



London's Transport: Delivering homes, jobs and growth Boosting UK productivity

MAYOR OF LONDON

1. **What we do and our our finances**
2. Challenges and opportunities
3. Our plan and looking further ahead
4. Our track record
5. Delivering homes, jobs and growth

Our purpose

**Keep London working
and growing and make
life in London better**

- Meet the rising expectations of our customers and users
- Plan ahead to meet the challenges of a growing population
- Unlock economic development and growth



What we do

Number of journeys made in London in 2013/14

Roads (minus Taxi/PHV)

 **3.65 bn**

Buses

 **2.4 bn**

London Underground

 **1.26 bn**

Cycling

 **205.3 m**

Taxi and PHV

 **147.5 m**

London Overground

 **135.7 m**

DLR

 **101.6 m**

Tramlink

 **31.2 m**

Rivers

 **8.6 m**

Santander cycles

 **8.2 m**

Emirates Air Line

 **1.5 m**

Dial-a-ride

 **1.4 m**

More than 30 million journeys every day

Public transport mode share for London has increased by 10.6% since 2000

We are delivering one of the world's largest investment programmes

We manage 580km of London's busiest roads and all 6,200 traffic signals

We regulate taxis and private hire trade

We operate the Congestion Charging and Low Emission Zone

£200bn of freight is moved on London's roads every year

The Role of Mayoral Strategies

Democratic accountability and transparency



Our Responsibilities



The Mayor's Transport Strategy - 2010

Objectives

Support economic development and population growth

Enhance the quality of life for all Londoners

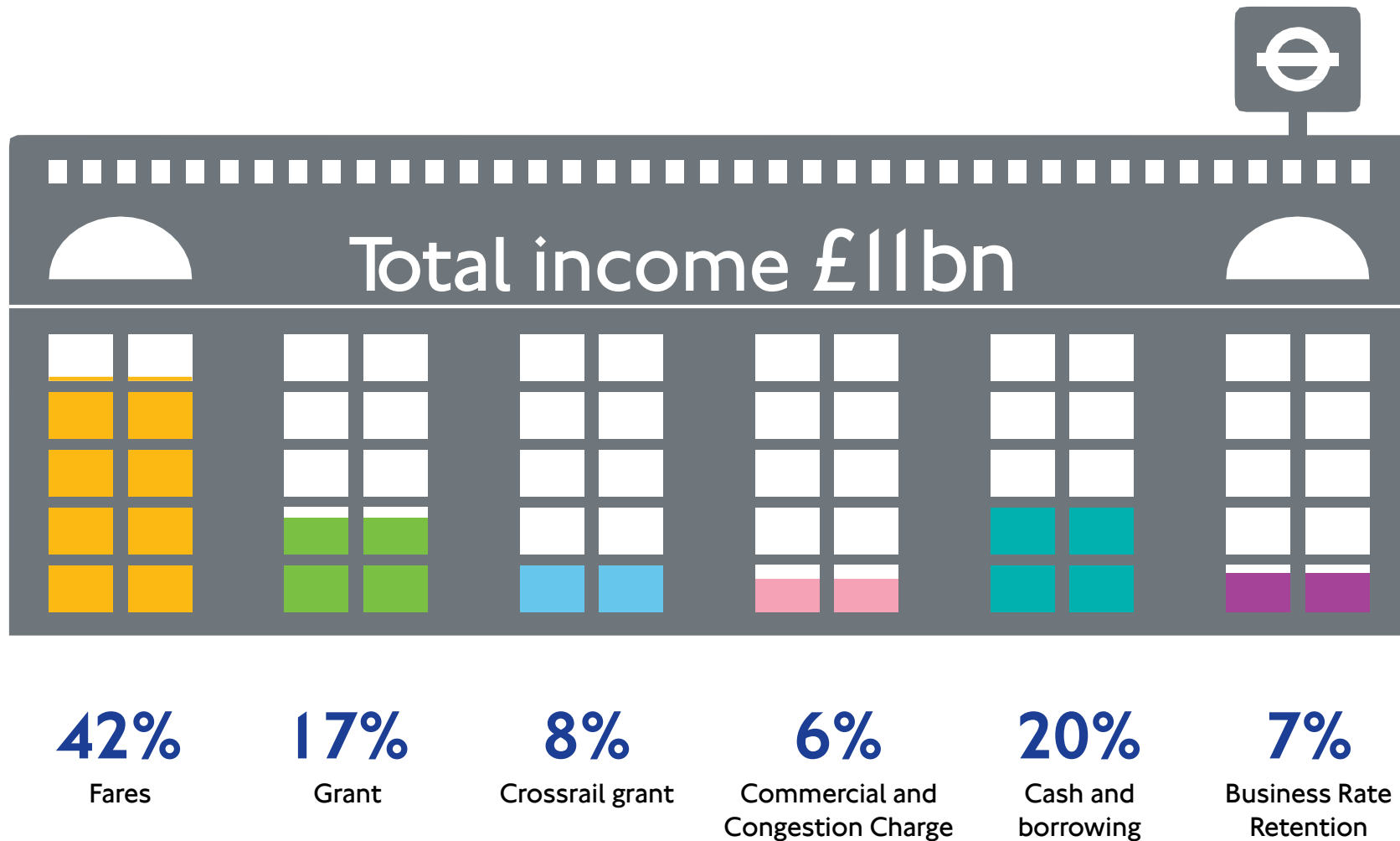
Improve the safety and security of all Londoners

Improve transport opportunities for all Londoners (regeneration as well as improving access to jobs and education)

Reduce transport's contribution to climate change, and improve its resilience

Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

Sources of funding – 2015/16



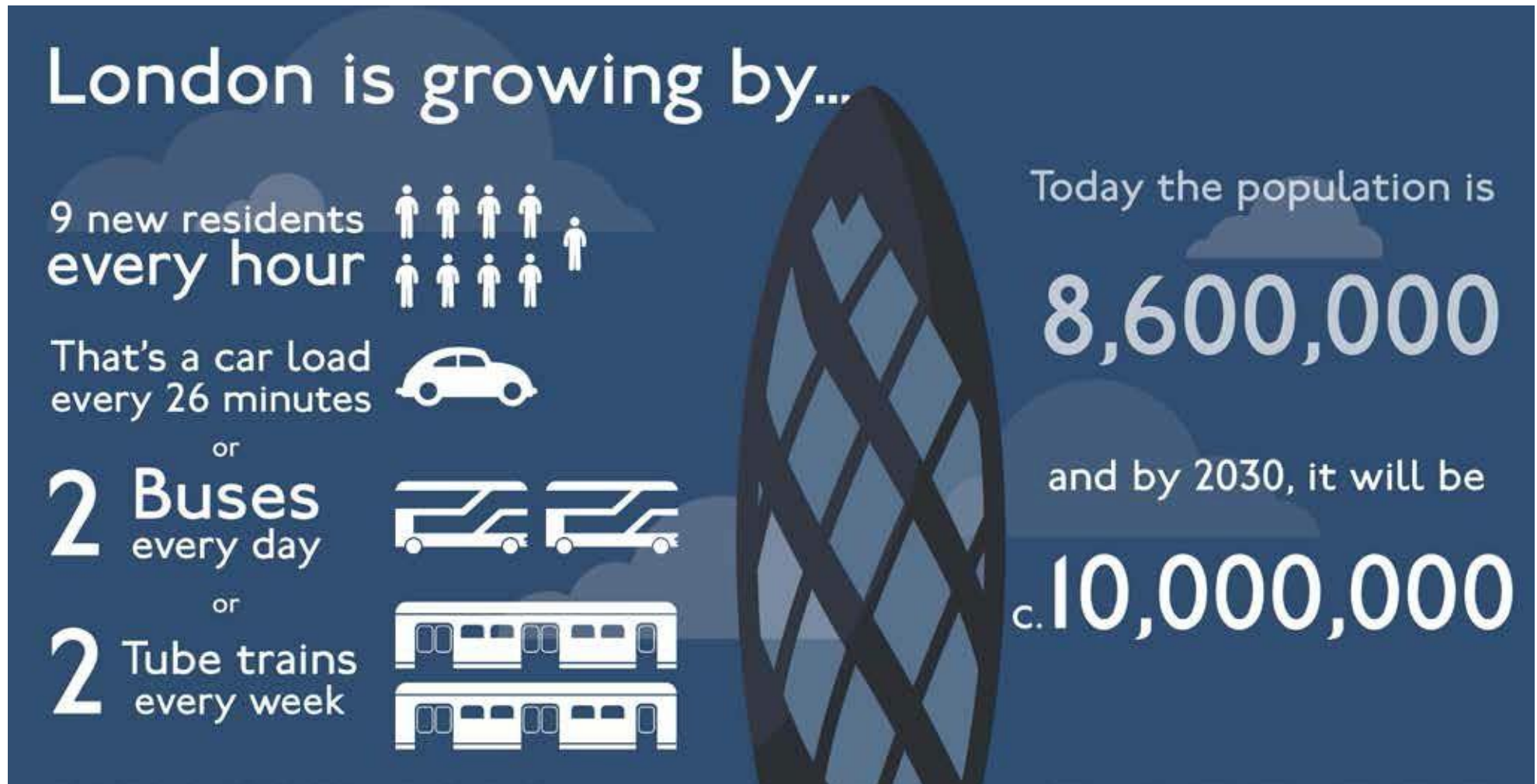
Where the money is spent – 2015/16

All income is spent on running and improving transport services. Because of this, there is no 'retained profit'.

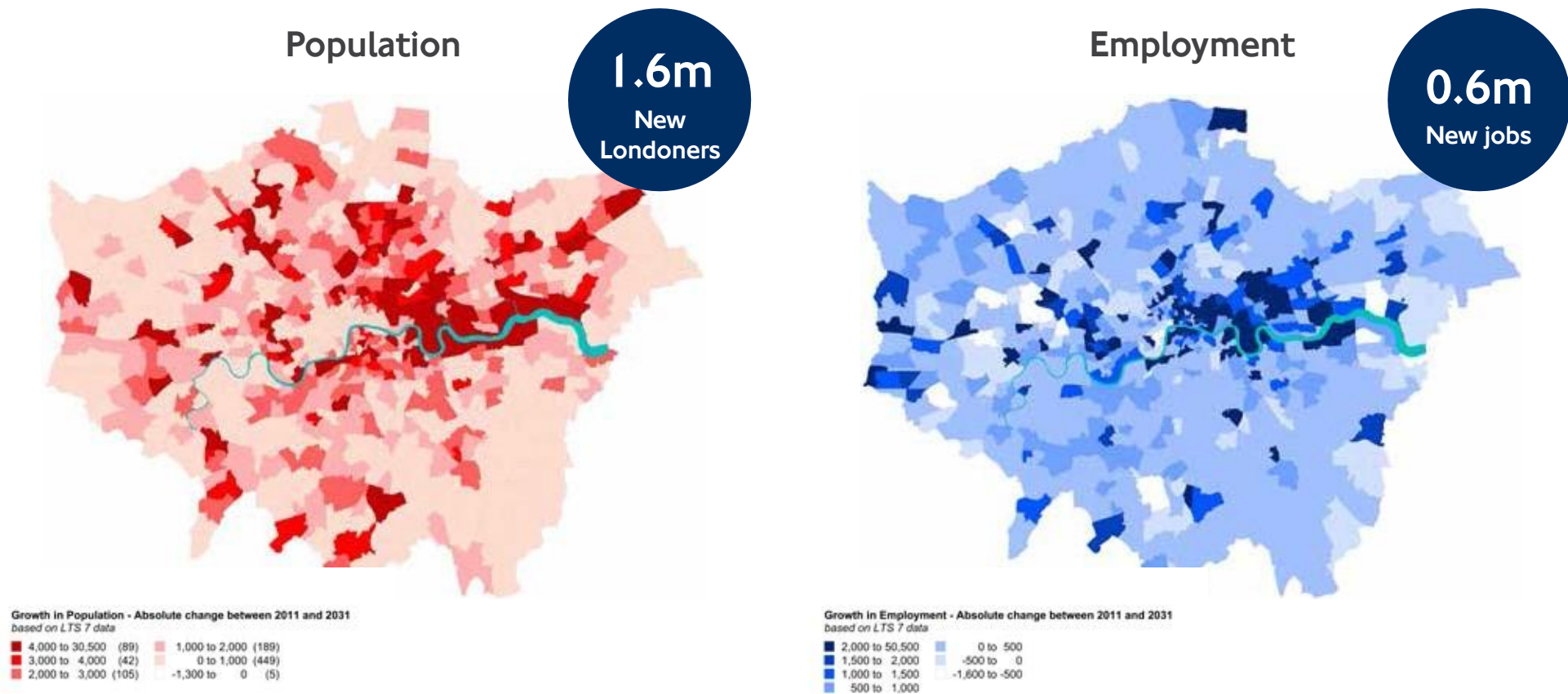


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The productivity opportunity for London

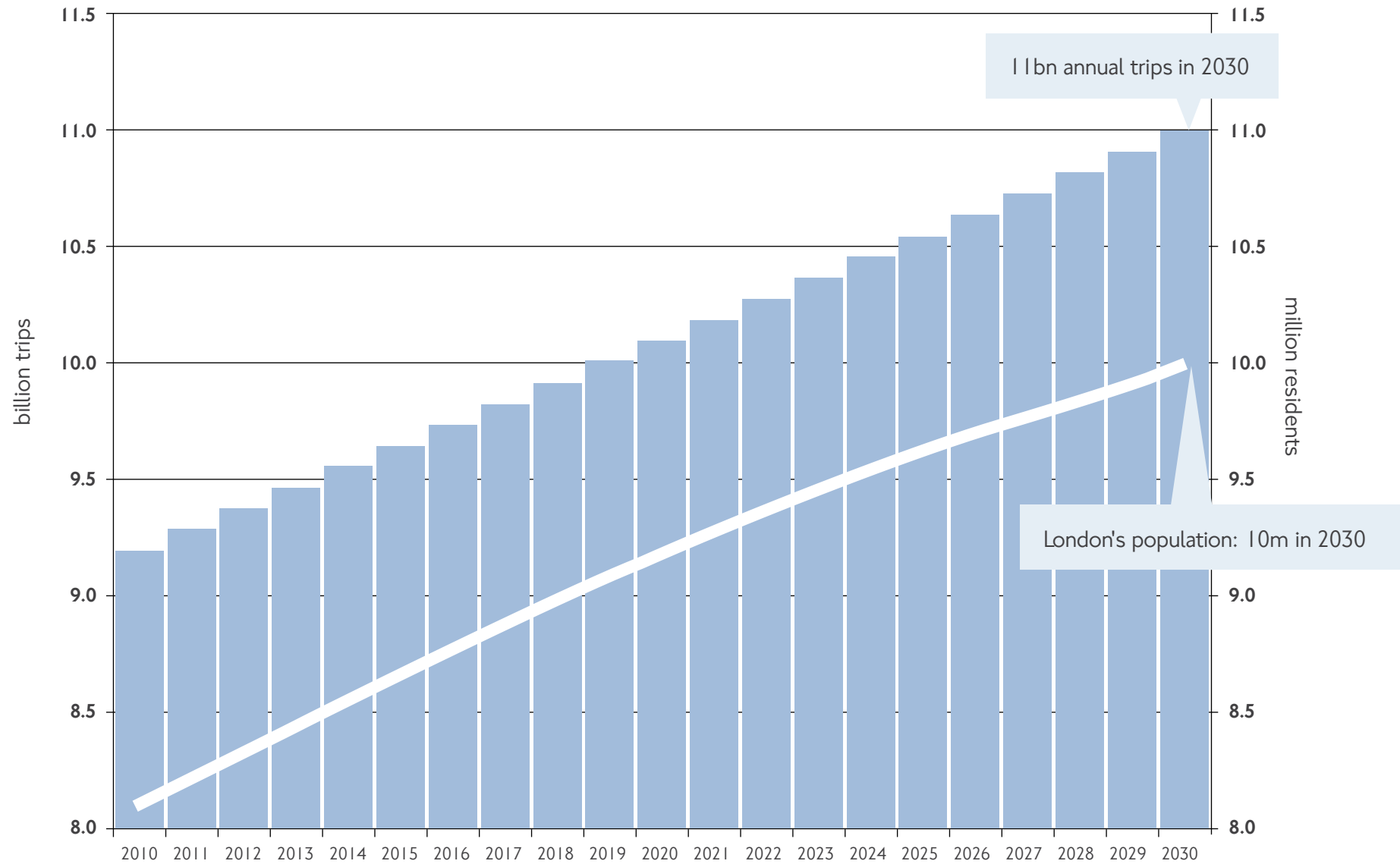


Ensuring population growth is productive growth



London is already one of the most densely inhabited and productive world cities and therefore vital to the UK economy – its growth will be accommodated by further increasing the density of new development.

Billions more trips on public transport and roads



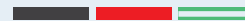
New links unlock homes and jobs



1981



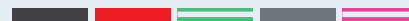
1987



1999



2019



Transport links at Canary Wharf

— New road links

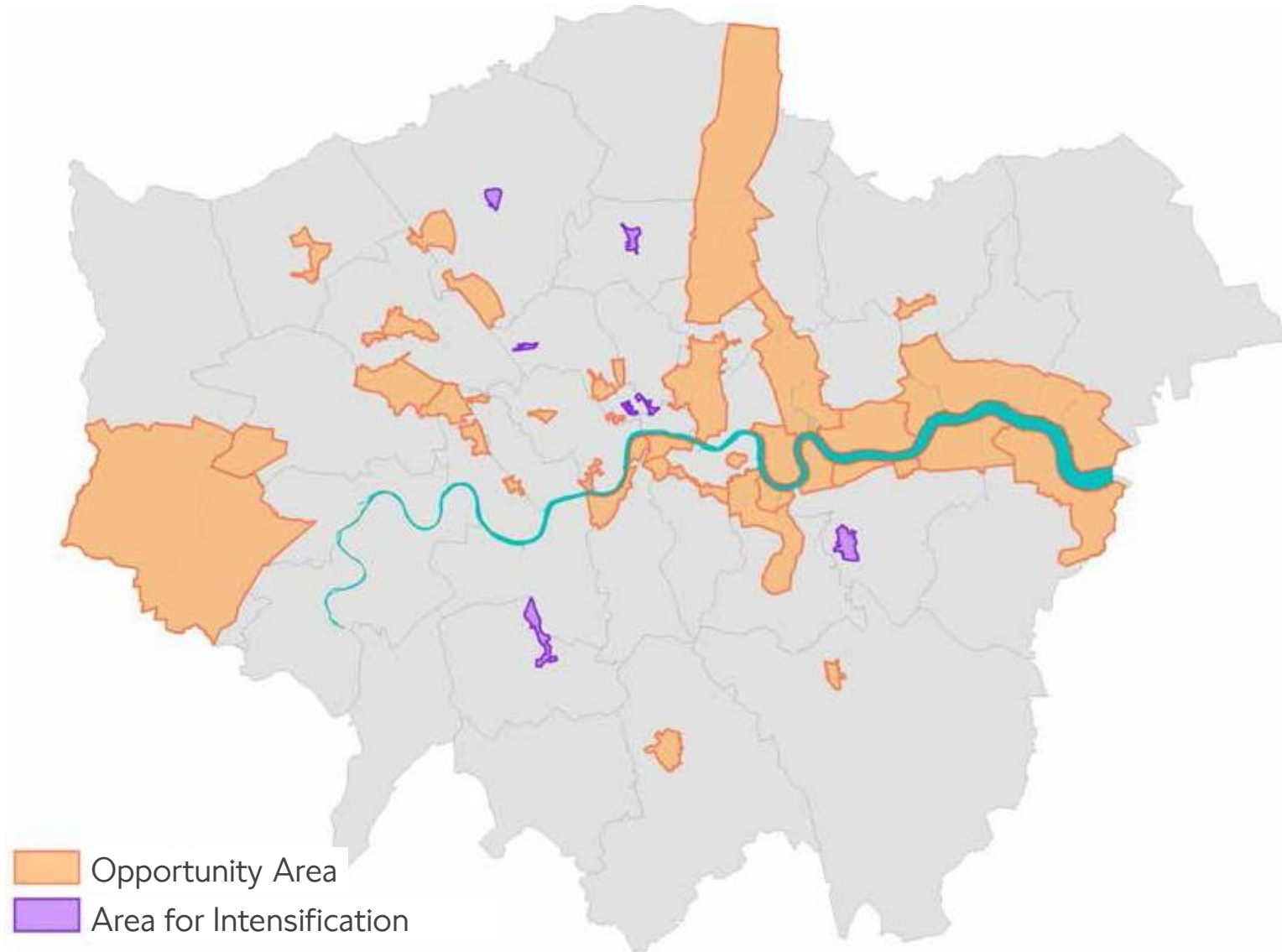
— Buses

— DLR

— Jubilee

— Crossrail

Opportunities across London



Only integrated plans can unlock growth

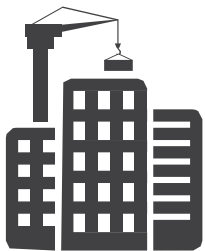
Example Opportunity Areas

**Vauxhall Nine Elms – 24,000 new jobs,
16,000 new homes**

- Roads improvements
- Reconfiguring bus routes
- Station capacity upgrade
- New Tube Extension

Barking Riverside – 10,800 new homes

- High-quality new bus service
- Road investment
- New rail extension



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Crossrail 2: ready to start work by 2020

- We need government to commit development funding to Crossrail 2 so it can be developed, designed, planned and ready to go with a funding package in place by 2020
- Development work is accelerating, with the revised route safeguarded in March 2015 – a business case will be ready this summer and we will launch a public consultation this autumn
- London sources can cover half of the total cost, as it did for Crossrail 1, while the whole UK would benefit through improved connectivity, supply chain jobs and apprenticeships

89% of London business leaders think Crossrail 2 should be a priority

Our Capital Programme – Tube modernisation

- New walk-through, higher-capacity trains on the District line
- 36 trains per hour on the Victoria, Jubilee & Northern lines
- Major station transformations at Tottenham Court Road , Bond Street, Victoria, Bank, Holborn & Camden
- The Northern line Extension
- Signalling modernisation for faster, more frequent trains on the District, Circle, Metropolitan & Hammersmith & City lines



Nearly all (99%) London business leaders think the Tube modernisations should be a priority

Our Capital Programme – Piccadilly line upgrade

Once completed it will deliver:

- 60 per cent increase in capacity on the line
- Around 100 new trains
- At least 33 trains per hour



Bakerloo and Central line investment

Improvements are being delivered now but new investment and trains will come post 2025



Night Tube – transforming the night-time economy

£360m boost to the economy

At least 2,000 new jobs

50% of Night Bus users are going to or from work

Night Bus use has increased 170% since 2000



Sustaining the bus network

Our plan will deliver a 5% bus network capacity increase

89% of London's business leaders think there should be funding to keep bus fares affordable across London



Roads keep London functioning

26 million journeys start on London's roads every day – they are essential for the economy and the city's quality of life

London's road network is complex and was not designed for the volume or diversity of today's users:

- 11 million car and motorcycle trips a day
- 6.2 million bus journeys
- 6 million pedestrian journeys
- 600,000 cycle journeys
- 300,000 freight journeys a day
- 200,000 taxi journeys
- 90% of all freight is moved by road

92% of business leaders think roads investment should be a priority

Our Capital Programme – optimising road space



Five major schemes: to enable growth, movement and rejuvenate public space

12 key junction improvements addressing safety

Modernisation and maintenance of 1,800 bridges and 12 tunnels, 9,000,000m² of carriageway, 1,000+ miles of footways and cycle lanes

A total of 169 smaller schemes to improve our roads

Signal modernisation: dynamic control cuts delays by 12% at junctions

Investing in the urban realm

Example: Old Street £17m investment

£26.5m user benefits

£32.6m local property value increase
(estimated benefits due to improved urban realm in addition to positive standard cost-benefit analysis)



Air quality – action for health

Health impacts of poor air quality will become more challenging as London grows and becomes increasingly dense.

We have already taken a number of steps in recent years to reduce transport-related emissions, including:

London-wide Low Emission Zone

Ultra Low Emission Zone

Congestion Charge

Taxi age limits

Cleaner buses

Ultra Low Emission Vehicle Infrastructure

Sustainable Transport

Mayor's Air Quality Fund

Accessibility – access to opportunities

- Today 25% of our Tube stations are step-free from street to platform
- By 2024 56% of all our stations will be step-free
- All our buses and the DLR are accessible
- Our investment includes accessibility features as standard in new rolling stock, buses, station upgrades, roads schemes and urban realm improvements that will support more independent travel by disabled people



Starting a rail revolution in London and the South East

- South London will not deliver potential homes and jobs growth without the transformation of its rail services
- Tube-like services with increased frequencies, faster journeys, new connections, better interchanges, stations and service integration plus transformed customer services
- A single fare structure set by the Mayor for all rail journeys in Greater London



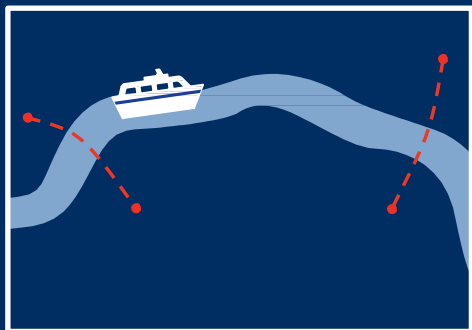
Crossrail 2: Unlocking 200,000 new homes and 200,000 new jobs

- Crossrail 2 is a proposed new railway serving London and the South East – it would improve national connectivity and support other national investment like High Speed 2
- It adds 10% to London's rail capacity
- It solves major overcrowding problems at Main Line Railway Stations



Identifying future infrastructure projects

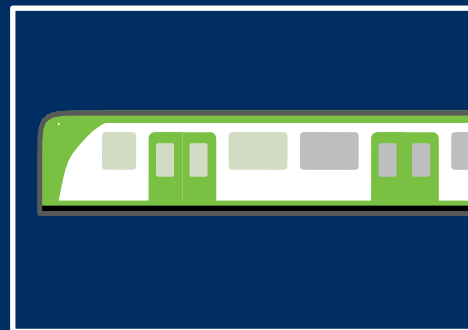
- In advance of this Spending Review, we have been asked to identify the next big infrastructure projects to drive continued economic growth in London and across the UK
- These are schemes with the potential to unlock new homes and jobs in areas of London with major development capacity



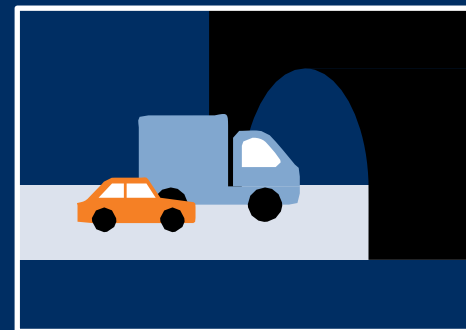
East London river crossings



Bakerloo line extension



Tram extensions



Road tunnels

- **Crossrail 2 is an immediate priority** but the aim is to develop a pipeline to support growth and maximise efficiency of project delivery beyond our current Business Plan

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Tough decisions, fit for the future

- We have had to make tough decisions to modernise our services, drive down costs and ensure our plans remain funded, while continuing to deliver for customers
- We are leading reform of the public sector, technology is changing how we deliver services – we are optimising our people and our assets to meet customer demand

All Tube ticket offices will close this year

We've taken 2,800 people out of running the railway despite growing demand

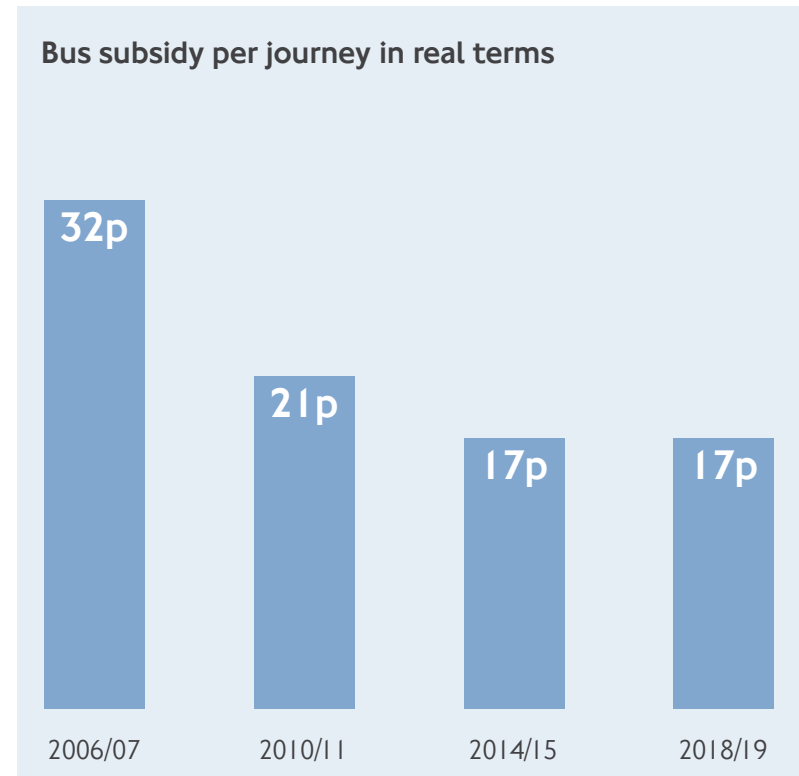
No cash payment on buses since July 2014



Driving down bus subsidy

Bus subsidy in London has fallen by more than 40% in real terms in the last eight years

- We will hold bus subsidy steady while we invest to:
 - Expand the bus network to serve a growing city
 - Launch our largest programme of vehicle emissions reduction
 - Mitigate rising road congestion
- Demand will continue to grow faster than supply



Transforming rail services

- London Overground has had a transformative effect on the areas it serves – some of the most deprived in London – by providing multiple new connections to homes and jobs
- Since we took over we have got more out of the existing network we inherited:
 - 200% increase in ridership on like-for-like routes
 - Fare dodging cut by 66%
 - Delays halved

Train Operating Company	Public Performance Measure	Customer satisfaction score
C2C	97%	89
London Overground	96%	88
Chiltern	95%	91
Greater Anglia	92%	83
South West Trains	90%	80
South Eastern	89%	74
First Great Western	88%	81
London Midland	86%	82
Govia Thameslink	86%	77
Southern	86%	77

London Overground has high customer satisfaction and is currently the second most reliable train operator, a 77 point increase since services were devolved to us

Maximising commercial revenue

- In addition to our savings and efficiencies programme, we will deliver £3.4bn net commercial revenue over the next 10 years by:
 - Seeking expert partners to ensure we optimise value for money from our property, taking forward some **75 development schemes**
 - Converting our Head Office **55 Broadway**, to a prime residential building
 - Introducing ‘**Click and Collect**’ at 43 stations (Waitrose, Asda, Amazon and Argos) and pop-up shops at key stations such as Old Street



World-leading on ticketing

- We are leading the way in using technology to optimise the capacity we already have on rail and roads – and to support the continued shift of trips to public transport, walking and cycling
- Contactless payment using debit or credit cards rolled out across our network in September 2014 – we are now among the world's biggest contactless merchants with one million taps a day and rising

The cost of revenue collection is down from 15% of revenue in 2006 to 8% today, expected to be just 6% in 2020

Better information, better decisions

- Millions of better-informed decisions taken together help to optimise existing capacity and to keep London working
- Providing information and advice to customers has reduced peak demand by 3% at some stations
- Our open data policy has helped power a flourishing private sector app market
- Using social media and targeted email a handful of our staff deliver real-time updates to millions of people as they move around the city – the Shakespeare Review (2013) estimated this saved our customers £58m a year

74% of Londoners have a smartphone

3.4 million people receive regular social media and email alerts from us



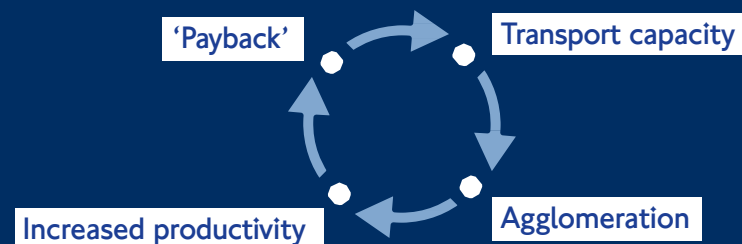
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Finding new sources of funding

- The way transport infrastructure is funded is changing – transport investment need not all come from the Exchequer
- Crossrail is two-thirds funded from London sources and the Northern Line Extension received only a loan guarantee from the Treasury. Both will deliver a major boost to the economy and generate new tax revenue for the Exchequer

This will help London deliver a projected fiscal surplus of around £100bn by 2025, up from £36bn today

- Major projects will need to maximise non-government sources of funding in future – these packages are best assembled at city level and need to deliver connectivity as well as affordable homes



Keeping London productive, supporting UK jobs

What we need to deliver homes, jobs and growth:

1. Confirm Government support for our Business Plan

2. Progress the detailed development of Crossrail 2 so it is ready to go by 2020

3. Progress rail reforms to improve services across London and the South East

4. Deliver greater powers and responsibilities to cities



**TRANSPORT
FOR LONDON**

EVERY JOURNEY MATTERS