Trams for Growth

Our plan to enhance the tram network to support growth in South London
## Structure

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Summary

• The potential for growth in south London is large
  • Plans for a Westfield retail centre and other development in central Croydon will place unprecedented pressure on the Tram network
  • Enhanced fast links to central London at East Croydon and potentially Crossrail 2 at Wimbledon will drive even more trips on Trams to connect to these routes
  • Mixed-use redevelopment in the Wandle Valley could safeguard employment uses whilst delivering 10-20,000 new homes

• Upgrades to & expansion of the Tram network could meet this potential
  • The first phase would ensure a reliable and resilient network in central Croydon, boost service to New Addington and enable future enhancements
  • The second phase would unlock the potential of the Wandle Valley and St Helier areas for housing, through upgrades of the Wimbledon branch and new links to the Northern line and Sutton town centre
  • The final phase would boost capacity across the network for further housing growth

• Good fit with our wider plans to improve rail in South London
  • Higher-frequency local rail services connecting to Trams at hubs like Mitcham Junction and West Croydon would make local journeys around south London much easier
Introduction and purpose
The London Trams network

- Opened in 2000 as PFI
- Operated by FirstGroup, now maintained in-house
- Mostly segregated
  - Mix of old railway alignments, new off-street routes, and on-street in central Croydon
  - On-street: With traffic
  - Off-street: Segregated
  - Segregated
  - Old railway

- 31m pax/yr
  - UK’s third-busiest light rail system

- Fleet of 30 vehicles, expanding to 36

- Bus fare system
Where demand comes from

Top 10 busiest tramstops
Weekly boarders + alighters, autumn 2014 (Period 8)

- Interchanges between tram and rail or between trams
- Other major centres
Trams are already crowded

Uneven loading is a particular problem on Trams – the busiest trams are significantly more crowded than average hourly figures suggest, but passenger perceptions are formed from these busy services.

The number of times per period that a tram exceeded guideline capacity (PIXC)

How crowded the busiest tram was in the period

Average crowding level across the busiest hour

Total number of times the crowding KPI was exceeded (all weekdays)

Maximum crowding density (pax/sqm.)

Eastbound links

Westbound links

Total PIXC failures

Crowding level

Average crowding, weekday peak hour
The population will grow and more homes are needed

- Population is growing across London, although it is partly constrained by the supply of homes.
- Croydon town centre is an Opportunity Area in the London Plan and the focus of growth for the area.
- These new residents will need local transport to jobs, shops, schools and other facilities, as well as getting to links to/from central London.
Job growth is concentrated in town centres

- Significant employment growth in Croydon town centre & Wimbledon
  - Presents opportunity for mode shift, as new employment is focused on areas with good public transport access
- Reducing employment in Wandle Valley, but opportunity to mix with housing & revitalise
  - Both a land-use and a transport opportunity: a joint land-use and transport plan could see high-frequency Tram services breathing new life into mixed-use, residential-led development & linking them into major transport hubs at East Croydon and Wimbledon

Forecast change in jobs from 2015 to 2030
Blue denotes a forecast loss of jobs; darker red denotes a gain
Major plans for Croydon

Central Croydon is a London Plan ‘Opportunity Area’, with plans afoot to deliver:

• 7300 new homes
• 280,000m² office space
• a Westfield shopping centre of 200,000m²

More tram capacity will be needed to support this growth
New retail hubs

- Retail & leisure uses are clustering more and more in the bigger centres
- This makes public transport ever more important, including for evening & weekend travel

- Trams can help improve access to Croydon and Wimbledon directly...
- ...and, through extensions, improve access to Tooting and Sutton
- ...whilst, as part of a pan-south-London metro network, connecting local residents to Kingston, Sutton & Bromley too

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Tram network
Tram extensions

Selected onward rail connections, part of TfL proposals for a South London “metro” network

Northern line, newly accessible by tram to South Wimbledon
Fast links to central London

- East Croydon is becoming a much more attractive hub for fast services
  - Thameslink Programme is delivering up to 16 tph fast from East Croydon through central London
  - Network Rail’s proposed Brighton Main Line Upgrade would add more fast services to Victoria
- Wimbledon would benefit from fast links through central London with Crossrail 2

Trams can spread the benefits of these upgrades by creating a wider catchment area for fast links from the major hubs at East Croydon and Wimbledon to central London.
A better local rail network

- The Northern Line Upgrade is delivering a very high capacity local service to Morden, South Wimbledon, Colliers Wood and Tooting.

- TfL is proposing to make local National Rail services across south London more metro-like, with shorter waits between trains.

- By connecting Trams more frequently to these lines, the result would be an integrated, frequent rail network that makes rail journeys within South London much easier.

Hubs for fast services & local connections

Hubs for local connections

*Turn-up-and-go onward connections on local rail services*
Growing demand on Trams

- The result of all these changes is that current demand of 31m will increase to at least 56m by 2031
- This does not include ‘uncommitted’ schemes – such as Tram upgrades, Crossrail 2, or South London metro services – all of which will add to Tram demand
- It also does not include potential housing growth beyond that already planned
In summary

<table>
<thead>
<tr>
<th>The challenge</th>
<th>The role of Trams</th>
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<tbody>
<tr>
<td>Croydon and Wimbledon are both <strong>growing employment centres</strong>, in different sectors.</td>
<td>Trams need to <strong>support planned growth</strong> by providing sufficient capacity and connectivity to get the local labour market to these jobs, and visitors to get to Croydon throughout the week and from further afield than now.</td>
</tr>
<tr>
<td>Croydon town centre is becoming a <strong>major retail &amp; leisure destination</strong>. Residents across south London will want to access it by public transport, all week.</td>
<td>Trams will <strong>feed major transport hubs</strong> by carrying even more people for the “last mile” to &amp; from rail services at East Croydon, and potentially Wimbledon. More capacity and frequency will be needed for this.</td>
</tr>
<tr>
<td>Croydon and Wimbledon will also grow as <strong>transport hubs for central London commuters</strong>. Upgrades to services at East Croydon and potentially Crossrail 2 at Wimbledon will offer fast links into central London.</td>
<td>Trams must <strong>integrate with a frequent local rail network</strong> – i.e. the upgraded Tube and potentially upgraded suburban rail service – to offer seamless local journeys <strong>within</strong> south London.</td>
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<tr>
<td><strong>Connectivity within south London</strong> needs to improve, to ensure a thriving economy, efficient use of housing and lower road congestion.</td>
<td>Trams can <strong>spur further growth</strong>. There is major potential for additional housing along the Tram route. Combining Tram upgrades with new masterplans in places like Purley Way and New Addington could deliver thousands of new homes.</td>
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<tr>
<td>There is a <strong>housing shortage</strong> across London.</td>
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Vision for Trams
Vision for Trams

• Trams will **support planned growth**
  by bringing commuters to new jobs in Croydon and Wimbledon, and leisure travellers from across south London into the growing retail centre in Croydon

• Trams will **feed major transport hubs**
  by providing a rapid local link from new housing areas into high-frequency rail services to inner & central London – Thameslink at East Croydon, Crossrail 2 at Wimbledon

• Trams will **unlock thousands of new homes**
  through capacity and connectivity upgrades that, coupled with regeneration masterplans, enable more homes to be built around the network

• Trams will **integrate with a frequent local rail network** for south London – they are part of our vision for an integrated ‘metro’ network of Tube, Tram and Overground/rail services across the whole of south London, allowing ‘orbital’ journeys to take place much more easily than now – such as Mitcham to Peckham, or Beckenham to Sutton
## Detailed objectives

### Commissioner’s priorities

<table>
<thead>
<tr>
<th>Objective</th>
<th>Commissioner’s priorities</th>
<th>Our objectives for Trams</th>
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<tr>
<td>Improve reliability &amp; safety</td>
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<td>Safety &amp; reliability: Maintain or improve reliability on 2014 levels</td>
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<td>Accelerate capacity growth</td>
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<td>Capacity &amp; frequency: Avoid leaving passengers behind at any time</td>
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<td>Customer at the core</td>
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<td>Make best use of existing capacity</td>
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<td>Cost less &amp; generate more income</td>
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<td>No more than 10 minutes’ wait at any time of day</td>
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<td>Exploit technology</td>
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<td>Manage tramstop congestion</td>
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<td>Invest in our people</td>
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<td>Journey time: Minimise journey time increases in central Croydon</td>
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<td></td>
<td>Maintain or improve upon current journey times outside central Croydon</td>
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<td>Capability &amp; connectivity: Future-proof for extensions to improve connectivity – i.e.</td>
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<td>Sutton</td>
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<td></td>
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<td>Improve the quality of interchanges</td>
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<td>Adapt to changing land use and travel patterns</td>
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<td>Customer satisfaction: Deliver customer satisfaction scores of 90 or above</td>
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<td>Efficiency: Cover a greater proportion of tram operating costs from fares revenue to</td>
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<td>enable investment</td>
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<td>Regeneration: Support population and economic growth in Croydon</td>
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<td>Opportunity Area and other regeneration areas</td>
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<td>Environment: Integrate into the urban realm without compromising attractiveness of tram</td>
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<td>services</td>
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Constraints and challenges
Service today

30/34 trams in service

Peak service
Mon-Sat 0700-1900 approx
Key challenges by 2030 without investment

Wimbledon branch
Severe crowding even with new extra services

Fleet
Bombardier fleet (24 vehs) reaching end of life

Connectivity
Local connectivity to Morden & Sutton town centres

Depots
No permanent capacity to stable additional trams

Central Croydon
No more line capacity across the town centre

Eastern branches
Severe crowding through Sandilands

Average PM peak standing densities by 2030, pax/m²
black is worst, then red, brown, yellow, green, grey
Our plan to deliver growth
Our strategy

Phase I: Croydon capacity improvements
- 12tph to Wimbledon
- Dingwall Loop & 10tph to New Addington
- 12tph to New Addington incl extra stabling

Phase II: Network upgrade & expansion
- 18tph west from Croydon
- South Wimbledon Spur
- Sutton Extension*

Phase III: Long-term capacity
- Network-wide service uplift*
- Longer trams*

Forecast demand with proposed plan

Annual journeys:
- Forecast demand with committed schemes
- Westfield Croydon opens

* Further stabling is needed for these schemes


EVERY JOURNEY MATTERS
Phase A: Central Croydon growth

Major growth planned in central Croydon

- 7,300 new homes
- 280,000m² of new office space
- Westfield-Hammerson retail development of 200,000m², similar to those in Stratford and White City
- New 16tph Thameslink service fast to central London, creating an even bigger draw to East Croydon

The first phase is therefore about

- ensuring the network can cope (both maintaining reliability and accommodating demand)
- future-proofing for long-term service enhancements
Interchange
Offices – 182,000m²
Status: Completed

Saffron Tower
Residential (410) and Retail (3000m²)
Status: Construction

Delta Point
Residential (404)
Status: Construction

Centrale & Whitgift Centre redevelopment (Westfield/Hammerson)
Retail (136,500m²), Residential (600), Offices and Leisure (1600 m²)
Status: Planning

Vertex
Residential (97)
Status: Construction

Bernard Weatherill House
Office
Status: Completed

Impact House
Residential (197)
Status: Construction

Edridge Road
Residential (130)
Status: Construction

Morello Quarter
Residential (900+), Hotel, Offices and Retail
Status: Planning

Ruskin Square
Residential (625) and Retail
Status: Construction

Royal Mail
Residential and Retail
Status: Pipeline

96 George Street
Office - 100,000m²
Status: Planning

Chroma
Office - 258,055m²
Status: Planning

College Road
Residential (159) and Hotel (225)
Status: Approved

St George’s House
Residential (288)
Status: Approved

Taberner House
Residential (420)
Status: Planning

The Quarters
Residential (46)
Status: Construction

One Lansdowne Road
Residential (917), Retail and Offices (22,305m²)
Status: Construction

Royal Mail
Residential and Retail
Status: Pipeline

College Road
Residential (159) and Hotel (225)
Status: Approved

St George’s House
Residential (288)
Status: Approved

Taberner House
Residential (420)
Status: Planning
Current proposals for Trams

- **Wimbledon**: Extra platform at Wimbledon (under construction)
- **Beckenham Jn**: Proposed Dingwall Loop to enable more services to eastern branches & Westfield improvements to Wellesley Road
- **Elmers End**: Second platform & double tracking at Elmers End to allow more flexible & resilient timetabling
- **New Addington**: Double tracking at Mitcham (under construction)

**KEY**
- Under construction
- Proposed to be funded by TfL

**EVERY JOURNEY MATTERS**
Dingwall Loop

- Trams face several challenges in central Croydon due to Westfield and other growth
  - Longer journey times due to more passengers at stops, more pedestrians crossing the road and more traffic
  - Lower reliability due to potential traffic congestion and less slack in the timetable
  - More crowding due to higher demand
- Hard to operate more trams through West Croydon in particular, without substantial bus & traffic impacts
- Dingwall loop enables trams from the east to reach town centre without breaking this ‘limit’
- This means we can offer a more reliable and resilient service, and increase capacity
  - More trams to New Addington in the short term
  - Ability to run 30tph to the east in the long term
Phase B: Unlocking the potential of the Wandle Valley

- There could be scope for thousands of additional homes around the tramway here
- Trams could unlock this by delivering a new South Wimbledon-Croydon service, offering more capacity and new connectivity
- The housing gain could help fund many of the needed tram enhancements
- However, major change in planning policy would be required by Croydon, GLA and potentially Sutton too

**Mitcham Junction, South Wimbledon & Wimbledon**
New Tram link to Northern line, enhanced rail from Mitcham Junction and more capacity to Wimbledon for Crossrail 2

**Mitcham Junction, South Wimbledon & Wimbledon**
New Tram link to Northern line, enhanced rail from Mitcham Junction and more capacity to Wimbledon for Crossrail 2

**Current Croydon Opportunity Area**
+7300 homes and +25000 jobs

**Purple denotes potential redevelopment sites where densities are currently low. These may not conform to current borough planning policy.**
A well-located site for additional housing

- A lot of low-density land

- Tram ‘backbone’ connecting it to nearby transport hubs

- Potential for:
  - Additional capacity on Trams, and scope to fund it from the housing gain
  - Enhanced local transport hubs at Mitcham Junction, South Wimbledon and West Croydon, with better interchange, and more frequent and evenly-spaced services
  - Major enhancements to strategic transport hubs at Wimbledon and East Croydon to deliver people quickly into central London
A series of bottlenecks to be resolved

- Relieving bottlenecks at Wandle Park and Phipps Bridge enables an increase from 12tph to up to 23tph
- New spur to South Wimbledon allows the extra services to run to a useful destination at the western end, improving local connectivity to the Wandle Valley
- Adding a new turnback facility in Croydon Old Town maximises the number of services that can be run
- We would also need more trams, additional stabling and power upgrades

Challenges

- Wandle Park Flyover: Major capacity & reliability constraint – needs to be double-tracked to enable more than 12tph
- Central Croydon: Difficult to operate more than 24tph across the town centre, so new turnback facility in Old Town may be needed for extra services to South Wimbledon
- Single track sections at Mitcham and Mitcham Junction not a constraint up to 23tph
Link to the Northern Line

- Wimbledon can only handle up to 15tph until Crossrail 2 rebuilds the station
- A spur to the Northern line could help, by:
  - creating better connectivity
  - allowing more services to operate
  - providing a northern terminus for the future Sutton Extension
- South Wimbledon & Colliers Wood is an Area for Intensification in the London Plan
  - There is potential for a denser town centre at Colliers Wood, and more dense housing around South Wimbledon
- South Wimbledon is the likely to be the lowest-cost option
  - ...but Colliers Wood has more regeneration potential so is worth exploring too
Depot & stabling capacity

- Therapia Lane depot can only handle up to 34 trams permanently
  - It’s possible to handle another 2-3 by outstabling, but maintenance capacity is still a problem

- A small satellite depot on the eastern side of the network would:
  - Save operating costs (by reducing dead mileage)
  - Improve efficiency of engineering hours
  - Improve resilience of the network to disruption & engineering works in the town centre

- Therapia Lane would also need to be expanded in the long term

Sites considered for providing more stabling to accommodate a tram fleet of double the size in the long term. The leading options are highlighted.
Sutton Extension

• ~£320m scheme in total including Northern line link
• 8km of largely on-street alignment
• Strong local support & lobbying from Merton & Sutton
• Potential for housing growth along route
• No spare capacity into Wimbledon until Crossrail 2 opens, but opportunity to link existing network & Sutton into South Wimbledon – an Area for Intensification in London Plan
Phase C: Long-term capacity for a changing London

- The major infrastructure enhancements in Phase 2 could allow a further long-term service uplift
- If further capacity is still needed, then longer trams are also an option – albeit an expensive one
Our full set of proposals

- **Wimbledon**
  - 8tph → Up to 15tph
  - Extra platform at Wimbledon (under construction)
  - Double tracking at Mitcham (under construction)
  - Potential Sutton extension

- **South Wimbledon**
  - New → Up to 8tph
  - Proposed spur to South Wimbledon to enable more services
  - Potential stubling expansion at Therapia Lane

- **Sutton**
  - New → 8tph

- **Beckenham Jn**
  - 6tph → Up to 8tph
  - Extra passing loops or double tracking on Beckenham branch
  - Potential stubling at Elmers End

- **Elmers End**
  - 8tph
  - Double tracking and second platform at Elmers End for timetable flexibility

- **New Addington**
  - 8tph → Up to 15tph
  - Proposed Dingwall Loop to enable more services to eastern branches & Westfield improvements to Wellesley Road

**KEY**
- Under construction
- Proposed to be funded by TfL
- Potential (not yet funded)

+ more trams
+ longer trams & tramstop lengthening
Long-term service vision

This represents “Key Output 6”, with Crossrail 2 in place at Wimbledon. This is work in progress – actual service pattern still subject to business case analysis and operational feasibility studies.
Recommendations & headlines
# Meeting the challenges

<table>
<thead>
<tr>
<th>The challenge</th>
<th>The role of Trams</th>
<th>Our proposed solutions</th>
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<tr>
<td>Croydon and Wimbledon are both <strong>growing employment centres</strong>.</td>
<td>Trams need to <strong>support planned growth</strong> by providing sufficient capacity and connectivity to get the local labour market to these jobs, and visitors to get to Croydon throughout the week and from further afield than now.</td>
<td>Upgrades across the network to deliver <strong>more capacity</strong> through frequency enhancements and ultimately tram lengthening if needed</td>
</tr>
<tr>
<td>Croydon and Wimbledon will also grow as <strong>transport hubs for central London commuters</strong>.</td>
<td></td>
<td><strong>More frequent services</strong> into major interchanges like East Croydon and Wimbledon</td>
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<td>Croydon town centre is becoming a <strong>major retail &amp; leisure destination</strong>.</td>
<td>Trams will <strong>feed major transport hubs</strong> by carrying even more people for the “last mile” to &amp; from rail services at East Croydon, and potentially Wimbledon.</td>
<td><strong>New connectivity</strong> via a spur to the Northern line and an extension to Sutton town centre</td>
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<td><strong>Connectivity within south London</strong> needs to improve, to ensure a thriving economy, efficient use of housing and lower road congestion.</td>
<td>Trams must <strong>integrate with a frequent local rail network</strong> to offer seamless local journeys within south London.</td>
<td><strong>Shorter service intervals</strong>, of at least 10 minutes all day, every day; and 5 minutes or better across 59% of the network through the week</td>
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<tr>
<td>There is a <strong>housing shortage</strong> across London.</td>
<td>Trams can <strong>spur further growth</strong>. There is major potential for additional housing along the Tram route.</td>
<td><strong>A masterplan for the Wandle Valley to unlock 10-20,000 new homes</strong> linked to an upgrade of the Tram network, connections into the Northern line and improved rail services at Wimbledon, Mitcham Junction and Croydon</td>
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# A modular plan

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<tr>
<th>Ph</th>
<th>Key Output</th>
<th>What it achieves (jobs, homes, benefits)</th>
<th>BCR</th>
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<tbody>
<tr>
<td>A</td>
<td>1: Dingwall Loop &amp; New Addington 10tph</td>
<td>Makes network more resilient in central Croydon to support 7,300 new homes and 30,000 new jobs</td>
<td>3.1 to 1</td>
</tr>
<tr>
<td></td>
<td>2: New Addington 12tph</td>
<td>Enables new homes in New Addington and makes timetable more reliable, with better service intervals and less crowding as a result</td>
<td>TBC</td>
</tr>
<tr>
<td>B</td>
<td>3: 18tph West (New South Wimbledon – Croydon service)</td>
<td>Enables circa 10,000 new homes in Wandle Valley</td>
<td>TBC</td>
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<td></td>
<td>Sutton Extension</td>
<td>Enables 10,000 new homes along the extension Creates new connectivity into Sutton and Morden town centres, and connects Rose Hill to the wider rail network</td>
<td>1.3 to 1</td>
</tr>
<tr>
<td>C</td>
<td>4: Network-wide service uplift</td>
<td>Enables further homes in Wandle Valley and on the wider network</td>
<td>TBC</td>
</tr>
<tr>
<td></td>
<td>5: Longer Trams</td>
<td>Enables further homes &amp; growth across the network</td>
<td>TBC</td>
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<td></td>
<td>6: Crossrail 2 opportunities</td>
<td>Connects Sutton and Morden into Crossrail 2 directly at Wimbledon to spread Crossrail 2 benefits more widely</td>
<td>TBC</td>
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Funding strategy

- This represents a £737m investment programme over around 15 years, averaging £43m/yr (in 2016 prices)
- Funding can come from a variety of sources:
  - £92m (~12%) is already funded
  - In a scenario where 20,000 homes could be generated, a notional £10,000 levy per home would generate £200m (27%)
  - The proposed Croydon Growth Zone could generate up to £50m (7%)
Headlines

Masterplan for the Wandle Valley
Up to 20,000 new homes supported by ~150% more tram capacity, linking into more frequent local rail services

Supporting central Croydon growth
Up to 20% more capacity in the shorter term and 70% in the long term to support Croydon’s revitalisation as a metropolitan centre

New connectivity for south London
New links between the Northern line, Wandle Valley and Croydon; and to Morden and Sutton

A better customer experience
A new tram fleet, running at least every 5 minutes across most of the network meaning shorter wait times and more reliable services
Conclusion

• Our vision for Trams is to support more jobs and homes in south London, connect people into fast links to central London, and be part of a more frequent local rail network

• We have a long-term plan in three phases to improve reliability and capacity across the network, and enable extensions to be built
  • Phase A: Immediate enhancements to deal with central Croydon growth
  • Phase B: Major western upgrade & potential extension to Sutton
  • Phase C: Longer-term capacity across the network

• With this plan we can deliver:
  • Up to 20,000 new homes along the Tram network and new connectivity into areas around South Wimbledon, Morden and Tooting
  • A resilient and reliable network despite increase pressures from demand and road capacity
  • Wait times of no more than 10 minutes anywhere across the network, with the majority of passengers waiting no more than 4 minutes
  • A new tram fleet, with more capacity and a better on-board experience
  • An 88% increase in frequency and an 180% increase in capacity on the Wimbledon branch
  • 88% more frequency & capacity on the New Addington branch
  • 25% more frequency and 88% more capacity on the Beckenham Junction branch
Ongoing work programme
Work programme

• Short term
  • Take Dingwall Loop to TWA submission
  • Design enhanced infrastructure at Elmers End
  • Deliver small order of extra trams

• Medium term
  • Firm up infrastructure proposals to unlock more housing in Wandle Valley, such as Wandle Park Flyover Doubling
  • Develop a funding package with Croydon and others

• Longer term
  • Develop fleet replacement & expansion strategy
  • Develop a depot & stabling strategy
Contact

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