

Date: 3 July 2018

Item: London Underground Stations Renewals and Enhancements Programme

This paper will be considered in public

1 Summary

LU Stations Programme				
Existing Financial Authority	Estimated Final Cost (EFC)	Existing Programme and Project Authority	Additional Authority Requested	Total Programme and Project Authority
* £779.42m	£1,230.60m	*£716.29m	£186.22m	£902.51m

*The Programme and Project Authority of £716.29m is gross of third party contributions of £54.87m.

2 Recommendation

2.1 The Committee is asked to note the paper;

(a) approve additional Programme and Project Authority of £186.22m (gross) for the London Underground Stations programme;

(b) note that the authorities requested have a duration beyond the end of the current business plan and future business plans will need to provide for the remaining authorities

3 Background and Strategic case

Introduction

3.1 As the gateway to London Underground (LU), our 270 stations are a key part of the customer journey experience. As London grows, our stations must keep pace. They must be able to safely accommodate current and future passenger numbers and cater for spontaneous and integrated journeys by all. We must manage and improve our station’s assets to maintain reliable access to the network. Additionally, our stations enable development opportunities, new jobs and housing in the areas they serve and they support the benefits of other TfL programmes such as upgraded train services.

3.2 The LU Stations programme’s objectives contribute to all three of the strategic objectives in the Mayor’s Transport Strategy; of “healthy streets and healthy people”, “a good public transport experience” and “new homes and jobs”. It also

contributes to the “improving public transport services” measure on the TfL Scorecard.

3.3 The LU programme has been established to renew and enhance our assets to improve safety, accessibility, reliability, capacity and customer satisfaction, whilst reducing maintenance costs. The programme comprises the following three elements:

- a) **Accessibility**, which includes step-free access, to make our transport network available to more Londoners than ever before;
- b) **Stations Enhancements** that respond to growth in demand for travel by planning and delivering improved access and capacity, often in collaborative partnership with third parties, to support local area regeneration, housing and job creation; and
- c) **Renewals** programmes that ensure our stations, buildings and civils assets remain safe and operable through prioritised workbanks.

Previous Submission

3.4 In June 2017, the Programmes and Investment Committee approved:

- a) authority of £102.8m to undertake detailed development and implementation of the Accessibility programme;
- b) authority of £36.40m to deliver a portfolio of stations enhancements and to commission further early feasibility for future enhancement schemes; and
- c) authority of £9.40m to deliver a programme of smaller works packages including £5.80m to facilitate the integration of LU stations with the Elizabeth line, and £3.60m to implement a package of accessibility compliance works on platforms to provide step-free access to Bakerloo line trains.

This submission

3.5 This submission seeks a further £186.22m of Programme and Project authority. The components of the additional authority requested are:

- a) £97.97m for Accessibility, including step-free access;
- b) £19.36m for Stations Enhancements; and
- c) £68.89m for Renewals.

Further detail is provided in Section 5. The authority requested in this submission is fully funded either by third party contribution or is funded in the TfL Business Plan.

4 Proposal

Projects for which authority is being sought in this submission are highlighted in bold, with further details of these being provided in Section 5. All cost figures include risk and inflation. Recoverable financial contributions from third parties are shown in brackets.

Description	Financial Authority including prior years (£m)	Estimated Final Cost (EFC) (£m)		Existing Programme and Project Authority A (£m)	This Authority Request B (£m)	New Authority A+B (£m)
		Gross	Third Party			
1) Accessibility, including step-free Access A programme of 30 step-free stations by March 2022, authority to progress final twelve stations to delivery Section 5.1		244.34				
		(46.91)				A
	196.93	Net	197.43	146.37	97.97	244.34
2) Stations Enhancements A programme of collaborative, third party enabled station upgrades. Authority to continue delivery of capacity at South Kensington, the Future Stations Capacity feasibility, a further development pipeline of third party funded projects, High Speed Two integration and LU Funded Crossrail Complementary Works - Section 5.2		292.46				
		(7.00)				B
	217.16	Net	285.46	239.10	19.36	258.46
3) Renewals Delivery of prioritised workbanks of remedial work to civils and station assets in 2018/19 and 2019/20 to extend life and reduce risk of failure and service disruption - Section 5.3		581.42				
		(0.96)				C
	252.95	Net	580.46	67.20	68.89	136.09
4) Other Stations projects Integrated Stations Programme, Information, Communication, Technology (ICT) projects and Fit for Purpose Stations.		112.38				
		0.00				
	112.38	Net	112.38	263.62	0.00	*263.62
Total Accessibility and Stations, Buildings & Civils		1,230.60				
		(54.87)				
	779.42	Net	1,175.73	716.29	186.22	902.51

* Authority within this programme previously approved based on a specific scope which has changed e.g. Integrated Stations Programme

5 Programme Scope

5.1 Accessibility, including Step-Free Access

Introduction

- 5.1.1 In December 2016, the Mayor of London announced a new step-free access programme with £197.43m of funding to make the tube more accessible. This is the largest boost to accessibility in the Tube's 155 year history. The key output of the programme is to increase step-free access to 40 per cent of LU stations by 2022 a significant increase on the current level of 27 per cent.
- 5.1.2 The feasibility stage is now complete and 23 out of 30 stations to be made step-free have been announced, with the remaining seven to be announced this summer. A new, lower cost, lift contract has been introduced that can be replicated across many stations. This delivers the same standards of reliability but at a fraction of the cost.
- 5.1.3 Buckhurst Hill, the first station in this programme, was made step-free in May 2018. Works at Newbury Park and Harrow-on-the-Hill have started on site. By May 2020 around half of the programme, 15 step-free stations, will have been delivered, with all thirty stations step-free by 2022.

Scope

- 5.1.4 This Authority request will enable the programme to procure the Design and Build contracts to deliver the final 12 stations.
- 5.1.5 This programme will complement the step-free stations provided by other programmes, for example the Elizabeth line, to make journeys across the network quicker and easier for many customers and give a greater choice of travel options. The Benefit:Cost Ratio for this programme is 9:1.
- 5.1.6 A cost summary for Accessibility is shown in the table below:

Costs and Funding (£m)	Prior Years	Plan Years (18/19-21/22)	Future Years	Total
Existing Programme and Project Authority	13.48	112.95	-	126.43
Already authorised Third Party funding	3.20	16.74	-	19.94
Existing Programme and Project Authority (Gross)	16.68	129.69	-	146.37
This Authority Request (Net)	-	71.00	-	71.00
Third party funding to form part of this authority request	-	26.97	-	26.97
This Authority Request (Total)	-	97.97	-	97.97
Total Authority (Gross)	16.68	227.66	-	244.34
Future Authority Requests	-	-	-	-
Financial Authority (Net)	13.48	183.95	-	197.43
Estimated Final Cost (net)	13.48	183.95	-	197.43
Estimated Final Cost (Gross)	16.68	227.66	-	244.34

5.2 Stations Enhancements

Introduction

5.2.1 The Stations Enhancements portfolio comprises a range of projects that seek to integrate station capacity and access improvements as part of collaborative projects with other third party developments and programmes. This promotes sustainable growth by enabling new homes and jobs served by good public transport access. Funding for these projects is from the Business Plan, TfL Growth Fund, TfL Commercial Development or through funding agreements with third parties including private developers.

Scope

5.2.2 This authority request comprises a number of work components including:

- a) £5.45m to continue progress towards access and capacity upgrade works at South Kensington;
- b) £6.04m to continue early scope development work on a range of stations as part of the Future Station Capacity programme;
- c) £2.00m to enable active engagement with third parties on early scope development on a portfolio of third party led projects, this will be reimbursed by the third parties;
- d) £5.00m to continue scope development and integration work with High Speed 2 (HS2), this will be fully reimbursed by HS2; and
- e) £0.87 to continue LU Funded works that will enable integration of LU stations with Crossrail in time for commencement of Elizabeth line services in December 2018.

5.2.3 Further detail of this programme is included in Appendix 1. A cost summary for the Stations Enhancements portfolio is shown in the table below:

Costs and Funding (£m)	Prior Years	Plan Years (18/19-21/22)	Future Years	Total
Existing Programme and Project Authority	225.94	13.16	-	239.10
Already authorised Third Party funding	-	-	-	-
Existing Programme and Project Authority (Gross)	225.94	13.16	-	239.10
This Authority Request (Net)	-	12.36	-	12.36
Third party funding to form part of this authority request	-	7.00	-	7.00
This Authority Request (Total)	-	19.36	-	19.36
Total Authority (Gross)	225.94	32.52	-	258.46
Future Authority Requests	-	34.00	-	34.00
Financial Authority	87.80	129.36	-	217.16
Estimated Final Cost (net)	87.80	129.36	68.30	285.46
Estimated Final Cost (Gross)	87.80	136.36	68.30	292.46

5.3 Renewals

Introduction

- 5.3.1 The safety, reliability and performance of stations, structures and civils assets are critical to LU's performance. These assets are managed through the Stations and Civils Renewals programme. Key objectives for this include:
- a) ensuring that stations and civils assets remain in a safe, legal and operable condition;
 - b) reducing asset whole life costs by planning renewal interventions at the optimum time in the asset lifecycle and standardisation of products across the network; and
 - c) improving the station environment for customers through targeted interventions including minor accessibility works, for example platform level access humps.
- 5.3.2 The workbank is prioritised through the outcome of annual asset condition reviews. Assets that pose risk to safety and reliability are prioritised, these are identified through this assessment, and ranked based on safety, compliance, reliability and obsolescence threat.

Scope

- 5.3.3 This authority request is to continue a portfolio of renewals projects that are prioritised in the following three workbanks:
- a) £55.93m for Stations Asset Resilience; a prioritised workbank of communications, electrical, fire, mechanical and premises interventions. This request will fund the ongoing delivery of the workbank in 2018/19 and 2019/20;
 - b) Civils- Earth Structures assets which underpin and provide structural integrity for track, signalling, power cables, bridges and station structures. No additional authority is required at this stage; and
 - c) £12.96m for Civils- Bridges and Structures and Deep Tube Tunnels which account for 30,000 assets across the network including bridges, tunnels, subways, platforms, walls, canopies, lighting masts and flood protection. The additional authority requested will fund the ongoing delivery workbank in 2018/19 and 2019/20.

A cost summary is shown in the table below:

Costs and Funding (£m)	Prior Years	Plan Years (18/19-21/22)	Future Years	Total
Existing Programme and Project Authority	44.64	22.56	-	67.20
Already authorised Third Party funding	-	-	-	-
Existing Programme and Project Authority (Gross)	44.64	22.56	-	67.20
This Authority Request (Net)	-	67.93	-	67.93
Third party funding to form part of this authority request	-	0.96	-	0.96
This Authority Request (Total)	-	68.89	-	68.89
Total Authority (Gross)	44.64	91.45	-	136.09
Future Authority Requests	-	116.86	328.47	445.33
Financial Authority	44.64	208.31	-	252.95
Estimated Final Cost (net)	44.64	207.35	328.47	580.46
Estimated Final Cost (Gross)	44.64	208.31	328.47	581.42

6 Financial implications

6.1 The table below provides a summary of costs and authority for the whole LU Stations programme, including previously and fully approved projects, through to 31 March 2025.

Costs and Funding (£m)	Prior Years	2018/19	2019/20	2020/21	2021/22	Future Years	Total
Financial Authority	237.72	124.69	139.86	143.79	133.36	0.00	779.42
Estimated Final Cost (net)	237.72	124.49	139.10	144.29	133.36	396.77	1,175.73
Estimated Final Cost (gross)	240.92	135.01	151.29	149.88	156.73	396.77	1,230.60
Existing Programme & Project Authority							716.29
Additional Programme & Project Authority requested in this paper							186.22
Total Programme & Project Authority							902.51

7 Equality Impact Assessment

7.1 The Programme will be delivered in accordance with the Equality Act 2010. Equality Impact Assessments are considered on all strategies, policies, business plans, change programmes or projects, with regard to our obligations under the public sector equality duty in section 149 throughout the delivery of the Programme.

7.2 As projects progress through feasibility and design, consideration will be given to the need for an Equality Impact Assessment.

8 Assurance

8.1 A TfL Assurance and Independent Investment Programme Advisory Group (IIPAG) review of the programme took place in June 2018. All the recommendations from the reports are being addressed, as detailed in the management response.

List of appendices to this report:

Appendix 1 – Stations Enhancements Projects

List of background papers:

IIPAG and TfL Assurance Reports

Contact Officer: David Hughes, Director of Strategy and Network Development

Number: 020 3054 8221

Email: davidhughes03@tfl.gov.uk

Appendix 1 - Stations Enhancements Projects

1. Station Upgrade projects

Introduction

- 1.1 Capacity and accessibility upgrade projects at Finsbury Park, Tottenham Hale and Knightsbridge are progressing on site and will be completed between 2018 and 2020. All three projects involve collaborative working with third parties who are funding and/or delivering elements of the station improvement works in partnership with TfL.

Scope and authority requested

- 1.2 At South Kensington, a new eastbound District & Circle Line platform will come into use in 2019. This will complete the first phase of a wider redevelopment, to be led by TfL Commercial Development that will deliver further capacity and step-free access improvements at the station. Additional Programme and Project Authority of £5.45m is sought to continue with design and delivery of these upgrade works. The Benefit:Cost Ratio for the South Kensington project is 4.9:1



New layout of Ticket Hall at South Kensington

2. Future Stations Capacity programme

Introduction

- 2.1 The Future Stations Capacity Programme prioritises and develops early outcome definition, feasibility and concept designs and associated business cases for future station capacity upgrades. These will form the onward programme for station enhancements. They enable TfL to respond to opportunities, including third party initiatives.

Scope and authority requested

- 2.2 Key activities will include understanding the impact of the Deep Tube Upgrade programme on stations in the West End, further developing proposals to improve interchange and access capacity at Stratford and continuing the development of upgrades at Elephant & Castle and Paddington. Programme and Project Authority of £6.04m is requested to continue the Future Stations Capacity

Programme in 2018/19 and 2019/20.

3. Enhancements: Third Party projects

Introduction

- 3.1 This is a portfolio of projects that are externally funded, ranging from those simply enabling development by protecting LU assets in exchange for financial contributions, through to projects that will deliver largely or entirely third party funded station enhancements. These proposals can be speculative, often emerging as developers respond to the Mayor's London Plan and can be subject to development viability, planning consent and commercial acceptability to TfL. The portfolio pursues opportunities to provide passenger benefits at lower or nil net cost to TfL, using multiple funding sources and commercial strategies to ensure optimum benefit and return for TfL. Their success is dependant on working collaboratively with the Greater London Authority, Development Corporations, external developers and the London Boroughs.

Scope and authority requested

- 3.2 To continue to work with currently and emerging third party projects including potential station improvements associated with developments at Brent Cross and High Street Kensington. Programme and Project Authority of £2.00m is requested to enable a continued pipeline of projects. This £2.00m will be reimbursed to TfL.

4 High Speed 2 (HS2) Integration

Introduction

- 4.1 The Department for Transport acting as sponsor for HS2 has established HS2 Ltd as their delivery agent for Phase 1 London – Birmingham which has a 2026 completion target. TfL is a primary stakeholder in relation to the transport infrastructure in London where the terminus will be Euston, with an intermediate station at Old Oak Common. The focus of LU's work is to enable infrastructure that will integrate with HS2 at Euston and Euston Square stations. This will include a comprehensive upgrade to expand access and interchange capacity including step-free access.
- 4.2 TfL's costs resulting from integration works are to be entirely met by HS2. A Development Agreement (DA) defining terms of engagement for delivering and funding LU integration works is currently under negotiation with HS2 Ltd. We will separately seek authority to enter into this DA.

Scope and authority requested

- 4.3 We will work with HS2 to agree work packages and establish budgetary requirements. Programme and Project Authority of £5.00m to commence feasibility and design work, this will be fully reimbursed by HS2 under the terms of the DA.

5. LU Funded Crossrail Complementary Works

Introduction

- 5.1 This is a portfolio of projects that integrates LU stations with Crossrail works on the new Elizabeth Line infrastructure and services to ensure that the LU network and interchanges are fully integrated and offer good quality interchange and passenger experience. Works include, for example, lifts at Whitechapel and Moorgate to enable step-free interchange and new ticket machines.

Scope and authority requested

- 5.2 To continue work on providing Wi-Fi in ten stations, changes to LU's on-train digital announcements and to LU station signage. £0.87m of additional Programme and Project Authority is requested to complete this work for the commencement of Elizabeth line services in December 2018.