

1. 1. Gateway questions

- Section 1: Introduction questions **COMPLETED**
 - Section 2: Eligibility and gateway criteria **COMPLETED**
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2. 2. Your bid

- Section 3: Bid summary **COMPLETED**
 - Section 4: Equalities **COMPLETED**
 - Section 5: Subsidy control and state aid analysis **COMPLETED**
 - Section 6: Strategic fit **COMPLETED**
 - Section 7: Economic case **COMPLETED**
 - Section 8: Deliverability **COMPLETED**
 - Section 9: Declarations and attachments **COMPLETED**
-

3. 3. Annexes - required for package bids only

- Annex A: Package project 1 **COMPLETED**
 - Annex B: Package project 2 **COMPLETED**
 - Annex C: Package project 3 **NOT REQUIRED**
-



Section 1: Introduction questions

What is the legal name of the lead applicant organisation?

Greater London Authority

Where is your bid being delivered?

England

Select your local authority

Greater London Authority

Enter the name of your bid

Transforming Colindale and Leyton for all

Does your bid contain any projects previously submitted in round 1?

No

Bid manager contact details

Full name

David Christie

Position

Growth and Masterplanning Manager

Telephone number

[REDACTED]

Email address

[REDACTED]

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5 Endeavour Square
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E20 1JN

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Full name

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Email address

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Chief Finance Officer contact details

Full name

David Gallie

Telephone number

[Redacted]

Email address

[Redacted]

Local Authority Leader contact details

Full name

Sadiq Khan

Position

Mayor of London

Telephone number

[Redacted]

Email address

[Redacted]

Enter the name of any consultancy companies involved in the preparation of the bid

Fourth Street Consultancy, Atkins, Start Advisory

Enter the total grant requested from the Levelling Up Fund

£43,166,006

Investment themes

Regeneration and town centre

0%

Cultural

0%

Transport

100%

Section 2: Eligibility and gateway criteria

Which bid allowance are you using?

Transport allowance

Is your bid at least 90% investment in the transport theme with the remaining percentage invested in transport related activity?

Yes

How many component projects are there in your bid?

2

Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?

Yes

File upload 1

Upload pro forma 1

LUF Round 2 Proforma 1.pdf

Are you submitting a joint bid?

No

Are you submitting a large transport bid?

Yes

Grant value declaration

I confirm that the bid does not exceed £50 million grant value

Tick to confirm

I confirm that at least 90% of the investment is in the transport theme and that the remaining investment is related to the transport project

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

[REDACTED]

Section 3: Bid Summary

Provide bid name

Transforming Colindale and Leyton for all

Provide a short description of your bid

The upgrading of two London Underground stations, making them step-free for the first time and thereby directly improving the lives of Colindale and Leyton residents.

The schemes will make a genuine difference to two pockets of socio-economic disadvantage in London, boosting local connectivity, enhancing sustainable transport capacity and delivering inclusive access to economic opportunities. Furthermore, they will support the delivery of thousands of new, affordable homes and regeneration across Barnet and Waltham Forest.

Investment of £43.2m from the Levelling Up Fund will enable delivery of the ██████████ Transforming Colindale and Leyton programme. The programme Benefit: Cost Ratio is 4.5:1.

Provide a more detailed overview of your bid proposal

This programme will deliver landmark station upgrade schemes at Colindale and Leyton, including the provision of step-free access. Transport sits at the heart of local communities and is a public service for all. This investment will provide permanent solutions to tackle entrenched socio-economic challenges.

We strongly recommend you assess the bid alongside the prepared 'Transforming Colindale and Leyton for All Bid Delivery plan is appended'

The funding will provide the following:

Colindale

- New high quality station building - with improved safety, wayfinding and customer experience
- Street to train step-free access – reducing barriers to movement, and significantly improving journey reliability and times to central London by 20 minutes for those with reduced mobility.
- Additional ticket gates - meeting growing passenger demand and protecting benefits for existing users, providing greater access to jobs and employment and helping to tackle the high unemployment rate of 8.2% in this area.
- Support mode shift to public transport, walking and cycling, thereby reducing carbon emissions and pollution.
- Investment in areas of high deprivation - Colindale contains

communities amongst the 10% most deprived Lower Super Output Areas (LSOAs) in England, and the top 5% most deprived LSOAs in London.

- Instil pride in place, sustainable growth and regeneration – supporting up to 10,000 new and affordable homes, improved entrance to the town centre and public realm.

Leyton

- New high quality ticket hall building with a new overbridge, increasing circulation space and staircase capacity.
- Street to platform step-free access (with potential level access to train when Central line fleet is upgraded), reducing journey times by 15 minutes delivering against the diverse needs of all residents.
- Additional ticket gates - with provision for a 30% increase in demand, future-proofing capacity for passenger demand to come and resolving the current overcrowding issues and safety concerns.
- Support mode shift to public transport, walking and cycling, thereby reducing carbon emissions and pollution.
- Investment in areas of high deprivation – Leyton contains communities amongst the top 10% and 20% most deprived in the country.
- Instil pride in place, sustainable growth and regeneration - local investment that will support up to 7,000 new and affordable homes, support local business and bring new public realm and spaces for local communities.

This programme is an ambitious package. Upgraded stations form the cornerstone of local change. The schemes share commonalities and deliver in areas at risk of being 'left behind'. The package invests in making the transport network accessible to everyone, prioritising areas of high demand. It will deliver quickly and offers high value for money.

Overall the programme will:

- Reduce journey times for people with disabilities and those excluded from access to opportunities
- Improve travel experience and reliability for passengers from reduction in congestion levels
- Reduce pollution and carbon emissions (from modal shift)

Which will in turn:

- Tackle inequality and deprivation

- Facilitate future inclusive growth
 - Support the economy
 - Instil pride in place
 - Future-proof sustainable transport infrastructure
-

Provide a short description of the area where the investment will take place

London has some of the most deprived communities in the country – with Colindale containing communities which are amongst the 10% most deprived LSOAs in England and top 5% in London. Similarly, five neighbourhoods in Leyton are in the top 10% and 20% most deprived in England. As a Combined Authority, the GLA sets out the strategic direction for investment, with improving step-free access being a key priority in areas of high need. Both areas sit within London Plan designated Opportunity Areas and their communities face several interrelated challenges described elsewhere in the bid.

Colindale is in the London borough of Barnet and is at the centre of major housing led regeneration that has already seen substantial private sector investment. Over 5,000 new homes have been delivered to date, of which over 35% are affordable. By 2036 a further circa 6,000 homes and 2,000 new jobs are planned to be delivered. This development will increase the population by over 40% over the next twenty years.

Colindale supports 7.7m journeys per annum and 7,600 journeys during the weekday morning peak. Forecasts show that the existing station will exceed capacity by 2025. Much of the development to date has been brought forward with the expectation that the station would be improved. Affordable housing delivery is at risk if future development cannot rely on this assumption.

Leyton is in the London borough of Waltham Forest, set around Leyton district town centre and High Road. Neighbouring the Lea Valley and Queen Elizabeth Olympic Park. Leyton station dates from the 1850s and has basic circulation and layout arrangements that mean that it is no longer fit for purpose. It caters for 11.3m journeys per annum and 9,200 journeys during the weekday morning peak, and is struggling to cope with the high demand.

Leyton is Waltham Forest's main growth area in the Local Plan with

c7,000 new homes, commercial space and social infrastructure planned for development sites within c1km of the town centre over the next 15 years. This investment is subject to continued developer and investor confidence and ensuring existing infrastructure – including public transport capacity at Leyton station – can meet increased demand. As the regeneration and demand in the area gathers pace, the station will not be able to cope without an upgrade.

The unemployment rates for Colindale (8.2%) and Leyton (9.3%) are almost double the London average, despite both areas having better than average education and skills levels. Both neighbourhoods should be able to offer excellent access to key locations such as UK's Innovation Corridor and the Thames Estuary, with Colindale also being located in west London (which contributes 4% of national GVA) and Leyton situated adjacent to the major economic area of Stratford and the Olympic Park. Both communities show clear signs of lack of access to job opportunities available in these nearby locations and as such, increasing access to key employment locations should make a significant difference.

Optional Map Upload

20220725 Location of Colindale and Leyton stations.pdf

Does your bid include any transport projects?

Yes

Provide a short description of the transport project

At Colindale, funding will provide:

- New high-quality station ticket hall building, with improved safety, wayfinding and customer experience.
- Street to train step-free access (including a 17-person lift) – reducing barriers to movement, and significantly improving journey reliability and times to central London by 20 minutes for those with reduced mobility.
- Additional ticket gates, meeting growing passenger demand and protecting benefits for existing users, providing greater access to jobs and employment and helping to tackle the high unemployment rate of 8.2% in this area.

- Provides new staff facilities to improve customer service and operational control.
- Provides an accessible public toilet that meets most of the requirements of a Changing Places facility.
- Enables the potential redevelopment of land in TfL ownership either side of the station for residential and commercial use.
- Support mode shift to public transport, walking and cycling, thereby reducing carbon emissions and pollution.
- Investment in areas of high deprivation - Colindale contains communities amongst the 10% most deprived Lower Super Output Areas (LSOAs) in England, and the top 5% most deprived LSOAs in London.
- Instil pride in place, sustainable growth and regeneration – supporting up to 10,000 new and affordable homes, improved entrance to the town centre and public realm.

At Leyton, the funding will provide:

- New high quality station ticket hall building including with overbridge, increasing circulation, staircase capacity and passenger safety.
- Street to platform step-free access (with potential level access to train when Central line fleet is upgraded), reducing journey times by 15 minutes delivering against the diverse needs of all residents.
- Additional ticket gates - with provision for a 30% increase in demand, future-proofing capacity for generations and passenger demand to come and bringing more people closer to opportunity. Resolving the current overcrowding issues and safety concerns.
- Support mode shift to public transport, walking and cycling, reduce carbon emissions and pollution.
- Investment in areas of high deprivation – Leyton contains communities amongst the top 10% and 20% most deprived in the country.
- Instil pride in place, sustainable growth and regeneration - local investment that will support up to 7,000 new and affordable homes, support local business and bring new public realm and spaces for local communities.

Provide location information

Location 1

Enter location postcode

NW9 5HJ

Enter location grid reference

TQ212899

Percentage of bid invested at the location

68%

Optional GIS file upload for the location

StationLocations_SHP.zip

Location 2

Enter location postcode

E10 5PS

Enter location grid reference

TQ382862

Percentage of bid invested at the location

Optional GIS file upload for the location

StationLocations_SHP.zip

Select the constituencies covered in the bid

Constituency 1

Constituency name

Hendon

Estimate the percentage of the bid invested in this constituency

68%

Constituency 2

Constituency name

Leyton and Wanstead

Estimate the percentage of the bid invested in this constituency

32%

Select the local authorities covered in the bid

Local Authority 1

Local authority name

Barnet

Estimate the percentage of the bid invested in this local authority

68%

Local Authority 2

Local authority name

Waltham Forest

Estimate the percentage of the bid invested in this local authority

32%

Sub-categories that are relevant to your investment

Select one or more regeneration sub-categories that are relevant to your investment

Civic
Residential

Select one or more transport sub-categories that are relevant to your investment

Active Travel
Buses
Rail
Other Transport

Describe other transport sub-category

Accessibility (step-free access)

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

The Leyton Underground station project is also a component of Waltham Forest's Levelling Up Fund bid, 'Leyton 15 minute neighbourhood'. If both bids are successful a decision should be made on the fairest way to allocate this element of the funding to ensure that double funding does not occur. In this event it is suggested that full funding for the station upgrade schemes is allocated to the GLA-led 'Transforming Colindale and Leyton for All' projects including the Leyton station element [REDACTED]. This would then correspondingly reduce the "Leyton 15 minute neighbourhood" value by the same amount.

[REDACTED]

[REDACTED]

[REDACTED]

Provide VAT number if applicable to your organisation

[REDACTED]

Section 4: Equalities

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

The programme has been developed in line with the Equality Act 2010 – seeking to reduce socio-economic inequalities.

The overall programme is part of locally led aspirations for place-based regeneration in Barnet and Waltham Forest. This is designed to tackle entrenched deprivation and inequality as outlined in the strategic case and particularly under the Theory of Change section.

There is strong community support for the proposals with extensive public consultation as outlined under the Engagement question

The step-free station proposals provide inclusive access to the public transport network for passengers with reduced mobility. This is particularly relevant for removing barriers experienced by disabled Londoners, older Londoners.

Young Londoners and those from poorer backgrounds are disproportionately exposed to poor air quality crime. Wider improvements to the environment and air quality through reduction in vehicle emissions and improvements to safety from improved public realm, lighting etc. will address this disparity.

The improvements to capacity ensure that the good quality public transport offer will not be degraded by crowding and congestion, keeping pace with the scale of change in housing growth. This will help to build continuing support for local regeneration, including existing people in the benefits of change.

The station improvements also improve local infrastructure, pride in place and ensure existing communities are not left behind.

Section 5: Subsidy control and state aid analysis

Is the support provided by a ‘public authority’ and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

Yes

Does the support measure confer an economic advantage on one or more economic actors?

No

Provide further information supporting your answer

Transport for London (TfL) is the owner and operator of the London Underground network. There is no alternative provider and no economic advantage

TfL is a functional body of the Greater London Authority. In the event of success, funding will be disbursed to TfL. This will be subject to all proper processes and Governance. Answers to these questions on state aid have attempted to reflect that arrangement and we have submitted the Proforma 5 to be comprehensive in our response.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

N/A

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

No

Provide further information supporting your answer

N/A

Will you be disbursing the funds as a potential subsidy to third parties?

Yes

Upload a statement of compliance signed by your Chief Finance Officer

Statement of compliance document

LUF Round 2 Pro forma 5.pdf

Section 6: Strategic Fit

Has an MP given formal priority support for this bid?

Yes

Full name of MP

Matthew Offord

MP's constituency

Hendon

Upload pro forma 6

Colindale LUF Proforma Matthew Offord MP.docx.pdf

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

The GLA and TfL work closely with organisations and elected representatives that speak for our customers. Both projects have been co-developed with the relevant boroughs who have shown ongoing commitment to funding and progressing them. Matthew Offord MP has given priority support. John Cryer MP has provided support for the project through priority support for Waltham Forest's bid (including Leyton station). Wider stakeholder support is demonstrated through appended letters of support.

TfL

TfL recently held a public consultation on step-free access. The consultation was across various media with sessions across London for those who rely on step-free access. 6,000 responses revealed strong support for a policy priority for people with restricted movement. Feedback also showed:

- 66% of respondents said they would use the Tube more if there were more step-free stations, including 73% of respondents with reduced mobility.
- 80% of those responding who did not use the underground said they would use the Tube if it were more accessible
- 87% of people with a reduce mobility would use the underground for leisure and 72% for visits such as medical trips if it was more accessible, including a recognition of the importance of creating a network / filling gaps in provision.

The Colindale and Leyton projects match the policy priority given to step-free access within the consultation and confirm support despite changing travel patterns since the pandemic.

Colindale

A consultation on the new station was undertaken in 2018 with local stakeholders. 71% of respondents were supportive of the proposals and the design of the station.

In order to ensure that everyone was included in pre-application consultation, different feedback options were provided so all local groups were suitable informed and able to respond/ engage on terms that met their needs.

The planning consultation showed strong local support in the station's upgrade. This reflected stakeholder engagement and comments also received.

Leyton

Waltham Forest Council, the GLA and TfL have consistently identified the project as a borough and London wide priority. The Council has prepared Cabinet reports in January 2019 and March 2022, with an Executive Decision in March 2020, confirming its commitment, including funding, towards delivery of the project. Borough-wide engagement also confirmed that 54% of residents do not feel the facilities, services and amenities of their local area meet their needs very well.

Two major pieces of borough-wide engagement have been undertaken in 2021 and 2022:

- A bi-annual resident survey and engagement on 15-minute neighbourhoods with over 2,800 residents engaged, including 1,000

in Leyton.

- A consultation on priorities for use of Neighbourhood Community Infrastructure Levy (NCIL) using a combination of online and face-to-face surveys where covid restrictions permitted, with 650 responses. The top four priorities for the Leyton area were Air Quality, Environment, Sustainable Transport, Streets and Public Spaces.

This insight emphasises the local community's support for investment in Leyton's public spaces and public transport, contributing to improved air quality and environmental outcomes. Engagement with London Borough of Waltham Forest shows strong stakeholder support and financial commitment.

Has your proposal faced any opposition?

Colindale

The designs for the new station were refined following conversations held with senior councillors and planning/regeneration officers prior to the exhibition. TfL and the council worked closely together on the regeneration of the area which provided continuity with the surrounding buildings and developments. The public exhibition feedback demonstrated strong support for these proposals at Colindale station.

A number of respondents had concerns over the closing of the station to undertake the works, which is unavoidable to achieve the build. There was a suggestion that a replacement bus service was included during the closure.

TfL has committed to keeping the local community engaged during the construction programme and giving as much notice in advance of closures. Regarding the bus services, TfL will update residents and ward councillors with the effects of the development on bus routes.

Detailed information about the feedback and responses can be found in the Statement of Community Involvement that was submitted with the planning application.

Leyton

There has not been any direct opposition to the proposal to upgrade Leyton station. There will be continued engagement with residents and stakeholders as the proposal is developed. This will include

engagement with residents directly affected by the construction of Leyton underground station, as well as key partners and stakeholders.

Do you have statutory responsibility for the delivery of all aspects of the bid?

No

Which parts of the project do you not have statutory responsibility for?

Transport for London (a functional body of the GLA) has statutory responsibility for all aspects of the bid which is entirely transport focused.

Who is the relevant responsible authority?

Transport for London

Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

Pro forma upload (if required)

LUF Round 2 Proforma 1.pdf

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Both project areas face interrelated challenges and barriers:

Intense population growth.

Colindale makes the single largest contribution to housing growth in Barnet and the population is predicted to grow by 40% by 2035. Infrastructure has not kept pace with the scale of development, worsening outcomes for the existing community.

Regeneration in Leyton is at an earlier stage but, a similar picture is emerging: 7,000 new homes are planned for in the next 15 years with car ownership on the rise with a 20% increase in the area since 2010.

Both areas require substantial improvements to their public transport offering to ensure the continued development of their housing, and to prevent a corresponding rise in car use.

Inaccessible public transport

Neither station caters for those with reduced mobility, generating less reliable, slower and indirect journeys than those without reduced mobility. In terms of jobs accessible within a reasonable commuting time from both stations, only 30-40% would be reachable with step-free requirement. Residents also rely on bus services which can be impacted by traffic congestion at peak times.

Stations at capacity

Demand at Colindale has grown 88% between 2007 and 2019, and is projected to double the 2019 level by 2041. Congestion is made worse by limited space on the adjacent pavements - an issue that cannot be resolved without comprehensive investment. Growth of 39.4% in demand at Leyton is anticipated in the peaks between 2016 to 2041.

Deprived neighbourhoods

Over 80% of all those in the Colindale catchment and nearly 90% of those in Leyton live in an LSOA with deprivation higher than the national average. Five Leyton neighbourhoods are in the top 10 and 20% most deprived in the country. In 2019, 18% of Colindale households and 25% of Leyton households were in fuel poverty. The national average is 13%.

Entrenched economic issues and financial hardship

More than 25% of children in both areas and between 65% (Colindale) and 90% (Leyton) of older people live in LSOAs with

income deprivation in the 30% worst of the country. 80% of the Colindale population and nearly 90% in Leyton live in LSOAs with income below the national average.

Universal Credit claims in Colindale are 13% compared to the national average of 8.3%. Alternative claimant counts in Leyton are still 80% above pre-pandemic levels. Unemployment is at 8.2% in Colindale and 9.3% in Leyton. The national rate is 3.8%.

Pockets of high crime

In Colindale violent crime and burglaries are 50% more common than the borough average, robberies are 40% more common and anti-social behaviour is twice as likely. In Leyton, violence against a person is 18% higher than the borough average, theft is 40% higher and drug offences are more than twice as common in the area compared to the London average.

Health inequalities and concentrations of pollution

Colindale residents have a higher incidence of poor health than the rest of Barnet. In Leyton, inactivity and obesity are a particular challenge. Both areas suffer from lower life expectancy than the national average.

Explain why Government investment is needed (what is the market failure)

The upgrades cannot be delivered without public sector involvement due to a number of market failures as summarised below. This will leave the stations as poor-quality environments, without step-free access and without the capacity to accommodate future growth. Investment is needed to improve these two stations, to enable continued regeneration and secure improved outcomes for existing residents and businesses.

Public transport as a public good

Public transport serves a wide range of beneficiaries and generates social and economic externalities. It is also non-rival in demand: if it is provided for one, it is provided for all. These features make it unviable for one or even several developers / private operators to

fully finance public transport projects of this scale in these locations where margins are profit low and benefits would be general.

Coordination failure

The central role of both station schemes in regeneration means the infrastructure is needed in advance of future development to ensure both that the development occurs (investor confidence) and sustainable transport behaviours are embedded. Both projects have some development related contributions, although the degree of contribution must be balanced in a trade off with other social infrastructure priorities and Affordable housing delivery. The remaining capital investment cannot be accommodated in TfL's Business Plan at this time.

[REDACTED]

Time limited investments

The timing of investment is critical as without capacity and access improvements there is a risk of restricting new development and reducing the confidence of the private sector to invest in the area. [REDACTED]

[REDACTED]

[REDACTED] Without commitment, Waltham Forest's CIL allocation will also need to be used on other projects.

[REDACTED]

[REDACTED] TfL's finances no longer allow for any uncommitted network enhancements, [REDACTED]

[REDACTED]

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers



Strategic Fit to policy, inclusion, Levelling Up and Covid recovery
Both projects sit within Strategic Areas of Regeneration, which risk being left behind as the proceeds of growth go to neighbouring areas. The programme aims to support inclusive growth and increase opportunity for all. Colindale and Leyton have capacity to support growth and can benefit from comprehensive regeneration. Both need significant investment in transport infrastructure to support increased demand and help address long established community-wide deprivation.

The projects in this bid will help address the challenges and barriers faced by local communities and form part of a wider programme of existing and planned investment to transform the areas' public realm, connectivity, infrastructure and economy. The GLA have proposed step-free access schemes in two of London's Opportunity Areas to tackle longstanding and post pandemic trends. People with restricted mobility have been significantly impacted by the pandemic and disabled people continue to have on average poorer well-being ratings than the general population across all four well-being measures (life satisfaction, feeling that things done in life are worthwhile, happiness and anxiety). Step-free access can make a significant difference to the quality of life for this group as well generally for all users of both stations. Reducing barriers to movement is key to improving outcomes. Leyton and Colindale are in priority Levelling Up Category 1 and 2 respectively.

These station projects have been longstanding elements of Barnet and Waltham Forest's vision for Colindale and Leyton and are the locations in their respective boroughs with the greatest challenges in terms of deprivation, but also the opportunity to secure the greatest return from Levelling Up Fund investment.

The Colindale and Leyton station upgrades also have a strong strategic fit against levelling up objectives and place-based

regeneration. They have clear local support, significant time-limited third-party funding and are two of the most [REDACTED] deliverable schemes that are not currently funded.

Options considered:

Alternative options and interventions have been assessed as part of the borough's spatial strategies and policies for these areas. In both cases public transport provision and accessibility has been judged to be a critical element of achieving wide outcomes. Given the condition of both stations, a do nothing approach would fail to meet both the challenge of making existing facilities fit for purpose as well as being able to accommodate future need. Investment in alternative sustainable modes would not offer the capacity, connectivity and journey predictability outcomes that an improved Underground service would offer. Many of the deprivation indicators most acute in both areas are impacted by a lack of efficient, predictable and low carbon transport options to places of work, services, education, health and cultural destinations. Relying on improvements to bus services or only on active travel investments would not satisfactorily address these needs.

The projects address specific challenges and barriers by:

- Addressing capacity challenges which have seen a dramatic growth in demand that has put significant pressure on existing facilities resulting in substantial congestion at peak times.
- Providing step-free access enabling independent travel for people with restricted mobility and all other groups who will benefit from step-free access to employment, health, education, culture and other opportunities across the capital and beyond via the wider rail network.
- Improving the perception of both areas and the user experience, through step-free access, a more spacious and relaxed experience, better signing and lighting. The benefits are considered to reflect the vital place-making role of the station in the Colindale context. High quality public realm, that will increase civic pride and attract greater footfall.
- Reducing journey times for users – those accruing to those directly benefitting from the new step-free route ; and more generally from a reduction in congestion, mainly in the ticket hall from the installation of an enlarged gate line and better circulation space.
- Improving safety with an expected reduction in slips, trips and falls.

- Delivering wider qualitative benefits through leveraging private sector investment into the comprehensive regeneration of both areas and integration with the other modes such as cycling, walking, and buses
- reducing carbon emissions from the mode shift to public transport and positively impacting air quality.
- encouraging more active travel linked to public transport journeys and car-light development leading to improved health outcomes for residents

More detailed Option Assessment Reports are provided covering the option selection process for Colindale and Leyton station schemes.

Upload Option Assessment report (optional)

LU Options assessment .pdf

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

The Theory of Change document has been uploaded and is summarised below. The document includes analysis of the benefits of step-free journey time savings in each location.

The challenges facing Colindale and Leyton's communities

Both areas face the following interrelated challenges:

- Inaccessible public transport
- Deprived neighbourhoods
- Lasting economic issues and financial hardship
- Pockets of high crime
- Health inequalities including pollution
- Intense population growth leading to an over-capacity transport network

Both areas have planned significant population growth, with the resultant pressures on social and physical infrastructure. Continued investment in the stations, alongside other locally led plans, is required to sustainably accommodate and manage this growth, improving community cohesion and maximising benefits for local people.

Alignment with strategic and local priorities

The programme of investment aligns directly with the Levelling Up Missions and Shared Prosperity Fund objectives, specifically around pathways to employment, improving health and well-being outcomes, increasing community pride and cultural participation, delivering new social and green infrastructure, reducing crime, enhancing sustainable travel and boosting town centre economies.

Our programme of investment and the impact of the interventions
The programme will:

- Reduce journey times for everyone, including people with disabilities
- Improve access to opportunities across London
- Improve travel experience and reliability
- Reduce congestion
- Reduce pollution and carbon emissions

Which will in turn:

- Tackle inequality and deprivation
- Facilitate future inclusive growth
- Support the economy
- Instil pride in place
- Future-proof sustainable transport infrastructure

The virtuous cycle of public transport investment and sustainable growth

The Levelling Up Fund can help address a range of market failures. There is a clear link between transport and housing delivery (which offers the opportunity for the availability of affordable housing to address current housing challenges). A recent analysis of Elizabeth line pre-opening suggests a total of 51,600 new homes were delivered within 1km of future Elizabeth line stations between 2008 and 2019. More generally, since 2000 across London, 85% of all London's housing has been delivered within 1km of a station whilst the rate of delivery around TfL stations has been twice that elsewhere.

Across London, station projects have provided the inputs for place-based regeneration and supported Good Growth, including at Tottenham Hale which is supporting the delivery of 5,000 new homes and 4,000 new jobs. The Colindale and Leyton projects can make a similar contribution to addressing London's severe housing shortage by triggering earlier, high quality developments.

Reducing carbon emissions from transport

The upgrade projects will support car-free and car-light development. Step-free access is critical to enabling all people to access the underground network and live a low-car lifestyle. Analysis has shown that people who do not own a car in places such as Leyton and Colindale make over 80% fewer trips by private modes. They make correspondingly more public transport and active travel trips, contributing to positive health outcomes. Overall reducing carbon emissions by an average of 0.8kg per day as well as improving local air quality.

Theory of change upload (optional)

Theory of change.pdf

Explain how the component projects in your package bid are aligned with each other and represent a coherent set of interventions

TfL's step-free access programme aims to level up access and connectivity to London's transport network in key locations of regeneration for all Londoners especially those with protected characteristics. Making the public transport system more inclusive is critical to delivering a better whole journey experience for everyone including disabled people and the growing number of older people. Currently, only a third of Underground stations are step-free. The importance of network benefits means that these upgrades complement one another, reducing the additional journey time for those who need step-free services.

[REDACTED]

[REDACTED] A

subsequent consultation exercise to understand better the priorities for future investment has identified the continued requirement to concentrate on upgrading local suburban stations along with a smaller number of stations closer to central London. Both stations meet the criteria of being deliverable schemes which have significant third party sources of funding and therefore would have been strong candidates for a future (as yet unbudgeted) step-free access programme.

Both projects will act as the catalyst for sustainable growth and area regeneration. This programme represents an ambitious plan to level up areas of deprivation and need, and is critical to locally led plans to tackle the challenges faced by both communities. The areas share many commonalities, including making large contributions to meeting housing needs in their respective boroughs. Ensuring good place-making and levelling up opportunities are woven through both councils' approach to regeneration.

Set out how other public and private funding will be leveraged as part of the intervention

Both projects have significant financial support from local authorities. Barnet and Waltham Forest have been willing to commit CIL and Section 106 funds which are in high demand in these areas of need in favour of alternative demands on the funding due to its importance to local levelling up.

[Redacted text block]

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Delivery of the stations will facilitate more housing and affordable housing. This secondary benefit will leverage more money for affordable housing and funding for community infrastructure.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

There is clear policy backing each initiative, which has been subject to extensive consultation and support. Each project has direct immediate benefits and helps realise wider strategic priorities.

The London Plan enshrines both areas within Opportunity Areas - Colindale/Burnt Oak and Lea Valley Opportunity area - and approach to Good Growth.

The Mayor's Transport Strategy focuses on the reduction on car dependency, modal shift, supporting Good Growth through inclusive, accessible design and car-free/light places.

Barnet:

- Local Plan and Development Framework – supports transport infrastructure improvements to deliver a step change in regeneration areas including the upgrade of Colindale station.
- Colindale Area Action Plan (CAAP March 2010) – this 10-15 year strategy guiding development highlighted the need for a public transport interchange with increased capacity to support future demand.
- Long Term Transportation Strategy – of Barnet's 13 underground stations, only six have step-free access from street to train and two from street to platform.
- Growth Strategy – notes London's transport networks face congestion and overcrowding - outlines that future growth will not be possible without substantial increases in capacity.
- The Corporate Plan & Sustainability Strategy: set the target of being a net zero borough by 2042 - this scheme will enable modal shift to public transportation modes and contribute to this net zero ambition.
- Equalities, Diversity and Inclusion Policy – commits to a social model of disability which says that people are disabled by barriers in society, not by their impairment.
- Air Quality Action Plan – the greatest source of NOx emissions, and PM 2.5 and 10 emissions in Barnet, is road transportation; This will support long term modal shift from cars contributing to better air quality.
- West London Build and Recovery Plan – sets the need for investment in transport infrastructure to deliver new homes.

Waltham Forest:

- Public Service Strategy – prioritises connecting local people with

jobs, tackling inequalities, and creating safer neighbourhoods.

- Local Plan & Infrastructure Delivery Plan – supports development and growth over the next 15 years, provides the framework for development planned in Leyton as a Strategic Location for growth, with c.7,000 homes and area-based 15 minute neighbourhoods.
- Area Frameworks – Three of these directly inform the Leyton bid – Leyton Mills Development Framework, Lea Bridge Area Framework and South Leytonstone Area Framework. Engagement on these has provided clear feedback on residents’ priorities for the area, highlighting support for the bid.
- Climate Emergency Action Plan – establishes five pledges to deliver net zero carbon by 2030 – including prioritising sustainable transport and encouraging active travel..
- Capital Strategy – sets out the £643m investment programme planned to 2026/27, establishing investment and regeneration in the Leyton 15 minute neighbourhood.
- Economic Recovery Strategy and High Streets Action Plan – responds to challenges and impacts of the pandemic including investment required to support and transform the borough’s economy and town centres, to reduce disparities and opportunities.
- Cultural Strategy – a framework for cultural investment for 2023-27.

Explain how the bid aligns to and supports the UK Government policy objectives

The proposals align with a number of Government policy objectives:

Levelling Up White Paper

- Both areas have high deprivation; by increasing connectivity of excluded groups to employment, local services and the wider community. Step-free access and modernised station facilities will reduce barriers to movement and improve access for those with reduced mobility. Increasing the capacity of the station will result in more reliable transportation which in turn will improve productivity and economic activity – spreading opportunity and improving access to public services.
- The schemes have an important role in restoring a sense of community, local pride and belonging. The new stations will create an improved sense of space with high quality public realm and

placemaking, with designing out crime principles built in to improve local safety and environment.

- The programme has strong local leadership, reflected in the support from council leaders and the London Mayor.

Achieving net zero carbon emissions by 2050 / UK Clean Growth Strategy (2017) / Government's Clean Air Strategy 2019

The projects directly supports net zero objectives by:

- delivering direct mode shift from improved accessibility attracting trips away from cars
- supporting car-free /light development. The schemes support up to 17,000 new homes. Capacity and accessibility will enable these to be largely car-free and existing residents to live a low-car lifestyle. TfL analysis has shown that households without cars in places such as Leyton and Colindale make over 80% fewer trips by private modes. They make correspondingly more public transport and active travel trips, contributing to positive health outcomes. Overall reducing carbon emissions by an average of 0.8kg per person per day.
- Carbon management plans are in place to reduce carbon footprint during and after construction. TfL uses innovative practices to improve and reduce carbon emissions.
- The improved stations will utilize natural light and LED lighting to reduce carbon emissions

Build Back Better: Our Plan for Growth (HM Treasury, 2021)

- This scheme will connect people to employment areas, services and to the wider community and learns from previous successes and failures by investing in inclusive growth.

DfT's Inclusive Strategy

- This programme directly delivers on this and will provide a long term and permanent infrastructure improvement to enable disabled people the same access to transport. It also enables those with less mobility to access the quickest and most form of transport.

GLA's Economic Recovery Framework & London Plan

- This outlines five pillars to recovery, key themes are achieving net zero and narrowing inequalities. This scheme directly responds to making London more connected, reducing barriers to movement and inequalities.

UK Shared Prosperity Fund

- This investment directly meets the fund aims to target local areas of need - it will fundamentally enhance people's pride in the places and better life chances through improved transport connections, access to jobs and through transport led regeneration in town centres and high streets. For Colindale and Leyton direct capital investment will bring a number of benefits that align with this fund.

Alignment and support for existing investments

Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

Summary of local investment building off the station programmes

Colindale

The Colindale LUF bid lies at the heart of the Council and TfL's levelling up plans. The Colindale station scheme will provide step-free access thereby opening up the existing and planned regeneration, growth and local services to a previously excluded demographic including people with reduced mobility. Ensuring the station takes its place as levelling up infrastructure is vital, without which the opportunity to tackle deprivation by aligning and progressing wider investment across Colindale will be delayed and potentially lost years to come.

GLA Affordable Homes Programme: This levelling up bid complements existing schemes and programmes being facilitated and delivered by LBB. . The Council has created a partnership with Notting Hill Genesis for the renewal and regeneration of Grahame Park Estate in Colindale. This regeneration scheme has attracted funding from the GLA as it includes the delivery of a significant portion of affordable housing that is required in Colindale thus, upon completion the regeneration scheme will deliver 2,760 new homes which would contribute to the 30 – 50% affordable housing target across the area and aimed at providing levelling up opportunities to currently disadvantaged residents of Colindale who currently do not have access to affordable housing. NHG have provided a letter of endorsement for the Transforming Colindale LUF bid.

One Public Estate and Self and Custom-Build: The Council, through Barnet Homes (a wholly owned by the Council), is currently looking to deliver a masterplan for the regeneration and renewal of sites such as the UK Health Security Agency (formerly Public Health England) and other sites to the west of Colindale to deliver a mix of uses, services and amenity presenting a significant opportunity to level up in support of Colindale's communities. This masterplan project is funded by One Public Estate its deliverables include the provision of additional affordable housing, improved public realm, active travel infrastructure and employment spaces for the residents of Colindale. These deliverables will contribute to the provision of further levelling up opportunities to currently disadvantaged Colindale residents. Therefore, good placemaking and opportunities to level up Colindale are woven through the Council's approach to regeneration. The Council's placemaking approach which encourages active travel and public realm improvements in Colindale align perfectly with the aims and objectives of the Transforming Colindale LUF bid.

Barnet Capital Funding: Recent growth has enabled significant investment in social infrastructure which will contribute to levelling up employment, health and education inequalities for disadvantaged Colindale residents and provide increased access to local services. A new secondary school opened in 2018 in Colindale with a feeder primary school expected to open in 2023, and existing schools have been expanded. Barnet and Southgate College have relocated to Bristol Avenue, Colindale in a newly-built campus and growing the student population in the area, incorporating a new library and Centre for Independent Living. Two new nurseries, a community centre, and a new integrated health centre are coming forward in the next five years. The Council has recently invested £10m+ in a parks programme delivering major improvements to five parks in the area. Improving accessibility to previously excluded groups such as people with restricted mobility through the delivery of the Transforming Colindale LUF bid, ensures the aforementioned new health, educational and employment opportunities will be made available to a wider range of disadvantaged Colindale residents thereby fulfilling government's levelling up objectives. Barnet and Southgate College have provided an endorsement for the Transforming Colindale LUF bid.

Redrow Colindale Gardens Development scheme: There are a a

series of small shopping parades in Colindale offering convenience retail and places to eat and drink, including along Colindale Avenue which links to the major supermarket and retail outlets along the A5. New retail and commercial space will also be coming forward including in the next phase of Colindale Gardens, a major housing delivery projects currently being delivered by Redrow who have provided a letter of support for this levelling up bid. Improvements to the public realm such as new square in front of the Council building have recently completed and the “Connecting Colindale” project to establish a sustainable transport and public realm delivery plan for Colindale is underway to direct over £7m+ of investment. This provides an opportunity to knit together key destinations across the area with the station and with an integrated approach to public realm improvements, signage and wayfinding Leyton

Over the last two years the Council has worked in partnership with the England & Wales Cricket Board (ECB), Sports England and other partners, including McGuigan Gyms, to secure investment in the first phase of improvements to Leyton Sports Ground, including delivery of the first national Urban Cricket Hub and establishment of the McGuigan Boxing Academy. This investment is helping establish Leyton Sports Ground as a centre for sport development at the heart of the local community, which will be further complemented and enhanced by Levelling Up Fund investment to restore the iconic pavilion and complete the site-wide masterplan, as outlined in the letter of support from the partner organisations appended to this bid.

The Council is partnered with Taylor Wimpey to deliver the Coronation Square development which will see delivery of the new pavilion building and public square in 2024 as part of the wider phased mixed-use development. The Council will secure the pavilion on a long leaseback and Levelling Up Fund investment will enable the full fit out of the building to realise its vision as a cultural hub for all the community. A letter of support from Taylor Wimpey is appended to this bid.

TfL and Council funding to establish Low Traffic Neighbourhoods (LTNs) in South Leytonstone, working in partnership with London Borough of Newham. The LTNs facilitate improved walking and cycling connectivity from neighbourhoods to the east of Leyton town centre, increasing access into the town centre and to Leyton Station.

Council delivered programme of Enjoy Waltham Forest investment in walking, cycling and enhanced public realm including sustainable drainage and planting using TfL Mini Holland funding, including investment in local high street Francis Road which has been transformed into an exemplary pedestrian-friendly environment, working with and boosting local business.

Council-led regeneration of Avenue Road Estate – the Council is working in partnership with a developer to bring forward the comprehensive regeneration of this Council-owned housing estate situated to the east of Leyton following a successful ballot of residents last year. The estate regeneration will be phased over the next few years and will further stimulate investment in this part of the Leyton community and demand on Leyton Town Centre, local community facilities and access to the station.

Wholesale Markets Co-Location plan – New Spitalfields Market to the west of Leyton is one of three wholesale markets in London owned and managed by the City of London Corporation. The Corporation is taking forward a Parliamentary Bill in November 2022 to relocate all three markets to a new site in Barking & Dagenham, a regionally significant economic investment plan. New Spitalfields Market is planned to relocate in 2027 and this will unlock the comprehensive regeneration of the site which sits within the Leyton Mills Development Framework area.

Enhancements to Leyton Station to increase capacity and accessibility as well as the investment in Leyton's social, cultural infrastructure is critical to supporting this investment plan as outlined by the letter of support from the City Corporation appended to this bid.

Explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure

The programme does not involve a local road project. However, complementary investment in active travel is being made.

Colindale

Colindale Avenue is adjacent to the station. It suffers from several issues including the prevalence of on-street parked cars, a narrow roadway and pavements, a lack of cycling infrastructure and a poor junction with Edgware Road. The scheme allows for the creation of a widened section of pavement in front of the station, a widened signalised pedestrian crossing over Colindale Avenue and the installation of cycle stands in the forecourt.

This scheme is the key to unlock £7m+ in sustainable transport and wider public realm improvements known as “Connecting Colindale” which will bring forward a suite of proposals that will improve walking, cycling and bus priority in the area.

In respect of cycling,

Barnet Council is undertaking design of a cycle route parallel to the A5, complementing the investment in Colindale.

Leyton

Waltham Forest Council has an established track record of delivering innovative and successful investment in cycling and walking infrastructure through its c.£40m TfL-funded ‘Enjoy Waltham Forest’ (EWF) programme. The bid complements EWF investment made in Leyton’s walking and cycling infrastructure over the last five years, as well as planned further investment. Longer-term plans to enhance connectivity to Queen Elizabeth Olympic Park will be brought forward in the late 2020s. Complementary public realm improvements are planned in front of the entrance to Leyton station once the enhancement project is delivered.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Transport Infrastructure
Pride in Place

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

The programme contributes to the following Levelling Up White Paper missions:

- Living standards: the scheme contributes to this objective by expanding access and connectivity to a previously excluded group in Colindale and Leyton, people with reduced mobility, thereby improving their living standards and quality of life.
 - Transport infrastructure: this scheme will expand the capacity of the Colindale and Leyton station to accommodate the impact of increased passenger usage resulting from the projected population growth. Furthermore, the quality of service in the stations will be improved via the inclusion of step-free access
 - Education: The scheme will expand access and improve connectivity of the residents of Barnet, especially those with reduced mobility, to local services such as secondary schools
 - Skills : The scheme will expand access and improve connectivity of the residents of Barnet, especially those with reduced mobility, to local services such as Job centres and employment
 - Health: The scheme will encourage modal shift in transportation from a dependence on cars to more sustainable modes of transportation such as rail travel resulting from expanding the capacity of the Colindale station and expanding access to those who currently cannot access the station for connectivity. This will result in reductions in air pollution.
 - Wellbeing: the scheme will improve the ambience of the station, provide step-free access and increase capacity; these would contribute to an overall pleasant and better experience amongst station users, thereby improving wellbeing.
 - Pride in Place: the scheme improvements such as improving the ambience in the station, expanding access, increasing capacity and public realm improvements will result in a pleasant travel experience and improved pride in place amongst the users
 - Housing (check): the station improvement designs also include the provision of designs to incorporate commercial development blocks to the east and west of the station. This will facilitate the delivery of housing in Colindale, including 30% of the new housing being affordable housing.
 - Crime: the improvement works planned in the Colindale station includes 'designing out crime' which alongside other improvements will improve the ambience and experience of users of the infrastructure.
 - Digital connectivity (potential)
-

Section 7: Economic Case

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Colindale and Leyton are both areas with high levels of deprivation and crime, with communities facing health inequalities and significant financial hardship.

Over 80% of all those in the Colindale catchment and nearly 90% of those in Leyton live in an LSOA with deprivation higher than the national average. More than 1 in 4 children and 1 in 2 older people in Colindale live in LSOAs with income deprivation in the 20% worst of the country. Over 40% of the whole population of Colindale are within the 30% most income deprived LSOAs in the country. In 2019, 18% of Colindale households were in fuel poverty, against a Barnet-wide rate of 13%.

Five neighbourhoods in the vicinity of Leyton station are in the 20% most deprived in the country. Centre for London research in 2022 shows that 45% of the child population in Waltham Forest live in poverty, which is significantly higher than the England average. Furthermore, 83% of areas in the borough are in the 50% most deprived in the country. The lack of good quality, public transport options has resulted in a 48% increase in car ownership in the area since 2010.

Both station upgrades make a large contribution to meeting housing need in their respective boroughs. This programme represents an ambitious plan to level up these deprived areas, with the stations acting as key drivers of local change and placemaking as parts of Barnet and Waltham Forest Councils' approach to regeneration. Providing step free access to the stations is critical to providing equal access to all and ensuring that some of the most deprived will benefit from the investment, as many disabled people and a growing number of older people are not currently able to access the Tube in these locations.

Colindale station has experienced an 88% increase in trips between 2007 and 2019. This growth is projected to more than double by

2041, as a result of development schemes in the area. Forecast demand for gateline capacity is illustrated in Figure 1 of the BCR Calculation Note, indicating the requirement for 7 gates by 2031. The station has a single entry/exit point with no step-free access and limited capacity. Over the next three years gateline controls, including exit-only operation and non-stopping service at peak times, will increasingly be required for safety.

Leyton station already experiences over-crowding. In the AM peak crowding from the gateline can extend out of the station onto the adjacent footway impeding pedestrians passing the station. In the PM peak the emergency exit on the EB platform is opened to alleviate crowding.

7,000 new homes are currently planned around the station over the next 10 years. Without capacity enhancement it won't be able to cope with the increased crowding. Failure to deliver the upgrade will damage the economic impact of the new homes and reduce the wider economic benefits. At worst TfL might need to oppose additional planning consents for housing in the area, damaging the provision of the housing London needs.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

Forecasting of underlying demand levels for these stations which have been used in the calculation of benefits and revenues is underpinned by a detailed demand and public transport assignment model ('Railplan') which has been widely used for assessment of proposed investments over many years and has therefore undergone high levels of review and quality assurance. Forecasts are consistent with the Mayor's Transport Strategy and GLA London Plan population and employment forecasts to 2031. The methodology uses TfL's 'Hybrid' scenario which reflects post-Covid impacts on travel demand.

Capacity impacts of increased demand with and without the station projects have been assessed using a mixture of static and microsimulation ('Legion') to inform both option selection and an evaluation of benefits.

The London Travel Demand Survey which consulted a random sample of 8,000 households indicated that 1.6% of people found it difficult or impossible to use LU or NR without help while 13% of trips were constrained where step-free access is not available. Further analysis into step-free trip proportions indicated that during peak periods these accounted for 4.6% of trips and 6.4% during off peak. However, evidence to verify these proportions from step-free upgrades elsewhere is not currently available and so a more conservative assumption of 2% of trips during peak periods and 4% during off peak has been applied to ensure robustness.

Quantified benefits from step-free access (to both existing users and new) derives from TfL's Railplan model, using scenarios both with and without the stations being step-free to understand the timesaving for passengers requiring step-free journeys to understand time savings and hence both social benefits and potential additional demand. Given uncertainties around the exact demand elasticity related to step-free access a range of sensitivities have been used to confirm the strength of both projects business cases in different scenarios.

Ambience benefits have been informed by TfL's Ambience Benefit Calculator (ABC) tool with demand informed by the NUMBAT dataset. ABC is a well-established tool which draws on a significant base of market research, undertaken to identify the willingness to pay values for a wide range of improvements to the public realm which contribute to ambience in different environments.

Data used for the preparation of costs has been based on benchmarking exercises against past investments and has used existing unit rates for operational and maintenance costs.

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

Demand data used in the modelling of station benefits has been derived from TfL's Railplan model informed by detailed surveys of

patronage and is specific to the respective stations. Journey time benefits have been calculated using values of time set out in TAG Databook v1.19, which has also been used to inform discount rates and inflation indices, with the exception of construction inflation which has been sourced from BCIS. The split of trip purposes between business, commuting and other uses average rates for the London Underground (LU) network. Revenue forecasts have similarly assumed a fare per trip based on the LU network average. While work is ongoing to provide step-free access across the LU network, both Colindale and Leyton provide access to a wide range of locations across the city which are already step-free. Benefits have only been calculated on the basis of these existing step-free destinations. As additional stations are made accessible, the benefits of these two stations will therefore continue to grow.

The calculation of impacts related to decongestion from the increased gatelines includes an elasticity function which informs the anticipated impact on generation of new trips and hence revenue. The elasticity parameter is consistent with the TfL Business Case Development Manual (BCDM). Journey time savings achieved through provision of step-free access already incorporate a demand uplift and so elasticity adjustment has been applied.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

The new buildings will act as local landmarks, transforming the sustainable transport gateways to two town centres, boosting footfall, enhancing public transport capacity and delivering equality of access to socio-economic opportunities through step free provision.

The projects will provide equal access to the Tube network for all users, removing barriers for disabled people and levelling up their access to jobs, services and opportunities.

They will support the development of thousands of new and affordable homes across Barnet and Waltham Forest, which may not otherwise be approved due to existing transport constraints.

Delivery of step-free access will further strengthen the link between the housing and sustainable mobility. Fully accessible stations will offer a transport link that can be used by people at all stages of life – for example with pushchairs and small children.

The introduction of lifts at Leyton under the central assumptions used to inform this economic analysis is forecast to result in an annual user benefit of around £2m , with 180 new trips generated per AM peak period. These forecasts increase significantly if benefits are attributed to passengers with buggies, suitcases or other impediments as well as those whose mobility is more permanently constrained.

The proposed designs will provide capacity to support forecast average travel demands for 2041 with a further 35% allowance for future growth. This ensures that the investments will provide a long-term solution to the existing capacity constraints without a need for subsequent upgrades for the foreseeable future, while keeping costs to a necessary minimum.

The enlarged ticket halls will reduce congestion, avoid the need for queuing outside of the stations and negate the need for station staff to use congestion control measures (in the most extreme circumstances, non-stopping trains) during peak times.

At Leyton the decongestion assessment has been based on a forecast additional demand of 3,900 trips in the AM peak period and 3,643 in the PM peak being generated by as a result of the planned housing (from MoTiON trip rates). This demand has been assumed to be greatest during the central peak hours, leading to a do-minimum delay of 180 seconds with shoulder peak hours experiencing 90 second delays.

Demand growth forecasts at Colindale are illustrated in Figure 1 of the BCR Calculation Note.

Given the uncertainties regarding post-Covid demand and the desire to ensure a robust assessment, this forecast of congestion benefits has been factored down by 50%, to recognise the potential for increased working from home, flexibility around time of travel and uncertainties over the occupancies of new housing. Demand

forecasting used to inform Railplan assessments have been informed by TfL's "Hybrid" scenario, which has been developed to represent the impacts of these post-Covid travel behaviour changes.

Both projects will contribute to the public transport led post-pandemic recovery and boost local economic vibrancy of places of local pride and importance by making them more accessible and connected.

They will also contribute positively to reducing the impact of climate change and CO2 emissions by removing the need for PRMs to use private vehicles to make a journey to access essential services and employment. The station upgrades will enable development close to the stations to be car-lite or car-free, further reducing carbon emissions and air quality impacts from private vehicle use.

Ensuring good place-making and opportunities to level up are woven through both Barnet and Waltham Forest Council's approach to regeneration. Colindale station is currently a bland single storey block, which will be transformed into a new landmark building with greatly improved facilities and ambience for users, designed to instil pride in place and deliver a positive travel experience. Leyton station is largely unchanged from the original 1850s design, with a small ticket hall which can become severely crowded during peak times and which opens directly onto the A112 High Road Leyton.

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

Impacts of the station upgrades have been informed by detailed modelling, using Railplan to capture journey time saving and revenue generation impacts of providing step-free access. Spreadsheet-based analysis informed by developer forecasts of trip generation has been prepared to capture the journey time savings within the stations resulting from increased capacity. Key to the robustness of these assessments are the assumptions which have been made to underpin the forecasting of benefits and revenue.

A single forecast year of 2031 has been modelled in Railplan and in the analysis of reduced congestion, to represent the user benefits and revenues. A flat profile has therefore been assumed. This will

result in a slight over-estimate of benefits in the first few years of the appraisal period, but with a likely under-estimate over the greater part of the appraisal, resulting in a conservative estimate overall. Do-Minimum demand forecasts are consistent with the Mayor's Transport Strategy and GLA London Plan population and employment forecasts to 2031.

The additional demand forecast to be generated has been calculated based on evidence from the London Travel Demand Survey. Based on this demand generation, revenue forecasts have accounted for the proportion of trips made using Freedom Passes and by blind and disabled passengers who are unlikely to pay fares.

Journey time savings from congestion relief have been assumed to accrue at the level indicated by the modelling immediately from the date of opening. However, benefits from step-free access attracting new users to the services and the revenue this has been forecast to generate, have been assumed to ramp up over the first four years in line with Passenger Demand Forecasting Handbook (PDFH) recommendations, as users take some time to change their travel behaviour.

As these delays affect all passengers during the busy peak periods and not just those requiring step-free access, even a modest time saving per trip can translate into a sizeable user benefit, which in turn can result in significant revenue uplifts when considered over the 60-year appraisal period. A conservative approach has therefore been applied in the forecasting of these benefits, assuming the benefits generated will be at the lower end of the likely range. A more optimistic assumption based on the central forecast would significantly improve the Value for Money outcome, particularly for Leyton where the larger baseline demand would lead to an impact on revenue growth which would offset a large portion of the costs.

All elasticity-based revenue forecasts are based on the capture of new revenue from trips which would not otherwise have used public transport. Any trips abstracted from other public transport services have not been assumed to generate any new revenue and the elasticity parameter has been set to reflect this assumption. Step-free access revenue uplifts based on Railplan similarly consider the net revenue growth after subtracting any loss of revenue on other public

transport services. Suitable sensitivity tests have been applied to the data to reflect areas of uncertainty.

Explain how the economic costs of the bid have been calculated, including the whole life costs

Capital costs have been assessed using a benchmarking exercise against other investments of a similar nature to determine unit costs in specific price bases. These values have then been inflated to reflect outturn values at the point of spend for the proposed investments.

Following Department for Transport (DfT) Supplementary Green Book guidance and based on the maturity of the Design (Concept RIBA Stage 3) and the delivery approach for this project to maximise Early Contractor Involvement, the following rates of optimism bias for this project for budget setting have been applied. These represent residual optimism bias uplifts applied on top of a QRA. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Including the values of both risk and optimism bias together the uplift applied to initial cost forecasts are 28% for Leyton and 17% for Colindale. Further details on these optimism bias and risk uplifts are set out in the BCR Calculation Note.

Renewal costs have been captured based on average lifespans of assets to identify frequency of renewal and dates of required replacement with costs of those assets inflated to these dates.

Operational and maintenance costs for the increased gatelines and the new lifts have been based on contractual estimates for existing assets.

While the new stations are expected to have higher day-to-day costs for cleaning and energy consumption, the replacement of older assets as part of the main works will reduce the ongoing cost of

repairs and renewals. This is anticipated to result in a net saving, which has not been monetised.

Revenue impacts of the scheme have been calculated and the income received has been set against the ongoing maintenance and renewal costs. Details of how the revenue has been calculated are set out in the following section, as this has been derived using the same modelling as has been applied in the calculation of user benefits.

A conservative estimate has been made of increased advertising and retail revenue at the station, being generated by the increased footfall. Loss of parking revenue at Colindale during the construction period while the car park is not available has been captured.

Values have been inflated taking account of latest forecasts set out in DfT's TAG Databook (v1.19 May 2022) and BCIS TPI forecasts for construction costs. Inflation applied to fare prices for use in revenue forecasting has been based on average prices per trip, with future fare rises set in line with RPI in the longer-term.

All costs and revenues have been assessed over a 60 year period from the date of opening, with values discounted to 2022. Values have been presented as factor costs, rather than converting to market prices, consistent with the units applied for user benefits. Outputs are presented in 2022 prices.

Describe how the economic benefits have been estimated

The core of the economic assessment of user benefits is underpinned by five components.

Railplan was used to measure the value of step-free access. A version of Railplan developed for this purpose has been used, which removes all services not providing SFA and reassigns only the trips requiring this increased accessibility. By providing SFA at these stations the option of using the TfL network to access employment and other essential services, rather than being dependent on private

transport, is greatly increased. Without access to these stations an additional stage of travel by bus would be required for many to access longer distance services, making generalised costs of travel significantly greater. As a result of this improved accessibility an increase in demand from passengers requiring step-free access has been forecast as described above and benefits to these new users have been captured.

Congestion relief generated primarily by improved gatelines has been assessed based on forecast delays across the peak periods with the current level of capacity provided at each station. Increased levels of demand have been derived from the scale of localised developments and the trips will generate, forecasts of how many of those trips will travel by rail and what time profiles those trips will be spread over, assuming a high-peak hour during each peak period. By modelling the existing and proposed station layouts with these forecast levels of footfall, variations in delay per trips have estimated and an overall difference in cost of delay to the users has been calculated. This assessment has been based on normal operating conditions and has not included any allowance for the more severe congestion events which will become increasingly likely, involving exit only operation and non-stopping trains.

TfL's Ambience Benefit Calculator (ABC) has been applied to capture the value of perceived benefits to users of additional facilities and design improvements. This assessment includes the value of the improved condition and appearance of the stations, new signing and information, facilities and security provided and the value of availability of step-free access. This benefit of step-free access is additional to the journey time saving benefits which have been calculated and represents the value attributed to these facilities by those who do not require them to travel but appreciate their availability.

Safety benefits associated with using lifts rather than stairs and reducing the risk of injury from trips, particularly involving major incidents and fatalities for passengers with reduced mobility, have been assessed and valued in line with data recorded across the TfL network for such incidents. This assessment has drawn on an approach developed for the step-free access programme. A 25% reduction in incidents of this type has been assumed at each station.

User disbenefits during the construction period have been assessed for Colindale. Closure of the station will be required for 18 weeks with weekend track possessions for three weekends during the construction period. Over this time passengers will be required to make alternative travel arrangements using other available services. Railplan has been used to quantify the impact on journey times of these disruptions. No prolonged closure will be required during the redevelopment of Leyton station.

As well as forecasting user benefits an assessment of impacts on farebox revenue has been prepared. This has been based on the additional demand generated by enabling step-free trips to be made through the stations, and also capturing the elasticity impact on demand of the other user benefits described above. Where relevant revenue impacts of advertising, retail and parking have also been captured.

In line with the assessment of costs, benefits and revenues have generally been measured over 60 years reflecting the design life of the assets, with a ramp up applied for unlocked demand which would be suppressed by the limitations of the existing station layouts. Ambience benefits are considered to have shorter lifespans and have generally been assessed for only 20 years.

All benefits have been assessed for a single year based on forecast demand at that point, with no assumed growth in trip numbers or benefits per trip beyond that point. The only growth applied has been growth in parameters, such as values of time as set out in TAG, and the ramping up of benefits and revenues related to generation of new demand.

All benefits have been calculated in 2022 factor costs and have been discounted to 2022.

Provide a summary of the overall Value for Money of the proposal

The monetised benefits and costs have been evaluated as set out below. Values are presented in 2022 factor costs discounted to 2022.

These figures represent a central forecast but contain a moderate degree of uncertainty since assumptions such as future levels of demand, the number of trips which will benefit from SFA and forecasts of implementation and operational costs are each dependent on forecasting of future conditions. This section provides an overview of the central assumptions but a range of possible outcomes is presented in section BCR explanatory note and elsewhere in the bid, representing a more robust confidence interval for the BCR.

Set out below is a summary of the Present Value of Benefits (PVBs) for the individual stations and the combined investment. This includes benefits to users, such as journey time savings, ambience and safety. It also includes S106 contributions from the private sector which are recognised within the PVB as a cost to the developer. Details of the breakdown into these components for each station are set out in the BCR Calculation Note [REDACTED], with benefits summarised in Table 2, costs in Table 3 and Benefit to Cost Ratios in Table 4.

Benefits (£millions, PV)

Colindale PVB = £70.2 million

Leyton PVB = £69.2 million

Combined PVB = £139.5 million

Economic costs are set out below. This includes construction cost inclusive of optimism bias, operation, maintenance and renewal costs over the appraisal period. It also includes revenue growth which will accrue to TfL and which is recognised as a public sector income in the PVC. Private sector contributions towards the cost of the schemes are also subtracted from the PVC

Costs (£millions, PV)

Colindale PVC = -£18.1 million

Leyton PVC = -£13.1 million

Combined PVC = -£31.3 million

The Net Present Value (NPV) and Benefit to Cost Ratio (BCR) for each project within the package and for the package as a whole are set out below. This indicates BCRs above 4, which for purely

monetised benefits would indicate very high value for money.

Net Present Value (£millions, PV)

Colindale NPV = £52.1 million

Leyton NPV = £56.1 million

Combined NPV = £108.2 million

Benefit to Cost Ratio

Colindale PVB = 3.9:1

Leyton PVB = 5.3:1

Combined PVB = 4.5:1

Value for Money (VfM)

The overall VfM however is comprised of both the monetised elements which contribute to the BCR and the non-monetised benefits described.

Sensitivity testing around these central BCRs are set out in BCR explanatory note and in subsequent sections.



Upload explanatory note (optional)

BCR calculation explanatory note.pdf

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR

4.5

Adjusted BCR

4.5

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

At Colindale, the station will integrate into the urban realm and collectively generate social benefits such as greater visibility of the landscape, sense of place, reducing crime and antisocial behaviour. This will also strongly support modal shifts to cycling and walking, connectivity to other public transport services and other parts of the network that are accessible. Moving the station entrance will directly unlock existing and around 300 dependent homes to the west and east of the station. Later stages of housing development are also supported by the station upgrade.

At Leyton, the redeveloped station is a key enabling factor in unlocking the development of 7,000 homes, as evidenced by the sizeable Borough CIL contribution helping to fund the scheme. The access point from the new stairs and lifts to the platform at Leyton will take passengers close to the centre of the platform, rather than to one end as is currently the case. This will lead to reduced crowding and improve safety during busy times, as passengers can more easily distribute along the platform length. The existing stairs will be retained for use as emergency exits, further improving safety.

The uplift in land values and affordable housing opportunities resulting from the increased development potential in both areas have not been captured within the monetised benefits.

The upgrade projects will reduce carbon emissions and air quality by supporting car-free and car-light development. Step free access is critical to enabling all people to access the rail and underground network and live a low-car lifestyle in line with London Plan policy. Analysis by TfL has shown that people who do not own a car in places such as Leyton and Colindale make over 80% fewer trips by private modes than average. They make correspondingly more public transport and active travel trips, contributing to positive health outcomes, reducing carbon emissions by an average of 0.8kg per person per day and improving local air quality.

Both fully accessible stations with suitable capacity are expected to:

- Provide improved access to employment and services for existing residents and those moving into the new homes. The monetised benefits have captured journey time savings, but not the value of providing greater opportunities to access services, better paid jobs and reduce unemployment. This increased opportunity is of particular relevance to those living in deprived areas in both Leyton and Colindale.
- Provision of attractive accessible public transport reduces the need to own or use a car. This delivers wider improvements to healthy streets and active travel, decongestion benefits for those who do choose to drive, as well as lower carbon emissions and noise.
- Deliver a station which is significantly easier to manage, with a reduction in the need for active staff interventions.
- Generate time saving and safety benefits additional to those already monetised, related to more severe congestion events which will become increasingly frequent.
- Provide improved journey time reliability, as decongestion at stations will reduce the risk of non-stopping trains or other disruptive measures.

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

The key area of uncertainty affecting economic performance of options in terms of user benefits and generation of revenue is future demand. The scale of public transport trip generation from new development, demand which could be unlocked by provision of Step-free Access and changes brought about by recent variations in travel behaviour all introduce elements of uncertainty. However, conservative approaches have been taken in the forecasting and sensitivity testing.

A number of additional areas of uncertainty relating to costs and delivery of the schemes have been identified and mitigation measures put in place to minimise these risks:

Risk: Project cost increases above budget
Mitigation: Early engagement with stakeholders to manage expectations of scope delivery. Identify possible value engineering solutions to reduce costs

Risk: Feasibility options are not deliverable
Mitigation: Invest in modular and generic designs

Risk: Unforeseen asset conditions
Mitigation: Undertake surveys and consultation with local authorities (eg heritage teams) early in the design phase

Risk: Performance of contractor below required level
Mitigation: LDs built into contract. Regular progress meetings to be held with contractors

Risk: Project benefits are delayed
Mitigation: Use lessons learned from other SFA projects, and build in a time allowance for this when scheduling works

To assess sensitivity of the BCRs to a range of uncertainties a series of tests have been performed. Impacts on BCRs are summarised in Figure 2 of the BCR Calculation Note. In each scenario BCRs remain above 2 indicating a strong resilience to all elements of uncertainty.

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table

AST - Leyton and Colindale v1.0.xlsm

Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid

██████████

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant

£43,166,000

Confirm the value of match funding secured

██████████

Evidence of match funding (optional)

██

Where match funding is still to be secured please set out details below

N/A

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

There are no land contributions for these schemes. The land for the redevelopment of both stations is owned by TfL.

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

TfL will act as an end user or intermediary supplier such that normal VAT rules will continue to apply.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

Detailed cost estimates have been undertaken prior to this submission in accordance with TfL's governance requirements and best practice. An internal estimator practitioner completed detailed costs reviews with input from the respective Contractors to capitalise on Early Contractor Involvement (ECI); formal reviews were undertaken with representatives from TfL's professional service leads. This exercise also validated project assumptions and Quantitative Cost Risk Analysis (QCRA). Both projects have benefited significantly from Value Engineering to realise cost/programme savings and carbon reduction through extensive scheme design, engagement with a range of partners and business case analysis. Colindale integrated the carbon management into all design work, this focus has generated estimated savings of £895k with a further £92k operational carbon saving through new buildings with improved materials, energy and ventilation.

Direct Construction Costs

In respect of Colindale, [REDACTED] have provided a detailed Bill of Quantities for the direct construction works; inclusive of detailed pricing submissions from three suppliers on averages for each package of works. [REDACTED] and the London Underground client team attended joint engagement sessions with their sub-contractors to understand their pricing positions and capitalise on the effective collaboration to drive efficiencies.

Leyton has also benefited from early market engagement through ECI, an updated cost plan is regularly shared by [REDACTED] [REDACTED] during the Concept design. This includes benchmarking against current and relevant estimating data for the chosen design solution and methodology. Whilst the maturity of the Leyton design is at an earlier stage than Colindale, there is clarity on the scope and a construction phasing and delivery plan has been developed in detail with the Contractor. The team are focused on the need to increase capacity of the station and provide step-free access

at the lowest costs; this has led to several value engineering exercises during the Concept stage which have successfully reduced the costs of future phases.

Internal Benchmarking

TfL's internal Cost Assurance Team undertook a benchmarking and pricing assurance in Q1 of 22/23 for Colindale to understand whether the funds required would be efficiently and effectively invested.

Benchmarking was conducted using final cost data translated into high-level unit cost metrics; with the costs re-categorised to align to Rail Method of Measurement to allow for benchmarking against similar schemes. The Colindale cost for construction benchmarked favourably against other Station capacity upgrade projects, assessing costs for sub and superstructure, fit-out of internal finishes, lift installation and building services (mechanical, electrical comms).

This exercise will be repeated for Leyton as the design matures. The final price will be subject to market prices as the framework supplier anticipates receiving a minimum of two/three prices for each package they let. If this is not possible, the framework supplier has agreed to provide benchmark data to provide the necessary evidence to ensure TfL are achieving value for money.

Provide information on margins and contingencies that have been allowed for and the rationale behind them

The detailed estimates for both projects have been undertaken with a clear understanding and strategy to manage the residual uncertainties. Quantitative Cost Risk Analysis (QCRA) have calculated the risk exposure for the projects and informed the level of project contingency required; this has been determined by assessing the difference between the current best estimate and the maximum expected values.

For TfL's Major Projects uncertainty is forecast using % uplifts and may be applied to each element of the base cost / work breakdown structure or to the entire base cost estimate based on the lifecycle phase that the project is in. These % uplifts are stepped down as design maturity increases. This is undertaken in line with the TfL Estimating Guidance as shown below:

Colindale:

[REDACTED]
[REDACTED]
[REDACTED] with an accepted Design (Detailed Design RIBA Stage 4) and robust construction strategy, which provides cost and programme certainty.

Leyton

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] This adjustment has been agreed with all parties given the maturity of the Design (Concept RIBA Stage 3), the delivery approach for this project to maximise Early Contractor Involvement and a review of Department of Transport (DFT) Supplementary Green Book guidance.

Inflation

The current market conditions, specifically, the impact of steep inflation have been discussed in detail with TfL's delivery partners. Additional allowances have been included within to account for the increases that will be experienced in advance of contract award for the build phases in 2023. Additional adjustments have been made with the delivery partners to account for the increasing margin of volatile materials.

Total 'Risk Value'/Contingencies:

See question on calculation of economic costs.

Delivery Plan:

[REDACTED]
[REDACTED]

A delivery model is being used that is different to the classic TfL procurement approach. The intention is to bring cost certainty and cost avoidance savings through avoiding rework / redesign and associated prolongation cost. A one-team approach to the development of the estimated final cost (EFC) and integrated risk register has been undertaken in a transparent manner to ensure market driven pricing was sourced, value for money demonstrated and risk appropriately captured and both qualitatively and

quantitatively assessed. The delivery strategy focuses on

identifying and managing the risks in the supply chain. Project Delivery are very confident that this will lead to reduced risk of cost escalation.

Describe the main financial risks and how they will be mitigated

The risk management process is an ongoing activity comprising regular reviews to prioritise and manage risks, to be fully mitigated or to As Low As Reasonably Practical (ALARP) status as appropriate.

The main financial risk for both schemes is the unprecedented impact of inflation and the delta between the project's forecast allowance for the respective sub-contractors' packages and updated prices from the market to account for contract awards in 2023/24. The project team have made additional adjustments to account for inflation, with pragmatic uplifts for each individual subcontractor package following engagement with the supply chain and analysing market trends.

London Underground APCD's delivery model incentivises the Contractor to 'design to cost' and 'design to programme during design stages, to ensure focus is kept on outturn costs and delivery programmes throughout the scheme's development. Ensuring early works are carried out with the appropriate stakeholders will mitigate these issues and reduce the overall cost of the project.

Ensuring the adequacy of designs issued during the procurement, will reduce the risk of cost increases and programme delays at post contract stage arising from design change. Clear deliverables and requirements are included to ensure the suppliers fully understand their contractual obligations; inclusive of constraints and ensuring early works are carried out with the appropriate stakeholders will mitigate these issues and reduce the overall cost of the project.

[REDACTED]

Upload risk register

[REDACTED]

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

TfL is a statutory body created by the Greater London Authority (GLA) Act 1999. This Act gives the Mayor of London a general duty to develop and apply policies to promote and encourage safe, integrated, efficient and economic transport facilities and services to, from and within London. There are a number of oversight boards, committees and programmes in place to prioritise project, manage projects across the GLA and TfL.

Mayoral Decision required to receive grant – In order to receive any Levelling Up Grant, a Mayoral Decision will be required to receive any grant. This will set out and confirm the conditions and requirements of the grant between the GLA, TfL and Government. The GLA uses Mayoral Decision to agree funding between organisations and ensures suitable arrangements are in place to transfer monies, agree risk profiles and delivery. Subject to a positive LU bid, any LUF grant received would not be shared with any partners.

Mayoral Decision for the transfer of funding to TfL for Colindale and

Leyton projects respectively by means of revenue grants to TfL would be made made pursuant to Section 121 of the GLA Act.

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

The parties involved in supporting the design and delivery of the stations maintain a strong governance regime. The two component projects have existing governance processes in line with TfL and local authority controls. If successful, a board will be established to monitor project progress and ensure effective communication with Government. It will include representatives of the GLA, TfL, London Borough of Barnet and London Borough of Waltham Forest. The station upgrade projects will be delivered as part of TfL's capital programme.

TfL Governance:

TfL has robust governance, systems, processes, and guidance to manage all procurement requirements, in line with legal requirements for a public body entity. All procurements are subject to stringent governance processes and protocols, with appropriate Delegated Procurement Authority. Furthermore, for those high value procurements TfL engages additional senior management governance through the Commercial Approvals Panel, Commercial Approvals Meeting, and Financial Commitment Oversight Group.

The later question on governance procedures refers to the existing governance processes in line with TfL and Local Authority controls.

[REDACTED]

[REDACTED]



Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

Commercial Structure

TfL is responsible for planning, sourcing, implementing, and managing contractual relationships with TfL's suppliers. TfL's Procurement & Commercial (P&C) team take the lead on Responsible Procurement (RP) agenda focusing on skills, diversity, ethical sourcing, and environmental sustainability to help realise that vision. RP is a Mayoral Policy focused on leveraging TfL's spend with its suppliers to create efficiencies, enhance our reputation, mitigate risk, and derive social, economic, and environmental benefits for London and Londoners. Representatives of the P&C work as part of a matrix management structure with a reporting line embedded in TfL capital programmes.

London Underground (LU) Asset Performance and Capital Delivery (APCD) Enhancement's programme will be the client for these projects, and responsible for the overarching procurement and delivery of new station infrastructure at Colindale and Leyton. The APCD Enhancements procurement model is based around delivery by "integrated project teams" working collaboratively to improve cost and programme certainty, encourage greater innovation, reduce risk, and improve relationships across the supply chain.

TfL P&C monitor and manage the supply chain risk exposure and have a clear view of the risk profile across all TfL contracts. Controlling and mitigating risks associated with business operations is fundamentally important, to ensure continued service delivery. P&C risk information is reported as part of P&C performance conversations with key business stakeholders, Executive Committee and at Quarterly Business Reviews. It is also managed throughout the contract through collaborative working and sharing of risk with the appointed contractor.

Early Contractor Involvement (ECI) [Colindale & Leyton]

LU APCD Enhancements' procurement and delivery strategy is to make use of ECI via a multi-stage process from Feasibility through to Construction and Handover (ie., project lifecycle). [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] The primary focus of this strategy is to optimise the delivery of projects by understanding the lessons learnt from legacy projects and delivery models across TfL & public sector organisations, rationalising the supply chain to create more strategic partnering, identifying, and managing the risks within the supply chain. This strategy aligns with the Government's "The Construction Playbook" published on 8 December 2020.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In contrast, LU APCD Enhancements use of ECI provides a joined-up approach through a multistage process which procures contractor involvement in the design and secondly to procure construction of the works. ECI enables the Contractor to contribute to the design, advise on buildability, sequencing and construction risk, introduce innovation and VE opportunities and assist with the development of the cost plan and construction programme. This helps reduce risk profile and better manage the overall project delivery and implementation.

Design [Leyton]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] This stage of the design is funded by the grant secured

from the GLA. In accordance with approach to risk (Design), LU APCD's delivery remains on designing to cost and programme' to ensure focus is kept on outturn costs and delivery programmes throughout this design phase.

It is anticipated that the Detailed Design will be awarded to the same Framework Contractor to ensure continuity of knowledge, however this will be subject to its performance against the KPIs set. The Detailed Design will be managed utilising the appropriate NEC form of contract for the robustness of the scope at that time, [REDACTED]. The project will ensure [REDACTED] the adequacy of the Works Information issued during the procurement of the Detailed Design to reduce the risk of cost increases and programme delays at post contract stage. Clear deliverables and requirements will be included to ensure the Contractor is fully cognisant of understanding what is to be discharged as contractual obligations. Constraints such as delivery timeframe, budget and solution key success criteria will be established.

Given the reimbursable nature of the design contract, the project team will implement several measures to ensure robust tracking and control of project costs to allow informed action to be taken to manage risk successfully. Measures will include

- Fortnightly review and acceptance of timesheets, detailing hours incurred against daily activities for all contractor and subcontractor employees. The LU project team will challenge costs which are not incurred in accordance with the contract, especially costs which are deemed not reasonable and/or proportionately incurred.
- Fortnightly tracking of actual hours against planned hours (based on contract forecast) to identify potential overspends and take necessary action. The contractor will raise early warnings where any significant cost exceedances against forecast exist.
- Risk reduction meetings to be held within seven days to agree mitigations for any items deemed to affect cost forecast.
- Periodic review of contract KPIs. This includes measures for escalation to senior management should contract forecast exceed agreed thresholds, relative to the contract value.
- Project Manager to review all subcontracts prior to award by [REDACTED] to ensure works scope and price are compatible and robust.
- Contractor is required to submit periodic updates of contract

forecast sum, therefore providing a regular update of likely outturn cost to inform proactive action

- Contractor to submit a Commercial Administration Plan for approval, which formalise the actions they will take to prevent cost overruns, thereby further increasing accountability.

Build [Colindale and Leyton]

A hybrid procurement strategy has been developed for the build under NEC3; [REDACTED]

[REDACTED] To improve cost certainty and delivery timescales, the contractor will be incentivised to optimise delivery timescale and improve cost certainty as outlined in approach to main financial risks. To drive effective risk managements a shared risk register will be included within the build contract and contract value; this will include categorising whether the risk owner is the client or shared with the Contractor. The focus on a shared Risk Management Plan (RMP) targets the reduction of risk exposure; sharing relevant risk information and working collaboratively to prevent the realisation of risks, where possible. The RMP places special emphasis on issues notified as early warnings which may delay completion or delay achievement of a Key Date. During both the design and/or construction phase, TfL will also commit to appropriate enabling works, the procurement of direct third-party contract works as well as the ordering of some key components. The appointed contractor will be responsible for the integration of these components.

TfL Procurement & Commercial (P&C) will also monitor and manage the supply chain risk exposure and have a clear view of the risk profile across all TfL contracts. Controlling and mitigating risks associated with business operations is fundamentally important, to ensure continued service delivery. P&C risk information is reported as part of P&C performance conversations with key business stakeholders, Executive Committee and at Quarterly Business Reviews.

Who will lead on the procurement and contractor management on this bid and explain what expertise

and skills do they have in managing procurements and contracts of this nature?

TfL is responsible for planning, sourcing, implementing, and managing contractual relationships with TfL's suppliers. TfL's Procurement & Commercial (P&C) team take the lead on Responsible Procurement (RP) agenda focusing on skills, diversity, ethical sourcing, and environmental sustainability to help realise that vision. RP is a Mayoral Policy focused on leveraging TfL's spend with its suppliers to create efficiencies, enhance our reputation, mitigate risk, and derive social, economic, and environmental benefits for London and Londoners. Representatives of the P&C work as part of a matrix management structure with a reporting line embedded in TfL capital programmes.

The Senior Programme Commercial Manager embedded within APCD Enhancements provides the strategic direction for all commercial, procurement and contract management; they are responsible for managing financial outcomes, and leading the development and execution of commercial strategies, ensuring all contracting models optimise value while delivering the appropriate risk management.

The Senior Commercial Manager is responsible for leading a team to execute the delivery focussed commercial strategies/procurement to maximise value for the projects and TfL. They continue to develop collaborative working relationships with the Contractors and maintain a relentless focus on the delivery of contracts to time and cost, to drive performance and value from external expenditure.

The Commercial Manager will be responsible for the planning, sourcing, implementing, and managing contractual relationships with all the necessary suppliers throughout the respective project lifecycles. They will undertake procurements, contract and commercial management, cost management and supplier management to support TfL's operations in a way that results in the achievement of optimal value for money, supplier performance and delivery.

[REDACTED]

[REDACTED]

[REDACTED]

Are you intending to outsource or sub-contract any other work on this bid to third parties?

TfL would engage with the current construction framework suppliers who have experience of delivering SFA & capacity enhancement on the London Underground network. Working collaboratively on an open book basis using a TfL NEC 3 based call off we would work with the supply chain with the optimal NEC option for each stage of the project lifecycle to drive the right outputs and deliverables for each stage.

Each stage of the process, design and then build would have its own call off under the framework. This approach has helped to prevent disputes and issues from design affecting the build stages and allows for better control over the total cost of the project.

The TfL framework KPIs along with a series of station enhancement KPIs would be utilised to ensure that the contract is managed, and the outputs are delivered to time and budget and incentivised as required not just to the tier 1 but through the supply chain.

Incentivisation is shared with the supply chain based on achievement of key programme milestones and through sharing the remaining risk pot at the end of the project. This approach allows the supply chain to focus on the key milestones and encourages them to safely achieve the programme, mitigating delays and focusing on delivering to agreed budgets.

For each contract awarded, the respective Contractor submits and updates a detailed Subcontractor Procurement Plan to the Project Manager for acceptance prior to the starting date. There are no restrictions of what tasks or work packages that cannot be subcontracted by the Contractors, except for the Contractor's management of the works and their role Principal Contractor (as defined in Construction Design and Management Legislations 2015).

The Contractor is contractually required to submit to the Client Project Manager for acceptance, the name of the proposed Subcontractor for any subcontract over £10,000, or series of

subcontracts with the same Subcontractor exceeding £10,000 in the aggregate, together with a copy of the proposed subcontract documentation and such other information as the Project Manager may require.

The Contractor is also required to comply with the requirements and principles of the Responsible Procurement Policy.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

Both projects have delivery contractors identified, already procured through existing frameworks and used to working on TfL's London Underground stations infrastructure. Some of this approach is also covered within PEPs for each project

Using ECI (See commercial structure), capability and capacity of key suppliers is monitored and reported to enable Direct Award of call offs based on outputs and performance.

To ensure robust management, KPIs are included in the contract are for Health, Safety and Environment; on time delivery; quality management; value for money and collaborative behaviour. The KPIs are reviewed every six months, with a minimum of 70% KPI score in any year will be required to ensure workflow in subsequent year. Both Colindale and Leyton projects and Contractors have engaged with the supply chain to date to ensure a holistic approach is achieved whilst undertaking the design and to continue this practice throughout the build phase.

Set out how you plan to deliver the bid

Project execution plans (PEPs) are provided for both constituent projects in the attachments

TfL is working in partnership with the local boroughs to deliver Colindale and Leyton station projects. TfL will be responsible for

managing delivery of the projects, including securing all necessary consents, procurement of all contractors, budget management and risk management and mitigation against the agreed delivery programme and reporting to the Joint Project Board. The Council's own funding contribution and disbursement of Levelling Up Fund funding will be subject to funding agreements with TfL, targeted for Q3 22/23 subject to the timing of key decisions on funding.

The property and planning statement gives the status of planning for the projects. Colindale station has planning permission. Leyton station upgrade needs prior approval under permitted development rights from the planning authority but not planning consent.

LU APCD's Enhancements delivery model promotes ambitious, outcomes-based approach to the delivery of our complex Capital projects and drives incentivised performance through a mature partnership with our core supply chain. The flexible delivery model draws on experience and learning from other industries, sectors and peer organisations.

The primary focus of this delivery plan is to optimise the delivery of projects by understanding the lessons learnt from legacy projects and delivery models across TfL & public sector, including Network Rail and Highways England; following best industry practise, rationalising the supply chain to create more strategic partnering, identifying and managing the risks within the supply chain and operate the programme within the internal resourcing capacity. Utilising TfL's existing frameworks also reduces procurement timescales. It helps work with suppliers in a consistent and collaborative way, building long term stable partnership and provide modern, innovative methods and tools, allowing the programme to lead change and drive positive results.

Colindale

[REDACTED]

[REDACTED]

[REDACTED] (Architecture, Structural Engineering, Civil Engineering and Mechanical, Electrical, Power and Comms for Concept (RIBA Stage 3) and Detailed Design (RIBA Stage 4) as well as specialist services including Fire Engineering, CDM, Human Factors, Systems Engineering, Acoustics, Vertical Transport and

During the next phase of the design [REDACTED] will lead the value engineering (VE) process, supported by the project team. The VE process will examine how the design solution will be aligned with TfL's priorities (including carbon reduction).

The procurement of the detailed design and delivery of the station will be developed to safeguard three key themes including:

- Lowest possible risk to the Client (TfL and London Borough of Waltham Forest, where providing financial support)
- Early cost certainty
- Single point responsibility for delivery

[REDACTED]

There are key dependencies related to securing the Levelling Up Funding to be agreed to finalise the contract for the Detailed Design and obtaining the necessary Consents for the construction phase, including planned closures of the rail and local road network to install new pre-assembled structures [REDACTED]

Demonstrate that some bid activity can be delivered in 2022-23

This section is completed on the basis that the Colindale and Leyton project is awarded funding by the end of October 2022. If there is a delay to this timescale or requirement for further business case before drawing down funding, then there will be a corresponding impact on spend.

In accordance with Tables B, C and D (P1 for Colindale and P2 for Leyton), some of LUF bid can be expended and delivered in 22/23.

Colindale

Expenditure in 22/23 by the project will primarily be management costs for all pre-contract governance and assurance approvals in advance of contract award, this will include engagement with the supply chain and consents for rail possessions and station closure.

Leyton

Initial expenditure will be procurement / contract management activity to let a contract for detailed design. Following the contract award of the Detailed Design [REDACTED]

[REDACTED]

[REDACTED]

Risk Management: Set out your detailed risk assessment

TfL has a diverse portfolio of programmes and projects of different value and complexity. Depending upon thresholds and complexity, a different approach to risk management is required. For annualised or repetitive programmes of projects, a portfolio or programme level approach will be followed in accordance with the Project Management Office (PMO) Risk Team guidance.

Both Colindale and Leyton fall under [REDACTED] and therefore risks are authorised and reported against 'Target' Expected Monetary Value (EMV). The EMV of a risk is calculated by multiplying the probability of occurrence by the average of the cost impact assessment. The Target EMV risk position will be used for project funding and related risk exposure analysis. Uncertainty is often used closely alongside risk. Uncertainty is often driven by multiple small changes insufficiently large to be tracked as individual risks e.g. an

increase in project costs driven by general design development between Concept and Detailed Design.

To drive effective risk managements a shared risk register will be included within the build contract and contract value; this will include categorising whether the risk owner is the client or shared with the Contractor. The focus on a shared Risk Management Plan(RMP) targets the reduction of risk exposure; sharing relevant risk information and working collaborative to prevent the realisation of risks where possible. The RMP places special emphasis on issues notified as early warnings which may delay Completion or delay achievement of a Key Date.

All project risks are recorded and maintained in ARM. Project risk records will be maintained by the Project Managers with assistance from the Programme Risk Managers. Risk reviews will be undertaken on regular basis (at a minimum every period and each Risk Reduction Meeting) to ensure risks are proactively managed. Reports of the current risk state of the Project will be obtainable automatically from ARM on demand in such standard forms and dashboards. Development of the forms and dashboards will be done by the risk management team in consultation with the Project managers and will be customised to suit the project's needs.

The calculated risk value from a Quantitative Risk Analysis (QRA) linked to specific risks affecting the delivery of a defined scope will be update periodically and presented at the monthly Project Periodic Reviews.

The project teams have developed robust risk registers – see Section 6.1.8 and supporting Appendices with themes that could materialise, undermining delivery and value. The key risks within the registers, attached, centre on topics including cost certainty, ground conditions and funding availability. Top risks in the registers include: Tender Allowance during construction, existing asset condition, resource availability due to buoyant job market and cost overruns for the Design elements for Leyton and completion of all planned construction activities within the respective closures for Colindale.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

TfL has considerable experience of delivering complex projects at tube and underground stations, from integrating step-free access into existing stations (as at Harrow-on-the-Hill where new lifts opened in March 2022) through to substantially rebuilding parts of existing stations (as at Green Park and Tottenham Hale) through to entirely new stations (e.g. Battersea Power Station).

The TfL team for Colindale and Leyton will be within the London Underground (LU) Asset performance and Capital Delivery Enhancements programme team. This team delivers enhancements and renewals to LU infrastructure, such as step-free, congestion relief, increased capacity, and new station entrances. Projects delivered by this programme are funded through various streams i.e. LU, Growth fund, developer funding, Council funding and S106 funding. Projects deliver strategic improvement aligning with Mayoral priorities such as step-free provision enabling housing and economic growth in London, and supporting green initiatives for London. Leyton and Colindale. Although complex, are both equivalent in scale to projects this team has successfully delivered and plans to deliver in future.

The team are supported by TfL Investment Delivery Planning (IDP), providing sponsorship of the TfL investment programme. The sponsors set requirements and outcomes for the schemes such as these, to ensure corporate, customer and community benefits are realised by the project in line with mayoral priorities. The sponsors are also responsible for key stakeholder engagement, making the case for investment, obtaining funding, maximising benefits, managing change control, and ensuring best Value for Money is achieved throughout the schemes. Both these TfL teams are responsible for multi-million-pound investment programmes to LU stations, structures and third-party developments. The teams were recently responsible for making 12 stations across the LU network step-free through the Accessibility programme and have also completed large station upgrades such as Tottenham Hale [REDACTED] [REDACTED]. Separately, the team are also managing work packages on the Elizabeth Line as well as retail areas created within LU stations.

The LU project team utilises specialised in-house functions: TfL Engineering, Commercial, Project Management Office, Health and Safety and Strategic Planning teams. The TfL team is regularly assessed against the Construction Design and Management regulations (2015) to ensure that all required functions are covered. This matrix team approach has successfully delivered new station entrances with budgets in excess of £40m that have realised the expected benefits for customers and the local areas.

Set out what governance procedures will be put in place to manage the grant and project

The parties involved in supporting the design and delivery of the stations maintain a strong governance regime. The two component projects have existing governance processes in line with TfL and local authority controls. If successful, a board will be established to monitor project progress and ensure effective communication with Government. It will include representatives of the GLA, TfL, London Borough of Barnet and London Borough of Waltham Forest. The station upgrade projects will be delivered as part of TfL's capital programme

Both projects' delivery within TfL would be governed by existing and established governance in TfL. At the highest level, TfL Policy and Investment Committee maintains oversight of all investment projects on London Underground (LU). The TfL assurance team provides 2nd and 3rd line assurance as relevant to this meeting and to the periodic TfL Investment Review, and has held successful reviews of both projects already. Draw down of funds for appropriate stages of work, usually in line with TfL's Pathway process and stage gates, is governed through the LU Investment Review meeting and the TfL Investment Group.

Projects must evidence to these governance stages that they are providing value for money and good project management and project controls (evidenced by the gates required under pathway and assured by the TfL assurance team) to be able to draw down funds and pass through to the next stage (delivery for Colindale and further

design for Leyton). Monthly reporting of finance, programme and performance is managed by the Project Period Reviews, an established forum where all projects in the directorate report and to which matters of issue resolution and escalation are routed. The Programme of projects is then reviewed periodically at senior management level at the Programme period Review, also held periodically. Change control is managed by the Asset performance and Capital Delivery Change Request review meeting held weekly, with appropriate escalations to director level for sign off.

Colindale

[REDACTED]

Once the source(s) of funding have been identified, TfL will seek the required internal project assurance, governance and authority to proceed with the implementation phase.

Project progress and financial status will be monitored via periodic project progress and cost reviews.

Leyton

The parties involved in supporting the design and delivery of the station maintain a strong governance regime to report on progress and emerging risks and opportunities, whilst also ensuring continued support for the scheme. Governance between each organisation is managed through a series of meetings which include:

1. Fortnightly board meetings chaired by Waltham Forest:

Objectives:

- report individual progress for each organisation
- monitor strategic programme

2. Steering group meeting between TfL and [REDACTED]

Objectives:

- report design focused activities against milestones
- commercial management resolution
- support legal and planning negotiation

If applicable, explain how you will cover the operational costs for the day-to-day management of

the new asset / facility once it is complete to ensure project benefits are realised

The cost of operating and maintaining the upgraded stations will be managed as part of TfL's London Underground stations estate and funded through the annual process to set TfL's operating budget.

The new facilities at Leyton and Colindale stations will be accepted into use as part of the project lifecycle. TfL operational budgets (for example, for lift maintenance) will be updated to take account of the new facilities. Contracts are already in place for all maintenance, servicing and utilities activities. TfL (through London Underground Ltd) is, and will continue to be, both landlord and operator of the station.

Taking a longer-term view, both projects can support TfL in making meaningful steps to support the development of people, giving more customers added reasons to choose sustainable travel, and supporting the transformation of the network to make it more financially and environmentally sustainable.

Upload further information (optional)

Set out proportionate plans for monitoring and evaluation

The projects' Benefits Management Strategies (BMS) set out the main objectives for Monitoring and Evaluating key benefits associated with the station upgrades. The focus of the BMS is on transport related outcomes. If successful, we will work with the joint programme steering group to monitor levelling up outcomes including levels of deprivation, economic activity and customer satisfaction.

The BMS approach will:

- Enable the proactive monitoring and management of the benefits, and from this to enable timely action to be taken to ensure that they are on course to be realised at key decision points throughout delivery
- Ensure that all activities are aligned with strategic objectives or

portfolio strategy

- Provide a mechanism for tracking benefits identified and quantified in the Business Case
- Provide a framework for performing lessons learnt exercises for any future upgrades and/or similar projects

The BMS focus on the key deliverables which provide the greatest business impact and are subject to the greatest risk of delivery. The BMS have been reviewed to ensure support for benefits with a clear approach for measuring the agreed metric.

The active management of the BMS by the TfL Project Sponsor, with support from the Project Delivery Team and local authorities, will ensure that all benefits are regarded when changes in scope, delivery or design are put forward considering the resulting impact to the benefits. Small decisions may cumulatively have a significant negative impact on benefits that need to be managed and assessed within the business case. Similar opportunities for additional benefits will also be considered.

The key dependency on delivering the project is funding availability to enable delivery of the scheme.

The key benefits and change link to the original business drivers for the scheme:

- Lack of adequate capacity within the existing LU station
- Growing population and employment opportunities.
- Lack of step-free access to expand accessibility to the LU network and increase access to jobs and homes.

The delivery of benefits will be achieved through:

- New entrance with stair and lift access to platforms
- New ticket hall including provision for new ticket vending machines, additional ticket gates and 2 wide aisle gates.
- SFA provided from street to platform via passenger lifts

The following metrics will be used to ensure delivery of benefits are monitored and assessed following delivery of the projects:

- Percentage of station usage via the lifts
- Increased usage of the station by all passengers
- Increased revenue

- Reduced congestion and shorter journey times
- Improved perceptions of Colindale as a safe and welcoming place to visit, live and work
- Increased access to economic opportunities especially for residents that depend on public transport. Supports future car-light growth with economic benefits for existing and new residents.
- Unlocked housing opportunities and support for wider regeneration

These will be measured by a variety of tools and sources including:

- Use of Legion dynamic station modelling and static spreadsheet analysis.
 - Count surveys
 - Interview surveys
 - Gateline counts
 - Oyster ticketing data
 - Timed journeys pre and post project implementation
-

Section 9: Declarations

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

LUF Round 2 Pro formas V6.1 Proforma 7.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

LUF Round 2 Pro formas V6.1 Proforma 8 GLA FINAL SIGNED.pdf

Publishing

URL of website where this bid will be published

gla.gov.uk

Additional attachments

Additional file attachment 1

Upload attachment

[REDACTED]

Additional file attachment 2

Upload attachment

[REDACTED]

Additional file attachment 3

Upload attachment

[REDACTED]

Additional file attachment 4

Upload attachment

[REDACTED]

Additional file attachment 5

Upload attachment

11 - John Cryer MP letter of support (Leyton 15-min neighbourhood).pdf

Additional file attachment 6

Upload attachment

08 Letter from Mayor to Rt Hon Greg Clark MP 2.8.22.pdf

Additional file attachment 7

Upload attachment

[REDACTED]

Additional file attachment 8

Upload attachment

04 - Letters of Support.pdf

Additional file attachment 9

Upload attachment

[REDACTED]

Additional file attachment 10

Upload attachment

[REDACTED]

Additional file attachment 11

Upload attachment

[REDACTED]

Annex A: Package project 1

Project 1 Name

Colindale Underground Station

Provide a short description of this project

A transformational upgrade of Colindale Underground station, making it step-free for the first time and thereby directly improving the lives of Colindale residents.

44% of residents in Colindale North live in the 20% most deprived areas in the country (IMD, 2019). Levelling Up Funding will deliver a series of high impact interventions including the incorporation of a high-capacity lift, increased capacity and integrating designs for future regeneration (including TfL commercial and residential

development either side of the station),

This project will make a genuine difference to local people, enabling greater access to jobs and services for those with reduced mobility.

Provide a more detailed overview of the project

Colindale Underground Station

- New high quality station building - with improved safety, wayfinding and customer experience
- Street to train step-free access – reducing barriers to movement, and significantly improving journey reliability and times to central London by 20 minutes for those with reduced mobility.
- Additional ticket gates - meeting growing passenger demand, protecting benefits for existing users, providing greater access to jobs and employment (tackling the high unemployment rate of 8.2%).
- Support mode shift to public transport, walking and cycling, thereby reducing carbon emissions and pollution.
- Investment in areas of high deprivation - Colindale contains communities amongst the 10% most deprived Lower Super Output Areas (LSOAs) in England, and the top 5% most deprived LSOAs in London.
- Instil pride in place, sustainable growth and regeneration – supporting up to 10,000 new and affordable homes, improved entrance to the town centre and public realm.

The total project costs [REDACTED] with agreed match funding.

Overall, the project will:

- Reduce journey times for people with reduced mobility
- Improve travel experience and reliability for passengers from reduction in congestion levels
- Reduce pollution and carbon emissions (from mode shift)

Which will in turn:

- Tackle inequality and deprivation
- Facilitate future inclusive growth
- Support the economy

- Instil pride in place
 - Future-proof sustainable transport infrastructure
-

Provide a short description of the area where the investment will take place for this project

Colindale is in the London borough of Barnet and is amongst the most left behind communities in the country. There are inequalities between Colindale and other neighbourhoods in Barnet and nationally. The two wards (Colindale North and South) are an island of need within North West London. This is particularly pronounced in Colindale North where over 75% of the residents live in the 30% most deprived neighbourhoods in the country.

In Colindale North 31% of children aged 0-19 are in relatively low-income families (twice the rate for Barnet 15%). 20% of people have no qualifications (16% across Barnet). The overall crime rate is higher than average. Local residents have been disproportionately impacted by the pandemic.

Colindale is at the centre of major housing led regeneration that has already seen substantial private sector investment. Over 5,000 new homes have been delivered, of which over 35% are affordable. By 2036 a further 6,000 homes and 2,000 jobs are planned. This development will increase the population by 40% over the next twenty years.

Colindale station supports 7.7m journeys per annum. Forecasts show that the existing station will exceed capacity by 2025. Development to date has been brought forward with the expectation that the station would be improved. Affordable housing delivery and car-light development is at risk if future development cannot rely on this assumption.

Lack of a more accessible and upgraded tube station in Colindale reinforces current inequalities by persistently excluding persons with reduced mobility from accessing the opportunities available in West London.

Transport project location details for this project

Colindale Underground station, Colindale Avenue, London NW9 5HR
London Borough of Barnet

Colindale station is on the Edgware branch of the Northern line and located in the London Borough of Barnet. The station experienced an 88% increase in demand over the period between 2007 and 2019.

The sits at the heart of the Colindale and Burnt Oak Opportunity Area which is an area identified for regeneration. 5,000 new homes have been delivered to date within a development pipeline of 10,000 homes by 2036. Colindale will continue to grow, maintaining its position as one of the biggest growth areas in North London and making the single largest contribution to housing (including affordable housing) in the borough. Therefore, a significant transformation and upgrade of the Colindale tube station is required for the facilitation of new growth and employment opportunities in the area, affordable housing and more importantly to increase the connectivity of all residents, especially currently excluded residents such as people with reduced mobility, to jobs, communities and services.

Maps in the attachment 07 - Transforming Colindale and Leyton for All Bid Delivery plan show the surrounding development and area of impact

Further location details for this project

Project location 1

Postcode

NW9 5HR

Grid reference

TQ212899

Upload GIS/map file (optional)

StationLocations_SHP.zip

% of project investment in this location

100%

Select the constituencies covered by this project

Project constituency 1

Select constituency

Hendon

Estimate the percentage of this package project invested in this constituency

100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority

Barnet

Estimate the percentage of this package project invested in this Local Authority

100%

What is the total grant requested from LUF for this project?

██████████

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre

0%

forecasts of implementation and operational costs are each dependent on forecasting of future conditions. This section provides an overview of the central assumptions but a range of possible outcomes is presented in section the BCR calculation note, representing a more robust confidence interval for the BCR.

Set out below is a summary of the Present Value of Benefits (PVBs) for the individual stations and the combined investment. This includes benefits to users, such as journey time savings, ambience and safety. It also includes S106 contributions from the private sector which are recognised within the PVB as a cost to the developer. Details of the breakdown into these components for each station are set out in the BCR Calculation Note, with benefits summarised in Table 2, costs in Table 3 and Benefit to Cost Ratios in Table 4.

Benefits (£millions, PV)

Colindale PVB = £70.2 million

Economic costs are set out below. This includes construction cost inclusive of optimism bias, operation, maintenance and renewal costs over the appraisal period. It also includes revenue growth which will accrue to TfL and which is recognised as a public sector income in the PVC. Private sector contributions towards the cost of the schemes are also subtracted from the PVC

Costs (£millions, PV)

Colindale PVC = -£18.1 million

The Net Present Value (NPV) and Benefit to Cost Ratio (BCR) for Colindale project is set out below. This indicates BCR of between 3 and 4, which for purely monetised benefits would indicate high value for money.

Net Present Value (£millions, PV)

Colindale NPV = £52.1 million

Benefit to Cost Ratio

Colindale PVB = 3.9:1

Value for Money (VfM)

The overall VfM however is comprised of both the monetised

elements which contribute to the BCR and the non-monetised benefits described later.
Sensitivity testing around these central BCRs are set out in BCR calculation note.

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

Benefit Cost Ratios

Initial BCR

3.9

Adjusted BCR

3.9

Non-monetised benefits for this project

The upgraded station will integrate into the urban realm and collectively generate social benefits such as greater visibility, sense of place, reducing crime and antisocial behaviour.

The uplift in land values and affordable housing opportunities resulting from the increased development potential and 300 directly unlocked homes on TfL commercial development land have not been captured within the monetised benefits.

A fully accessible station with suitable capacity is expected to:

- Provide improved access to employment and services for existing residents and those moving into the new homes. The monetised benefits have captured journey time savings, but not the value of providing greater opportunities to access services, better paid jobs and reduce unemployment. This increased opportunity is of particular relevance to those living in deprived areas in Leyton.
- Provision of attractive accessible public transport reduces the need

to own or use a car. This delivers wider improvements to healthy streets and active travel, decongestion benefits for those who do choose to drive, as well as lower carbon emissions and noise.

- Deliver a station which is significantly easier to manage, with a reduction in the need for active staff interventions.
- Generate time saving and safety benefits additional to those already monetised, related to more severe congestion events which will become increasingly frequent.
- Provide improved journey time reliability, as decongestion at stations will reduce the risk of non-stopping trains or other disruptive measures.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

This section is completed on the basis that the Colindale and Leyton project is awarded funding by the end of October 2022. If there is a delay to this timescale or requirement for further business case before drawing down funding, then there will be a corresponding impact on spend.

In accordance with Tables B, C and D (P1 for Colindale an P2 for Leyton), some of LUF bid can be expended and delivered in 22/23.

Expenditure in 22/23 by the project will primarily be management

costs for all pre-contract governance and assurance approvals in advance of contract award, this will include engagement with the supply chain and consents for rail possessions and station closure.

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

[Redacted]

[Redacted]

Upload content documents (optional)

[Redacted]

Outstanding statutory powers/consents

None

Annex B: Package project 2

Project 2 Name

Leyton Underground Station

Provide a short description of this project

A transformational upgrade at Leyton Underground Station to provide a new station with step-free access, ticket hall and circulation space with increased capacity to enable greater and inclusive access to the transport network.

reduction in congestion levels

- Reduce pollution and carbon emissions (as a result of modal shift away from car use)

Which will in turn:

- Tackle inequality and deprivation
- Facilitate future inclusive growth
- Support the economy
- Instil pride in place
- Future-proof sustainable transport infrastructure in a major growth area

Provide a short description of the area where the investment will take place for this project

Leyton is in the London borough of Waltham Forest, north-east London, set around Leyton district town centre and High Road. Neighbouring the Lea Valley and Queen Elizabeth Olympic Park. Leyton Underground Station on the Central line is one of the oldest stations on the network (c. 1850s), with basic circulation and layout arrangements means it is no longer fit for purpose. It caters for 11.3m journeys per annum and 9,200 during the weekday morning peak, and is struggling to meet demand.

Leyton is Waltham Forest's main growth area in the Local Plan with c7,000 new homes, commercial space and social infrastructure planned for development sites within c1km of the town centre over the next 15 years. This investment is subject to continued developer and investor confidence and ensuring existing infrastructure – including public transport capacity at Leyton station – can meet increased demand. As the regeneration and demand in the area gathers pace, the station will not be able to cope without an upgrade.

Transport project location details for this project

Leyton Underground Station, High Rd, London E10 5PS
London Borough of Waltham Forest

Leyton Underground Station is on the Central line and serves the southern part of the London Borough of Waltham Forest.

Leyton is Waltham Forest's main growth area in the Local Plan with c7,000 new homes, commercial space and social infrastructure planned for development sites within c1km of the town centre over the next 15 years. This investment is subject to continued developer and investor confidence and ensuring existing infrastructure – including public transport capacity at Leyton station – can meet increased demand. As the regeneration and demand in the area gathers pace, the station will not be able to cope without an upgrade.

[REDACTED]

Further location details for this project

Project location 1

Postcode

E10 5PS

Grid reference

TQ382862

% of project investment in this location

100%

Select the constituencies covered by this project

Project constituency 1

Select constituency

Leyton and Wanstead

Estimate the percentage of this package project invested in this constituency

100%

Select the local authorities / NI councils covered by this project

Project local authority 1

Select local authority

Waltham Forest

Estimate the percentage of this package project invested in this Local Authority

100%

What is the total grant requested from LUF for this project?

██████████

What is the proportion of funding requested for each of the Fund's three investment themes?

Regeneration and Town Centre

0%

Cultural

0%

Transport

100%

Confirm the value of match funding secured for the component project

██████████

Provide details of all the sources of match funding within your bid for this component project

[REDACTED]

Value for money

Leyton station project has a BCR of 5.3:1 representing 'high' value for money.

The Net Present Value (NPV) and Benefit to Cost Ratio (BCR) for this project within the package indicate a BCR above 4, which for purely monetised benefits would indicate very high value for money. Set out below is a summary of the Present Value of Benefits (PVBs) for the individual stations and the combined investment. This includes:

- benefits to users, such as journey time savings,
- ambience and safety
- It also includes S106 contributions from the private sector which are recognised within the PVB as a cost to the developer.

Details of the breakdown into these components for each station are set out in the BCR Calculation Note, with benefits summarised in Table 2, costs in Table 3 and Benefit to Cost Ratios in Table 4.

The monetised benefits and costs have been evaluated. Values are presented in 2022 factor costs discounted to 2022.

These figures represent a central forecast but contain a moderate degree of uncertainty since assumptions such as future levels of demand, the number of trips which will benefit from SFA and forecasts of implementation and operational costs are each dependent on forecasting of future conditions. This section provides an overview of the central assumptions but a range of possible outcomes is presented in section the BCR calculation note, representing a more robust confidence interval for the BCR.

Set out below is a summary of the Present Value of Benefits (PVBs)

for the individual stations and the combined investment. This includes benefits to users, such as journey time savings, ambience and safety. It also includes S106 contributions from the private sector which are recognised within the PVB as a cost to the developer. Details of the breakdown into these components for each station are set out in the BCR Calculation Note, with benefits summarised in Table 2, costs in Table 3 and Benefit to Cost Ratios in Table 4.

Benefits (£millions, PV)

Leyton PVB = £69.2 million

Economic costs are set out below. This includes construction cost inclusive of optimism bias, operation, maintenance and renewal costs over the appraisal period. It also includes revenue growth which will accrue to TfL and which is recognised as a public sector income in the PVC. Private sector contributions towards the cost of the schemes are also subtracted from the PVC

Costs (£millions, PV)

Leyton PVC = -£13.1 million

The Net Present Value (NPV) and Benefit to Cost Ratio (BCR) for Leyton project is set out below. This indicates BCRs above 4, which for purely monetised benefits would indicate very high value for money.

Net Present Value (£millions, PV)

Leyton NPV = £56.1 million

Benefit to Cost Ratio

Leyton PVB = 5.3:1

Value for Money (VfM)

The overall VfM however is comprised of both the monetised elements which contribute to the BCR and the non-monetised benefits described in bid text.

Sensitivity testing around these central BCRs are set out in BCCR calculation note

BCR and value assessment

If it is not possible to provide an overall BCR for your package bid, explain why below

Benefit to Cost Ratio

Leyton PVB = 5.3:1

Combined package bid PVB = 4.5:1

These figures represent a central forecast but contain a moderate degree of uncertainty since assumptions such as future levels of demand, the number of trips which will benefit from SFA and forecasts of implementation and operational costs are each dependent on forecasting of future conditions. These numbers provide an overview of the central assumptions but a range of possible outcomes is presented further in the main bid and BCR calculation note, representing a more robust confidence interval for the BCR.

Benefit Cost Ratios

Initial BCR

5.27

Adjusted BCR

5.27

Non-monetised benefits for this project

The redeveloped station is a key enabling factor in unlocking the development of 7,000 homes, as evidenced by the sizeable Borough CIL contribution helping to fund the scheme.

The access point from the new stairs and lifts to the platform at Leyton will take passengers close to the centre of the platform, rather than to one end as is currently the case. This will lead to reduced crowding and improve safety during busy times, as passengers can more easily distribute along the platform length. The existing stairs will be retained for use as emergency exits, further improving safety.

The uplift in land values and affordable housing opportunities resulting from the increased development potential in both areas

have not been captured within the monetised benefits.

A fully accessible station with suitable capacity is expected to:

- Provide improved access to employment and services for existing residents and those moving into the new homes. The monetised benefits have captured journey time savings, but not the value of providing greater opportunities to access services, better paid jobs and reduce unemployment. This increased opportunity is of particular relevance to those living in deprived areas in Leyton.
- Provision of attractive accessible public transport reduces the need to own or use a car. This delivers wider improvements to healthy streets and active travel, decongestion benefits for those who do choose to drive, as well as lower carbon emissions and noise.
- Deliver a station which is significantly easier to manage, with a reduction in the need for active staff interventions.
- Generate time saving and safety benefits additional to those already monetised, related to more severe congestion events which will become increasingly frequent.
- Provide improved journey time reliability, as decongestion at stations will reduce the risk of non-stopping trains or other disruptive measures.

Does this project include plans for some LUF grant expenditure in 2022-23?

Yes

Could this project be delivered as a standalone project?

Yes - the project could be delivered as a standalone project

Demonstrate that activity for this project can be delivered in 2022-23

[REDACTED]

TfL have appointed contractors, [REDACTED] to undertake Options Selection and Concept Development for the scheme. Deliverables to date have included value engineering savings, buildability reviews, programme and cost estimates which have supported this bid. During the next phase of the design [REDACTED] will lead the value engineering (VE) process, supported by the project team. The VE process will examine how the design solution will be aligned with TfL's priorities (including carbon reduction).

[REDACTED]

Statutory Powers and Consents

List separately below each power/consents etc. obtained for this project

The proposed new station entrance and SFA works all lie within the existing railway corridor. TfL would use Part 18, Class A permitted development rights based on the original Act of Parliament that authorised the railway in this location which is the Eastern Counties Railway (Woodford & Loughton Branch) Act.

TfL would need to apply for a Prior Approval of our rights where the Council would be able to consider the location and design of the proposed works.

A pre-application meeting has been requested with LB Waltham Forest to discuss the proposed town planning approval route. This will take place in advance of the LU grant announcement (August 2022).

[REDACTED]

Upload content documents (optional)

[REDACTED]

Outstanding statutory powers/consents

As above – no specific powers or further consents are required to deliver and implement the project.
