

CECA (Southern)

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Director of Capital Delivery - Infrastructure

25 September 2025



EVERY JOURNEY MATTERS



Setting the scene

TfL Investment Landscape



The spending review

Our overall case submitted December 2024 included the following schemes:

Renewing our network:



Piccadilly line trains and signalling



Bakerloo line trains and signalling



New trams



Completion of 4LM



Fleet investment and incremental signalling



New DLR trains



Replacement LU engineering trains



Major road renewals

Support for wider missions



DLR Thamesmead



Bakerloo line extension (feasibility)



West London Orbital (feasibility)



Zero-emission buses



Step-free access



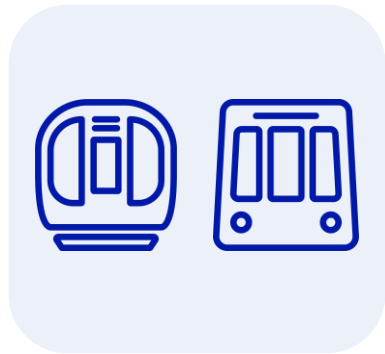
11 June Spending Review announcement:

- £2,167m funding for FY 2026/27 to 2029/30 (4 years) – front loaded due to shape of our capital programme
- Includes funding for new Elizabeth line rolling stock
- Assumption that TfL fares rise RPI+1% each year (recognising that this is a Mayoral decision)
- Expects TfL to deliver against a new capital efficiencies plan
- The Office of Rail and Road (or another independent body) will oversee delivery of the settlement
- DLR Thamesmead business case for autumn 2025

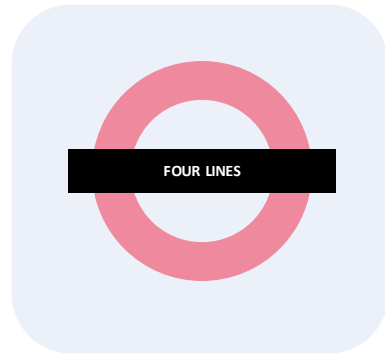
The 2026 Business Plan will prioritise the available funding, and there will be difficult decisions to make

2025 spending review outcome

- £2.2bn of capital funding over four years 2026/27 to 2029/30
- This settlement helps us to fulfil our funding commitments to the following:



Complete the introduction of new Piccadilly & DLR trains



Deliver new signalling across 40% of the tube



Procure a new tram fleet



Progress discussions on a new Bakerloo line fleet



Renew some of London's most critical roads, tunnels and flyovers

- Includes remaining £119m across the Spending Review period from the DfT for additional Elizabeth line trains (agreed 14 June 2024)

TfL – Journey to Integrated Delivery

Our delivery model journey

Why are we looking at our project delivery models?

£ We are costing more than we should

 We are taking too long

 We need to be attractive to our suppliers

 We need to be attractive to employees

Our delivery model journey

Where we are now

- Infrastructure Improvement Framework
- Thamesmead/Step Free/BLU/delivery strategies
- Capital Delivery Strategy
- Early Adopter Network
- Wider enabling activity

The future

- Much more integrated working, based on achieving joint outcome together
- Supporting frameworks in place
- Tens of millions of financial benefits per year!



Where we were

- Traditional models, inconsistent and based on past personal experience
- Slow and costly
- Not using everything suppliers can offer

6-12 months

- Processes, playbooks in place
- Nextgen frameworks under development
- More structured decision making on our delivery models
- Beginning to see significant financial benefits

Our delivery model principles

Client Model Principles



Appropriate Assurance



Clear Requirements and Outcomes



Streamlined Effort

Commercial & Contractual Model Principles



Collaboration and Integration



Consistency and Simplicity in Procurement



Early Supplier Involvement



Targeted Incentivisation and Risk Sharing



End-to-End Design & Build Solutions



Consistency and clarity on our CDM Role

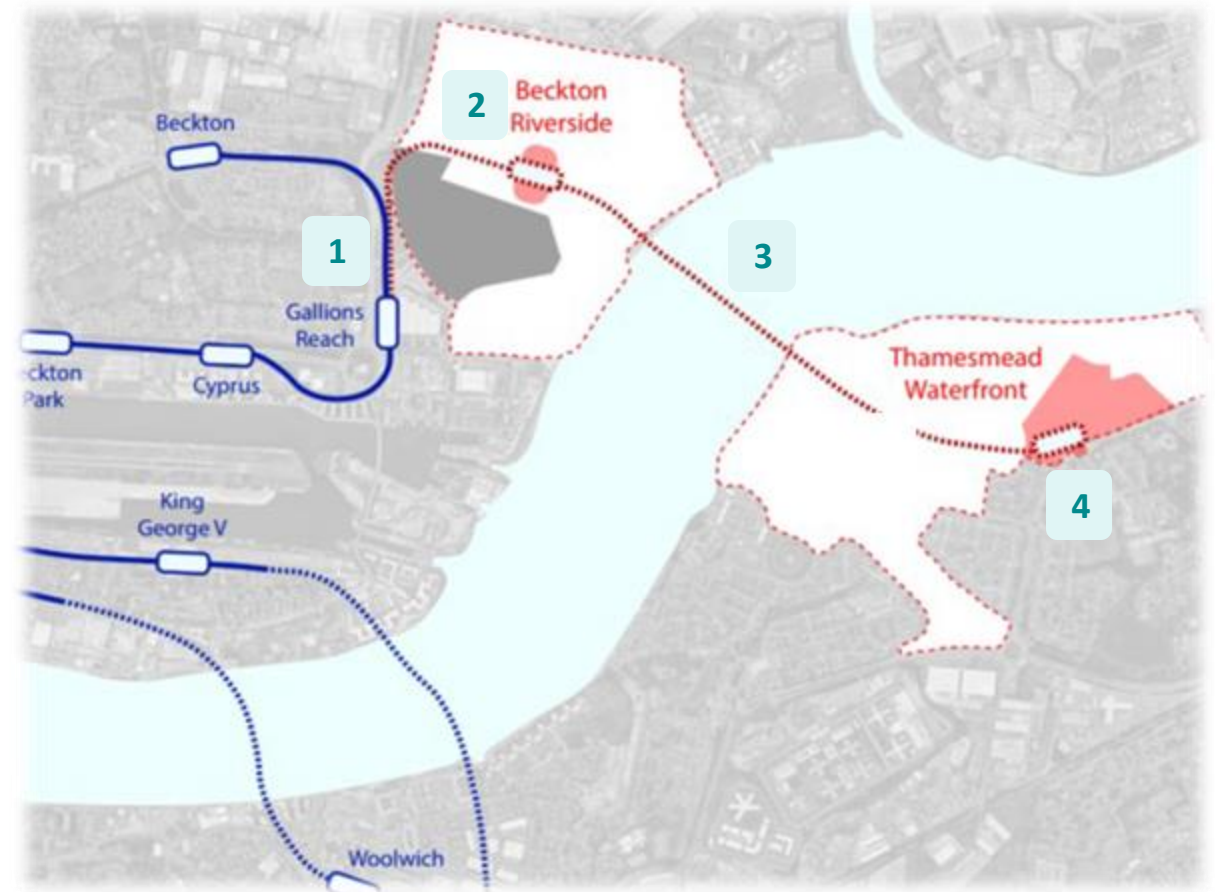
Programme Focus

DLR Thamesmead Extension

Scheme Overview

DLR Thamesmead is a proposed 4km cross-river extension of the DLR network from Gallions Reach to Thamesmead via Beckton Riverside, comprising of the following key components:

1. Tie-in to existing DLR East Route, grade separated junction and viaduct, dropping down to grade level approaching Beckton Riverside Station
2. New station at centre of Beckton Riverside development
3. Cross river twin-bore tunnel c. 1.5km in length
4. New station at Thamesmead
5. New turnback siding (not shown) to the west of the extension to facilitate a future uplift in services on Thamesmead branch and east route. (Potential locations include Canning Town and Royal Victoria)



Scheme Benefits



Homes & Jobs

Potential to unlock up to 25,000-30,000 homes and 10,000 jobs in Two major Opportunity Areas (c360 acres)



Kickstarting Economic Growth

Priority infrastructure project for the Mayor of London, unlocking large-scale housing and regeneration



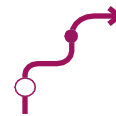
Partnership

Partnership between landowners and Public Sector
Feasibility work jointly funded by TfL and third parties



Benefits

Access to 500,000 additional jobs within 45mins
Net Increase in Land Value £1.2-1.7bn



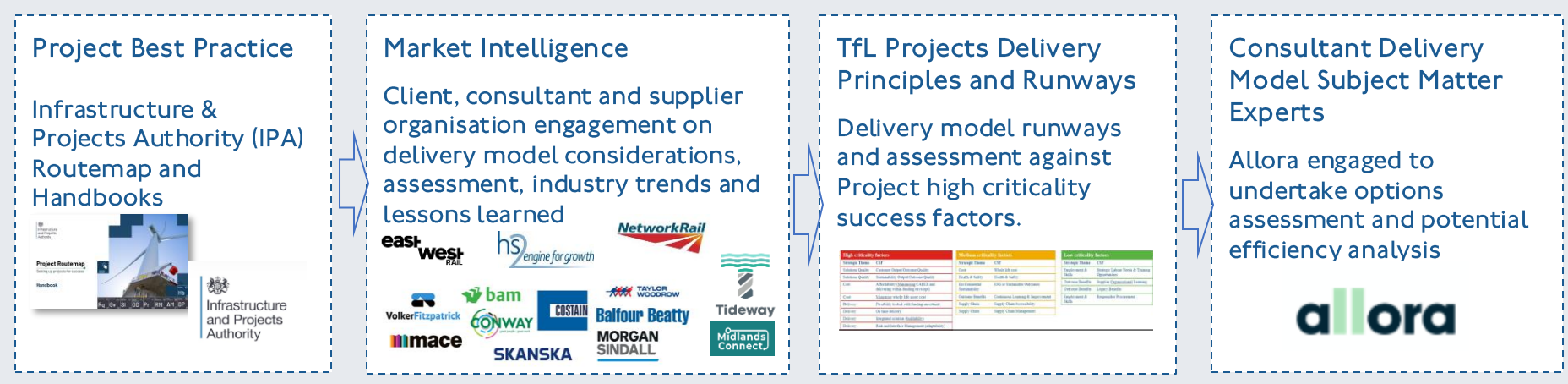
Timescales

2026 – TWAO submitted
2028 – TWAO granted
2029 – Construction commences
2033 – Scheme opens to public

Delivery Strategy Development and Background

Delivery Strategy development follows best practice, incorporates lessons learned and ways of working from comparable organisations, with Subject Matter Experts engaged to support TfL develop a strategically aligned Delivery Model

Delivery Strategy Development



TfL Delivery Models

As an early adopter of TfLs strategy for capital delivery, the delivery model is an integrated one, aligned with the outcomes required and the context of TEx. It targets material performance improvement.

To drive value for money and improved outcome delivery performance, delivery will be founded on the following principles:

- Outcomes Focused
- Commercially Aligned & Incentivised Relationships
- Effective Collaboration
- Integrated Teams
- Integrated System Delivery
- Effective Governance

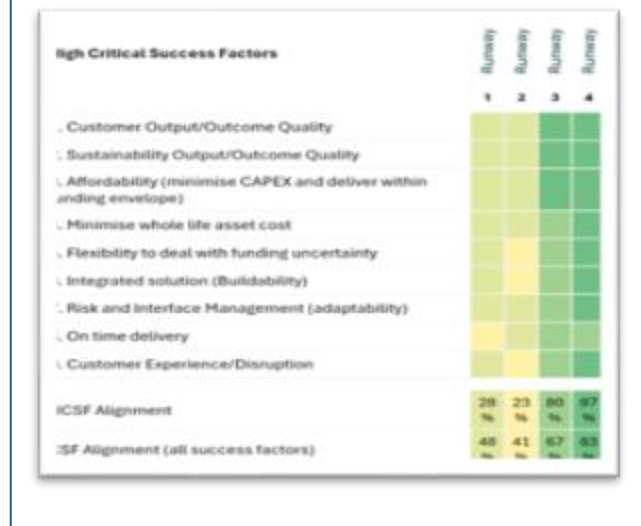
Critical Success Factors (CSFs)

A long list of CSFs were defined, reviewed and prioritised by the Programme through a series of workshops, with 7 High Criticality Factors identified. The CSFs have informed Runway alignment and the development of TEx Delivery Principles.

High Criticality Factors	
CSF	Description
Output/Outcome Quality	How does the option affect our ability to deliver a fit-for-purpose product that meet the scheme's overarching objectives of Place, Homes, Good Growth, Connectivity and Net Zero?
Affordability (minimise CAPEX and deliver within funding envelope)	How does the option impact cost?
Flexibility to deal with funding uncertainty	How does the option work with the constraints we have around funding uncertainty and timing?
Integrated solution (buildability)	How does the option enable or hinder our ability to create a unified design across all elements of the programme? Does the option affect system and construction integration?
Risk and Interface Management (adaptability)	How does the option affect our risk profile? How easy or hard does it make it for us to manage interfaces? How easy is it to respond to changes in scope, pause in delivery and changes in stakeholder expectations?
On time delivery	How does the option impact delivery timescales?
Customer Experience/Disruption	How will the option impact customer experience and travel disruption during the works?

Delivery Model Assessment

SMEs engaged to support assessment of each TfL Delivery Model Runway against each HCSF, with Integrated Delivery identified as the most effective.



Delivery model development process

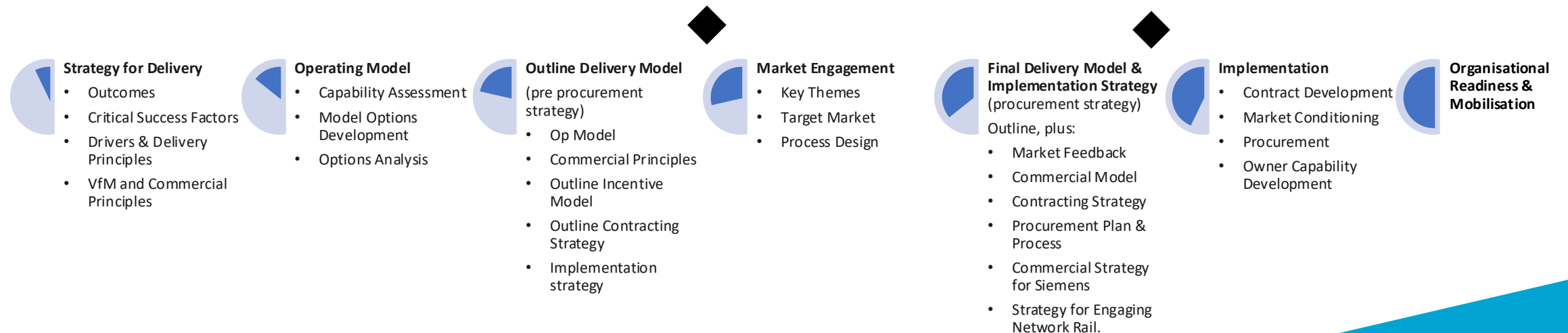
Overview

The process to develop this delivery strategy ensures a response to the overarching strategy for capital delivery at TfL, is consistent with best practice and has involved an integrated team, comprising capability from across delivery, commercial, legal, engineering, operational readiness and investment planning – supported by specialist external input.

The process ensures the core narrative for the approach to delivery – the strategy for delivery - is clear and that subsequent implementation responds to it and doesn't inadvertently define it.

The process has been developed to integrate with existing TfL governance.

The process has benefited from engagement and input from across TfL, including delivery, commercial, legal, engineering, operational readiness and investment planning – supported by specialist external input. The process has incorporated key themes from lessons learned documented for NLE and BRE.





Live Market Opportunity

Infrastructure Improvement Framework



TfL Infrastructure Improvement Framework

Framework Principles – to support integrated delivery

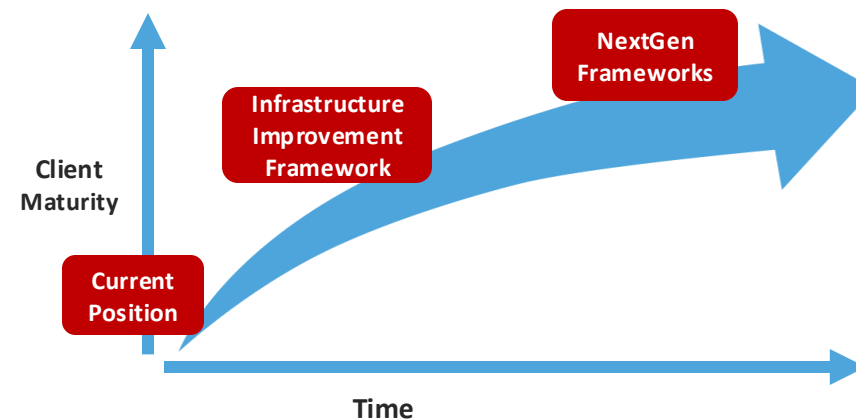
Contract

- Based upon LU NEC3 ECC with bespoke amendments to include NEC4 principles of:
 - ECI with multi-stage tendering
 - Single fee
 - Definition of defined cost
 - Schedule of cost components
- Options C & E
- Open Book approach

Allocation Procedure

- Allocation process to distribute works, moving away from mini-competitions
- Projects will be grouped into work banks, and distributed amongst the successful suppliers
- Quarterly review of project allocation
- KPI's included at framework level and call off level
- Repeated poor performance may trigger removal from allocation procedure

A step towards our 'NextGen' Frameworks



TfL CONFIDENTIAL

Overview

- Multi-discipline infrastructure & construction project framework
- Estimated Value £500m-£700m (subject to funding)
- 2-year framework, option to extend up to 4 years total
- Procurement currently live, award due early 2026



TfL NextGen Frameworks

Framework Principles – to support integrated delivery

Commercial Strategy

- Early Contractor Involvement
- Integrated Commercial Incentives linked to key deliverables
- Outcome based Scopes and Objectives
- Transparency and Collaboration through Open Book Contracts, PBA etc.
- Requirement to engage with TfL Supply Chain – promotion of Enterprise style model

Terms and Conditions

- Move to NEC4 for standard LU and TfL ECC and ECSC contracts
- Development of core Framework Scope, informed by current Works Information templates
- Suitable Framework Contract to support outcomes

Procurement Process

- Clear Process for Call-Off Mechanism under both Frameworks
- Allocation procedure supported by pipeline and balanced scorecard
- Mini-competitions where appropriate
- Others to be considered

Overview

- Multi-discipline infrastructure & construction project framework
- Longer term framework Still in strategy phase, with details subject to change
- Aligned to Delivery Models

Snapshot of some of our investment programme & future opportunities

Existing projects and investment

Piccadilly Line Upgrade

Piccadilly Line (PL) Benefits



94 air cooled trains

- more capacity
- walk through cars
- Improved accessibility and customer information
- enabling decarbonisation through regenerative braking



Improves access to the UK / World via Heathrow, plus rail services via Kings Cross St Pancras.

Holborn Station – Key enabler to 33tph (unfunded)

- Station at capacity
- 140% capacity increase
- Enhanced access to central / west end areas

- 9** Carriage, air cooled walk-through trains
- 94** New 'Inspiro' trains
- 880** Passengers per train
- 4** Wheelchair spaces per train
- 10%** Increase in passenger capacity
- 20%** Less energy consumed by the more energy efficient train

Benefits Summary
Safety Improvements
 23% line-wide capacity increase
 5:1 Benefit to cost ratio (BCR)

- The 94 state-of-the-art trains are part of a c.£3bn investment to help the Piccadilly Line run more reliably, safely, inclusively and sustainably.
- We now have the first new Piccadilly Line trains from Siemens, which are undergoing extensive testing on our network.
- The new trains are a first for the deep tube featuring air con passenger service by the end of 2026.
- As well as new rolling stock, we are renewing and upgrading much of the line-side infrastructure and constructing new maintenance facilities at Northfields and Cockfosters.

23% capacity increase 27 trains / hour Improved accessibility (train / platform) Replaces life expired assets



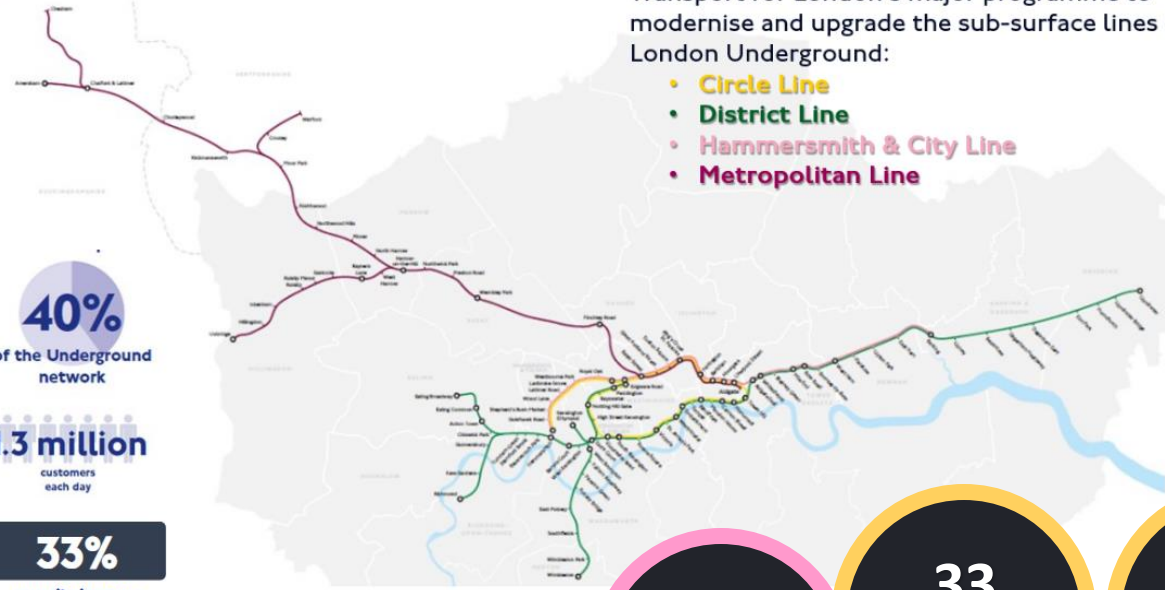
Existing projects and investment

Four Lines Modernisation

Four Lines Modernisation (4LM)

Transport for London's major programme to modernise and upgrade the sub-surface lines of the London Underground:

- Circle Line
- District Line
- Hammersmith & City Line
- Metropolitan Line



Final area to be commissioned in 2027, with project closeout in 2028

This is one of the most complex digital signalling schemes in the world - running across the Circle, Hammersmith & City, District and Metropolitan lines, having already introduced new rolling stock on these lines.

- £5.5bn** programme
- 46** Signalling Equipment Rooms
- 33** Engineering Vehicles
- 32** Trains per Hour
- 1** Integrated Control Centre
- 5** complex junctions
- 10** train stabling locations
- 3,556mi** between site and supplier
- 10** train stabling locations
- 310km** track
- 1,365km** Cable pulled
- 113** stations
- 192** new trains
- 4** Maintenance Depots
- Infrastructure dates back to **1863**
- 150km** CRMS



Existing projects and investment

DLR Rolling Stock Replacement Programme



- TfL is delivering 54 new trains to replace the equivalent of 32 life expired trains as part of a circa £1bn programme
- To support the trains we are also delivering:
 - An expanded depot to stable and service the new fleet
 - Signalling modifications to the Hitachi Automatic Train Operation system to provide access to the new depot sidings.
 - Power upgrade works to enable the introduction into service of the additional trains and sidings
 - Minor improvements across the network, including a new station entrance at Blackwall
 - New trains expected to start to enter service from late 2025



Existing projects and investment

Safe and Healthy Streets

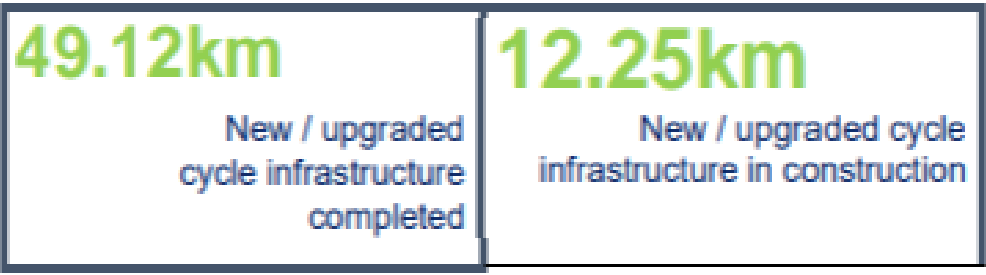


TfL invests £150m per annum in Safe & Healthy Streets across it's own roads and the boroughs.

The bus programme introduces new bus lane and signal timing reviews across the whole of London.



Each year the cycling network is increased through new routes being constructed, connecting existing routes together and upgrading existing infrastructure.



Vision Zero is a new programme of lowering speed limits and introducing safety improvements at the most dangerous locations.



The multimodal schemes bring all improvements together in a single location.



Existing projects and investment

Gallows Corner



- The Gallows Corner Flyover offers a strategic link in the London Borough of Havering. It connects the A127 Southend Arterial Road to the A12 Eastern Avenue, bypassing the 5-arm roundabout at surface level.
- The flyover was built in the 1970s. It is now in very poor condition and in urgent need of renewal.
- Once completed, the refurbished flyover will also include new pedestrian and cycle crossings to make walking and cycling journeys safer, while improved road markings and resurfacing will improve journeys for people driving.
- We are working alongside Essex and Suffolk Water to renew a strategic water main at the same time.



Existing projects and investment

London Trams

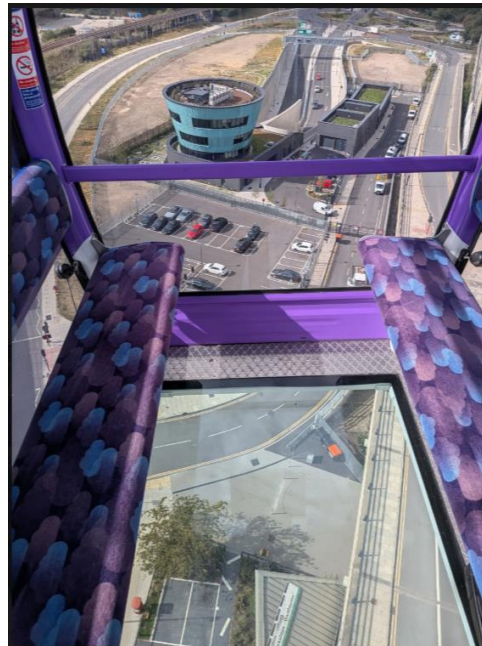


- We have issued an invitation to tender to replace the life expired London Tram fleet
- The new trams will provide customers with a more comfortable and reliable service, with new features including mobile charge points and real-time travel information
- The new generation of trams will start to be introduced in the late 2020s, subject to funding
- An option to procure additional trams in the future that could enable a full fleet replacement
- We are also investing in renewing the wider tram network to improve the reliability of the infrastructure



Existing projects and investment

Silvertown Tunnel



- April 7th saw the opening of the £2.2bn new road tunnel in east London, which will help ease congestion on the Blackwall Tunnel.
- The tunnel is a 1.4km long twin bore road tunnel linking Silvertown in east London to North Greenwich and will help reduce journey times and manage air pollution.
- The tunnel is being delivered by a Private Finance Initiative (PFI/PPP) joint venture who have built, financed and will operate and maintain the tunnel for 25 years.
- A new bus route and cross-river cycle bus will also increase transport opportunities in east London.
- User charges will be introduced at Silvertown and Blackwall to help manage traffic and to help pay back construction and operating costs.



Future Opportunities

Bakerloo Line Upgrade

Subject to Government Funding
Estimated cost circa £1.9bn

Scope of works that includes :

- Procure 36 new trains.
- London Road Depot – 3 x cleaning roads, 7 x additional stabling births
- Elephant & Castle – 1 x stabling berth.
- Queens Park and NR Land – 16 x stabling births, revised track layout and re-signalling for 24TPH reversing.
- Stonebridge Park Depot – 2 x new maintenance sheds with 9 roads, extensive substation works, new accommodation buildings and support services, 8 x stabling births.

Key dates :

- Winter – Confirm Delivery Strategy and engage with market
- Instruct rolling stock in late 2026/27.

