

Appendix A - General Fund Capital Programme including 2024/25 & Future Years

Gross Expenditure	Forecast	Five Year Plan					Future Years to 2037/38	Grand Total including 2023/24 & Future Years
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Frameworking Upgrade To Care Management System	100	-	-	-	-	-	-	100
Grosvenor Square Realm Scheme	200	4,800	-	-	-	-	-	5,000
Health Integration	-	119	-	-	-	-	-	119
Oxford Street Programme	5,700	31,103	59,375	50,139	-	-	-	146,317
Adult's and Deputy Chief Executive Total	6,000	36,022	59,375	50,139	-	-	-	151,536
Carer's Extensions Funding (LAC)	30	90	-	-	-	-	-	120
Care Leaver Supported Accommodation	-	5,000	-	-	-	-	-	5,000
Hallfield Site Improvements	300	-	-	-	-	-	-	300
King Solomon Academy Expansion	150	-	-	-	-	-	-	150
Library IT And Smart Open Solution	22	-	-	-	-	-	-	22
Looked After Children Placements Provider Portal	-	15	-	-	-	-	-	15
Queen Elizabeth II ASD Class Build Provision	-	50	-	-	-	-	-	50
Registration Services Booking System	-	30	170	-	-	-	-	200
SEN High Needs and Family Support	2,250	4,126	2,708	2,572	-	-	-	11,656
Safeguarding For Community Primary Schools	250	781	450	425	-	-	-	1,906
School Development Capital Projects (Generic)	2,650	525	450	425	-	-	-	4,050
Social Care System Reprocurement	194	-	-	-	-	-	-	194
Special School Provision	-	-	1,000	4,000	-	-	-	5,000
Children's Services Total	5,846	10,617	4,778	7,422	-	-	-	28,663
40 Eastbourne Terrace	-	-	720	-	-	-	-	720
5 Climate Safe Streets Asks - London Cycle Campaign - Consultant commission	70	30	-	-	-	-	-	100
Abel & Cleland	20	-	-	-	-	-	-	20
Active Travel	-	1,276	-	-	-	-	-	1,276
Arundel Court	450	-	-	-	-	-	-	450
Bayswater Road, Junction Improvements	-	1,000	-	-	-	-	-	1,000
Bond Street Station Western Ticket Hall	-	902	-	-	-	-	-	902
Bus Stop Accessibility	216	250	400	400	400	400	-	2,066
CCTV Enforcement School Street Programme	150	1,000	1,443	-	-	-	-	2,593
Central Island Improvements For Elgin Avenue	445	-	-	-	-	-	-	445
Central London Cycle Grid in Westminster	1,488	1,363	4,230	4,200	3,600	3,600	-	18,481
Ceremonial Streetscape 1	1,250	2,000	2,500	2,480	-	-	-	8,230
Ceremonial Streetscapes 2	1,250	-	-	1,346	-	-	-	2,596
Charlotte Street	-	150	75	-	-	-	-	225
Connaught Village Green	75	1,613	-	-	-	-	-	1,688

Gross Expenditure	Forecast	Five Year Plan					Future Years to 2037/38	Grand Total including 2023/24 & Future Years
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
	£000	£000	£000	£000	£000	£000		
Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Covent Garden Neighbourhood Traffic Management	25	-	-	-	-	-	-	25
Cycle Greenway (North)	100	400	1,200	600	-	-	-	2,300
Cycle Loan Restart	-	65	10	10	10	-	-	95
Cycle Parking (Stands)	-	-	216	225	225	225	-	891
Dockless Mobility Infrastructure	-	300	-	-	-	-	-	300
Drainage Infrastructure	293	439	1,200	1,200	1,200	1,200	-	5,532
Dryden Street (Grain House) Public Realm Improvements	680	-	-	-	-	-	-	680
Eccleston Street	-	90	675	-	-	-	-	765
Electric Vehicle Charging Infrastructure	2,558	3,311	-	-	-	-	-	5,869
Elevated Harrow Rd Bridge - Battleship Building Cathodic Protection	500	1,000	1,000	-	-	-	-	2,500
Elizabeth Street	-	89	-	-	-	-	-	89
Elizabeth Street / BPR Diagonals Crossing	100	475	200	-	-	-	-	775
Elmfield Way	400	-	-	-	-	-	-	400
Flood Risk Alleviation	-	1,150	750	550	550	-	-	3,000
Flooding - Reducing impact of Surface Water flooding	700	700	700	700	700	700	-	4,200
Folding Bike Hire Stations	350	-	-	-	-	-	-	350
Freight & Servicing Action Plan	193	200	200	100	100	100	-	893
Gas Lighting Replacement	650	678	-	-	-	-	-	1,328
General Developer Schemes	6,000	6,000	6,000	6,000	6,000	6,000	-	36,000
Golden Jubilee Footbridges Lift Refurbishment	900	-	516	-	-	-	-	1,416
HVM Covent Garden	250	947	1,222	-	-	-	-	2,419
Henrietta Street Southampton Street Public Realm Improvements	1,591	700	475	475	475	475	-	4,191
Highways Buildouts For Trees	500	1,000	1,000	1,896	-	-	-	4,396
Highways Innovation	300	1,000	1,500	654	750	750	-	4,954
Identifying Pedestrian Accessibility Concerns	50	138	50	50	50	50	-	388
Improved Bus Travel - Pinch Point Reduction	400	-	-	-	-	-	-	400
Improving Pedestrian Accessibility	250	480	100	100	100	100	-	1,130
Isolated Pitches - Independent Market Trader Bollards	1,198	-	-	-	-	-	-	1,198
Kilburn Lane Traffic Management	-	300	-	-	-	-	-	300
Knightsbridge Green	-	850	-	-	-	-	-	850
LED/CMS Rollout	789	-	-	-	-	-	-	789
Legible London - Wayfinding Assets	50	74	50	50	50	50	-	324
Lisson Green Footbridge Refurbishment	192	800	-	-	-	-	-	992
Local Safety And Traffic Management Schemes	599	1,400	1,400	1,500	1,500	1,500	-	7,899
London Lorry Control Scheme - Signs audit and replacement	-	70	20	-	-	-	-	90
London School of Economics (LSE) St Clement's Lane	-	715	-	-	-	-	-	715
Lord Hills & Westbourne Terrace Pedestrian Subway Infilling	-	192	-	-	-	-	-	192

Gross Expenditure	Forecast	Five Year Plan					Future Years to 2037/38	Grand Total including 2023/24 & Future Years
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Market Electrical Supply Improvements	664	-	-	-	-	-	-	664
Market Infrastructure	-	159	-	-	-	-	-	159
Millbank River Wall Fender Replacement	100	175	-	-	-	-	-	275
Neat Streets II - C&N10 (Previously Lip Funded)	50	796	-	-	-	-	-	846
North Audley Street Highways and Public Realm Improvements	-	700	400	-	-	-	-	1,100
Opera Quarter	-	720	-	-	-	-	-	720
Parks & Gardens Infrastructure Improvements	203	-	-	-	-	-	-	203
Parks And Cemeteries Tree Planting	54	60	60	60	60	60	-	354
Pedestrian Phase Installation	-	300	300	300	-	300	-	1,200
Piccadilly Underpass (Ventilation Fan) Refurbishment	2,306	1,000	-	-	-	-	-	3,306
Piccadilly Underpass Fan Replacement - Phase 2	-	2,000	5,000	1,800	-	-	-	8,800
Pimlico Place Strategy Workstream 2	200	1,590	-	-	-	-	-	1,790
Planned Preventative Maintenance (PPM) - Bridges And Structures	8,740	7,564	7,791	8,024	8,024	8,024	-	48,167
Planned Preventative Maintenance - Highways	5,124	3,002	3,002	3,000	3,000	3,000	-	20,128
Planned Preventative Maintenance - Lighting	565	1,665	1,665	1,665	1,665	1,665	-	8,890
Planters	40	100	70	70	70	-	-	350
Princes Street Public Realm Scheme	-	600	1,000	600	-	-	-	2,200
Protective Measures	2,500	1,000	2,000	2,172	-	-	-	7,672
Queensway Public Realm Improvements	300	1,500	1,729	658	-	-	-	4,187
Queen'S Park TfL Cycle Hire Expansion	100	442	-	-	-	-	-	542
Regent Street (Permanent Scheme)	400	3,000	5,000	6,000	5,719	-	-	20,119
Riding House Street Pedestrianisation	20	-	-	-	-	-	-	20
Royal Albert Hall HVM Highways and Public Realm	30	-	-	-	-	-	-	30
Sackville Street & Vigo Street Public Realm	850	1,032	-	-	-	-	-	1,882
School Travel Plan Engineering Programme	100	-	-	-	-	-	-	100
Secure Cycle Parking (Cycle Hangars)	175	175	175	175	175	175	-	1,050
Shepherd Market Public Realm	300	1,200	1,966	-	-	-	-	3,466
South Molton Street	-	350	-	-	-	-	-	350
St John'S Wood High Street Public Realm Improvements	1,450	-	-	-	-	-	-	1,450
St Martin Lane	150	1,820	2,730	-	-	-	-	4,700
Strand Underpass Ventilation	500	500	-	-	-	-	-	1,000
Street Trees – New Planting	478	450	444	424	424	424	-	2,644
Traffic Signal Improvements and PCATS	100	100	100	100	100	100	-	600
VAS Signs	50	50	50	50	50	50	-	300
Villiers Street	1,900	697	-	-	-	-	-	2,597
Void In The Public Highway	186	250	250	-	-	-	-	686
Waterloo Bridge HVM	100	-	-	-	-	-	-	100

Gross Expenditure	Forecast	Five Year Plan					Future Years to 2037/38	Grand Total including 2023/24 & Future Years
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Wellington Hotel	400	389	-	-	-	-	-	789
Sub-total Highways	53,167	66,533	61,584	47,634	34,997	28,948	-	292,863
Automatic Public Conveniences and Urinals	-	300	500	500	500	-	-	1,800
Commercial Waste Containers	52	40	92	40	-	-	-	224
Electric Street Cleansing Vehicles - City Wide	5,500	2,500	-	-	-	-	-	8,000
Food Waste Containers	137	395	-	-	-	-	-	532
Household Waste and Recycling Bins (ilbert St)	-	1,500	-	-	-	-	-	1,500
Main Fleet Replacement Programme	21,000	-	19,582	-	-	-	-	40,582
Public Conveniences Renovation Programme	471	2,780	2,874	-	-	-	-	6,125
Recycling Bin Infrastructure - Housing Estates	-	1,500	1,500	-	-	-	-	3,000
Recycling Containers and Bins	100	209	100	100	-	-	-	509
Recycling-On-The-Go - Litterbins - Metal Duobins	-	1,000	1,000	-	-	-	-	2,000
Zero Emission Street Cleansing Vehicles	409	1,477	-	-	-	-	-	1,886
Sub-total Waste & Cleansing	27,669	11,701	25,648	640	500	-	-	66,158
Crime and ASB-focussed CCTV coverage	500	500	1,000	-	-	-	-	2,000
Disabled Facility Grants (DFG)	1,400	1,729	1,729	1,729	-	-	-	6,587
Empty Dwelling Management Orders	200	200	200	200	-	-	-	800
Improvement to Air Quality	75	-	-	-	-	-	-	75
Parking Service - Business Processing & Technology	334	-	-	-	-	-	-	334
Parking Service - Emissions-Based Charging System Config	40	-	-	-	-	-	-	40
Parking Service - Full Replacement of On-Street Pay-To-Park Signage	100	-	-	-	-	-	-	100
Parking Service - Purchase of Traffic Enforcement Cameras	200	200	100	100	-	-	-	600
Parking Service - Review of Parking Zones & Permissions	-	216	100	-	-	-	-	316
Safe City Transformation Programme	211	300	300	300	300	300	-	1,711
WCC Public Mortuary - Contingency Power Generator	500	2,000	2,000	2,112	750	-	-	7,362
Sub-total Other Environment	3,560	5,145	5,429	4,441	1,050	300	-	19,925
Environment, Climate & Public Protection Total	84,396	83,379	92,661	52,715	36,547	29,248	-	378,946
Accessibility Programme - Access & Inclusion	800	1,418	500	500	500	500	-	4,218
CCTV – Libraries & Leisure	114	-	-	-	-	-	-	114
Capitalisation Of Employee Costs	909	936	965	994	1,024	1,055	-	5,883
Carbon Management Programme	7,918	5,893	3,500	3,000	3,000	3,000	-	26,311
Changing Places Bid Programme	65	-	-	-	-	-	-	65
Consolidating Community Access Westminster at Droop Street	-	1,830	3,050	1,220	-	-	-	6,100
Coroners Court Extension	2,315	-	-	-	-	-	-	2,315
Huguenot House	370	578	797	-	-	-	-	1,745
Huguenot House Acquisitions	3,100	2,000	9,003	-	-	-	-	14,103
Improvements Vacant Investment Properties	3,650	3,900	4,671	3,050	2,050	2,050	-	19,371

Gross Expenditure	Forecast	Five Year Plan					Future Years to 2037/38	Grand Total including 2023/24 & Future Years
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
	£000	£000	£000	£000	£000	£000		
Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Landlords Responsibility Budget	4,633	6,323	5,385	5,100	5,385	5,100	-	31,926
Minimum Energy Efficiency Standards Compliance / Net Zero (Investment Estate)	-	2,000	2,000	2,000	2,000	2,000	18,000	28,000
Minor Works Operational Portfolio	453	350	350	350	350	350	-	2,203
Mortuary	-	1,058	-	-	-	-	-	1,058
Porchester Leisure Centre & Paddington Library	574	2,726	2,200	200	-	-	-	5,700
Portman - Remodel	92	-	-	-	-	-	-	92
Property Investment Acquisitions	-	5,041	41,226	23,227	23,227	-	-	92,721
Queens Park Family Hub	133	1,230	2,719	-	-	-	-	4,082
Reactive Capitalised Maintenance	-	929	800	-	-	-	-	1,729
Schools Minor Works	1,071	400	400	400	400	400	-	3,071
Seymour Leisure Centre and Marylebone Library	4,666	20,244	13,989	-	-	-	-	38,899
Sports & Leisure - Sayers Croft Maintenance	112	142	90	90	90	90	-	614
Tresham Centre Expansion	2,268	-	-	-	-	-	-	2,268
Waste Depots	-	2,000	-	-	-	-	-	2,000
Workplace Property Responsibilities	502	300	300	300	300	300	-	2,002
Sub-total Finance & Resources Property	33,745	59,298	91,945	40,431	38,326	14,845	18,000	296,590
Customer Experience (Online)	-	1,813	1,683	1,010	-	-	-	4,506
Customer Experience (Report-It)	-	2,288	1,948	1,169	-	-	-	5,405
Customer Experience Enhancements	174	-	-	-	-	-	-	174
Cyber Security Enhancement	50	586	50	50	50	50	350	1,186
Data Operating System	-	2,934	2,184	1,310	-	-	-	6,428
Digital Street Markets	130	-	-	-	-	-	-	130
Employee Experience (Space)	150	2,455	-	-	-	-	-	2,605
Employee Experience (Technology)	800	2,929	2,929	293	293	293	-	7,537
IT Infrastructure	-	292	-	-	-	-	-	292
IT Product Development	2,600	-	-	-	-	-	-	2,600
Online Customer Experience	2,000	-	-	-	-	-	-	2,000
Product Development	-	-	-	-	3,500	2,170	-	5,670
Residential Broadband Connections	400	1,327	-	-	-	-	-	1,727
Retrofit Accelerator (Re:FIT) - Workplaces	959	-	-	-	-	-	-	959
Smart City Operating System	280	-	-	-	-	-	-	280
WEP - Connect Westminster-Broadband	200	-	-	-	-	-	-	200
Sub-total Finance & Resources - Digital & Innovation	7,743	14,624	8,794	3,832	3,843	2,513	350	41,699
New eProcurement system	-	175	-	-	-	-	-	175
Contingency	675	2,500	5,303	10,895	10,725	13,494	91,036	134,628
Future Years Spend	-	-	-	-	-	-	236,931	236,931
Sub-total Finance & Resources - Other	675	2,675	5,303	10,895	10,725	13,494	327,967	371,734

Gross Expenditure	Forecast	Five Year Plan					Future Years to 2037/38	Grand Total including 2023/24 & Future Years
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29		
Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Finance & Resources Total	42,163	76,597	106,042	55,158	52,894	30,852	346,317	710,023
Commissioned Services IT System	130	-	-	-	-	-	-	130
Housing Service Digitisation	126	-	-	-	-	-	-	126
Housing Solutions Online Services and Back Office Integrations	320	-	-	-	-	-	-	320
Intermediate Housing Register On-Line Application	90	-	-	-	-	-	-	90
Major Works On Temporary Accommodation and Intermediate Housing Acquisitions	1,200	1,200	1,200	1,200	1,200	1,200	10,800	18,000
Rough Sleeper Accommodation Programme	722	-	-	-	-	-	-	722
Temporary Accommodation Acquisitions	54,069	55,124	34,465	5,000	-	-	-	148,658
Housing & Commercial Partnerships Total	56,657	56,324	35,665	6,200	1,200	1,200	10,800	168,046
Outdoor Media Phase 2	-	1,300	-	-	-	-	-	1,300
Community Hubs	500	1,000	8,500	-	-	-	-	10,000
Active Westminster - Open Data Initiative	368	-	-	-	-	-	-	368
Active Westminster - Open Data Initiative - Part 2	200	-	-	-	-	-	-	200
Alfred Road Playground	162	-	-	-	-	-	-	162
All Stars Boxing Club – Community Mentoring and Sports	-	850	-	-	-	-	-	850
Bluebell Glade and Forest Garden improvement works	130	-	-	-	-	-	-	130
Cemeteries Infrastructure	127	70	70	70	77	-	-	414
Cemeteries Path, Burial Chamber and Mausoleum	-	100	100	-	-	-	-	200
Construction of a new Splash Pad / Puddle Park	600	-	-	-	-	-	-	600
Electric Maintenance Vehicle- Sayers Croft	-	19	-	-	-	-	-	19
Environmental area and Forest School Improvement Works	150	-	-	-	-	-	-	150
Forest Schools or self guided in Parks	-	60	60	-	-	-	-	120
Golden Square play ground an greening project	-	200	200	-	-	-	-	400
Hanover Square Drainage to main lawn	-	50	-	-	-	-	-	50
Health And Wellbeing Projects	507	250	250	250	250	-	-	1,507
Intelligent, smart signage in Parks	-	35	-	-	-	-	-	35
Paddington Green School Multi Use Games Area	113	-	-	-	-	-	-	113
Paddington Recreation Ground	-	545	210	4	4	3	-	766
Paddington Street Gardens Playground	-	360	-	-	-	-	-	360
Parks & Open Spaces Infrastructure	157	150	150	150	165	-	-	772
Parks Fountains	-	100	100	-	-	-	-	200
Pathway works Improvement programme including improved accessibility from car park	615	-	-	-	-	-	-	615
Pavillion Changing rooms	80	-	-	-	-	-	-	80
Pimlico Gardens Recreation Ground	488	-	-	-	-	-	-	488
Play Ground replacement	-	350	-	-	-	-	-	350
Play Street - Ashmore Road, Queens Park Ward	150	-	-	-	-	-	-	150
Play Street - Chippenham Mews, Harrow Road Ward	150	-	-	-	-	-	-	150

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Scheme Name	£000	£000	£000	£000	£000	£000	£000	£000
Church St Good Growth Fund	917	-	-	-	-	-	-	917
Church Street Green Spine Public Realm	470	1,092	-	-	-	-	-	1,562
District High Streets	411	1,000	5,000	3,000	521	-	-	9,932
Green Spine Phase 2	-	410	4,800	1,197	-	-	-	6,407
Harrow Road Place Plan - Good Growth Fund	2,962	4,865	-	-	-	-	-	7,827
North Paddington Place Plan	2,183	6,500	3,917	5,000	-	-	-	17,600
Open Spaces, Greener Places	280	375	375	375	375	-	-	1,780
Paddington Arts extension	-	1,500	-	-	-	-	-	1,500
Paddington Place Plan	301	669	1,541	299	-	-	-	2,810
Riverfront - North Bank and Thames Path 2	-	102	100	-	-	-	-	202
Soho Place Plan	230	500	500	411	-	-	-	1,641
Stimulating The Economy	2,583	1,740	2,604	2,128	-	-	-	9,055
Strand Aldwych	1,900	214	1,000	3,000	6,000	-	-	12,114
Strategic Infrastructure Pot Expenditure	288	300	-	-	-	-	-	588
Victoria Place Plan	200	750	500	250	261	-	-	1,961
Pimlico Place Strategy Workstream 1	100	100	-	-	-	-	-	200
Regeneration, Economy and Planning Total	49,764	68,598	96,168	176,629	162,235	47,251	88,685	689,330
Loan To WHIL For Development Projects	2,630	1,789	21,927	144,972	15,546	47,476	219,919	454,259
Westminster Builds Total	2,630	1,789	21,927	144,972	15,546	47,476	219,919	454,259
Gross Expenditure	253,522	339,507	426,841	493,849	269,072	156,030	665,721	2,604,542
External Funding	- 41,972	- 52,064	- 62,871	- 57,088	- 25,695	- 15,420	- 7,540	262,650
S106 and CIL Funding	- 9,110	- 40,125	- 46,242	- 11,447	-	- 9,950	- 39,950	156,824
Capital Receipts	- 11,845	- 51,378	- 20,658	- 14,277	- 294,630	- 77,257	- 301,963	772,008
Borrowing Requirement	190,595	195,940	297,070	411,037	51,253	53,403	316,268	1,413,060