one of the largest landowners in London, and manages around 1,000 rental units and 800 railway arches across the city. TfL also works on [commercial media and partnerships](#) (including advertising) and [open data](#), where third-party developers can make use of TfL's public data to create software and services for the public.

## London Underground and the Elizabeth Line

TfL is responsible for managing the London Underground, also known as the Tube, including running the trains, stations and control centres; maintaining the infrastructure, except where services run on Network Rail track; ensuring it is safe and secure; and setting fares and collecting revenue.

The London Underground currently has 11 lines, covering 402km, with 272 stations. It handles up to 5 million passenger journeys a day.<sup>8</sup>

In 2022 the Elizabeth Line brought together two sections of railway that were running as TfL Rail with a new section running under central London, built by Crossrail Ltd. Elizabeth Line services run from Abbey Wood and Shenfield, through central London, to Reading and Heathrow. TfL is responsible for performance, train frequency, station facilities, fares and revenue. MTR Elizabeth line is contracted to manage the day-to-day operation. TfL's 2022-23 annual report reported that 42km of new tunnels were created for the Elizabeth line, and 3.5 million journeys are made on the line every week.<sup>9</sup>

## London buses

Most bus services in London are run by private operators who have been awarded a contract by TfL. Bus contracts are managed by a TfL subsidiary company, London Bus Services Ltd, that plan bus routes, set service levels and monitor service quality.

London's bus fleet consists of around 9,300 vehicles, operating across 675 routes. The majority of the fleet is owned bus operators. The fleet is made up of low and zero emissions vehicles, with around 1,400 zero emission buses.<sup>10</sup> London Bus Services Ltd also manage around 50 bus stations and more than 19,000 bus stops across London.<sup>11</sup>

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<sup>8</sup> TfL, [What we do](#)

<sup>9</sup> TfL, [Annual Report and Statement of Accounts 2022/23](#), September 2023

<sup>10</sup> TfL, [TfL's Bus Action Plan Customer Service and Operational Performance Plan Update](#), March 2024, p4

<sup>11</sup> TfL, [What we do](#)

## London Overground

London Overground is a group of seven rail routes serving different areas of London. It is part of the Network Rail network. It operates on a combination of Network Rail (90 per cent) and TfL (10 per cent) infrastructure and forms part of the national rail network. It is operated by Arriva Rail London under a concession agreement developed by TfL which sets the specification for frequency, performance, revenue protection, cleaning, and so on. TfL works with Arriva Rail London and Network Rail to manage the network.

In February 2024, TfL announced a rebranding of London Overground, including new names, colours and maps for each of the six lines.<sup>12</sup> The new London Overground network map is shown on the next page.<sup>13</sup> The lines are:

- the Lioness line: Euston to Watford Junction, shown via yellow parallel lines on the map
- the Mildmay line: Stratford to Richmond/Clapham Junction, shown via blue parallel lines on the map
- the Windrush line: Highbury and Islington to Clapham Junction/New Cross/Crystal Palace/West Croydon, shown via red parallel lines on the map
- the Weaver line: Liverpool Street to Cheshunt/Enfield Town/Chingford, shown via maroon parallel lines on the map
- the Suffragette line: Gospel Oak to Barking Riverside, shown via green parallel lines on the map
- the Liberty line: Romford to Upminster, shown via grey parallel lines on the map.

## Docklands Light Railway

The Docklands Light Railway (DLR) runs from Bank and Tower Gateway to Stratford, Beckton, Greenwich, Lewisham, London City Airport and Woolwich Arsenal. It operates as a driverless, computerised system. TfL sets the specifications for frequency, performance, fares and revenue. KeolisAmey Docklands Ltd operates and maintains the network on behalf of TfL.

TfL is introducing 54 new trains on the DLR to help improve frequency and reliability of services. Of these, 33 will replace the oldest rolling stock and 21 will be introduced to boost capacity across the network.<sup>14</sup> TfL will start introducing the new trains in 2024, with plans to have the whole fleet in place by 2026.<sup>15</sup>

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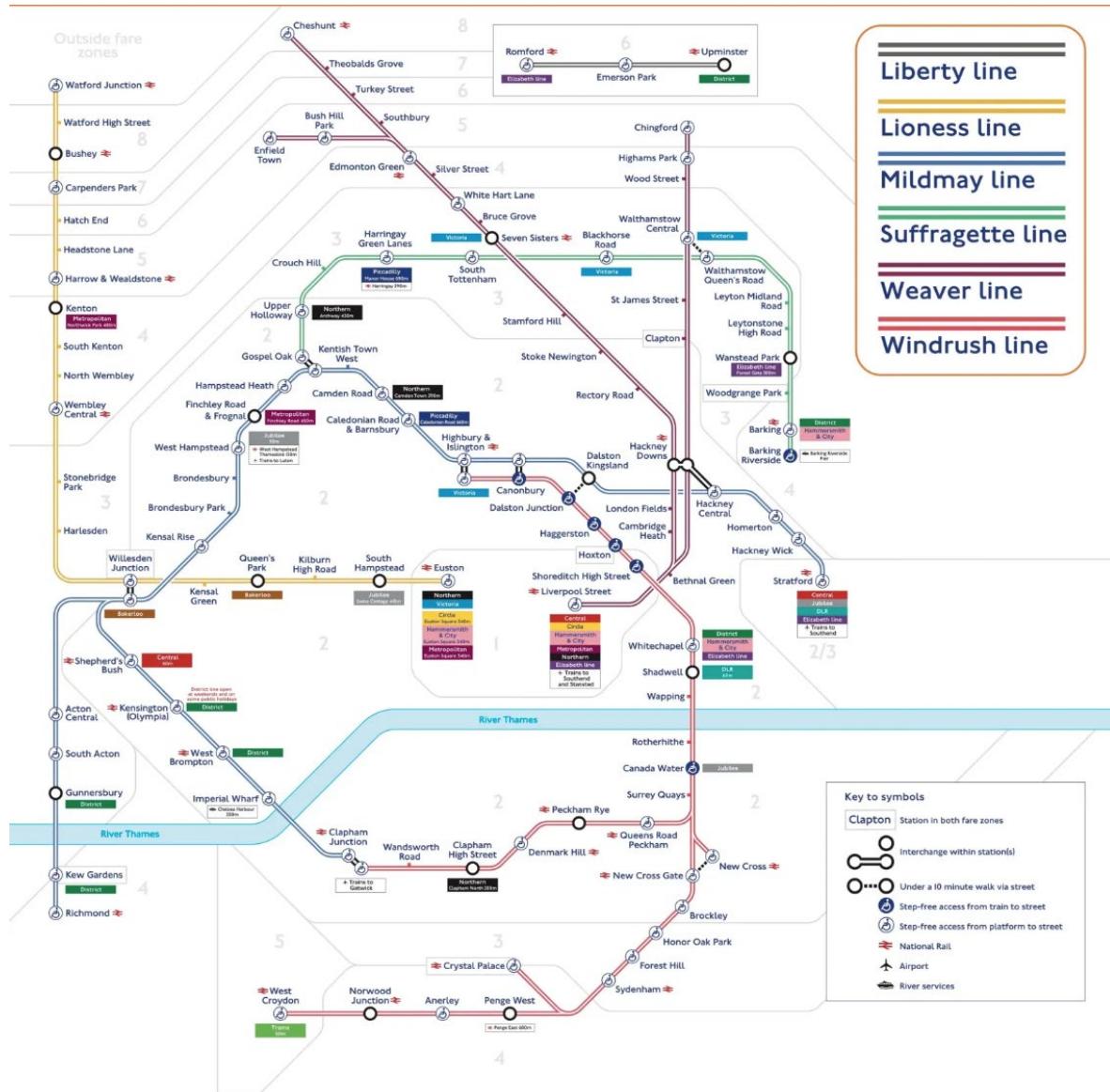
<sup>12</sup> Two services from Liverpool St were combined into a single line.

<sup>13</sup> TfL, [London's Overground lines to be given new names and colours in historic change to capital's transport network](#), 15 February 2024

<sup>14</sup> TfL, [Annual Report and Statement of Accounts 2022/23](#), September 2023

<sup>15</sup> TfL, [Improving the DLR](#)

Figure 1: London Overground network map, autumn 2024



Source: TfL, [Naming the London Overground lines](#), 2024

## Roads

Responsibility for London's roads is shared between TfL, Highways England and the London boroughs. The responsibilities are as follows:

- TfL manages the TfL Road Network, also known as London's red routes, which is a network of key routes across London such as the North and South Circular roads. TfL is also responsible for all of London's traffic lights.
- National Highways is responsible for the national motorway network, including those around London such as the M25, M1, M4, and M11.
- London boroughs manage all remaining roads within their boundaries.

## Walking and cycling

Santander Cycles is TfL's cycle hire scheme. It is sponsored by Santander and operated by private contractors Serco and Cubic. It offers bikes for rent 24 hours a day in central London. The scheme operates around 12,000 bikes, and runs from Hammersmith to Poplar, and from Brixton to Camden Town. Bikes can be picked up from, and must be returned to, one of the 820 docking stations. In October 2022 the Santander Cycle scheme expanded to include 500 e-bikes.<sup>16</sup>

As part of its work to deliver the MTS target that by 2041, 80 per cent of all journeys in London will be made by walking, cycling and public transport, TfL is expanding London's cycle network 'Cycleways'. TfL states it works with London boroughs to make London's streets attractive and accessible for walking to achieve the aim of making "London the world's most walkable city".<sup>17</sup>

## River services

TfL manages eight piers along the Thames: Greenwich, Tower, Bankside, Blackfriars, Festival, Embankment, Westminster and Millbank. It also owns Temple pier, which is privately operated. TfL also operates the [Woolwich Ferry](#), a free ferry service that links Woolwich and North Woolwich. It can carry pedestrians, cyclists, cars, vans and lorries.

London River Services (LRS) licenses passenger boat services using TfL piers, including [River Bus](#) services. These are operated by Thames Clippers, and branded as Uber Boat by Thames Clippers, and run between Putney and Woolwich. LRS issues licences to operate from its piers to private river bus and river tours operators, including Uber Boat by Thames Clippers, City Cruises and Thames River Sightseeing.

## London trams

London's tram network runs from Croydon to Wimbledon, Beckenham Junction, Elmers End and New Addington, with connections to the London Underground, the London Overground, and bus and National Rail services.

TfL sets the specifications for frequency and performance, and is responsible for fares and revenue on the tram network. Day-to-day operation of London Trams is run by Tram Operations Limited.

## London Cable Car

[London Cable Car](#) opened in June 2012 and links the Greenwich Peninsula to the Royal Docks. In 2022 IFS, a software company, became the sponsor of the Cable Car for up to five

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<sup>16</sup> TfL, [Docked e-bikes now available for hire as part of London's record-breaking Santander Cycles scheme](#), 6 October 2022. The figure of 820 docking stations was provided to the Assembly by TfL, April 2024.

<sup>17</sup> TfL, [What we do](#)

years, and it was renamed the IFS Cloud Cable Car.<sup>18</sup> FirstGroup will take over as the contracted operator and maintainer of the Cable Car in June 2024.

## Coaches and Victoria Coach Station

TfL operates [Victoria Coach Station](#), London's largest coach hub. Coaches running services to and from London operate out of Victoria Coach Station, which has links to National Rail, Tube and bus services. It offers a range of express and commuter services, day tours, coach holidays and private hire.

## London Dial-a-Ride

TfL operates [London Dial-a-Ride](#), which is a free door-to-door service for people with a permanent or long-term disability which means they are not able to use public transport. Dial-a-Ride operates seven days a week from 07:00 to 23:00.

## Taxi and private hire

TfL sets regulations for taxi (black cab) and private hire vehicles and are responsible for licensing taxi drivers and vehicles and private hire operators, drivers and vehicles across London. TfL sets standards for licensing, sets regulated taxi fares and works with boroughs to appoint taxi ranks.<sup>19</sup> TfL also regulates pedicabs, following the passing of the [Pedicabs \(London\) Act 2024](#).

# 2 Mayoral powers

## 2.1 Mayor and Deputy Mayor

The Mayor has a general duty to develop and implement policies to promote and encourage "safe integrated, efficient and economic transport facilities and services to, from and within Greater London".<sup>20</sup> The Mayor is required to prepare a Transport Strategy setting out his proposals for fulfilling this duty.

The GLA Act gives the Mayor the power to exercise control over TfL. The Mayor can issue directions to TfL as to how it exercises its functions, with which TfL must comply, or guidance, to which TfL must have regard.<sup>21</sup> Any guidance or direction from the Mayor to TfL must be issued in writing.

Recent directions from the Mayor to TfL include the revision of the MTS and guidance on road user charging; changes to travel concessions, including for older Londoners, low-paid

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<sup>18</sup> TfL, [New sponsor for the London Cable Car announced](#), September 2022

<sup>19</sup> TfL, [What we do](#)

<sup>20</sup> GLA Act 1999, [section 141](#)

<sup>21</sup> GLA Act 1999, [section 155](#)

transport workers and 18-25 care leavers; and changes to fares, including the March 2024 fares change and off-peak Friday fares trial.<sup>22</sup>

The GLA Act requires the Mayor to direct TfL as to the general level and structure of fares to be charged on TfL's public transport services. The Mayor must also set and direct TfL as to the general structure of routes to be served by TfL services, and the frequency of those services.<sup>23</sup>

Successive Mayors have chosen to appoint a Deputy Mayor for Transport, a non-statutory position. The current Deputy Mayor for Transport is [Seb Dance](#), who is also the Deputy Chair of TfL. The Deputy Mayor for Transport leads on the delivery of the MTS with TfL. [Dr Will Norman](#) has also been appointed by the Mayor as Walking and Cycling Commissioner.

## Mayor's Transport Strategy

The MTS is a statutory document that sets out the Mayor's vision for transport in London. The MTS must include the Mayor's policies and proposals to discharge his general transport duties. As with other statutory Mayoral strategies, the Mayor must consult the Assembly before publishing or revising the strategy; the Assembly has the power to reject the strategy if two-thirds of Assembly Members vote to do so.<sup>24</sup>

London boroughs, and any body with statutory functions in respect of London, must "have regard" to the MTS.<sup>25</sup> The Mayor can issue guidance to the London boroughs regarding how the MTS should be implemented. The boroughs must produce implementation plans and consult certain stakeholders on these, including the relevant Commissioner, TfL, organisations representing disabled people and other London boroughs likely to be affected by the plan. Each local implementation plan (LIP) must include a timetable for implementing the different proposals and the date by which all the proposals in the plan will be implemented.<sup>26</sup>

LIPs must be approved by the Mayor, who can direct boroughs to produce a plan in a given timescale, or take over the production of a plan if the direction is ignored.<sup>27</sup> The Mayor can take steps to implement a local plan if the borough fails to do so.<sup>28</sup>

TfL provides London boroughs with funding, known as [LIP funding](#), for schemes that are detailed in each borough's LIP and aim to improve their transport networks in a way that is consistent with, and supports, the MTS. TfL is not legally required to provide this funding.

The current [MTS](#) was published in March 2018. It covers all forms of transport in London and looks ahead to 2041. The strategy sets out the Mayor's plans to "transform London's streets, improve public transport and create opportunities for new homes and jobs."<sup>29</sup>

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<sup>22</sup> TfL, [Mayoral Directions to Transport for London](#)

<sup>23</sup> GLA Act 1999, [section 174](#)

<sup>24</sup> GLA Act 1999, [section 42B](#)

<sup>25</sup> GLA Act 1999, [section 144](#)

<sup>26</sup> GLA Act 1999, [section 145](#)

<sup>27</sup> GLA Act 1999, [section 146, section 147 and section 153](#)

<sup>28</sup> GLA Act 1999, [section 152](#)

<sup>29</sup> TfL, [The Mayor's Transport Strategy](#)

The central aim of the MTS is for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041.<sup>30</sup>

The strategy uses the [Healthy Streets Approach](#), which prioritises walking, cycling and public transport and encourages people to use private cars less. It outlines some practical steps to achieve this, including:

- improving local environments by providing more space for walking and cycling, and better public spaces where people can interact
- prioritising better and more affordable public transport, and safer and more appealing routes for walking and cycling
- planning new developments so people can walk or cycle to local shops, schools and workplaces, and have good public transport links for longer journeys.<sup>31</sup>

Healthy Streets provides the framework for the MTS, each of the MTS's three key chapters apply the Healthy Streets Approach to deliver the aims of the strategy. The key chapters are as follows:

1. **Healthy Streets and healthy people:** with a focus on designing individual streets and the street network for people, rather than cars, and improving the experience of being on London's streets, to promote more sustainable transport options.
2. **A good public transport experience:** focuses on an easy-to-use and accessible public transport system that gives people alternatives to car use for journeys that cannot be walked or cycled. This includes providing higher-quality public transport services, better planned transport networks and the extension of public transport links to new areas.
3. **New homes and jobs:** applies the Healthy Streets Approach to London's future development, including using public transport connections to deliver homes and jobs and ensuring future developments are planned around walking and cycling for shorter trips, and cycling and public transport for longer ones.

TfL has developed several action plans detailing how the Mayor and TfL will achieve the MTS proposals. Further details on these can be found in section 5 of this briefing paper.

TfL's progress on delivery of the MTS is reported to the TfL Board annually.<sup>32</sup> TfL also publishes annual Travel in London reports, which detail trends and developments in travel and transport in London; and update on progress towards implementing the MTS. The [2023 Travel in London](#) report was published in December 2023. [Past years' reports](#) are published on TfL's website.

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<sup>30</sup> Mayor of London, [Mayor's Transport Strategy](#), March 2018

<sup>31</sup> Mayor of London, [Healthy Streets](#)

<sup>32</sup> TfL, [The Mayor's Transport Strategy](#)

## 3 TfL funding

### 3.1 How TfL is funded

TfL is funded from a variety of sources including fares and other operating income, grants and borrowing. Since the beginning of the COVID-19 pandemic in 2020 and resulting reduction in fares income, TfL has made several [funding agreements](#) with the Government to support London's transport network. The only extant agreement was made in December 2023, and provides £250 million of capital funding.<sup>33</sup>

TfL also receives funding from the proceeds of property sales, which may be used for further capital investments. TfL has established a property company, [Places for London](#), which has a programme to deliver homes and other retail and commercial space.

TfL's budget and business plans set out how TfL plans to implement and fund the projects that underpin the MTS. TfL's [2024 Business Plan](#) maps TfL's plans to 2026-27. It was approved by its Finance Committee on 22 December 2023, under authority delegated by the TfL Board.<sup>34</sup> [Past years'](#) budget and business plans are published on TfL's website.

#### Fares income

Fares are the single largest source of TfL income and help cover the cost of operating and improving TfL's transport services.<sup>35</sup>

TfL [fares](#) are complex, with prices varied based on several different factors including mode of transport, peak and off peak, and zone of travel. However, ticketing is simple for users who can touch in and out using contactless or an Oyster card on all TfL transport services.<sup>36</sup> TfL fares are also capped, which limits how much users pay for their journeys in a day or week.<sup>37</sup>

TfL has several [travel concessions](#) in place that provide eligible Londoners with free or discounted travel on TfL services. These include the 11-15 and 16+ Zip Oyster photocard, the 18+ Student Oyster photocard, the 60+ London Oyster photocard and the Veterans Oyster photocard. TfL also has arrangements in place with London Councils to accept the Older Persons and Disabled Persons Freedom Passes, which allow holders free travel on the TfL network.

The Mayor is responsible for setting the general level and structure of TfL fares.<sup>38</sup> The fare rates for journeys in London that are directly under the Mayor's ability to change have been constrained by the Travelcard Agreement, originally made in 1995 with train operating companies. This Agreement allows for the sale and acceptance of tickets, known as Travelcards, which give the user unlimited travel on TfL services and national rail services in

<sup>33</sup> [Letter from Secretary of State for Transport to Mayor of London](#), 18 December 2023

<sup>34</sup> TfL, [Budget and Business Plan](#)

<sup>35</sup> TfL, [How we are funded](#)

<sup>36</sup> TfL, [Contactless and mobile pay as you go](#)

<sup>37</sup> TfL, [Pay as you go caps](#)

<sup>38</sup> GLA Act 1999, [section 174](#)

London.<sup>39</sup> Some of the fares that fall within the travelcard are determined by the Government, which means that some fares in London rise in line with the Government-decided rate.

In 2017 the Mayor froze TfL-controlled fares across London's transport network.<sup>40</sup> The following fares were frozen between 2017 and 2020:

- all fares on buses and trams
- all single pay as you go fares and paper single tickets on tube and DLR services
- all Santander Cycle hire fares
- all fares on the Cable Car
- certain fares on London Overground and TfL rail
- certain fares on river bus.

Between 2021 and 2023 the Mayor increased TfL fares in London, as anticipated in the funding agreements with the Government during the COVID-19 pandemic. In January 2024 the Mayor announced that he would freeze TfL fares until March 2025.<sup>41</sup> The following fares have been frozen:

- all pay-as-you-go fares on the bus, tube, tram and DLR
- most pay-as-you-go fares on the London Overground and Elizabeth line
- single and return paper fares.

The Mayor announced that the £123 million revenue shortfall from freezing TfL fares would be funded by increasing the GLA's grant to TfL from retained business rates income for 2024-25.<sup>42</sup>

## Road user charging and other operating income

TfL also generates income from sources other than fares. This includes revenue from charging for road use and commercial activity. TfL states that generally these sources of income are collectively around one-third of the amount raised from fares.<sup>43</sup>

The GLA Act gives TfL the power to establish and operate road user charging schemes in London.<sup>44</sup> TfL currently operates a number of road user charging schemes, which have a variety of primary purposes including addressing congestion and air quality, and which also bring in revenue:

- The [Congestion Charge](#): This was originally established in February 2003, and covers an area in central London. Drivers are charged a £15 daily charge to drive within the [Congestion Charge zone](#) between 7am and 6pm Monday-Friday, and

<sup>39</sup> TfL, [Travelcards and group tickets](#)

<sup>40</sup> Mayor of London, [MD2047 January 2017 Fare Changes](#), November 2016

<sup>41</sup> Mayor of London, [Mayor steps in and announced he'll freeze TfL fares this year easing the cost for millions of Londoners](#), January 2024

<sup>42</sup> Mayor of London, [MD3221 March 2024 fare change](#), January 2024

<sup>43</sup> TfL, [How we are funded](#)

<sup>44</sup> GLA Act 1999, [section 295](#)

midday-6pm Saturday, Sunday and bank holidays. In February 2007 the Congestion Charge zone was extended to include a Western Extension. This was removed in December 2010 following public consultation.<sup>45</sup>

- The [Ultra Low Emission Zone \(ULEZ\)](#): The ULEZ was first introduced in April 2019 covering the same area as the Congestion Charge.<sup>46</sup> In October 2021 the ULEZ was expanded to cover the area inside the North and South Circular Roads.<sup>47</sup> It was expanded again in August 2023 to the Greater London boundary.<sup>48</sup> Cars that do not comply with the [ULEZ emissions standards](#) must pay £12.50 a day to drive within the ULEZ. It operates 24 hours a day, every day except Christmas Day. Non-compliant vehicles that drive within the Congestion Charge zone and the ULEZ must pay both charges.
- The [Low Emission Zone \(LEZ\)](#): The LEZ was introduced in February 2008 and covers the whole of Greater London.<sup>49</sup> The LEZ applies to vans, lorries, heavy goods vehicles (HGVs), buses, coaches and specialist diesel vehicles and operates 24 hours a day every day. Non-compliant vehicles are charged [£100 or £300 per day](#) to drive within the LEZ.

Any revenue generated from road user charging schemes in London must be used for relevant transport purposes.<sup>50</sup>

TfL generates other income from its commercial activity, including advertising on the TfL network, property rental and sales and sponsorship for Santander Cycles and IFS Cloud Cable Car.

## Grants

In addition to the revenue streams outlined above, TfL receives grants from central government and the GLA. The main sources are:

- business rates retention: this is the largest source of grant funding to TfL, funded from a proportion of local business rates paid to TfL from the GLA
- GLA precept: this is funded from council tax receipts, and is set annually by the Mayor
- capital grants: these would usually provide funding for a specific project via an agreement with other funding bodies, for example from the Housing Infrastructure Fund

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<sup>45</sup> TfL, [Congestion Charge extends west](#), 19 February 2007, see also TfL, [Mayor confirms removal of Congestion Charge Western Extension Zone by Christmas and introduction of CC Auto Pay in New Year](#), 20 October 2010

<sup>46</sup> TfL, [GLA – World's first 24 hour Ultra Low Emission Zone](#), 8 April 2019

<sup>47</sup> TfL, [Drivers urged to check their vehicle ahead of Ultra Low Emission Zone expansion on 25 October](#), 19 October 2021

<sup>48</sup> TfL, [ULEZ Expansion 2023](#)

<sup>49</sup> TfL, [London's poor air quality tackled with launch of Low Emission Zone](#), 4 February 2008

<sup>50</sup> GLA Act 1999, [Schedule 23](#) defines 'relevant transport purpose' as "any purpose which directly or indirectly facilitates the implementation of any policies or proposals set out in the Mayor's transport strategy".

- funding agreements with Government: TfL made a number of funding agreements with the Government to support operations and investment in the network during and following the COVID-19 pandemic.

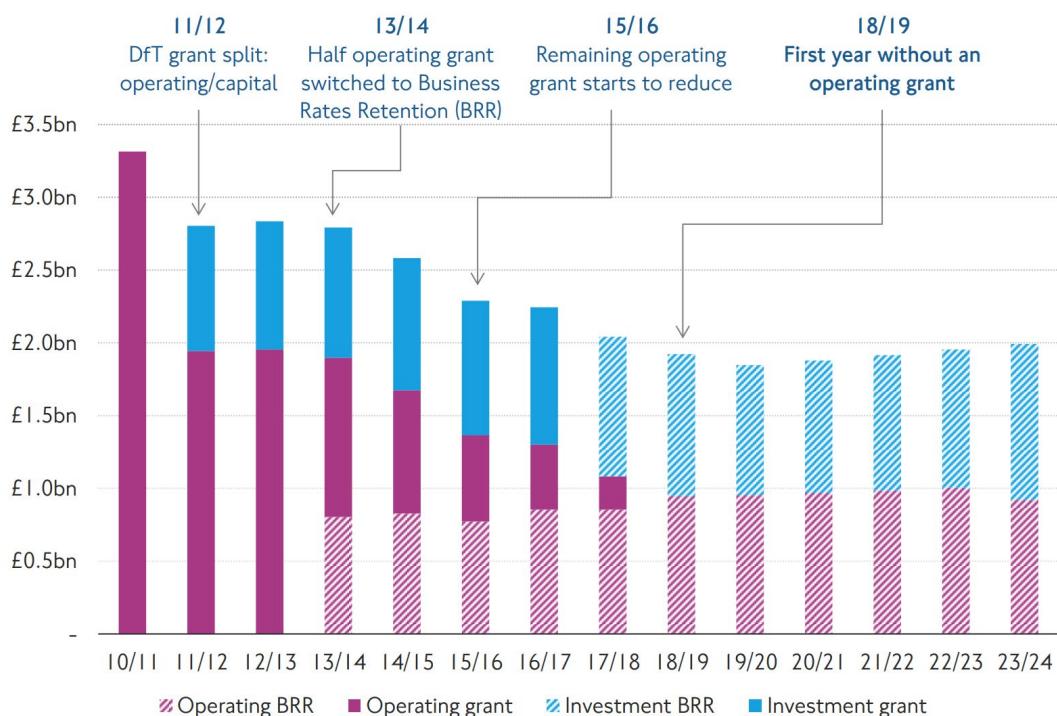
In 2013 changes were made to the grant funding TfL received from central government. The GLA Transport Grant was previously provided by the Government to TfL to deliver transport services and investment in London. From 2013 this grant funding was phased out over a number of years and partially replaced by business rates retention.<sup>51</sup>

The Mayor's Final Consolidated Budget 2013-14 outlined the change as follows:

"On the basis of the current approved allocations the remaining general element of TfL's transport grant paid by DfT [Department for Transport] will be reduced from £1,954 million in 2012-13 to £1,102 million in 2013-14 – partly offset by the £758.5 million of former GLA transport grant transferred into the rates retention system. As indicated above the Secretary of State for Transport is minded to reduce the GLA Transport grant further in 2013-14 and 2014-15 and these changes will need to be managed within its current planning envelope."<sup>52</sup>

In its 2019 Business Plan presentation for the Finance Committee TfL charted the impact of this change over time.

**Figure 2: Changes in TfL's funding**



Source: [TfL Business Plan 2019 slide presentation for Finance Committee](#)

<sup>51</sup> TfL, [Letter from Government in relation to GLA Transport Grant](#), April 2013

<sup>52</sup> Mayor of London, [The Greater London Authority Consolidated Budget and Component Budgets for 2013-14](#), March 2013, p38

## Borrowing

TfL has historically used borrowing to help finance investment in London's transport network. Any TfL borrowing must be conducted in line with the provisions of the Prudential Code for Capital Finance in Local Authorities and must stay within TfL's authorised limit for external debt.<sup>53</sup>

TfL's 2024 Business Plan anticipates around £280 million of net new borrowing each year on average, in addition to refinancing maturing debt. It states:

"The borrowing raised in this Business Plan will help finance our investment programme, including trains and signalling replacements, new homes and growth, as well as projects that will help improve the environment and adapt to climate change. We regularly review the amounts we can borrow, ensuring they are prudent, affordable and sustainable. The borrowing set out in this plan has been assessed against rigorous affordability criteria and we have not assumed any incremental borrowing until after we have reached financial sustainability."<sup>54</sup>

## 3.2 Mayor's 2024-25 Budget

In the [2024-25 Mayor's budget](#), of the £21.9 billion total GLA Group Budget, £11.9 billion is budgeted for the TfL Budget. This is split into £9.6 billion revenue and £2.3 billion capital.<sup>55</sup>

TfL's main revenue funding sources are:<sup>56</sup>

- £5,519.1 million from passenger income (fares)
- £2,169.9 million from business rates
- £988.0 million income from the Congestion Charge, ULEZ and LEZ
- £602.1 million from other operating income
- £244.1 million from council tax.

The TfL Budget additionally plans for: £35.6 million third-party contributions and £8.4 million specific grants and £57.2 million transfer from reserves and £18.0 million GLA funding from Group reserves.

TfL's 2024-25 operating costs include:

- £3,369.4 million for buses, roads, compliance and policing
- £1,740.1 million for London Underground
- £1,244.6 million for other operations which includes Dial-a-Ride, river services, Santander Cycles, Victoria Coach Station and IFS Cloud Cable Car

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<sup>53</sup> TfL, [How we are funded](#)

<sup>54</sup> TfL, [2024 Business Plan](#), December 2023, p22

<sup>55</sup> Mayor of London, [The Greater London Authority Consolidated Budget and Component Budgets 2024-25](#), March 2024, p6

<sup>56</sup> Mayor of London, [The Greater London Authority Consolidated Budget and Component Budgets 2024-25](#), March 2024, p58

- £647.1 million for contracted rail and sponsored services (including DLR, trams and London Overground)
- £586.6 million for the Elizabeth line
- £575.8 million for the Congestion Charge, ULEZ and LEZ.

TfL's total capital expenditure for 2024-25 is set out in the [Mayor of London's Capital Spending Plan 2024-25](#). The key investment areas include:<sup>57</sup>

- £937.0 million for rolling stock and signalling replacement
- £761.0 million for renewals
- £377.4 million for enhancements
- £166.9 million for Transport Trading Limited Properties
- £42.9 million for Crossrail construction programme.

TfL's capital funding for 2024-25 will come from:<sup>58</sup>

- £988.8 million from revenue contributions
- £514.2 million from borrowing
- £500.3 million from Working Capital and Reserve Movements
- £148.2 million from capital receipts
- £87.7 million from Capital grants and Third Party Organisations
- £46.0 million from Crossrail contributions from GLA/DfT.

### 3.3 Impact of COVID-19 on TfL finances

#### Reduced demand and fare revenue

The COVID-19 pandemic had a significant and sustained impact on TfL ridership levels and network demand, and as a result on TfL funding.

Demand for London Underground fell to just 4 per cent of normal, and bus demand fell to 16 per cent of normal, during the pandemic.<sup>59</sup> The significant reduction in demand for TfL services led to a reduction in passenger income, which makes up a large proportion of TfL's income.

Demand for public transport in London remains below pre-pandemic levels. In October 2023 London Underground demand was around 84 per cent of pre-pandemic levels, bus demand was also around 84 per cent. Overall public transport demand across all modes was around 90 per cent of pre-pandemic levels.<sup>60</sup>

<sup>57</sup> Mayor of London, [The Mayor of London's Capital Spending Plan 2024-25](#), February 2024

<sup>58</sup> Mayor of London, [The Mayor of London's Capital Spending Plan 2024-25](#), February 2024

<sup>59</sup> TfL, [Travel in London Report 14](#), 2021

<sup>60</sup> TfL, [Travel in London 2023: Annual Overview](#), December 2023

TfL has identified certain trends in the recovery of travel demand that continue to have an impact on TfL income from fares. These include:

- varying levels of demand recovery between different modes, including a slower rate of recovery for public transport than road traffic
- changes to travel demand by day of the week, particularly on the London Underground where recovery has been faster on weekends than weekdays
- more widespread adoption of hybrid working, resulting in a continuing shortfall of demand for public transport relative to pre-pandemic
- resilience of active travel modes throughout the pandemic and subsequent levels of demand that are higher than before the pandemic.<sup>61</sup>

## Funding agreements with the Government

Since the outbreak of the COVID-19 pandemic, TfL has negotiated a number of funding packages with the Government, as set out below.

[First funding agreement](#) – In May 2020, the Government agreed to provide £1.6 billion to TfL to help it address an estimated budget shortfall of £1.9 billion. The shortfall was largely driven by a forecast significant reduction in passenger income for 2020-21.

[Second funding agreement](#) – On 31 October 2020 the Government and TfL agreed a second funding deal, worth approximately £1.8 billion. This funding agreement replaced the previous one and was due to cover the period between 18 October 2020 and 31 March 2021. On 22 March 2021 it was extended until 18 May 2021, it was extended again on 18 May 2021 until 28 May 2021.

[Third funding agreement](#) – On 1 June 2021 the Government and TfL announced a third funding agreement worth around £1.08 billion that was due to run until 11 December 2021. It was initially extended until 17 December, then amended to define the funding period as 29 May 2021 to 4 February 2022.

[Fourth funding agreement](#) – On 25 February 2022 a fourth funding agreement was announced covering the period from 26 February 2022 to 24 June 2022. The fourth funding agreement comprised an Extraordinary Support Grant of £200 million paid in three instalments starting on 29 April 2022.

[Long term funding agreement](#) – On 30 August 2022 TfL and the Government announced a new funding settlement lasting until 31 March 2024. The agreement was worth around £1.2 billion base funding as well as ongoing revenue support should passenger numbers not recover at the rate budgeted. During the term of the funding agreement TfL was expected to reach financial sustainability, where it is able to fully fund day-to-day operations through normal revenue sources.

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<sup>61</sup> TfL, [Travel in London Report 15](#), 2022, see also TfL, [Travel in London 2023: Annual Overview](#), December 2023

[Capital funding settlement](#) – In December 2023 the Government announced a £250 million capital funding agreement to enable TfL to continue to deliver its capital programme and its committed major capital projects.

As part of each of the funding agreements up to 2023-24, TfL agreed to a number of conditions relating to its services and funding. These conditions included continuing to run at full normal service levels, working towards financial sustainability, stipulations regarding concessions, requirements to make savings and an expectation that fares would rise in line with national fare increases. The capital funding settlement for 2024-25 also includes some conditions, though significantly fewer than the previous agreements.

Following the announcement of the long-term funding agreement on 30 August 2022 the Mayor stated that TfL has still been left with a funding gap:

“I want to be frank with Londoners – this deal is far from ideal. The Government is still leaving TfL with a significant funding gap, meaning we will likely have to increase fares in the future and still proceed with some cuts to bus services. There are also onerous strings attached, such as the Government’s condition requiring TfL to come up with options for reform of TfL’s pension scheme at pace, which could well lead to more industrial action and more disruption for commuters.”<sup>62</sup>

Regarding the more recent capital funding settlement, the Mayor stated in November 2023 that TfL is not able to fully fund major enhancement and renewals solely from its own income and requested capital support from the Government, amounting to £500 million.<sup>63</sup> The capital funding settlement, announced in December 2023, amounted to £250 million capital funding.

The Government’s position remains that TfL should be financially sustainable for its day-to-day operations and that delivering transport services in London is the Mayor’s responsibility. The Government also states that it will continue to engage with TfL on its capital funding plans.<sup>64</sup> In his December 2023 letter from the Government confirming the capital funding settlement, the Secretary of State for Transport stated:

“[His Majesty’s Government] expects TfL to become financially sustainable by March 2024, which it defines as TfL’s ability to cover, from sources available to it (including the consideration of potential new sources of income and committed Business Rates Retention): operating expenditure; servicing and repaying debt; and capital enhancements and renewals. For major capital enhancements and renewals (eg replacement of life expired rolling stock such as the Bakerloo Line fleet, signalling and major road renewals), TfL is not expected to solely finance these from operating incomes, as is consistent with other transport authorities.”<sup>65</sup>

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<sup>62</sup> Mayor of London, [Statement from the Mayor on TfL funding](#), 30 August 2022

<sup>63</sup> MQ, [TfL Capital Funding Deal](#), Reference 2023/252, 24 November 2023,

<sup>64</sup> Department for Transport, [Ministers and TfL agree £250 million government funding to upgrade London’s transport system](#), December 2023

<sup>65</sup> [Letter from Secretary of State for Transport to Mayor of London](#), 18 December 2023

## 4 Scrutiny and accountability

### 4.1 London Assembly

The London Assembly is the scrutiny body for London, examining decisions and actions to ensure promises to Londoners are delivered.

The London Assembly has a formal role in relation to Mayoral strategies. The Mayor is required to consult with the London Assembly in preparing or revising the MTS.<sup>66</sup> The Assembly has the power to reject a draft strategy on a two-thirds majority and the Mayor cannot publish a strategy that has been rejected by the Assembly.<sup>67</sup>

The current version of the MTS was developed in 2017-18 and published in March 2018. The document was considered by the Assembly in March 2018 before being published. The Assembly met on 8 March 2018 to consider the draft strategy and put questions to the Mayor, the Deputy Mayor for Transport and the Commissioner of TfL. The [transcript](#) of the Assembly's consideration of the MTS is published online.

In 2022 the Mayor proposed a revision to the MTS to allow for the expansion of the ULEZ London-wide. The 2018 MTS includes a proposal to introduce the ULEZ, which was completed in October 2021:

“Proposal 24: The Mayor, through TfL, will seek to introduce the central London Ultra Low Emission Zone (ULEZ) standards and charges in 2019, tighter emissions standards London-wide for heavy vehicles in 2020, and an expanded ULEZ covering inner London in 2021.”<sup>68</sup>

In March 2022 the Mayor announced plans to expand the ULEZ London-wide,<sup>69</sup> and that this would require a revision to the MTS. TfL ran a consultation on the proposals, and associated revision to the MTS, from May 2022 to July 2022. In its consultation brochure TfL stated:

“In the current Mayor’s Transport Strategy, Proposal 24 sets out that the ULEZ will be expanded to inner London in October 2021. This expansion happened in October 2021.

“We would need to replace this proposal, and update the text in the Mayor’s Transport Strategy to enable the ULEZ to be expanded London-wide. We would also need to update the text to ensure the triple challenges of the climate emergency, air quality and traffic congestion are addressed.”<sup>70</sup>

The revision to the MTS included a new proposal:

“Proposal 24.1: The Mayor through TfL and the boroughs, will seek to address the triple challenges of toxic air pollution, the climate emergency and traffic congestion

<sup>66</sup> GLA Act 1999, [section 42](#)

<sup>67</sup> GLA Act 1999, [section 42B](#)

<sup>68</sup> Mayor of London, [Mayor’s Transport Strategy](#), March 2018, p104

<sup>69</sup> Mayor of London, [Mayor announces plans to expand Ultra Low Emission Zone London-wide](#), March 2022

<sup>70</sup> TfL, [Have your say Our proposals to help improve air quality, tackle the climate emergency and reduce congestion](#), May 2022, p12

through road user charging schemes including by expanding the Ultra Low Emission Zone London-wide.”<sup>71</sup>

The Assembly considered the proposed revision to the MTS in a meeting of the whole Assembly on 17 November 2022. The Assembly held a question and answer session with the Mayor and Deputy Mayor for Transport, and published the [transcript](#) of the meeting online.

The Mayor published the [final revision](#) in November 2022, ahead of the expansion of the ULEZ London-wide in August 2023.

## 4.2 Transport Committee

The Assembly can appoint a Committee or sub-Committee to carry out its functions, including to investigate and prepare reports about any actions and decisions of the Mayor.<sup>72</sup> The political composition of Assembly Committees must reflect the balance of different political groups in the Assembly as a whole.<sup>73</sup> The [London Assembly Transport Committee](#) has lead responsibility for scrutiny of TfL.<sup>74</sup>

The Transport Committee examines all aspects of London’s transport system to press for improvements for Londoners. Its remit includes TfL services and functions, as well as broader strategic issues such as congestion, transport safety and transport sustainability. The Committee pays particular attention to how the MTS is being implemented and looks closely at the work of TfL and other transport operators in London.

The Transport Committee’s Terms of Reference are:

1. to examine and report on matters in relation to transport in London and to lead on scrutiny of the MTS
2. to discharge the responsibilities and functions of the Assembly in respect of the London Transport Users’ Committee under the GLA Act 1999, in particular sections 247-252 and Schedules 18 and 19, including oversight of its work and recommendation to the Assembly of its annual budget.<sup>75</sup>

In recent years the Transport Committee has carried out investigations and published letters and reports with recommendations to the Government and the Mayor on several different transport issues in London. These include TfL finances, transport safety, Road User Charging, outer London transport, river services and river crossings, rail in London and bus services. Publications resulting from these investigations are published online under [London Assembly publications](#).

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<sup>71</sup> Mayor of London, [Addendum to the Mayor’s Transport Strategy \(MTS\): Proposal 24.1](#)

<sup>72</sup> GLA Act 1999, [section 55 and 59](#)

<sup>73</sup> GLA Act 1999, [section 57](#)

<sup>74</sup> London Assembly, [London Assembly – Membership of Committees/Panels and Terms of Reference 2023/24 version 2](#)

<sup>75</sup> London Assembly, [London Assembly – Membership of Committees/Panels and Terms of Reference 2023/24 version 2](#)

## 4.3 London TravelWatch

London TravelWatch, officially the London Transport Users' Committee, is the statutory transport watchdog for London and the appeals body for complaints made against TfL, Eurostar and some rail services.<sup>76</sup> London TravelWatch works in partnership with Transport Focus, the independent watchdog for transport users in the UK.

London TravelWatch represents the interests of all users of transport facilities and services in London and advocates on behalf of transport users to improve journeys. London TravelWatch is also responsible for complaints appeals against TfL and Eurostar and any rail complaints that do not fall within the remit of the Rail Ombudsman.

The London Assembly is responsible for appointing the Chair and Board members of London TravelWatch. Members cannot be appointed to the Board if they are a London Assembly member, TfL Board member or TfL or GLA member of staff.<sup>77</sup> London TravelWatch is funded by the London Assembly and must provide the Assembly with an annual report.<sup>78</sup>

London TravelWatch also has a statutory responsibility to assess the impact and make recommendations on proposals for railway closures in London. Railways closures covers the removal of train services or a passenger facility at a National Rail or TfL line or station.<sup>79</sup>

In 2023 a consultation was held on a proposal by the rail industry to close most ticket offices at stations across England. London TravelWatch published its [consultation response](#) in December 2023, which objected to all proposed ticket office closures. In its consultation response London TravelWatch stated that it received an unprecedented volume of responses to this consultation, receiving a total of 232,795 representations.<sup>80</sup>

## 5 TfL action plans

TfL has developed strategies and plans to detail how the Mayor and TfL will achieve the proposals set out in the MTS. These include new actions and initiatives that are in line with the policies in the MTS. A number of the key action plans are set out below.

### 5.1 Bus action plan

TfL published its [Bus action plan](#) in March 2022 outlining its long-term plan for buses.<sup>81</sup> The Plan's goals include helping the bus network attract more customers and helping London become net zero by 2030.

<sup>76</sup> London TravelWatch, [What is London TravelWatch?](#)

<sup>77</sup> GLA Act 1999, [section 247](#)

<sup>78</sup> GLA Act 1999, [section 250](#)

<sup>79</sup> London TravelWatch, [Consultations and railway closures](#)

<sup>80</sup> London TravelWatch, [Ticket Office Closure Consultation Report](#), December 2023

<sup>81</sup> TfL, [TfL sets out bold vision for buses in the capital](#), 11 March 2022

The bus action plan aims to make buses an attractive alternative to car use by focussing on the following five areas:

- **An inclusive customer experience:** to make travelling by bus easy, comfortable and accessible to all. The Plan aims to establish a modern, relevant bus network that allows for spontaneous, independent travel. The Plan states this will be achieved through providing better quality and more information to customers; improving customer's journey experience in vehicles and at bus stops, shelters and stations; and protecting and enhancing the accessibility and inclusivity of the network.
- **Safety and security:** so everyone is able to travel by bus safely and with confidence. The Plan aims to establish a safe, secure bus network; to meet the Vision Zero aim for no one to be killed on or by a London bus by 2030; and to ensure all customers and staff feel confident on the bus network travelling day and night.
- **Faster journeys:** the Plan aims to create a faster and more efficient bus network, with journeys 10 per cent quicker in 2030 than they were in 2015. The focus will be on delivering better streets for buses so that buses can navigate the street network freely, making better use of street space to provide better priority for buses and optimising bus operations.
- **Improved connections:** to make buses an obvious choice to get around London for more people, more often. The Plan aims to create a bus network that provides better connectivity for longer trips, with better interchanges – especially in outer London – and to maintain the bus network coverage of more than 96 per cent of Londoners living within 400 metres of a bus stop.
- **Decarbonisation and climate resilience through zero-emission buses:** by 2030 the Plan aims to create a green bus network with a zero-emission fleet that TfL states will help to tackle climate change and improve air quality.<sup>82</sup>

## 5.2 Cycling action plan

In June 2023 TfL published a new [Cycling action plan](#), following publication of the first cycling action plan in 2018.<sup>83</sup> The new cycling action plan aims to make cycling an accessible and inclusive form of travel in London.

The new cycling action plan is focussed around expanding London's cycle network and making cycling a genuine travel option for Londoners. It sets two new targets to help achieve this:

- Growing the number of daily cycle journeys to 1.6 million by 2030, up by a third from 1.2 million in 2022.
- Ensuring that 40 per cent of Londoners live within 400 metres of the Cycleway network by 2030, up from the current level of 22 per cent in 2022.

<sup>82</sup> TfL, [Bus Action Plan](#), March 2022

<sup>83</sup> TfL, [TfL sets out vision to further boost cycling by making it more diverse than ever](#), 15 June 2023

## 5.3 Freight and servicing action plan

TfL published its [Freight and servicing action plan](#) in March 2019.<sup>84</sup> The plan aims to support safe, clean and efficient movement of freight in London. It sets out how TfL plans to work with London boroughs, businesses and the freight and servicing industry.

The Plan sets out 18 key actions including working with boroughs to better coordinate the control of freight movements in London, supporting increased use of water and rail for freight, and making freight vehicles safer.

In March 2023 TfL published its first [Cargo bike action plan](#) to promote and enable the growth of cargo bikes in London, with the aim of supporting the further use of cargo bikes to make them the leading option for last-mile freight and servicing trips in London.

## 5.4 Vision Zero action plan

The Mayor set a commitment to achieving Vision Zero in the MTS, setting a target to eliminate all death and serious injuries from road collisions from London's streets by 2041.<sup>85</sup> TfL published its [Vision Zero action plan](#) in July 2018 to help reduce road danger and create safe streets for walking and cycling.<sup>86</sup>

The Vision Zero action plan focusses on five key areas:

- **Safe speeds:** encouraging speeds appropriate to the streets of a busy and populated city through the widespread introduction of new lower speed limits.
- **Safe streets:** designing an environment that is forgiving of mistakes by transforming junctions, which see the majority of collisions, and ensuring safety is the forefront of all design schemes.
- **Safe vehicles:** reducing risk posed by the most dangerous vehicles by introducing a world-leading Bus Safety Standard across London's entire bus fleet and a new 'Direct Vision Standard' for HGVs.
- **Safe behaviours:** reducing the likelihood of road users making mistakes or behaving in a way that is risky for themselves and other people through targets enforcement, marketing campaigns, education programmes and safety training for cyclists, motorcycle and moped riders.
- **Post-collision response:** developing systematic information sharing and learning, along with improved justice and care for the victims of traffic incidents.

<sup>84</sup> TfL, [The Mayor and TfL launch major plan to help freight deliver for Londoners](#), March 2019

<sup>85</sup> Mayor of London, [Mayor's Transport Strategy](#), March 2018

<sup>86</sup> TfL, [Mayor, TfL and the Met launch plan to eliminate deaths and serious injuries on London's roads](#), 24 July 2018

In November 2021 TfL published a [Vision Zero action plan progress report](#), which provides an update on progress on the Vision Zero action plan and includes commitments to new measures to meeting the target in the MTS.

## 5.5 Walking action plans

In July 2018 TfL published its [Walking action plan](#). The walking action plan states TfL's vision is for London to be the world's most walkable city, where "walking is the most obvious, enjoyable and attractive means of travel for all short trips."<sup>87</sup> The Plan sets a target to increase the number of walking trips by more than 1 million per day by 2024.

TfL's [Leisure walking plan](#), published in November 2022, aims to enhance and expand leisure walking routes in London and better connect local communities with green spaces to make them more accessible.

## 5.6 Equity in Motion plan

In February 2024 TfL published its [Equity in Motion plan](#). The Equity in Motion plan recognises that some Londoners may face barriers to using TfL's services or may have poorer experiences. It sets a commitment to provide "an accessible and affordable transport network that serves all of London's diverse communities fairly".<sup>88</sup>

The Equity in Motion plan focuses on four key areas:

- **An equitable customer experience:** ensuring frontline staff have the training and tools they need to help customers; providing better live, personalised travel information; and making vehicle and infrastructure design more inclusive and accessible.
- **Protecting and enhancing customer connectivity:** taking steps to remove barriers, adapt services and improve equity, including targeting areas of London that have typically been less well-served.
- **Keeping travel affordable:** continuing to offer a range of free and discounted travel options targeting those most in need of support.
- **Reducing health inequalities:** making it easier for customers to make healthier, more sustainable travel choices, making services net-zero carbon by 2030 and embedding sustainability in everything TfL does.

The Equity in Motion plan sets 80 actions to be achieved by 2030.

<sup>87</sup> TfL, [Walking Action Plan](#), July 2018

<sup>88</sup> TfL, [Equity in Motion](#), February 2024

# Other formats and languages

If you, or someone you know needs this report in large print or braille, or a copy of the summary and main findings in another language, then please call us on: 020 7983 4100 or email [assembly.translations@london.gov.uk](mailto:assembly.translations@london.gov.uk)

## Chinese

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## Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang  
tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện  
thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

## Greek

*Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.*

## Turkish

Bu belgenin kendi dilinize çevrilmiş bir özettini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasla geçin.

## Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਅਧਿਕਾਰੀ ਭਾਸਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਭਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

## Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में  
चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये  
गये डाक पते या ई मेल पते पर हम से संपर्क करें।

## Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান,  
তাহলে দয়া করে ফোন করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা  
ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

## Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں  
درکار ہو تو، براہ کرم نمبر پر فون کریں  
یا منکورہ بالا ذکر کے پتے یا ای میل  
پتے پر ہم سے رابطہ کریں۔

## Arabic

الحصول على ملخص لهذا المستند بلغتك،  
فرجاء الاتصال برقم الهاتف أو الاتصال على  
العنوان البريدي العادي أو عنوان البريد  
الإلكتروني أعلاه.

## Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં  
જોઈનો શૈય તો ઉપર આપેલ નંબર પર ફોન કરો  
અથવા ઉપર આપેલ ટ્યાલ અથવા ઈ-મેઈલ સરનામા  
પર અમારો સંપર્ક કરો।