

Date: 26 June 2024

Title: Rail and Station Enhancements Programme – Annual Update

This paper will be considered in public

## 1 Summary

	Existing Financial Authority* (£m)	Estimated Final Cost (EFC)** (£m)	Existing Programme and Project Authority**** (£m)	Additional Requested (£m)	Total Programme and Project Authority (£m)
Gross Cost***	£1,068.8	£1,493.0	£1,036.2	£30.7	£1,066.9
Gross Income	£586.1	£617.3	£530.6	£8.6	£539.2
Net Expenditure	£482.7	£875.7	£505.6	£22.1	£527.7

**Table 1 – Summary of Programme and Project Authority**

\* Existing Financial Authority includes 2024/25, 2025/26 Budget, and the TfL Business Plan.

\*\* The Estimated Final Cost includes spend outside the current business plan period.

\*\*\* Gross value is total TfL expenditure, including expenditure recovered from external parties and income from third parties.

\*\*\*\* This includes an in-year uplift of £9.5m for London Underground (LU) Step-Free Access granted by the Committee.

1.1 The purpose of the Rail and Station Enhancements Programme (the Programme) is to deliver enhancements to safety, accessibility, reliability, capacity, sustainability, and customer experience while reducing maintenance costs and extending the life of operational assets.

1.2 This paper provides an update to the Committee on the achievements and progress of the Programme since July 2023 and seeks additional Authorities. This paper focuses on enhancements which were previously part of the LU Enhancements programme, Public Transport programme and standalone programmes.

## **2 Recommendations**

### **2.1 The Committee is asked to note the paper and:**

- (a) approve increased Programme and Project Authority of £30.7m for 2024/25 for the Rail and Station Enhancements Programme giving a total Programme and Project Authority of £1,066.9m;**
- (b) note that matters for which authorities are sought above include commitments that extend beyond the period of the 2024/25 Budget and provision will, therefore, need to be made for those commitments in future budgets; and**
- (c) note that Procurement Authority for the various initiatives will be sought at officer level in accordance with Standing Orders.**

## **3 Background**

- 3.1** This is the second annual update to the Committee on the Rail and Station Enhancements Programme. The Programme includes a wide range of projects which will enhance the London rail network and make significant contributions to many of TfL's economic, social, and environmental outcomes and targets. Many will also directly and indirectly support sustainable housing and jobs growth. Most of the schemes include providing an improved customer experience, such as step-free access, in the case of stations-related projects or new trams for Croydon to replace the life expired initial fleet. The Programme covers enhancements on Docklands Light Railway, High Speed 2, London Overground, London Trams and the London Underground.
- 3.2** Value for money is a key consideration in the Programme. Work at stations such as Colindale and Leyton, the London Underground (LU) Step Free access programme and the DLR Royal Docks programme deliver outcomes that support key objectives on delivering sustainable housing and accessible transport for all. Most of the schemes are made possible by working in partnership with commercial and other public agencies. This involves a significant investment provided by third party agencies that also reflects the contribution made to wider strategic objectives such as housing, productivity and sustainable growth. By bringing these projects into one programme we are also able to leverage better management of resources and identify in-project efficiencies.
- 3.3** A priority for the Programme is making carbon reduction a central part of how design process for each scheme as part of our commitment to making London a net zero city by 2030.
- 3.4** The Programme already contributes to positive environmental outcomes by delivering measures such as sustainable drainage systems (SUDS), blue and green roofs and solar power and employing fossil fuel free construction sites over and above the core benefits of enabling more people to use sustainable transport.

3.5 The standalone programmes and projects included in the Rail and Station Enhancements Programme are listed below:

- (a) LU Enhancements and SFA;
- (b) High Speed 2 (HS2);
- (c) Elephant and Castle;
- (d) Battersea Power Station western entrance;
- (e) East London Line (ELL HIF);
- (f) DLR Royal Docks enhancements;
- (g) Trams enhancements (including Tram Replacement Rolling Stock and the Sandilands programme);
- (h) London Overground Capital Investment Programme (LOCIP);
- (i) Rail and Sponsored Services (RSS) Initiation projects; and
- (j) a number of smaller RSS legacy projects that are being closed out.

3.6 In the year since the last paper, the Programme had the following in-year increases in Programme and Project Authority approved by the Committee:

- (a) £9.5m for the Step Free Access programme; and
- (b) £4.8m for High Speed 2.

## **4 Value for Money**

4.1 The schemes in this Programme typically represent 'Medium' (Benefit:Cost Ratio (BCR) of 1.5 - 2) or 'High' (BCR 2 - 4) Value for Money based on the Treasury Green Book methodology. This means that for every pound spent, they are returning at least £1.50 or £2 of benefit to society.

4.2 The largest benefits of these schemes by monetary value typically arise from the following TfL's Strategic Outcomes:

- (a) Customer Experience and Public Transport Service improvements, as journey times and crowding levels reduce, and service reliability and journey quality gets better;
- (b) Sustainable growth as sites for new residential and employment development are enabled; and

- (c) Accessibility as more of the rail network becomes step free, and easier to use by customers who find the network more difficult to navigate.

4.3 These schemes also make significant contributions to a number of other TfL Strategic Outcomes, including:

- (a) Customer and colleague safety as scheme design consciously addresses identified risks and issues; and
- (b) Green Outcomes including TfL and London's Carbon emissions, Air Quality and Adaptation – as these schemes support a shift to more people using public transport, by increasing the capacity for, and attractiveness of trips to be made by rail. The Programme also ensures that environmental design features such as SUDS, blue and green roofs and solar power are incorporated where possible; and that environmental factors are taken into account in delivery decisions. This includes minimising the impact of construction trips and employing fossil fuel free construction sites.

4.4 To ensure that these schemes deliver the value we expect, are optimised, and that we learn any lessons from them, we have a comprehensive plan for monitoring and evaluation. This includes a programme of work looking at the impacts of comparable schemes that we have already delivered, as well as extensive activity planned for schemes still in development and delivery.

## **5 Programme delivery since last submission and planned delivery for 2024/25**

5.1 Progress on key projects and programmes within the Programme are set out below:

### **5.1.1 LU Step-Free Access and station enhancements**

#### **SFA programme**

- (a) The SFA programme exists to deliver the Mayor's Transport Strategy target of halving the additional step-free journey time compared to users of the full network. Where appropriate, the programme looks to integrate with TfL's Sustainable Housing and Accessibility (SHA) Fund, supporting sustainable housing by enabling accessible travel and adding capacity where needed.
- (b) In July 2023, following a prioritisation exercise informed by TfL's 2022 Step Free access consultation, we announced feasibility, cost and benefits of SFA scheme would be explored at eight stations – Alperton, Arnos Grove, Eastcote, Finchley Road, North Acton, Rayners Lane, West Hampstead and White City. We also said that we would review the design, cost and construction strategies at Northolt and Burnt Oak, two stations which were about to enter construction before being paused at the start of the coronavirus pandemic.
- (c) In February 2024, the Committee approved Programme and Project Authority and allocation of £9.5m of funding from the SHA Fund towards

design and delivery of SFA at Northolt station and for concept design at West Hampstead and North Acton stations. Northolt will be the next LU station made step-free under this programme, expected to become step-free in 2026.

- (d) Following the completion of feasibility, we intend to proceed to concept design at a number of these stations. The remaining stations are still under review, including discussions with potential funding partners and could proceed to concept design in future. Work is also ongoing to challenge costs in the delivery model for SFA projects throughout the value chain.
- (e) The Morden branch of the Northern line is the longest stretch of the tube network without step-free access. All stations are deep-Tube and therefore significantly more complex to deliver. Following an initial assessment, we intend to proceed to full feasibility at two stations on the Morden branch. We will also carry out feasibility at another five surface-level Underground stations to build a larger work bank of projects ready to be taken forward into design in future years.
- (f) Additional Programme and Project Authority of £11.1m is requested to complete the additional feasibility studies and concept designs described above and to cover the remaining cost of constructing SFA at Northolt.
- (g) An assessment is underway about how to achieve significant increase in the rate of delivery of step free access schemes at LU stations.. We anticipate returning to the Committee ahead of the annual Rail and Station Enhancements submission to seek further authority to progress this work.

### **Leyton and Colindale**

- (h) Leyton and Colindale station projects consist of SFA and capacity improvements to support housing growth and regeneration in the surrounding areas, funded by the Government's Levelling Up Fund (LUF) and local authority funding. Works at Leyton are scheduled to commence in winter 2024/25 following submission of updated business case to the Department for Transport (DfT) to enable release of funding.
- (i) Work has commenced on site at Colindale, with a 10-day line closure in April 2024 to successfully deliver track-side piling in advance of a station closure starting in June 2024.
- (j) The Colindale project is requesting an increase of £3.49m in Programme and Project Authority for 2024/25 to further enhance the bus provision during the ongoing extended station closure, noting the required Financial Authority is provided from the existing 2024/25 Budget. This work must be undertaken during a closure for safety reasons and is expected to be complete by Christmas 2024 allowing the station to re-open and enable completion of wider works in 2025/26.

## **Stratford station**

- (k) The new south western entrance is expected to open by July 2024. This project was funded by the Greater London Authority (GLA), the London Legacy Development Corporation (LLDC) and the London Borough of Newham, with a contribution from TfL to allow completion of the project. The project milestone for opening was 9 March 2024. Opening was delayed by late design change and emerging issues throughout the delivery stage including unforeseen ground conditions and water ingress.
- (l) The resulting cost increase of £0.5m has been funded from within existing TfL budget in 2023/24 and a further £0.2m contribution from LLDC. Since that time, further prolongation and delays to opening mean that an additional increase in Programme and Project Authority of £0.9m is requested to achieve final completion of these works, noting the required Financial Authority is provided from the existing 2024/25 Budget.
- (m) Separate from the TfL works, Network Rail are funding and delivering capacity enhancement works at Stratford's Southern ticket hall, and a new South-Eastern entrance for TfL to operate as part of an adjacent development on Network Rail land. Programme and Project Authority for income and expenditure of £0.3m is requested for 2024/25 to support the design and delivery of these works.

## **South Kensington station**

- (n) Work to further develop the design for South Kensington station SFA and congestion relief has re-commenced to support the timescales of the Places for London development surrounding the station. This design work is being funded by Places for London and relevant authorities have been gained outside of this Programme. The project is being considered in the ongoing TfL Business Planning round.

## **Knightsbridge SFA and Capacity Enhancement:**

- (o) The project is working to resolve power capacity issues to meet the requirement for a secondary power supply to the new lifts. Engagement with UK Power Networks (distribution network operator) continues, with early enabling works underway to provide a new substation. Additional scope has been identified to manage excessive heat being generated by operational equipment in the new customer-circulating area serving the lifts.
- (p) The project team is working closely with key stakeholders and partners to refine the associated delivery.

### **5.1.2 High Speed 2**

- (a) The pause of the Euston programme will mean that Old Oak Common station will be the London temporary terminus for around 10 years. This is a key interchange station for HS2, the Elizabeth line, and other existing rail services, as well as a site of major regeneration. The use of the station as

a temporary HS2 terminus has the potential to significantly affect the Elizabeth line. It also reinforces the need for level boarding to be provided at Old Oak Common station for passengers interchanging between HS2 and Elizabeth line trains.

- (b) On 14 June the Secretary of State for Transport approved a funding settlement for 10 additional Elizabeth line trains that will enable us to operate additional services to Old Oak Common when it opens as the initial terminus for HS2 services as well as supporting growth in passenger numbers at other key locations along the route. HS2 are also undertaking a study for DfT on options to provide level boarding at Old Oak Common.
- (c) The Government has committed to delivery of 10,000 new homes in the Euston area, a privately financed HS2 Euston station, and is working to identify parts of the station for early development to support this.
- (d) We are continuing to work closely with The Euston Partnership and HS2 on further Station Design Authority reviews to identify opportunities to reduce costs at Euston and provide a safe and accessible interchange for our passengers.
- (e) Programme and Project Authority for income and expenditure of £7.9m is requested for these works which is funded by HS2. This will enable continued engagement on Euston, Old Oak Common, and working with HS2 on further electrical fit out and related activities at the Euston Traction Sub-station ahead of commissioning in 2025.

### 5.1.3 Elephant and Castle

- (a) The project delivers SFA and capacity improvements to support housing growth and regeneration in the surrounding areas and remain on schedule. The developer is currently constructing the station box as part of its planning obligations. This includes enabling works to prepare for delivery of new passenger tunnels connecting to the existing Northern line platforms. The Project cost thus far Financial Authority is currently fully covered by third-party funding agreements with the GLA and the London Borough of Southwark.
- (b) The project recently 'bottomed out' by excavating to its lowest level – 33 metres beneath ground level for our station box – and this remains on track for handover to us in 2025. We are pushing ahead with the procurement of the new passenger tunnels which will connect the new station box to existing Northern line platforms. Contract award is planned for summer 2024.
- (c) The next phase of the project, station fit out, will be delivered once additional funds are secured. Post-pandemic estimates of future passenger demand are being validated to ensure forecasts remain accurate. We expect the scheme to deliver significant regeneration benefits, with higher passenger capacity and step-free access enabling the creation of new jobs and homes across the local area. The project has safeguarding to enable the future Bakerloo Line Extension project to

connect to the new ticket hall. This project will return to the Committee to request additional Authorities in 2024/25.

#### **5.1.4 Battersea Power Station Western Entrance**

- (a) This is a legacy project from the Northern Line Extension. The project will fit-out a second entrance to Battersea Power Station, including providing additional SFA.
- (b) Funding for the project is being provided by TfL, the GLA, the London Borough of Wandsworth and Battersea Power Station Development Company (BPSDC). Delivery of the project is through an Integrated Construction Delivery Team, led by BPSDC. The new station entrance remains on course to open to the public in spring 2025 and is within existing budget and authority.

#### **5.1.5 East London Line (ELL) Enhancements Programme**

##### **The ELL (Windrush line) Enhancements Programme**

- (a) This programme consists of infrastructure improvements to support housing growth and regeneration in the Surrey Quays / Canada Water area. The programme will enable us to increase train frequencies to meet increasing demand on this busy section of the Overground network, add SFA at Surrey Quays and provide an improved bus service through an upgraded Canada Water bus station. The programme is fully third-party funded, with £80.8m of funding provided by the Department for Levelling-Up, Housing and Communities. The remainder is secured from developer contributions.

##### **Surrey Quays:**

- (i) Station upgrade works, including a new station entrance, are well underway. Having awarded the main contract for design and build at Surrey Quays in December 2022, we fully mobilised on site in July 2023 and are progressing to schedule. Station works are expected to be complete in 2026.

##### **Traction Power:**

- (ii) We are upgrading traction power on the ELL to support future increases in train frequency and operational resilience. We have now implemented an agreement with Network Rail to deliver these works on the Clapham Junction branch (which is managed by Network Rail). Works are progressing well and we plan to commission the new infrastructure in late June 2024.

##### **Signalling:**

- (iii) We are improving signalling infrastructure to support the train frequency increase. We have recently relocated line-side signals to extend the usable platforms space at Surrey Quays station. Signalling



control design is now underway and is due to be commissioned in early 2026.

#### **Canada Water Bus Station:**

- (iv) We commenced construction on site at Canada Water on 5 March 2024, closing the bus station to enable us to refurbish the station, provide new bus standing facilities and strengthen the station canopy. Works successfully completed to schedule and the bus station reopened on 13 April 2024.

#### **5.1.6 DLR Royal Docks Programme**

- (a) The Royal Docks programme originally consisted of infrastructure improvements at seven DLR stations to support local regeneration plans and accommodate increasing demand on the network. Due to funding constraints and changes to development plans, work has been deferred on all projects except Pontoon Dock and Thames Wharf.

#### **Pontoon Dock:**

- (i) We are providing new escalators to the station's elevated platforms and making urban realm improvements beneath the station. This will improve station accessibility, capacity and unlock around 6,000 new homes.
- (ii) Since our last update to the Committee, we have undertaken additional feasibility and value-engineering assessments of post-pandemic passenger demand forecasts. The outcome was to simplify the design and reduce the estimated cost. In January 2024, we undertook a series of public engagement events to seek feedback on our emerging proposals. An updated concept-level design was completed in April 2024.
- (iii) We are now working with the GLA, Homes England and local developers to secure a full funding package for the improvement and, subject to the confirmation of this funding, plan to return to the Committee later this year to secure the necessary approvals to proceed to the next stages of detailed design and delivery.

#### **Thames Wharf:**

- (iv) Following completion of feasibility-level design and value engineering assessments in 2023, TfL-funded work on this project has now been paused. We are currently in discussions with potential delivery partners and funding contributors to secure a full funding package for these works. Subject to the availability of this funding package, we will return to the Committee for the necessary Programme and Project Authority to proceed to the next stages of design.

### 5.1.7 Trams Enhancements

- (a) The scope of the trams enhancements work includes the Trams Replacement Rolling Stock (TRRS) Programme and the Sandilands Programme.

#### **TRRS Programme:**

- (b) Our oldest trams have now reached the end of their design life. They have become increasingly unreliable, and this has resulted in regular gaps in the timetable due to the lack of available trams for service. The impact has been overcrowding, lower patronage and poor reliability. Although we are in the process of procuring new trams, this has a long timescale to completion. To mitigate the issues in the shorter term and minimise the impact on passengers, we are working with the operator to provide as reliable a service as possible.
- (c) Replacement of the tram fleet was endorsed in January 2023 as the preferred single option. The programme team issued the contract notice in January 2024 and is currently reviewing pre-qualification responses. There was good interest from the supply chain and the refined invitation to tender will be issued later this year. In parallel we will continue discussions with the DfT about funding of major rolling stock and signalling programmes.
- (d) Design development continues for the depot stabling and network power upgrades to support the introduction of the new trams. Most of these upgrades will need to be in place in advance of the delivery of the new trams.
- (e) The additional Programme and Project Authority request of £4.9m includes programme costs to support the procurement process of the trams and the contact award value of the depot stabling design and build contract and power upgrades concept design. Provision has been made to procure additional trams under the same Manufacture and Supply Agreement, subject to affordability.

#### **Sandilands:**

- (f) The outstanding initiatives from the Sandilands Programme were due to be completed in 2023/24. However, final elements of this programme were delayed due to technical problems with the trams power supply and long lead items which led to a change in delivery strategy. The final scope item to be delivered is the tunnel lighting which is substantially complete and will be commissioned in late 2024. Programme and Project Authority of £1.42m is requested to complete the tunnel lighting.
- (g) The I-tram system has been installed. This improves operational reporting by providing real-time performance, accurate tram geographical location data and providing tram drivers with an overspeed alert. This will be brought into use pending approval of the data user agreement between TfL and the tram operators. The EFC has increased from £21.5m to £23m due to programme prolongation and additional power requirements.

### Tram crossing minor works:

- (h) A third party funded project will be completed in 2024/25 to upgrade a pedestrian crossing on the tram network. Programme and Project Authority for income and expenditure of £0.2m is requested for these works which is third party funded by the Department for Education.

### 5.1.8 London Overground Capital Investment Programme:

- (a) LOCIP is a collection of asset improvements which are due to be closed out and handed over to Network Rail (NR) and LU. The projects include the London Overground Train Correct Side Door Enabling, a Willesden Power Supply Plant Unit Shelter, CCTV improvements at Highbury and Islington and works at West Hampstead station. Programme and Project Authority of £0.37m is being requested to complete all handover requirements. All works are expected to complete by the end of this summer.

### 5.1.9 Rail and Sponsored Services Initiation Projects:

- (a) During 2023/24, several rail and sponsored services enhancement projects were initiated. These were an intelligent camera system trial at Shadwell station, the roll-out of defibrillators across the network and improved signage, wayfinding and customer experience.
- (b) Pan-TfL work is ongoing to produce a pipeline of opportunities across the Programme for which we can provide initial support and development with activities including scoping, requirements gathering, planning and estimating. Programme and Project Authority of £0.1m is being requested to develop these projects over 2024/25 and 2025/26.

## 6 Performance against milestones

- 6.1 Table two below reports progress against the Scorecard Milestones in 2023/24 and 2024/25.

Scorecard Milestone	Target Date	Progress Update
Stratford SW Entrance open	11 March 2024	Expected by July 2024
Colindale's Existing station is available to re-open in a temporary state following 27 week closure	13 December 2024	On track
Release of Invitation to Tender for new Trams rolling stock	3 Oct 2024	On track

**Table two: project milestones and progress**

## 7 Equalities Implications

7.1 TfL has an obligation under the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2 The Programme is delivered in accordance with the Equality Act 2010. Each project undertakes an Equality Impact Assessment on the impacts of proposals on each of the groups with protected characteristics. Schemes may have a temporary impact during delivery, but in the long term all enhancements have positive impacts on addressing equality issues across the network, including the provision of SFA.

## 8 Financial Implications

8.1 As a result of the income requests detailed in this paper, TfL will receive up to £0.3m from Network Rail to support Network Rail works at Stratford station, £0.2m from the Department for Education for construction of a public tram crossing, and £4.8m from HS2. Table three shows the summary of the additional income to be received and the adjustments in existing authority to receive Income.

<b>Additional Income</b>	<b>£m</b>	<b>Commitment</b>
Network Rail works at Stratford	0.3	This work is to relieve congestion in the southern ticket hall and construct a new south-eastern ticket hall that LU will operate.
Tram Crossing	0.2	This work is to construct a new crossing of tram lines, and is funded by Department for Education
HS2 income	7.9	
SFA income	0.2	
<b>Total:</b>	5.3	
Existing uncommitted income authority	0	
<b>Total additional income authority requested</b>	8.6	

**Table three– Summary of additional Income**

8.2 The Programme's Financial Authority and forecast summary for future years' requests for Financial Authority by year is outlined in Table four below:

Rail and Stations Enhancements		TfL Budget		Business Plan		Additional years referenced			Total forecast	Authority - Years to 26/27
		Prior Years	2024/25	2025/26	2026/27	2027/28	2028/29	Future Years		
Financial authority	Budget or Business Plan	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m
	<b>Gross Cost</b>	784.0	101.6	80.1	103.0	111.5	76.1	224.0	1480.4	1068.8
	<b>Net Total</b>	430.4	102.8	56.9	72.5	86.5	74.0	217.2	1040.2	662.6
	<b>Gross Income</b>	-423.5	-56.5	-58.2	-47.9	-25.0	-2.2	-6.7	-620.0	-586.1
<b>Forecast</b>	<b>P2 24/25 Forecast</b>									
	<b>Gross Cost</b>	784.8	107.6	85.4	95.1	93.9	96.6	229.5	1493.0	1073.0
	<b>Net Total</b>	368.2	16.4	9.8	61.3	67.1	86.9	223.6	833.4	455.7
	<b>Gross Income</b>	-416.6	-91.2	-75.6	-33.9	-26.8	-9.7	-5.9	-659.7	-617.3
<b>Authority Request (Gross)</b>	<b>Programme and Project Authority</b>									
	<b>PIC Approved</b>	1036.2	0.0	0.0	0.0	0.0	0.0	0.0	1036.2	1036.2
	<b>Additional authority requested</b>	0.0	<b>30.7</b>	0.0	0.0	0.0	0.0	0.0	<b>30.7</b>	<b>30.7</b>
	<b>Future Authority Requests</b>	0.0	0.0	0.0	27.2	41.2	44.0	67.7	180.1	27.2

**Table four: Financial authority by year**

## 9 Risks and opportunities

9.1 The top risks associated with delivery of the Programme are shown in Table five below.

Risk No	Risk Description	Mitigation Actions
1	Cost overrun in a constrained budget environment	Costs are monitored in project review meetings and programme level reporting, with an early warning notice process in place. Prioritisation of budget at the Rail Stations Enhancements Programme meeting to manage emerging challenges, and prioritisation as part of the TfL Business Planning process.
2	Cost overrun on projects with capped third-party funding	Going forward project risk assessments will include an allowance for such eventualities, and work is underway on how to address this at programme level. The RSE Programme meeting takes place on a periodic basis to consider any specific cost pressures with adjustments made to the wider programme to ensure overall expenditure is in line with authorities.
3	Achieving expected value for money from contracts	Leveraging the existing delivery model to maximise supply chain performance and value to TfL
4	The end of the LU Civils and Tunnels framework and the procurement of a replacement framework is delayed, leading to additional cost	The notice for the replacement framework was issued in May 2024. This is on target for an April 2026 award. An extension of the current framework is being considered, together with alternative external frameworks. In the interim, projects will maximise use of the framework through a staged tendering approach prior to expiry.

## **Table five: Programme level risks**

9.2 The Programme does not include an overall high-level risk allowance. It is comprised of many individual schemes that, experience has shown, enable risk to be effectively managed across the programme using the workbank approach described. Periodic reviews of the Programme risks are held with escalations reported.

## **List of appendices to this report:**

Appendix 1: Table of schemes with financial information

Appendix 2: Key projects' Estimated Final Cost, expected output and achieved output

Appendix 3: 2024/25 authority allocations and outputs

## **List of Background Papers:**

Programmes and Investment Committee papers:

London Underground Enhancements Programme: 1 March 2023

Network Development and Third Party Pipeline Programme: 28 February 2024  
(showing SFA £9.5m uplift and move to RSE portfolio)

Rail and Station Enhancements Programme: 19 July 2023

High Speed 2 resources paper: 6 December 2023

[May 2024 Stratford paper](#) showing re-allocation of £0.41m PPA

Independent Investment Programme Advisory Group Report and Management Response

TfL Project Assurance and Management Response

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## Appendix 1: Table of schemes with financial information

Project	Existing Gross Financial Authority	Gross EFC	Existing Programme and Project Authority	Requested Programme and Project Authority	Total Programme and Project Authority
	£'m	£'m	£'m	£'m	£'m
Elephant and Castle	£82.2	£185.4	£86.7	£0.0	£86.7
Western Entrance	£19.1	£19.8	£23.0	£0.0	£23.0
HS2	£61.0	£71.4	£43.0	£7.9	£50.9
ELL Enhancement Programme (HIF)	£89.9	£88.8	£90.9	£0.0	£90.9
Tram Replacement Rolling Stock	£41.6	£172.0	£14.9	£4.9	£19.8
Royal Docks Station Upgrade Programme	£28.9	£37.7	£9.9	£0.0	£9.9
Other Enhancements	£169.1	£316.4	£151.5	£2.0	£153.5
Colindale SFA and capacity increase	£42.7	£48.2	£44.7	£3.5	£48.2
Leyton SFA and capacity increase	£23.1	£25.3	£25.3	£0.0	£25.3
Knightsbridge SFA and capacity increase	£33.0	£33.2	£33.7	£0.0	£33.7
Paddington SFA and capacity increase	£15.9	£16.6	£16.6	£0.0	£16.6
South Kensington SFA and capacity increase	£5.3	£5.3	£39.0	£0.0	£39.0
Stratford (Southwest Entrance)	£9.1	£9.2	£8.7	£0.9	£9.60
Tottenham Hale ticket hall and entrance	£49.9	£49.9	£50.8	£0.0	£50.8
Works undertaken on behalf of Crossrail (LUCT)	£198.5	£198.5	£198.5	£0.0	£198.5
Thameslink enabling works	£37.6	£37.6	£37.6	£0.0	£37.6
Tower Hill	£8.3	£8.6	£8.9	£0.0	£8.9
Baker Street PTI	-£1.8	£0.0	£0.0	£0.0	£0.0
Moorgate OSD	£8.0	£8.1	£8.4	£0.0	£8.4
West Ham Stephenson Street	£1.8	£1.8	£2.6	£0.0	£2.6
North Greenwich Knight Dragon	£0.3	£0.3	£0.6	£0.0	£0.6
Waterloo Shell	£4.4	£4.4	£4.5	£0.0	£4.5
Waterloo International Terminal	£0.0	£0.0	£0.1	£0.0	£0.1
White City St. James	£2.3	£2.3	£2.4	£0.0	£2.4
King's Cross (Belgrove House)	£1.0	£0.9	£3.4	£0.0	£3.4
Ladbroke Grove option selection	£0.1	£0.1	£0.1	£0.0	£0.1
London Bridge (New City Court)	£0.7	£0.6	£0.5	£0.0	£0.5
Hounslow West option selection	£0.3	£0.5	£1.0	£0.0	£1.0
Finsbury Park Additional Work Items	£0.4	£0.6	£0.5	£0.0	£0.5
Paddington (Enstar House) SFA and Capacity	£1.5	£0.2	£0.5	£0.0	£0.5
Borough minor works	£1.3	£1.3	£1.3	£0.0	£1.3
Walthamstow Central	£0.0	£0.0	£0.0	£0.0	£0.0
Waterloo Elizabeth House	£0.0	£0.4	£0.5	£0.0	£0.5
Acton Works AC02 Demolition & Rebuild	£6.0	£6.0	£5.9	£0.0	£5.9
SFA Close out	£103.7	£104.0	£108.7	£0.0	£108.7
SFA Development	£23.3	£37.6	£11.5	£11.1	£22.6
Stratford (Network Rail/Southern/South Eastern Ticket H	£0.0	£0.0	£0.0	£0.3	£0.3
<b>Total</b>	<b>£1,068.8</b>	<b>£1,493.0</b>	<b>£1,036.2</b>	<b>£30.7</b>	<b>£1,066.9</b>

## Appendix 2: Key projects' Estimated Final Cost, expected output and achieved output

Programme	Sub-programme	Value for Money Category	EFC July 2023 (£m)	EFC June 2024 (£m)	Reason for change	2023/24 expected output	2023/24 actual output
LU Step-Free Access (SFA) and station enhancements	Step-Free Access Programme	Medium	2	22.6	Increased scope for additional feasibility studies at a number of locations, and progression to concept design for a number of locations	Completion of 8 feasibility studies on priority strategic locations and refreshing of cost and programme for two stations paused at the start of the [covid 19 pandemic]	6 out of eight feasibility studies complete, refreshing of cost for two stations complete.
	Leyton and Colindale	Medium	70.1	73.6	Increase in Colindale construction contract cost from historical estimate, and increased cost of additional bus services during station and track closures	Submit DfT business case for approval, commence on site at Colindale, complete detailed design for Leyton	DfT business case approved, Colindale commenced and on target
	Stratford station	High	8.7	9.2	Unforeseen ground conditions and water ingress increased construction cost and caused project delays	Completion of the works and opening of the entrance to the public (not achieved)	Site at practical completion, opening expected by July 2024
	South Kensington station	Low to Medium	5.3	5.3	Project recently re-commenced in Jan 2024	None	Completion of concept design validation for the in-station work
	Knightsbridge SFA and Capacity Enhancement	Medium	30.9	33.5	Design change requirements, dual power supply requirements for lifts, delay arising from these factors and from change in supplier following insolvency of previous supplier	Open the dedicated SFA entrance and complete the project	Planned works completed, additional scope to address excessive heat in the tunnels and to provide dual power supply to the lifts ongoing



High Speed 2	High Speed 2	N/A	68.1	71.4	Ongoing annualised third-party programme that requires TfL support. All costs recoverable by TfL	Continued support for moving from design to delivery at Euston, surface interchange and Elizabeth line detailed design at Old Oak Common and handover activities and fit out of new traction sub-station	Changes to governance and design at Euston necessitating significant change to TfL outputs. OOC and TSS remain as per expected
Elephant and Castle	Elephant and Castle	High	86.2	185.4	Incorporation of Fit Out work to bring into use a new Northern Line Ticket Hall and decommission existing.	Continue with new ticket hall civil works. Issue of tunnelling tender and completion of Pre-Tunnelling Ancillary works	Archived completion of transfer beam cast and basement lev 5 slab in full for civil works. Successfully issued tunnelling works tender and completed Pre-Tunnelling Ancillary works in full
Battersea Power Station Western Entrance	Battersea Power Station Western Entrance	N/A	19.9	19.8	No change	Complete concept and detailed design for the station, and start on site	Completed concept and detailed design for the station, and start on site
East London Line (ELL) Enhancements Programme	Surrey Quays	High	82.0	88.8	Most significant factor in this EFC change was the discovery of an unrecorded large Thames Water asset which required diversion and introduced additional cost of c. £6m. Other factors leading to increase include emergence of ground condition issues at Canada Water and a series of lower value cost changes associated with supply chain delay.	Commencement of works to upgrade Surrey Quays Station, providing a new station entrance, platform extensions and improved accessibility to platform level.	Works commenced on site in June 2023
	Traction Power	Medium				Commencement of works to upgrade traction power on core sections on East London Line, facilitating a future increase in train frequencies to 18 trains per hour.	Works commenced on site in November 2023.
	Canada Water	Medium				Completion of bus station upgrade works to enable new bus services to be operated to and from Convoys Wharf.	Successfully completed in early April 2024

DLR Royal Docks Programme	Pontoon Dock	Very High	38.9	42.0	Minor design changes and increased estimated cost of construction related to indexation. Costs to be further verified through procurement processes.	Completion of Feasibility level design and commencement of Concept design.	Feasibility designs successfully completed and Concept designs completed in May 2024. Planning application submitted in April 2024.
	Thames Wharf	Very High	N/A	56.0	Feasibility level design completed during 2023/24 and initial cost estimates developed.	Completion of Feasibility level designs.	Completion of Feasibility level designs. Work now paused pending availability of funding or alternative delivery options
Trams Enhancement	TRRS Programme	High	80.4	172	Market engagement completed on the tram procurement which resulted in significant changes to EFC.	Commencement of procurement process and design development of depot stabling and network power upgrades	Contract notice was issued in January 2024 in line with planned activities. Depot concept design started, and power feasibility scope prepared.
	Sandilands	High	21.5	23	EFC increased due to additional power requirements for tunnel lighting and programme prolongation.	Complete track and tunnel lighting improvements. Complete I-tram system installation.	Tunnel lighting is substantially complete and will be commissioned in late 2024. The I-tram system has been installed and will be brought into use pending approval of the data user agreement.
	Tram crossing minor works	High	N/A	0.2	New project for 2024/25	N/A	N/A
London Overground Capital Investment Programme (LOCIP):	LOCIP	N/A	3.77	4.14	Additional requests made by NR for H&S File handover.	In 2023/24, further survey works will be completed to allow works to be delivered. NR will be provided with spares and equipment, as-built drawings and handover documents and the programme will be closed. An additional £612k of Programme and Project Authority was requested to cover these activities over 2023/24.	LOCSDE survey works are now 95% complete, with as-builts being compiled and expected to finalise by July 2024. Procurement of spares and equipment has been executed, and options for handover are under re-consideration due to some stakeholder changes. Willesden PSP works and Highbury and Islington have reached 90% completion, with the projects targeted for completion by June 2024.

<p>Rail and Sponsored Services Initiation Projects</p>	<p>RSS Project initiation</p>	<p>N/A</p>	<p>1.74</p>	<p>1.75</p>	<p>No change</p>	<p>During 2023/24, the initiation of a pipeline for rail and sponsored services enhancements projects planned, responding to opportunities that are arising. Many of these are fully or partially third-party funded but required initial support and development. These activities include scoping, requirements gathering, planning and estimating. £40k Programme and Project Authority was requested to develop these projects over 2023/24 and 2024/25.</p>	<p>A number of rail and sponsored services enhancement projects were initiated. Predominantly in the DLR space, these were an intelligent camera system trial at Shadwell Station, the roll-out of defibrillators across the network, and improved signage to enhance wayfinding and customer experience. £0.07m Programme and Project Authority is being requested to develop these projects over 2024/25 and 2025/26.</p>
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### Appendix 3: 2024/25 authority allocations and outputs

Programme	Sub-programme	2024/25 authority requested (£m)	2024/25 expected output
LU Step-Free Access (SFA) and station enhancements	Step-Free Access Programme	11.1	Completion of design update and start of construction at Northolt. Start of concept design at five stations. Start of feasibility at a further five stations.
	Leyton and Colindale	1.5	Completion of detailed design at Leyton and start of construction Colindale to complete an extended closure with enhanced bus services throughout the closure up to Christmas 2024
	Stratford station	0.6	Completion of the works and opening of the entrance to the public
	South Kensington station	0	Completion of concept design for capacity enhancement and step free access throughout the station
	Knightsbridge SFA and Capacity Enhancement	0	Completion of the works and opening of the entrance to the public
High Speed 2	High Speed 2	7.9	Completion of handover and BIU for new traction sub-station at Euston, GRIP 4 sign off at Old Oak Common. Continued engagement on station design for Euston
Elephant and Castle	Elephant and Castle	0	Completion of all new ticket hall civil works. Complete tender evaluation and award the Tunnelling work contract and commencing of design works. Business case updated to reflect latest demand estimates and minimum scope for station fit out. Meet the Committee submission target date for full project authority.
Battersea Power Station Western Entrance	Battersea Power Station Western Entrance	0	Complete construction and open to public
East London Line (ELL) Enhancements Programme	Surrey Quays	0	Continued delivery of station upgrades at Surrey Quays, including construction of extended platforms and overbridge between platforms. New station entrance remains on track to open in 2026.
	Traction Power		Completion of traction power upgrades due in late 2024.

	Canada Water Bus Station		Works to upgrade Canada Water Bus were completed in mid-April 2024. The works provided additional bus standing capacity within the station, improved staff and customer facilities and a strengthened roof canopy. These works enable us to operate an additional bus service to new developments around Convoys Wharf and were fully funded by third party contributions.
DLR Royal Docks Programme	Pontoon Dock	0	Invitation to tender documents planned for 2024. Subject to the relevant approvals, we plan to award contract in early 2025.
	Thames Wharf	0	Feasibility level designs completed in 2023. Further work on this project remains subject to additional funding.
Trams Enhancements	TRRS Programme	4.9	Release of ITT for the new trams. Completion of the power feasibility study. Completion of the depot concept design and procurement for the detailed design and delivery of the depot works.
	Sandilands	1.42	Completion of the commissioning of the tunnel lighting. This is the final activity for the project.
	Tram crossing minor works	0.2	Design and completion of upgrades to tram crossing to improve pedestrian safety.
London Overground Capital Investment Programme (LOCIP)	N/A	0.37	<p>LOCSDE: An options paper will be produced and reviewed to determine the most suitable approach for addressing faults and maintenance of the beacons. Resolution of this matter will be completed in 2024/25.</p> <p>Willesden PSP works are at 90% completion, with efforts focused on resolving remaining snags in collaboration with all stakeholders. The project is on track to achieve completion in 2024/25.</p> <p>The Highbury &amp; Islington handover project has progressed to the stage where Health and Safety files have been issued to LUL for review. The project is targeting completion in 2024/25.</p>
Rail and Sponsored Services Initiation Projects	N/A	0.35	A number of RSS Initiation projects which began in 2023/24 will continue, in DLR an intelligent camera system trial at Shadwell Station will be continue, there will be a roll-out of defibrillators across the network, and improved signage to enhance wayfinding and customer experience. At Woolwich Ferry solar panels are being commissioned as part of the terminal and office infrastructure at the site office, allowing the ferry operation to make a further significant step towards delivering a net zero service.

			Further initiation work is being developed to produce a pipeline of opportunities across the portfolio to provide initial support and development with activities including scoping, requirements gathering, planning and estimating. £0.07m additional Programme and Project Authority is being requested to develop these projects over 2024/25 and 2025/26.
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