Transport for London quarterly performance report

Quarter 4 2024/25

7 December 2024 – 31 March 2025

MAYOR OF LONDON

TRANSPORT FOR LONDON

EVERY JOURNEY MATTERS

Contents

The financial information included in the report is unaudited and does not constitute TfL's statutory accounts. TfL's audited Statement of Accounts for the year ending 31 March 2024 was published in December 2024.

Introduction

TfL has ended the 2024/25 financial year in a strong position, thanks to the dedication of our teams across the organisation. This enables us to continue to deliver a first-class transport network that supports productivity and economic growth in both London and the wider UK.

Despite several external economic headwinds hitting at once, with economic growth being lower than expected, inflation being higher for longer and market interest rates higher than in the last few years, we have managed to build on the success of 2023/24 to end the year with an operating surplus for the second year running. This year we achieved a surplus of £166m, which is £5m above Budget. All of this is reinvested into the maintenance and improvement of our network.

Total operating costs are £169m lower than Budget, primarily driven by the outcome of the triennial TfL Pension Fund valuation as at 31 March 2024, and the subsequent agreement with the TfL Pension Trustees, enabling us to reduce our employer contributions from 27.3 per cent to 10.5 per cent for the next three years with no changes to employee pension arrangements.

These savings, alongside strong cost control, helped offset the lower-than-expected year-on-year growth in passenger journeys in our overall Budget, although passenger journeys increased by one per cent over the previous year. A combination of factors has contributed to this, including the uncertain macro-economic outlook, evolving commuting patterns and the cost-of-living crisis.

Rachel McLean, TfL's Chief Finance Officer

Alongside the financial achievements, the past financial year has also brought many notable successes across TfL. Not only have we launched the new London Overground line names, we also delivered vital station improvements at Kentish Town and Colindale, and invested £770m in our asset replacement, with a focus on improving outcomes for customers.

During 2024/25, construction was substantially completed on the Silvertown Tunnel – the first new road tunnel in London in 45 years, enabling it to open in the first week of April 2025, providing much-needed resilience to cross-river travel in east London while supporting cleaner, more efficient journeys.

We are one of the only transport authorities in the world that can cover its day-to-day operating costs on our own, as well as the majority of our annual capital investment programme, which is just short of £2bn.

However, we cannot fund our capital projects entirely by ourselves. We are working with Government to secure a long-term and sustainable capital funding agreement from 2026/27 onwards, supporting the Government's missions. Our investment programme ended the year six per cent below Budget, with rephasing of expenditure into future years, particularly through the Piccadilly line upgrade.

These investment and renewals programmes are not only critical to protecting and supporting London's productivity and growth, but also allow us to continue supporting manufacturing and industry across the country, with our investment in the UK supply chain in 2022/23 and 2023/24 worth more than £11 billion to the UK economy.

Construction was completed on the Silvertown Tunnel – the first new road tunnel in London in 45 years.

Looking ahead to 2025/26, we are forecasting continued year-on-year growth in the demand for our services as well as growing our other income sources to meet rising operational costs.

With the backdrop of global economic uncertainty, we will continue our consistent and strong track record of delivering savings, improving efficiency and managing our operating costs to ensure we have sufficient levers and mitigations in place for risks that may arise. This will ensure the continued delivery of the Mayor's priorities and protect London's status as the UK's economic powerhouse.

Rachel McLean
Chief Finance Officer

Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business

Our transport activities

Underground
London Underground

Elizabeth line

Buses
London Buses

Streets and other operations
Transport for London Road Network, London Dial-a-Ride, London River Services, Santander Cycles, Victoria Coach Station and IFS Cloud Cable Car

Rail
DLR, London Overground and London Trams

Our commercial property company

Places for London
Our commercial property company Places for London Limited (Places for London) will deliver a dividend. We will invest this dividend back into London's transport network

Facts and figures

985 trains on our network

580km of TfL-operated highway

761km of Rail and London Underground routes

8,700 buses on our network

6,400 traffic signal sites that we operate

2024/25 Finances at a glance

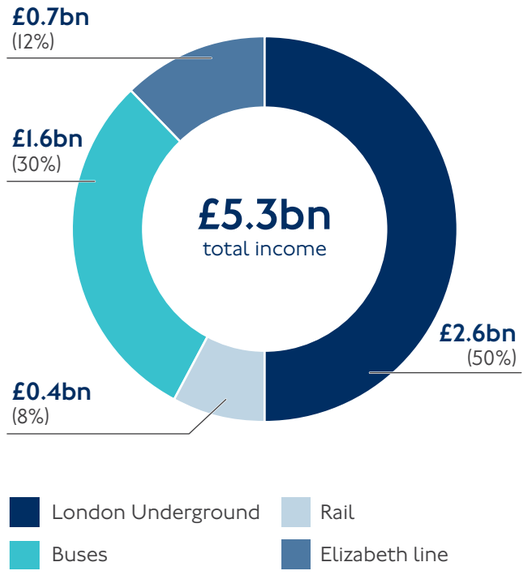
Grants **£2.7bn**
Passenger income **£5.3bn**
Other income **£1.6bn**
Borrowing **£0.7bn**

Sources of funds **£10.2bn**

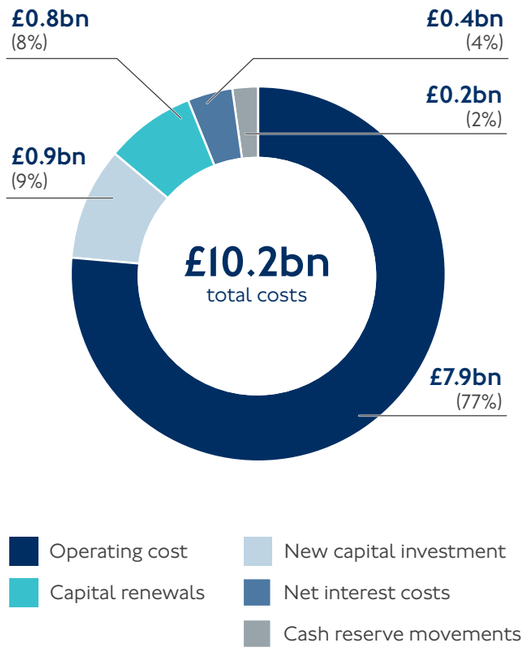
89% spent on running and operating the network every day

11% spent on renewing and improving the network through one of the largest capital investment programmes in Europe

Total passenger income



Total costs



Financial summary

Our performance in the full year

Income statement

TfL Group (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Passenger income	5,275	5,530	(255)	5,233	42
Other operating income	1,541	1,478	63	1,519	22
Business rates retention	2,170	2,170	-	1,915	255
Other revenue grants	293	289	4	397	(104)
Revenue	**9,279**	**9,467**	**(188)**	**9,064**	**215**
Operating cost	(7,913)	(8,082)	169	(7,788)	(125)
Operating surplus before interest and renewals	**1,366**	**1,385**	**(19)**	**1,276**	**90**
Capital renewals	(770)	(795)	25	(763)	(7)
Net interest costs	(430)	(429)	(1)	(414)	(16)
Operating surplus	**166**	**161**	**5**	**99**	**67**
Places for London net contribution after interest	35	26	9	39	(4)
Operating surplus including Places for London	**201**	**187**	**14**	**138**	**63**

Capital expenditure

TfL Group (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Capital renewals	(770)	(795)	25	(763)	(7)
New capital investment	(945)	(1,026)	81	(1,108)	163
Total TfL capital expenditure	**(1,715)**	**(1,821)**	**106**	**(1,871)**	**156**
Places for London	(155)	(145)	(10)	(87)	(68)
Crossrail (residual)	(21)	(39)	18	(50)	29
Total capital expenditure	**(1,891)**	**(2,005)**	**114**	**(2,008)**	**117**

Cash flow statement

TfL Group (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Operating surplus before interest and renewals	**1,366**	**1,385**	**(19)**	**1,276**	**90**
Less London Transport Insurance (Guernsey) Limited and London Transport Museum (LTM)	2	3	(1)	(4)	6
Net cash generated by TfL operating activities	**1,368**	**1,388**	**(20)**	**1,272**	**96**
Cash flows from investing activities					
Capital renewals	(770)	(795)	25	(763)	(7)
New capital investment	(945)	(1,026)	81	(1,108)	163
Ring-fenced capital funding	278	178	100	901	(623)
Working capital movements	(131)	188	(319)	205	(336)
Net cash utilised by investing activities	**(1,568)**	**(1,455)**	**(113)**	**(765)**	**(803)**
Free cash flow	**(200)**	**(67)**	**(133)**	**507**	**(707)**
Cash flows from financing activities					
Net interest paid	(430)	(429)	(1)	(414)	(16)
Net TfL borrowing	661	471	190	23	638
Net cash generated from financing activities	**231**	**42**	**189**	**(391)**	**622**
Net change in cash	**31**	**(25)**	**56**	**116**	**(85)**

Our 2024/25 results demonstrate our ability to deliver on our financial strategy, as we ended the year with an operating surplus of £166m, which was £5m better than Budget. This strong set of results reflects our success in achieving savings and building a surplus to support day-to-day operations through our own income sources, while continuing to reinvest in our network.

Passenger journeys at the end of Quarter 4 totalled 3.6 billion, an increase of 33 million compared to 2023/24. However, this growth fell short of the six per cent year-on-year increase anticipated in the Budget, which aimed to build on the nine per cent growth seen in 2023/24.

Despite the year-on-year uplift, journeys were 181 million below Budget, with passenger income £255m lower than expected. The slower growth is attributed to a combination of economic factors, including the impact of lower GDP growth, weaker retail sales and a softening employment market – all contributing to both leisure and commuting demand. We are actively exploring ways to better influence travel behaviour across our network.

Other operating income is £63m higher than Budget, driven by increased road user charging income from the Congestion Charge and ULEZ. Through the ULEZ we are committed to reducing the impact of polluting road vehicles and delivering sustained improvements in air quality across the whole of London.

Total operating costs are £169m below Budget, but £125m higher than last year. The favourable management to Budget was largely driven by lower pension contributions, which helped offset unplanned costs arising from the major cyber incident, increased bus tender prices and broader economic pressures, including higher inflation and interest rates. Compared to last year, service levels have expanded, including new Superloop bus routes and readiness for the opening of the Silvertown Tunnel, making the control of operating costs even more satisfactory.

Our total capital expenditure (excluding Places for London) for the full year is £1,715m, £156m lower than last year. Capital renewals are below Budget, but have increased compared to last year as we ramp up investment in renewals to address the asset replacement backlog, following the years of constrained investment and the pandemic. This year-on-year increase is offset by an underspend in capital enhancements, largely driven by rephasing in the Piccadilly line upgrade, DLR rolling stock and Technology programmes.

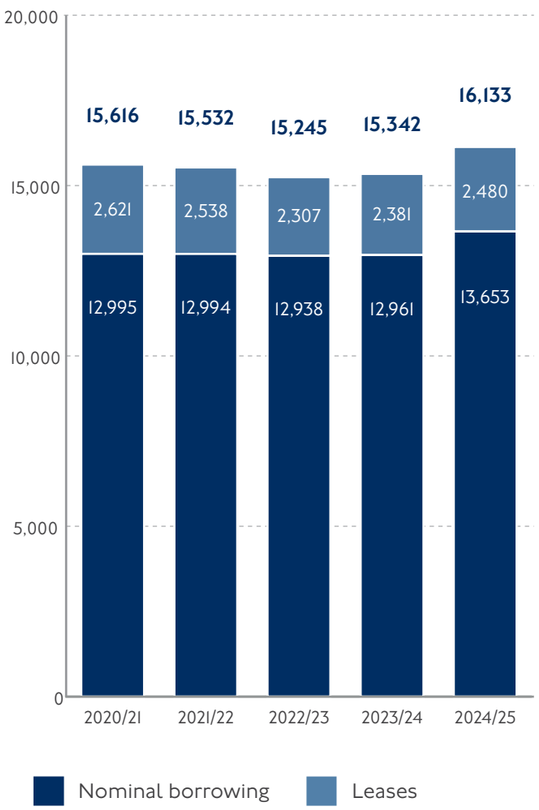
TfL cash balances, excluding balances committed to residual Crossrail activities, London Transport Museum, London Transport Insurance (Guernsey) Limited and Places for London Limited, at the end of Quarter 4 were £1,384m, broadly in line with Budget and £31m above the prior year.

Journeys were up across the network by 33 million compared to 2023/24

Debt and cash

Our borrowing and cash balances

Total debt (£m)



Borrowing update

There was an increase of £166m in the level of our outstanding borrowing, excluding leases, during Quarter 4. During the quarter, we borrowed under our Commercial Paper programme and from the Greater London Authority Green Finance Fund to finance our capital programme and meet our cash and liquidity needs. We swapped a portion of the additional commercial paper issued in 2024/25, from variable to fixed rate using interest rate swaps.

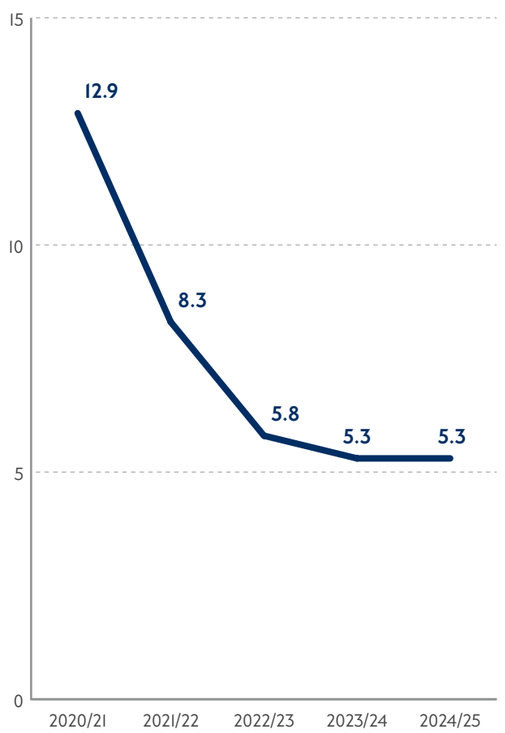
Credit ratings

We are rated by three leading international credit rating agencies. On 15 April 2025, Fitch Ratings (Fitch) affirmed the long-term rating for TfL at AA- with a stable outlook and the short-term rating at F1+.

Credit ratings at the end of Quarter 4

Agency	Long-term rating	Short-term rating
Moody's	A2 stable outlook	P-1
S&P	AA- stable outlook	A-1+
Fitch	AA- stable outlook	F1+

Interest costs (% of total revenue)*



Interest costs (£m)

2024/25	(501)
2023/24	(479)
2022/23	(455)
2021/22	(442)
2020/21	(446)

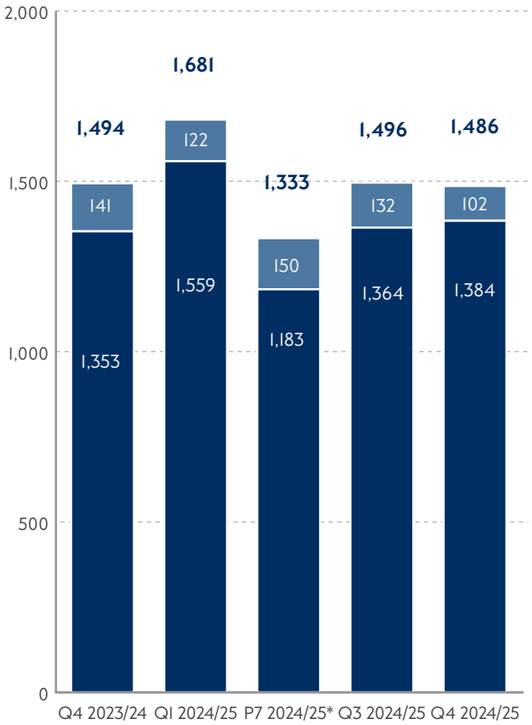
The ratio of interest costs to total revenue (excluding extraordinary grant) helps us to monitor the affordability of our debt. The ratio has been decreasing since 2020/21. This is because our total revenue improved significantly post-pandemic, while most of our debt remains at fixed interest rates. The ratio has now stabilised due to revenue returning to pre-pandemic levels.

Interest costs and income (£m)

Full year	2024/25	Budget	Variance
Interest income	72	68	4
Interest costs	(502)	(497)	(5)
Net Interest costs	(430)	(429)	(1)

* Interest costs for borrowing and other financing liabilities

Cash balances (£m)



Cash balances at the end of Quarter 4 were £1,486m. Of the total cash balance, £102m was held for closing and residual works on the Crossrail project, London Transport Museum, London Transport Insurance (Guernsey) Limited and Places for London Limited.

We continue to manage our cash in line with our liquidity policy, aiming to hold cash balances, on average, of at least 60 days' worth of operating costs. This is equivalent to around £1.3bn in 2024/25. Preserving liquidity by maintaining a minimum cash balance is crucial to our financial resilience.

* Due to the cyber incident in September 2024, the balance at end of Q2 2024/25 is not available. The balance at the end of period 7 (12 October 2024) is shown instead.

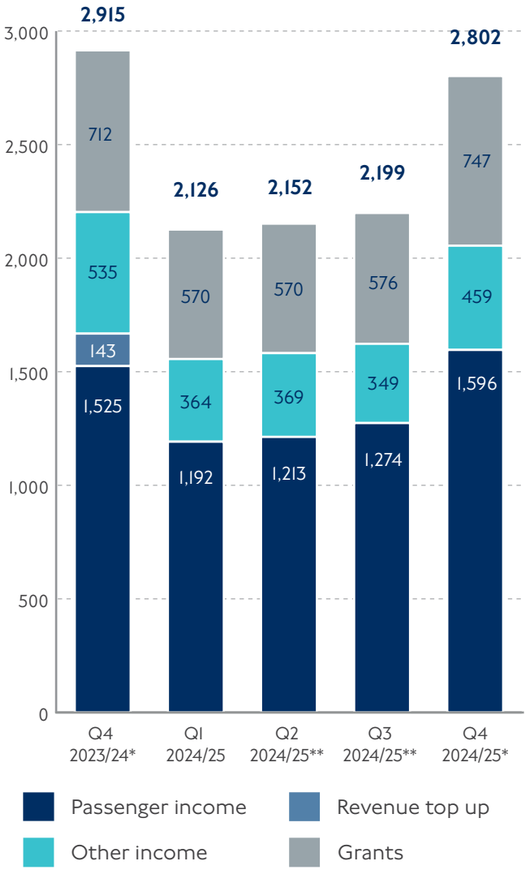
More than 500 million journeys on the Elizabeth line since May 2022

Financial trends

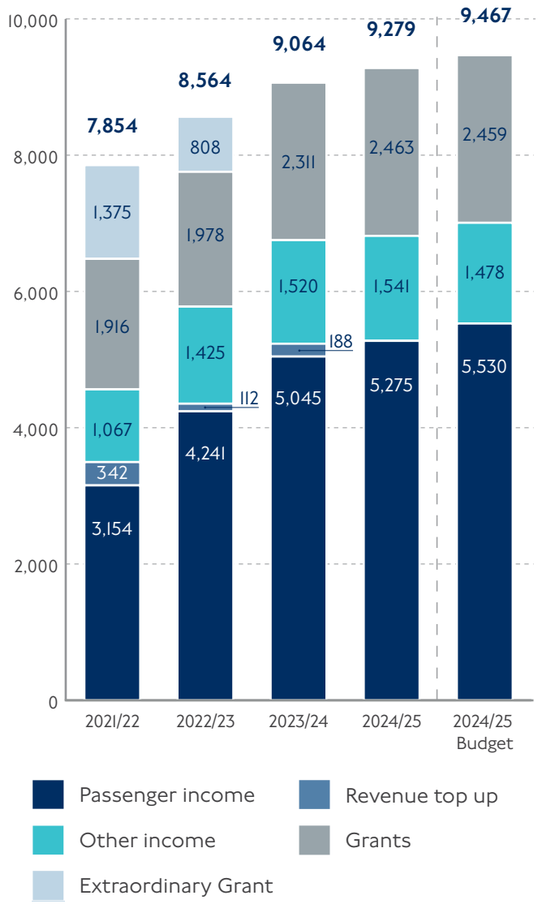
Our overall trends in the short and long term

Total revenue (including Extraordinary Grant from Government)

Quarterly (£m)*

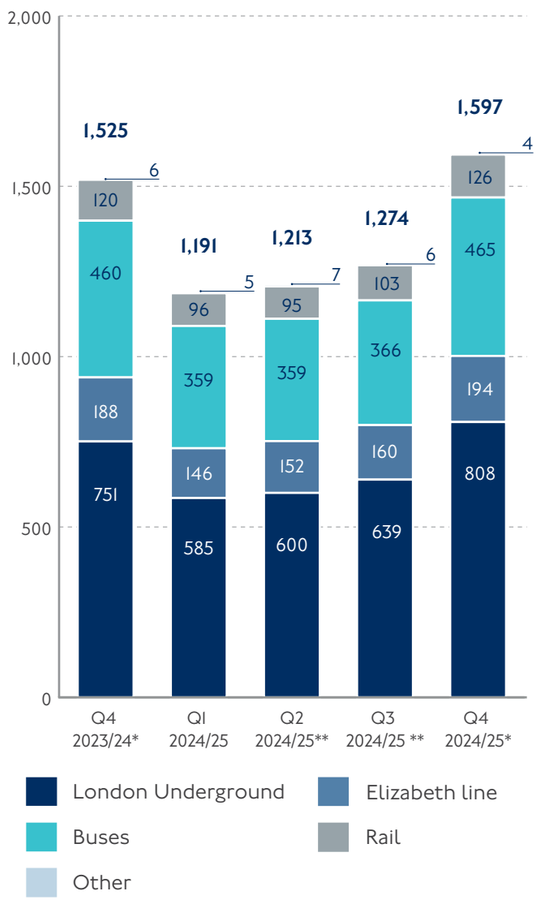


Full year (£m)

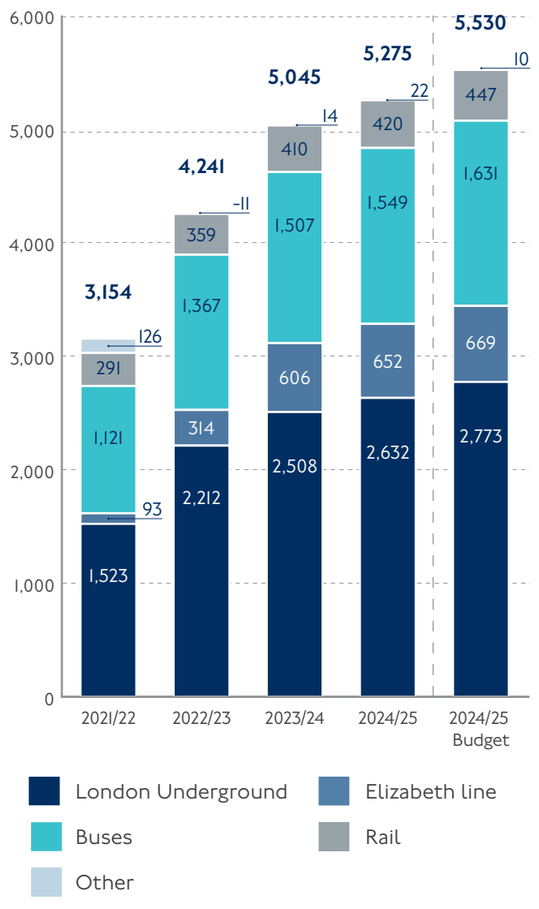


Total passenger income

Quarterly (£m)*



Full year (£m)



Full-year total revenue £188m below Budget

2%▲ year on year

Total revenue is £188m below Budget, largely due to lower passenger income. This was partially offset by higher road user charging income. While income remains below Budget, we saw a year-on-year growth of two per cent.

Full-year passenger income £255m below Budget

5%▲ year on year

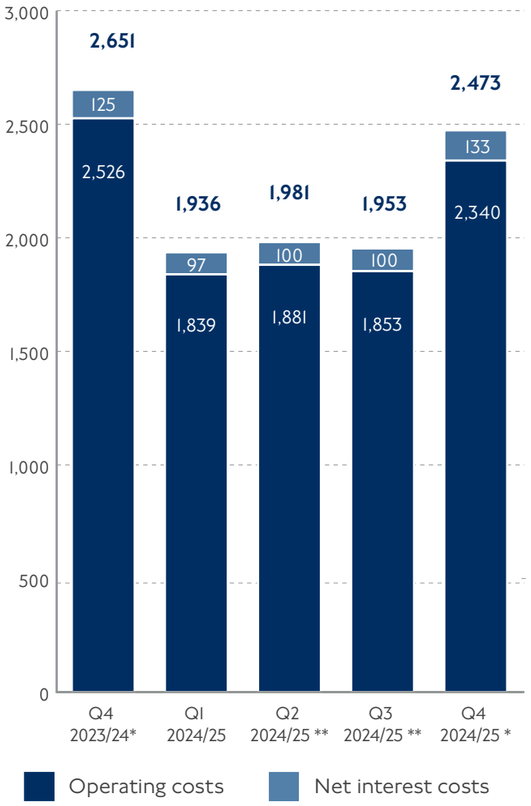
Passenger income for the full year was £255m, which is five per cent below Budget, driven by slower-than-expected passenger growth. Overall demand increased by one per cent compared to last year, with increased journeys on the London Underground and Elizabeth line.

* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

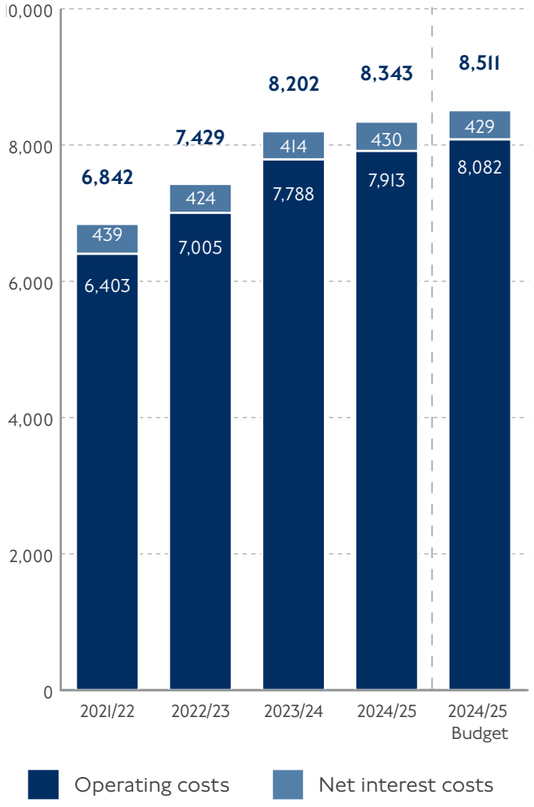
** Quarterly results for Q2 2024/25 and Q3 2024/25 have been pro-rated due to the cyber incident

Total cost

Quarterly (£m)*

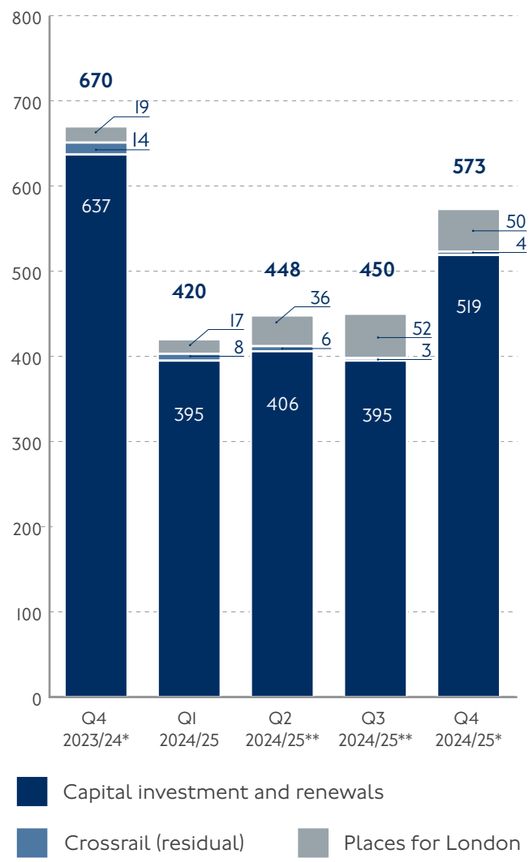


Full year (£m)

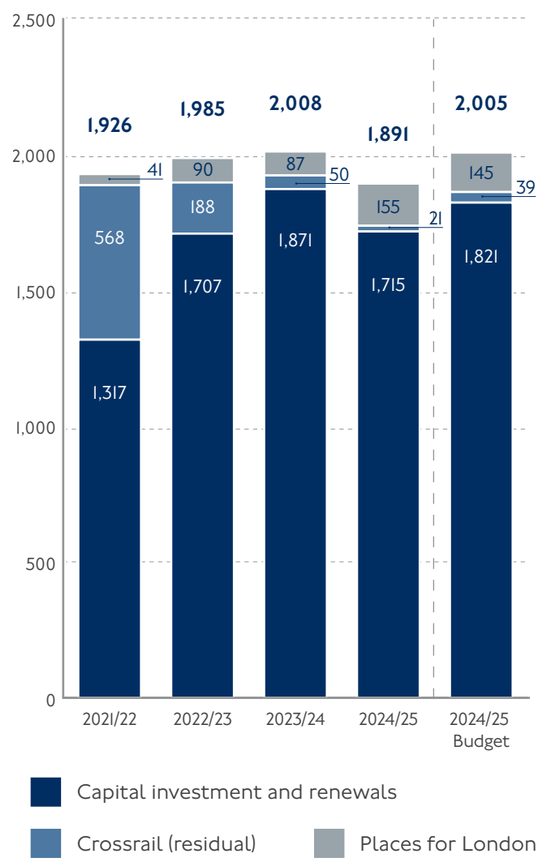


Total capital expenditure Crossrail (residual)

Quarterly (£m)*



Full year (£m)



Full-year operating costs £169m below Budget

2%▲ year on year

Operating costs are £169m below Budget due to the reduction in employer contributions following the triannual valuation of the TfL Pension Fund. The savings are offset by the additional costs arising from the cyber incident and higher bad debt from road user charges.

Total capital expenditure £114m below Budget

6%▼ year on year

Total capital expenditure is lower than Budget, largely due to rephasing capital enhancements activities, particularly within the Piccadilly line upgrade, DLR rolling stock and Technology programmes.

* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

** Quarterly results for Q2 2024/25 and Q3 2024/25 pro-rated due to the cyber incident

Passenger journeys

Our performance based on passenger numbers

Full year 2024/25

3,588m total journeys

3,769m Budget

3,555m 2023/24

London Underground

1,216m

4%▼ Budget

London Buses

1,842m

7%▼ Budget

DLR

98m

4%▼ Budget

London Overground

183m

5%▼ Budget

London Trams

18m

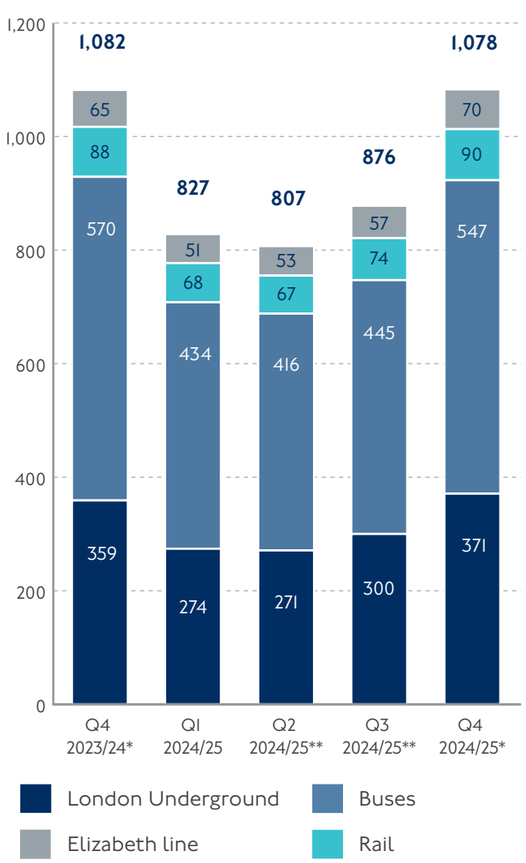
3%▼ Budget

Elizabeth line

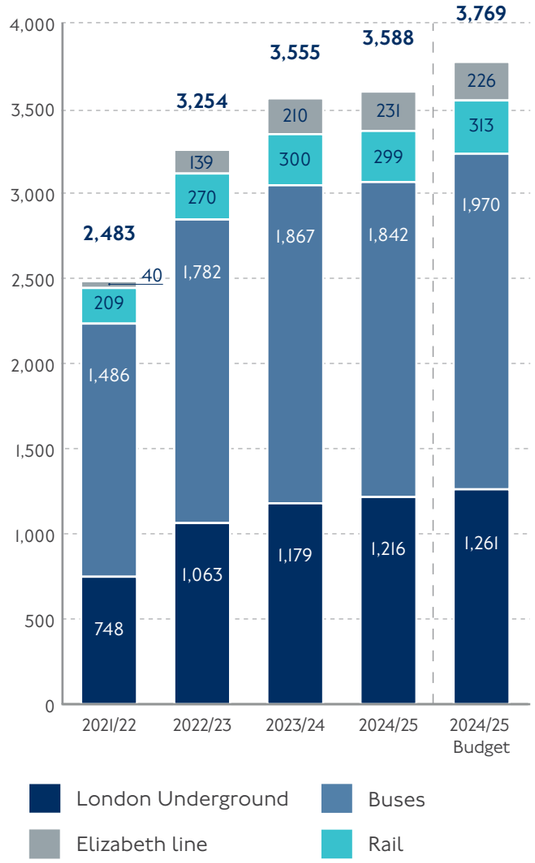
231m

2%▲ Budget

Quarterly (millions)*



Full year with Budget (millions)



Full-year figures show 3,588 million journeys completed, compared with 3,555 million last year. Despite this year-on-year growth, journeys remain 181 million below Budget. This is largely owing to a range of economic factors which are impacting both leisure and commuting demand. There have been other considerations affecting customer choices including some National Rail strikes early in the financial year.

* Quarter 4 is longer than quarters 1 to 3 (16 weeks vs 12 weeks)

** Quarterly results for Q2 2024/25 and Q3 2024/25 have been pro-rated due to the cyber incident

Underground

The upgrade at Leyton Tube station is the next step towards the Mayor's aim of making 50 per cent of the Tube network accessible

Financial summary

Underground (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Passenger income	2,632	2,773	(141)	2,508	124
Other operating income	46	26	20	20	26
Revenue	**2,678**	**2,799**	**(121)**	**2,528**	**150**
Operating cost	(2,374)	(2,409)	35	(2,284)	(90)
Net contribution	**304**	**390**	**(86)**	**244**	**60**
Indirect operating cost	(353)	(388)	35	(455)	102
Net interest costs	(283)	(282)	(1)	(274)	(9)
Capital renewals	(455)	(472)	17	(459)	4
Operating deficit	**(787)**	**(752)**	**(35)**	**(944)**	**157**
New capital investment	(457)	(554)	97	(604)	147

Passenger income has increased by five per cent from last year, but is £141m below Budget due to a lower-than-anticipated number of Underground journeys. Other operating income is £20m higher than Budget and £26m higher than the prior year due to a one-off credit.

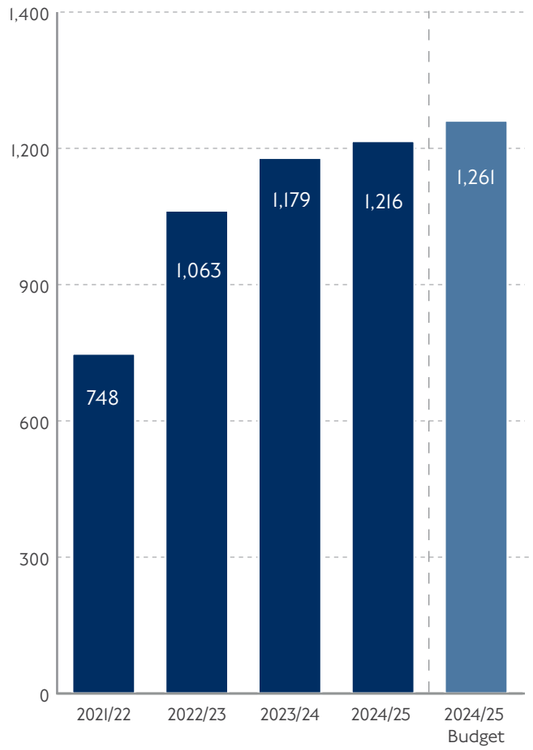
Direct operating costs are within one per cent of Budget and £90m higher than last year, reflecting increases in our core costs.

Capital expenditure is £114m lower than Budget. The underspend is due to reprofiling of the major rolling stock and signalling programme.

Works began in February on a vital upgrade to Leyton Tube station that will deliver step-free access to the station for the first time, via two lifts and an overbridge. The station, on the eastern end of the Central line, will also see the construction of a new, larger ticket hall, including additional ticket gates, to reduce congestion and meet expected future demand.

The upgraded Tube station will increase capacity, enhance accessibility, and create a more welcoming environment, ensuring it can serve the rapidly growing community. This improvement will make travel more convenient and inclusive for all customers.

Passenger journeys full year with Budget (millions)
Underground



Full-year demand reached 1,216 million journeys – 38 million higher than last year. Tube journeys continue to grow, with around four million journeys being made each day. Although demand is 44 million below Budget, the ongoing increase compared to last year reflects a positive upward trend.

Tube journeys at the end of 2024/25 are up

3%

year on year

Elizabeth line

The Elizabeth line continues to exceed expectations, with more than 500 million journeys made since its opening in May 2022

Financial summary

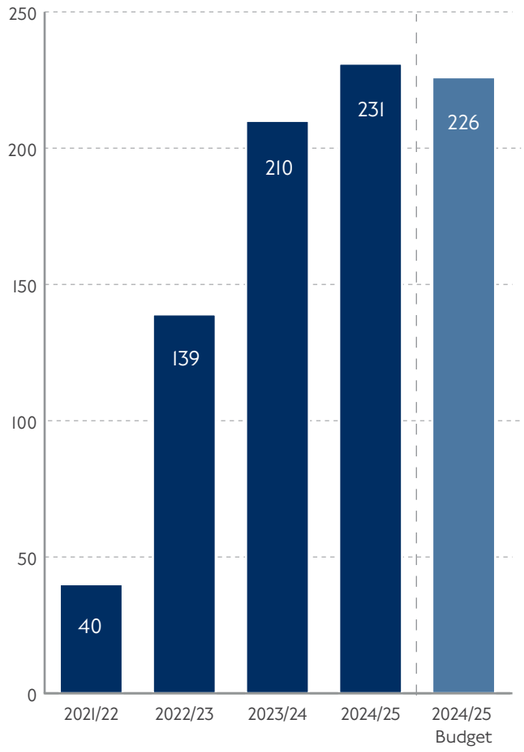
Elizabeth line (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Passenger income	652	669	(17)	606	46
Other operating income	17	8	9	4	13
Revenue	**669**	**677**	**(8)**	**610**	**59**
Operating cost	(565)	(576)	11	(519)	(46)
Net contribution	**104**	**101**	**3**	**91**	**13**
Indirect operating cost	(16)	(14)	(2)	(13)	(3)
Net interest costs	(85)	(86)	1	(80)	(5)
Capital renewals	(9)	(9)	-	(9)	-
Operating deficit	**(6)**	**(8)**	**2**	**(11)**	**5**
New capital investment	(8)	(3)	(5)	(1)	(7)
Crossrail	(21)	(39)	18	(50)	29
Total new capital investment	**(29)**	**(42)**	**13**	**(51)**	**22**

Total revenue is within one per cent of Budget. Lower-than-expected passenger income was offset by other operating income being higher. Revenue increased by £59m on last year, reflecting growing passenger demand. Operating costs are £11m lower than Budget, with a £46m increase on last year.

New capital investment is £5m higher than Budget and £7m more than last year. We are investing in 10 new trains to improve frequency and capacity. Funded by Government, these will help to boost our supply chains.

More than 500 million passenger journeys were made on the Elizabeth line in its first two and a half years, making it the single busiest railway service in the UK. This has powered the creation of jobs, homes and other forms of regeneration across the route. Housing growth within one kilometre of an Elizabeth line station has increased, with growth up 14 per cent in east London and eight per cent in west London between 2017 and 2022. Abbey Wood has emerged as one of the largest regeneration areas, with a six per cent increase in new homes and further development expected over the next five years.

Passenger journeys full year with Budget (millions)
Elizabeth line



The Elizabeth line saw 231 million journeys made during 2024/25, five million above the annual Budget and 21 million more than the previous year, demonstrating a continuous increase in demand.

Elizabeth line journeys at the end of 2024/25 are up

10%

year on year

Buses

Work to expand the Superloop bus network is underway

Financial summary

Buses (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Passenger income	1,549	1,631	(82)	1,507	42
Other operating income	16	12	4	12	4
Revenue	**1,565**	**1,643**	**(78)**	**1,519**	**46**
Operating cost	(2,441)	(2,381)	(60)	(2,272)	(169)
Net contribution	**(876)**	**(738)**	**(138)**	**(753)**	**(123)**
Indirect operating cost	(13)	(7)	(6)	3	(16)
Capital renewals	(17)	(16)	(1)	(36)	19
Operating deficit	**(906)**	**(761)**	**(145)**	**(786)**	**(120)**
New capital investment	(7)	(3)	(4)	(6)	(1)

Passenger income is £82m below Budget, due to lower-than-anticipated demand, but £42m higher than last year.

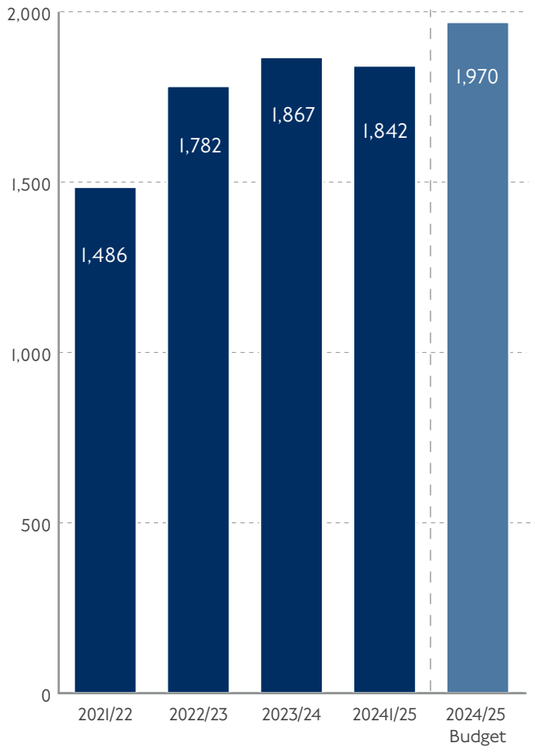
Operating costs are £60m higher than Budget, primarily due to cost pressures from higher bus tender prices and additional costs related to the expansion of new services.

Following the success of the Superloop express bus services in outer London, work is underway to expand the network. The game-changing Superloop, a 138km network of express bus services, has transformed travel in outer London and added more than six million kilometres per year to the capital's network.

There are currently nine routes in operation, with the SL4, running between Canary Wharf and Grove Park, launched on 7 April when the Silvertown Tunnel opened.

With the opening of the tunnel, the number of cross-river buses in the area has increased from six to 21 buses an hour – all zero emission at the tailpipe and free to use for the first year – as well as an innovative cycle shuttle service.

Passenger journeys full year with Budget (millions)
Buses



Full-year Bus demand totalled 1,842 million journeys, which is 128 million below Budget and one per cent lower than last year.

Bus journeys at the end of 2024/25 are down

1%

year on year

Streets and other operations

Improved cross-river public transport and better journey times as the new Silvertown Tunnel opens

Financial summary

Streets and other operations (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Passenger income	10	10	-	10	-
Other operating income	1,175	1,125	50	1,176	(1)
Revenue	**1,185**	**1,135**	**50**	**1,186**	**(1)**
Operating cost	(1,241)	(1,112)	(129)	(1,284)	43
Net contribution	**(56)**	**23**	**(79)**	**(98)**	**42**
Indirect operating cost	(130)	(129)	(1)	(92)	(38)
Net interest costs	(24)	(25)	1	(23)	(1)
Capital renewals	(146)	(172)	26	(127)	(19)
Operating deficit	**(356)**	**(303)**	**(53)**	**(340)**	**(16)**
New capital investment	(215)	(189)	(26)	(219)	4

Passenger income is in line with Budget and unchanged from the prior year. Other operating income is higher than Budget, with higher road user charging income from the Congestion Charge and ULEZ compensating for lower road enforcement penalty income.

Operating costs are £129m higher than expected, but £43m lower than last year. Lower payment rates contribute to higher-than-anticipated bad debt expense.

Londoners now have significantly improved options for crossing the Thames following the opening of the Silvertown Tunnel.

Supported by the user charges for the Silvertown and Blackwall tunnels, the new tunnel will help reduce congestion and associated air quality issues around the Blackwall Tunnel, making journeys faster and more reliable, with average journey time savings expected to be up to 20 minutes at peak times.

We have worked hard to ensure that, alongside the user charge, there is a package of supporting measures for Londoners and businesses. These will ensure that the new tunnel delivers on its objectives of reducing congestion and providing resilience at the Blackwall Tunnel, while supporting local residents on low income, small businesses, sole traders and local charities.

Volume analysis

	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Congestion Charge volumes (thousands)	15,331	15,920	(589)	16,344	(1,013)
Congestion Charge and enforcement income (£m)	341.6	339.5	2.1	345.9	(4.3)
ULEZ volumes (thousands)	14,407	11,448	2,959	15,875	(1,468)
ULEZ charge and enforcement income (£m)	581.4	440.5	140.9	534.5	46.9

Cycling

There were more than two million hires in Quarter 4. This was an increase of 10 per cent on the same quarter last year. More e-bike hires took place in the quarter (406,000) than any previous quarter. In total 8.9 million hires took place in 2024/25. This was an increase of 417,000 hires, a five per cent increase on 2023/24.

Traffic flow

Traffic flows across London are 5.6 per cent higher than they were last year. However, flows are down by 0.2 index points from the last quarter – 89.1 compared to 89.3 in the previous quarter. This represents a decrease of 0.2 per cent in total traffic flows.

Fleet of

12,000

cycles of which 2,000 are e-bikes, based at more than 800 docking stations

Traffic flow (volume) year-on-year change

5.6%▲

Compares traffic flow volumes for the year-to-date with the corresponding quarters in the previous year

Volume analysis

	Full year 2024/25	Full year 2023/24	Variance
Santander Cycles			
Number of hires (millions)	8.9	8.5	0.4
Victoria Coach Station			
Number of coach departures (thousands)	185.9	207.7	(21.8)
London River Services			
Number of passenger journeys (millions)	10.5	9.6	0.9
London Dial-a-Ride			
Number of passenger journeys (thousands)	514.8	542.1	(27.3)
Taxi and Private Hire			
Number of private hire vehicle drivers	106,468	106,267	201
Taxi drivers	16,676	17,416	(740)
IFS Cloud Cable Car			
Number of passenger journeys (thousands)	1,480.0	1,444.4	35.6

There were more e-bike hires in Quarter 4 than in any previous quarter

Rail

Major improvements to improve accessibility at Surrey Quays station

Financial summary

Rail (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Passenger income	420	447	(27)	410	10
Other operating income	9	13	(4)	11	(2)
Revenue	**429**	**460**	**(31)**	**421**	**8**
Operating cost	(589)	(583)	(6)	(540)	(49)
Net contribution	**(160)**	**(123)**	**(37)**	**(119)**	**(41)**
Indirect operating cost	(25)	(42)	17	(26)	1
Net interest costs	(35)	(34)	(1)	(34)	(1)
Capital renewals	(65)	(60)	(5)	(61)	(4)
Operating deficit	**(285)**	**(259)**	**(26)**	**(240)**	**(45)**
New capital investment	(232)	(235)	3	(257)	25

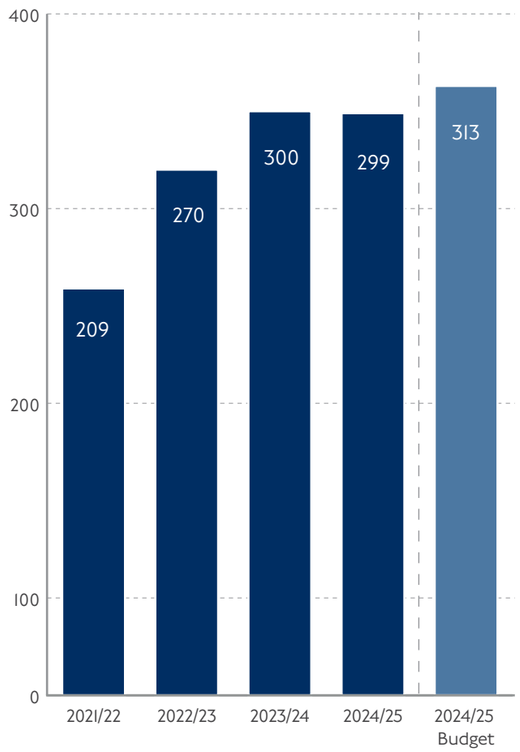
Passenger income is £27m below Budget, owing to lower-than-expected demand. Rail journeys – including London Overground, DLR and Trams – totalled 299 million, which is 14 million below Budget.

New capital investment is £3m lower than Budget, due to reprofiling of DLR rolling stock replacement.

Work to deliver step-free access to both platforms at Surrey Quays station is progressing well, improving accessibility and transforming journeys for thousands of customers. In a major milestone in March, a prefabricated footbridge was safely lifted into position during a weekend closure of the Windrush line. When completed, this new footbridge with stairs leading to all platforms will provide relief to the existing narrow staircases, which can often suffer from congestion at peak times.

Cutty Sark DLR station is set to get four new state-of-the-art, energy-efficient escalators that will offer customers easier and more reliable access to and from the station. To complete the complex installation in the safest and most efficient way, the station will close from 31 May until next spring.

Passenger journeys full year with Budget (millions)
Rail



Rail journeys at the end of 2024/25 are down
1%
year on year

DLR journeys at the end of 2024/25 are down
1%
year on year

London Overground journeys at the end of 2024/25 are up
1%
year on year

London Trams journeys at the end of 2024/25 are down
8%
year on year

Places for London

Places for London and Helical secure planning approval for development above Southwark Tube station

Financial summary

Places for London (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Other operating income	105	101	4	94	11
Operating cost	(72)	(74)	2	(58)	(14)
Net contribution	**33**	**27**	**6**	**36**	**(3)**
Indirect operating cost	(8)	(9)	1	(7)	(1)
Net interest costs	2	(1)	3	3	(1)
Operating surplus	**27**	**17**	**10**	**32**	**(5)**
New capital investment	(155)	(145)	(10)	(87)	(68)
Property receipts	121	127	(6)	37	84
Net capital investment	**(34)**	**(18)**	**(16)**	**(50)**	**16**

Net contribution for the year is £6m higher than Budget. Operating income is £4m higher, driven by additional variable rental income from our property portfolio in the final quarter of the year.

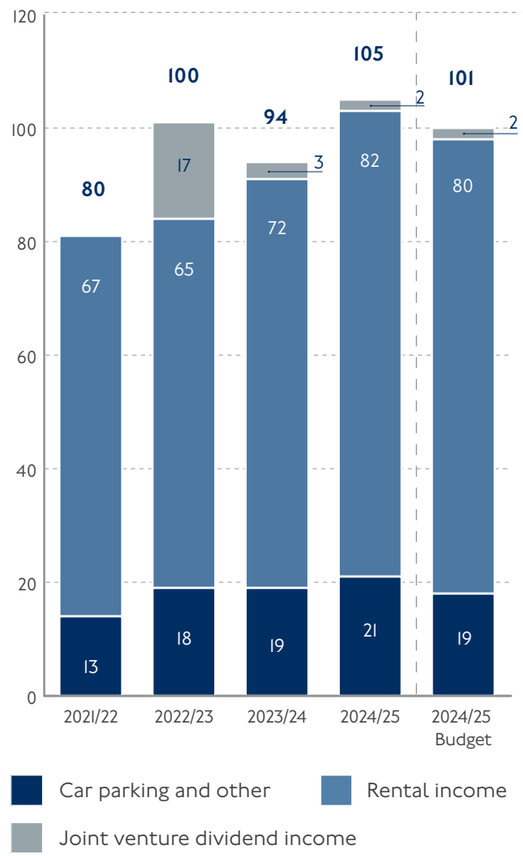
Operating costs are £2m lower, driven by a reduction in our bad-debt provision as a result of strong credit control. Further savings are due to the deferral of a number of projects, resulting in costs being reprofiled to future years.

Costs are £14m higher than the previous year owing to the settlement of a long-running dispute with a tenant in 2023/24. This resulted in the reversal of a bad-debt provision and therefore reduced operating cost in the prior year.

New capital investment is £10m higher than Budget, driven by additional investment in our commercial offices joint venture.

Property receipts are £6m lower than Budget, this relates to a small number of property receipts that have been reprofiled into future years.

Other operating income (£m)
Full year



Development above Southwark Tube station

A joint venture between Places for London and central London developer Helical, has received a resolution to grant planning approval from the London Borough of Southwark for the development of a 15-storey purpose-built student accommodation scheme, comprising 429 studio apartments, plus an adjacent nine-storey building comprising 44 affordable homes, above Southwark Tube station.

Affordable homes in Barkingside

In January 2025, Places for London completed 98 new, affordable homes at Barkingside Yard, in partnership with Peabody and Countryside. The project was completed just one year after construction started.

Refurbishing space at Liverpool Street

Places for London have started refurbishing the historic arcade at Liverpool Street, which first opened in 1912. In partnership with BOXPARK, Places for London delivered BOXHALL City to the arcade, a new concept that brings together the best of London's food scene in a vibrant and dynamic venue.

Network Rail have submitted proposals for the wider area around Liverpool Street, meaning there is still opportunity for Places for London to deliver mixed-use spaces, comprising work and retail spaces.

Capital expenditure

Londoners' options for crossing the Thames have improved significantly following the opening of the Silvertown Tunnel on 7 April 2025

Financial summary

Capital expenditure (£m)	Full year 2024/25	Full year Budget	Variance	Full year 2023/24	Variance
Piccadilly line upgrade	(311)	(414)	103	(445)	134
DLR rolling stock replacement	(196)	(211)	15	(223)	27
Four Lines Modernisation	(70)	(74)	4	(99)	29
Other	-	(10)	10	(4)	4
Major rolling stock and signalling	**(577)**	**(709)**	**132**	**(771)**	**194**
Safe and Healthy Streets	(114)	(113)	(1)	(117)	3
Environment	(59)	(58)	(1)	(82)	23
Technology	(38)	(64)	26	(53)	15
Rail and station enhancements	(78)	(75)	(3)	(60)	(18)
Silvertown Tunnel	(36)	(31)	(5)	(10)	(26)
Bank station capacity upgrade	(4)	(6)	2	(5)	1
Other enhancements	(39)	30	(69)	(10)	(29)
Total new capital investment	**(945)**	**(1,026)**	**81**	**(1,108)**	**163**
Renewals	(770)	(795)	25	(763)	(7)
Places for London	(155)	(145)	(10)	(87)	(68)
Crossrail (residual)	(21)	(39)	18	(50)	29
Total capital expenditure	**(1,891)**	**(2,005)**	**114**	**(2,008)**	**117**

Total new capital investment, excluding Places for London, was £945m at the end of Quarter 4, which is £81m lower than Budget. This was largely driven by reprofiling of the Piccadilly line upgrade, DLR rolling stock and Technology programmes. These were partly offset by cost increases, which are largely balanced by cost reductions and deferrals in renewals. Additionally, some expenditures have been transferred to operational expenses.

Key deliverables for each of our main programmes are detailed below:

Piccadilly line upgrade

The first of the new Piccadilly line trains arrived in London on 14 October 2024, and in mid-December we achieved power-up of the train on our infrastructure. The new state-of-the-art trains will deliver the benefits of walk-through carriages, wider doorways, digital customer information screens, CCTV cameras and, for the first time on a deep Tube train, air-conditioning. Trains will be more energy efficient, consuming 20 per cent less energy than the existing fleet, while the nine-carriage trains will increase capacity by around 10 per cent.

DLR rolling stock and systems integration

We have now confirmed our plan with suppliers to rectify the signalling issues and will undertake multiple phases of work to address the speed restrictions introduced on the DLR and improve the performance of the railway for the benefit of our customers.

Alongside this plan, in the last quarter we have completed testing of the lineside signalling system and significantly progressed testing of the train and are progressing assurance activities in parallel. Train testing has now restarted, and we are working to introduce the first new trains into passenger service before the end of 2025.

Four Lines Modernisation

New timetables were introduced from 13 January 2025, taking advantage of the signalling upgrades that have already been completed on the eastern end of the Hammersmith & City and District lines between Stepney Green and Upminster. It means customers on this section will experience quicker journey times, up to three minutes faster when travelling to and from stations like Embankment.

The Silvertown Tunnel is the capital's first new road tunnel in 45 years

Silvertown Tunnel

The Silvertown Tunnel opened to the public on 7 April 2025, on time and on budget, and is already helping to address the chronic issues of congestion and poor reliability, and a lack of resilience that Londoners have suffered for many years at the Blackwall Tunnel. We have committed to regularly reporting on monitoring data about the Silvertown Tunnel and we are currently compiling and assessing the relevant traffic data for publication in due course.

At the same time, the new SL4 and extended route 129 bus services began operating. Overall, 21 buses per hour are now operating across the river in each direction at the Blackwall and Silvertown Tunnels, alongside our Silvertown Tunnel cycle shuttle. All these services are zero-emission at the tailpipe, free to customers for at least a year and will support an increase in the proportion of cross-river trips by public transport.

Elephant and Castle station upgrade

A new station entrance and Northern line ticket hall will support the creation of more than 10,000 new jobs and 5,000 new homes in the area around the station.

The new entrance forms part of the second stage of works, for which funding has yet to be confirmed. This will significantly increase the station's capacity to meet both existing and new demand for Tube services and deliver vital step-free access to both Northern line platforms.

The contract has been awarded for the new passenger tunnels between the station box and existing Northern line platforms. The pre-tunnelling ancillary works are complete, and high-voltage cables have been delivered to site.

Headcount

Our people provide a vital service for London

Full-time equivalents, including non-permanent labour

	31 March 2024	Year-to-date net (leavers)/joiners	31 March 2025 Actual
Underground	16,146	286	16,432
Elizabeth line	385	15	400
Buses	327	7	334
Streets and other operations	2,558	119	2,677
Rail	235	(4)	231
Capital directorate	3,036	(29)	3,007
Professional services*	4,742	(185)	4,557
TfL total	**27,429**	**209**	**27,638**
Places for London	276	(35)	241
London Transport Museum	247	(13)	234
Crossrail	56	(45)	11
Total	**28,008**	**116**	**28,124**

Total staff levels have increased by 116 in the year, largely driven by new graduates and apprentices joining the organisation at the end of Quarter 2.

The decrease in Professional services is driven by a constraint in headcount in order to deliver savings, which has been partially offset by an increase of 41 graduates.

The increase of 286 full-time equivalent staff in London Underground is mainly due to lower attrition than expected and increased recruitment to support new capital projects.

Non-permanent labour
Due to the actions we have been taking, non-permanent labour levels are lower than at the start of the year and 2021/22.

Non-permanent labour offers flexibility, particularly through time of change and temporary peaks in demand.

Reduction since December 2015

Date	Number of non-permanent labour	Weekly costs (£)	Reduction in non-permanent labour since December 2015	Weekly savings (£)
15 December 2015	3,092	5,249,002		
31 March 2022	1,422	1,995,652	1,670	3,253,350
31 March 2023	1,833	3,006,721	1,259	2,242,281
31 March 2024	1,890	3,370,446	1,202	1,878,556
31 March 2025	1,279	2,079,808	1,813	3,169,194

Non-permanent labour by length of service

Length of service	31 March 2024 Actual	Year-to-date net (leavers)/joiners	31 March 2025 Actual
0-6 months	393	(228)	165
6-12 months	308	(114)	194
1-2 years	449	(70)	379
2-3 years	313	(100)	213
3-5 years	233	(7)	226
5+ years	194	(92)	102
Total	**1,890**	**(611)**	**1,279**

We still have a large number of non-permanent contractors who have been working at TfL for more than two years. Many of these are working on large construction projects, but we continue to seek to reduce reliance on these resources to the extent that this is possible.

Appendix

Performance against the Mayor's Budget
In March 2024, the Finance Committee approved the 2024/25 TfL Budget, under authority delegated by the Board and supersedes its submission into the GLA Budget process. It offers the latest trends and information in more detail. The following tables set out the key differences against the Mayor's Budget approved by the London Assembly on 22 February 2024.

GLA objective analysis
Full year 2024/25

TfL Group (£m)	Actual	Mayor's Budget	Variance
Income			
Passenger income	(5,274.9)	(5,519.1)	244.2
Congestion Charge, LEZ and ULEZ income	(956.7)	(988.0)	31.3
Other income	(578.6)	(602.1)	23.5
Third-party contributions	(110.6)	(35.6)	(75.0)
Sub-total income	**(6,920.8)**	**(7,144.8)**	**224.0**
Operating costs			
London Underground	1,930.0	1,746.4	183.6
Bus, roads, compliance and policing	3,347.0	3,369.4	(22.4)
Contracted rail and sponsored services	663.0	647.1	15.9
Elizabeth line	565.2	586.6	(21.4)
Congestion Charge, LEZ and ULEZ income	609.4	575.8	33.6
Other	870.2	1,238.4	(368.2)
Sub-total operating costs	**7,984.8**	**8,163.7**	**(178.9)**
Net operating income and expenditure	**1,064.0**	**1,018.9**	**45.1**
Other			
Debt servicing	428.5	432.7	(4.2)
Revenue resources used to support capital investment	978.7	1,046.0	(67.3)
Net service income and expenditure	**2,471.2**	**2,497.6**	**(26.4)**
Transfer to/(from) reserves	(7.9)	(57.2)	49.3
Financing requirement	**2,463.3**	**2,440.4**	**22.9**

TfL Group (£m)	Actual	Mayor's Budget	Variance
Specific grants	13.2	8.4	4.8
GLA funding from Group reserves	36.1	18.0	18.1
Retained business rates	2,169.9	2,169.9	-
Council tax requirement	**244.1**	**244.1**	**-**

Capital account
Full year 2024/25

TfL Group (£m)	Actual	Mayor's Budget	Variance
Crossrail (residual)	20.8	42.9	(22.1)
TfL new capital investment	945.2	1,314.4	(369.2)
Places for London	155.5	166.9	(11.4)
Renewals	769.9	761.0	8.9
Total capital expenditure	**1,891.4**	**2,285.2**	**(393.8)**
Financed by			
Capital receipts	202.8	148.2	54.6
Capital grants and third-party contributions	197.4	87.7	109.7
Borrowing	661.0	514.2	146.8
Crossrail funding sources	35.2	46.0	(10.8)
Revenue contributions	795.0	1,489.1	(694.1)
Total funding	**1,891.4**	**2,285.2**	**(393.8)**

GLA subjective analysis
Full year 2024/25

TfL Group	Actual	Mayor's Budget	Variance
Passenger income	(5,274.9)	(5,519.1)	244.2
Congestion Charge, LEZ and ULEZ income	(956.7)	(988.0)	31.3
Advertising income	(143.6)	(135.6)	(8.0)
Property income	(94.1)	(90.3)	(3.8)
Other income	(451.5)	(411.8)	(39.7)
Total income	**(6,920.8)**	**(7,144.8)**	**224.0**
Employee expenses	2,310.4	2,559.0	(248.6)
Property, utilities, cleaning and security	558.4	613.5	(55.1)
Bus contract payments	2,337.3	2,324.9	12.4
Other contracted services costs	869.3	855.9	13.4
Traction current	284.0	320.2	(36.2)
Maintenance	593.7	574.9	18.8
Legal and professional fees	113.0	125.2	(12.2)
Technology costs	211.1	187.5	23.6
Bad debt provisioning	495.9	469.5	26.4
Investment programme	169.3	148.2	21.1
Staff recharges	(461.5)	(462.3)	0.8
Other operating costs	503.9	447.2	56.7
Total operating costs	**7,984.8**	**8,163.7**	**(178.9)**
Debt servicing	428.5	432.7	(4.2)
Revenue resources used to support capital investment	978.7	1,046.0	(67.3)
Total gross expenditure	**9,392.0**	**9,642.4**	**(250.4)**

TfL Group	Actual	Mayor's Budget	Variance
Net service income and expenditure	**2,471.2**	**2,497.6**	**(26.4)**
Transfer to/(from) reserves	(7.9)	(57.2)	49.3
Financing requirement	**2,463.3**	**2,440.4**	**22.9**
Specific grants	13.2	8.4	4.8
GLA funding from Group reserves	36.1	18.0	18.1
Retained business rates	2,169.9	2,169.9	-
Council tax requirement	**244.1**	**244.1**	**-**

About us

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles. We introduced the Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe to all.

We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we are creating brighter journeys and a better city.

May 2025

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