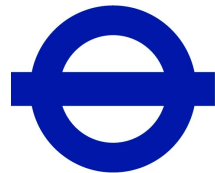


# Secondary Revenue Partnerships in TfL

Stephen Dadswell



Transport  
for London



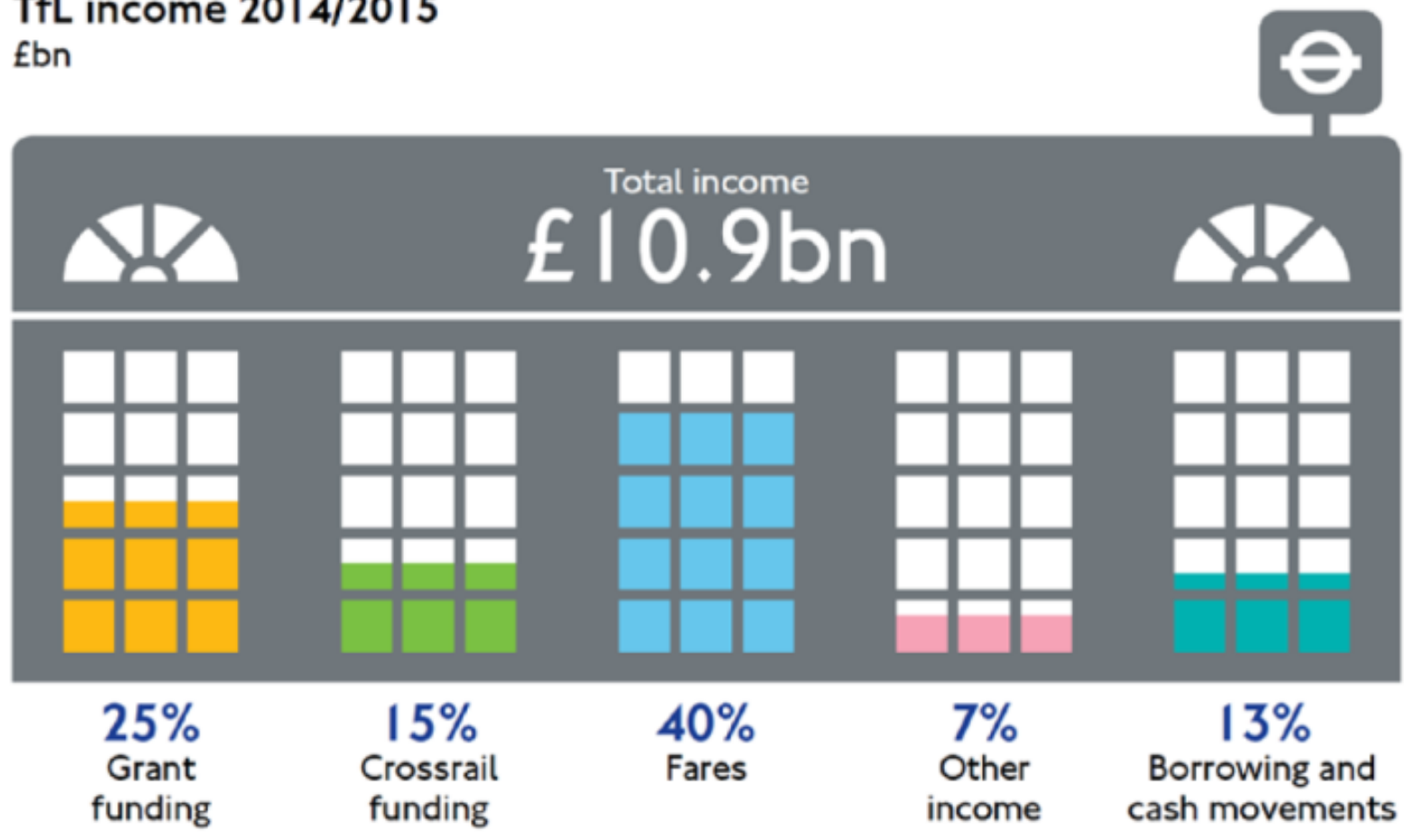
# Transport for London

- ❖ TfL is an integrated transport authority
- ❖ Responsible for tube, bus, highway, urban rail, taxis and cycling
- ❖ 30 million journeys per day in London (up to 4mn Tube)
- ❖ 27,000 employees
- ❖ Over 150 years old



# TfL funding

TfL income 2014/2015  
£bn



# TfL has been commercially exploiting its assets for decades





# But never maximised value ...

- ❖ Taken a low risk approach
- ❖ Never understood the intrinsic value of the estate, audience and brand
- ❖ Under invested in commercial assets
- ❖ Discouraged innovation

**COMMERCIAL ACTIVITY GETS IN THE WAY  
OF TRANSPORTING OUR CUSTOMERS**

- ❖ **Does it?**

# Focussing on Non-Fares Revenues

- ❖ In 2012, TfL created an single Commercial Development directorate to focus on non-fares revenues across the whole network

## COMMERCIAL OPPORTUNITIES

We can help you build your business, with opportunities for renting our commercial properties, acquiring surplus assets, advertising on our network and product distribution.

Companies that have innovative ideas and a desire to be a commercial partner of the UK's largest transport authority - we'd like to hear from you.

Email us at [businessdevelopment@tfl.gov.uk](mailto:businessdevelopment@tfl.gov.uk).



### Property partnerships

We want to partner with developers to transform our estate, creating jobs and homes



### Advertising on the network

Connect with one of the world's most powerful audiences: the London commuter



## COMMERCIAL OPPORTUNITIES

- Advertising on the network
- Digital Signs
- ▶ Property to let
- Property development
- Commercial partnerships
- Commercial revenue
- New projects

[www.tfl.gov.uk](http://www.tfl.gov.uk)

# The Commercial Development directorate has ...

- ❖ Hired experienced people from the private sector, complemented by dedicated non-exec group
- ❖ Consulted the market to identify new opportunities
- ❖ Adopted a strategy of sharing risk with commercial partners to increase revenues
- ❖ Identified opportunities to grow non-fares income from £1.9bn to £4.5bn (€2.6bn to €6.2bn) over the next ten years

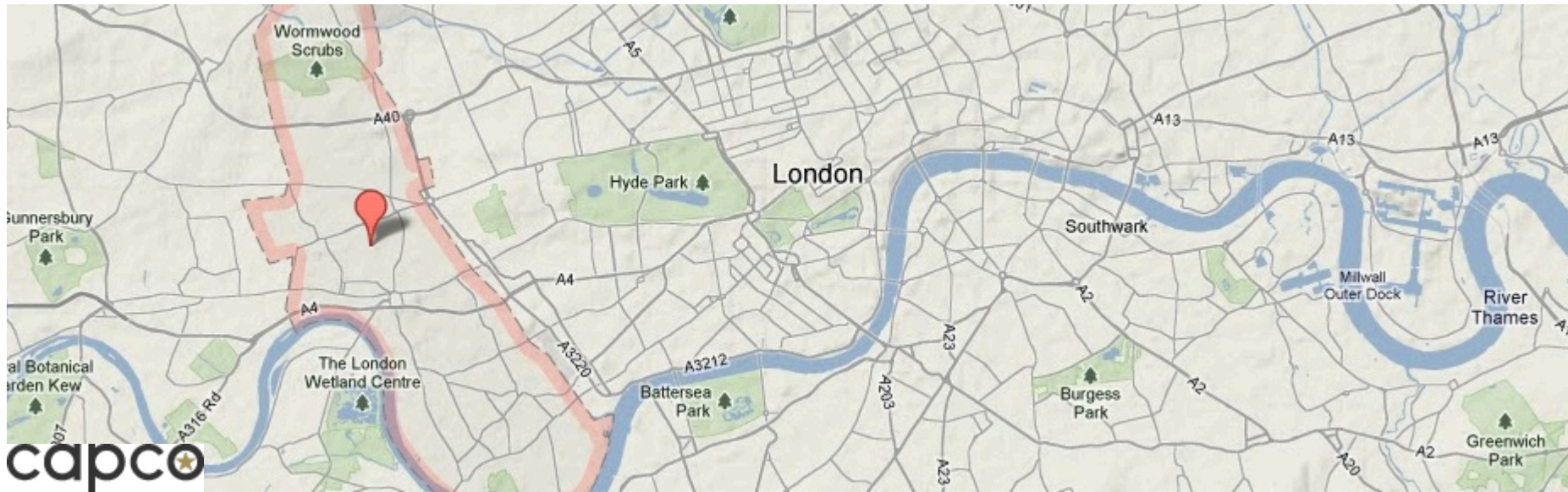
# Critically, stakeholder opinion has changed ...

~~COMMERCIAL ACTIVITY GETS IN THE WAY OF  
TRANSPORTING OUR CUSTOMERS~~

COMMERCIAL ACTIVITY GENERATES REVENUE  
FOR REINVESTMENT, IMPROVES CUSTOMERS  
EXPERIENCE AND SUPPORTS REGENERATION OF  
SOME OF LONDON'S MOST DEPRIVED AREAS

# Case Study: Property Partnerships

- ❖ In March 2014 we formed a joint venture with Capital and Counties plc to develop the 77 acres of Earls Court into 7,500 new homes





# Case Study: Property Partnerships

- ❖ Our long term approach pools our land with CapCo
- ❖ We share risk and reward with them over the ten year development





# Case Study: Property Partnerships

- ❖ This precedent has been adopted as our strategy for generating over £2bn (€2.7bn) of income over ten years
  - 2,300 hectares
  - 400 development opportunities, of which 70 in the next ten years
- ❖ To create:
  - 9,000 residential units
  - 1 million sqm



# Case Study: Property Partnerships

10-year Business Plan sites

P13

- ❖ We want to establish a framework of strategic partners to develop our assets over a 10-year period
- ❖ We plan to select a small number with whom we can develop long-standing, strategic relationships to deliver our commercial aspirations while enhancing the transport network

● Opportunity location off map  
● Zone 1  
● Zone 2  
● Zone 3



# We are already making progress





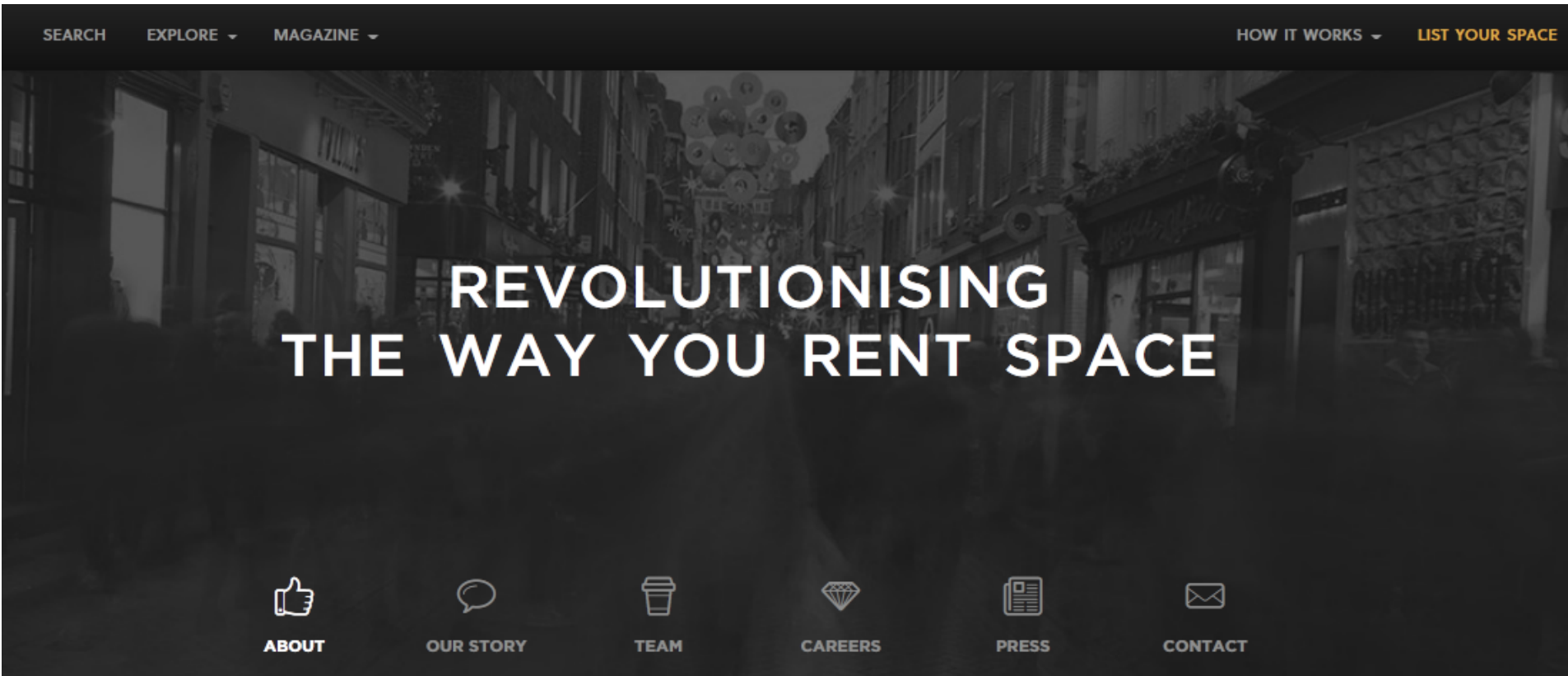
## A mobile phone kiosk with a red and white checkered background. The sign above the counter reads "old sweet station" and "MOBILE PHONES UNLOCKED". Below this, it lists "Phone sim cards", "Phone chargers", and "Phone batteries". The counter is covered with a red cloth and has a blue sign that says "mocom". To the right of the counter is a white door with a "No Smoking" sign. Further right is a display rack filled with various mobile phone accessories, including chargers and batteries, and a small umbrella hanging from the top.



Dark, Dirty, Depressing, ...



# We have partnered with appear [here]



Rent space as easily as booking a hotel room







**Thank you.**

**Tack för att ni lyssnade**

