



PRELIMINARY MARKET ENGAGEMENT – MARCH 2026

Project title: High Speed 1 European Rail Traffic Management System (ERTMS) Early Works – Stage 2 (Develop) Support Services

Introduction to London St. Pancras Highspeed

HS1 Limited (trading as London St. Pancras Highspeed) - hereafter referred to as “LSPH” or “Contracting Authority” - hold the concession on behalf of the Department for Transport (‘DfT’) until December 2040 to operate, manage, and maintain ‘High Speed 1’ – the 109 km high-speed rail line, including its four stations, tunnels, and bridges along the route. As the UK’s first high-speed railway, it connects London St. Pancras International to the Channel Tunnel and serves as the UK leg of the Paris-Brussels-Amsterdam-London trans-European transport network priority project.

LSPH’s primary role is to provide high-speed rail access for domestic and international passenger rail services, as well as international rail freight, under a clear and transparent regulatory and contractual framework. These international services give LSPH a unique standing within the UK rail sector.

The Contracting Authority is passionate about making journeys better, bringing people together and driving the growth of sustainable travel by high-speed rail.

In addition to its core railway operations, London St. Pancras Highspeed generates revenue through commercial activities, operated by third-party partners. This includes car parking facilities, and premium retail and hospitality experiences at St. Pancras International Station.

Further information can be found on our corporate website below:

Corporate website: <https://stpancras-highspeed.com/>

Additional information can be found on the website of our regulator:

ORR (Office of Rail & Road) Website: <https://www.orr.gov.uk/monitoring-regulation/rail/networks/hs1>

Background

LSPH's current TVM430 signalling system is reaching obsolescence, creating increasing operational, safety and resilience risks. Without intervention, system reliability and lifecycle issues are expected to significantly impact network performance from the 2030s.

Stage 1 of the upgrade programme—delivered with SYSTRA—produced an Operational Context Document, a Technical Strategy with long- and short-list options, and a Strategic Outline Business Case (SOBC) in WebTAG format. This completed the Rail Network Enhancements Pipeline (RNEP) Stage 1: Determine.

LSPH and its stakeholders are now progressing to RNEP Stage 2: Develop, requiring specialist external consultancy support throughout 2026. Stage 2 will resolve key strategic questions, including the preferred technology solution for replacing TVM430, the funding approach within the HSI regulatory and concession framework, the suitability of innovative commercial models, strategic opportunities, and the project delivery and scope choices that minimise whole-life cost. Additional strategic issues may be identified collaboratively during the process.

Summary of requirement

Stage 2 has an estimated duration of six months, extending if an option to complete on-site surveys is executed, and aims to evaluate a range of delivery options for introducing ERTMS on High Speed 1. The assessment will include but not be limited to benefits, costs, deliverability, and operational impacts. The objective is to secure full stakeholder agreement on a single, coherent project delivery strategy for ERTMS implementation.

To complete Stage 2, the appointed consultant will deliver:

- Confirmation of the preferred technical option, commercial delivery model, funding route, and integrated project delivery model.
- Long-list and short-list optioneering across technical, commercial, and funding dimensions to determine the integrated delivery model.
- A whole-life cost estimate for the integrated delivery model.
- A delivery schedule through to entry into service and handover to maintenance.
- A comprehensive RAID (Risks, Assumptions, Issues and Dependencies) register in the authority's format.
- All Deliverables from the Deliverables Register (to be provided).
- Satisfy paragraphs A.6 to A.11 of the latest Rail Network Enhancements Pipeline guidance to enable progression to the next phase.

Required Outcome

All relevant stakeholders support and agree to the implementation of a single, coherent project delivery strategy for ERTMS on High Speed 1.

Timescales and Procedure

The Contracting Authority intends to follow a Competitive Flexible procedure in this procurement.

The Contracting Authority intends to publish a tender notice in April 2026 and award a contract in September 2026.

If you are wishing to take part in this Preliminary market research, please register on our Procurement Portal via the following link to view this notice by 27 March 2026

https://uk.eu-supply.com/app/rfq/rwlenrance_s.asp?PID=103618&TID=100108811&B=