

# Budget Task Group

Capital Strategy

17 January 2023

# Agenda

- Overview
- Financial Summary
  - General Fund (GF)
  - Housing Revenue Account (HRA)
- ELT Summaries:
  - Growth, Planning and Housing (GPH), General Fund
  - Growth, Planning and Housing, Housing Revenue Account (HRA)
  - Westminster Builds
  - Adults and Deputy Chief Executive
  - Finance and Resources
  - Environment and City Management (ECM)
  - Children's
  - Innovation & Change

# Overview

- The capital strategy will deliver a range of benefits which aim to achieve the Fairer Westminster objectives, including:
  - New and replacement truly affordable homes
  - Improvements to existing housing stock
  - Continued maintenance of the Council's properties
  - Place based projects to improve and enhance the public realm
  - Active Travel schemes
- The presentation outlines:
  - General Fund (GF): detail on proposed expenditure and income budgets for 5 years from 2023/24 to 2027/28
  - Summarised future years GF expenditure and income budgets from 2028/29 to 2036/37
  - Housing Revenue Account (HRA): detail on key schemes in the proposed programme for 2023/24 and a summarised 5 year extract from the 30 year plan

## Financial Summary – General Fund (1)

The table below summarises the proposed General Fund capital programme by Executive Directorate:

|                                   | Forecast<br>2022/23<br>£000 | Five Year Plan   |                  |                 |                  |                  | Future Years<br>to 2036/37<br>£000 | Total<br>£000      |
|-----------------------------------|-----------------------------|------------------|------------------|-----------------|------------------|------------------|------------------------------------|--------------------|
|                                   |                             | 2023/24<br>£000  | 2024/25<br>£000  | 2025/26<br>£000 | 2026/27<br>£000  | 2027/28<br>£000  |                                    |                    |
| <b>Expenditure</b>                |                             |                  |                  |                 |                  |                  |                                    |                    |
| Adults and Deputy Chief Executive | 5,460                       | 47,178           | 41,058           | 31,883          | -                | -                | -                                  | 125,579            |
| Children's Services               | 10,333                      | 4,101            | 3,890            | 3,608           | 3,422            | -                | -                                  | 25,354             |
| Environment & City Management     | 78,976                      | 122,273          | 85,187           | 40,632          | 25,528           | 23,159           | -                                  | 375,755            |
| Finance & Resources               | 55,737                      | 57,682           | 158,354          | 45,693          | 69,367           | 58,511           | 436,222                            | 881,566            |
| Growth, Planning & Housing        | 100,226                     | 114,914          | 133,296          | 153,253         | 160,673          | 94,356           | 115,151                            | 871,869            |
| Innovation & Change               | 1,570                       | 5,313            | 1,540            | 9,540           | 610              | -                | -                                  | 18,573             |
| Westminster Builds                | 14,700                      | 31,886           | -                | 77,235          | 72,082           | 33,872           | 211,877                            | 441,652            |
| <b>Total Expenditure</b>          | <b>267,002</b>              | <b>383,347</b>   | <b>423,325</b>   | <b>361,844</b>  | <b>331,682</b>   | <b>209,898</b>   | <b>763,250</b>                     | <b>2,740,348</b>   |
| <b>Funding</b>                    |                             |                  |                  |                 |                  |                  |                                    |                    |
| External Funding                  | (42,170)                    | (119,929)        | (94,893)         | (76,551)        | (52,490)         | (19,978)         | (36,680)                           | (442,691)          |
| Capital Receipts                  | (58,137)                    | (28,589)         | (17,883)         | (21,086)        | (116,392)        | (273,689)        | (404,332)                          | (920,108)          |
| <b>Total Funding</b>              | <b>(100,307)</b>            | <b>(148,518)</b> | <b>(112,776)</b> | <b>(97,637)</b> | <b>(168,882)</b> | <b>(293,667)</b> | <b>(441,012)</b>                   | <b>(1,362,799)</b> |
| <b>Borrowing Requirement</b>      | <b>166,695</b>              | <b>234,829</b>   | <b>310,549</b>   | <b>264,207</b>  | <b>162,800</b>   | <b>(83,769)</b>  | <b>322,238</b>                     | <b>1,377,549</b>   |

A summary of the programme approved in March 2022 is outlined below:

|                              | Forecast<br>2021/22<br>£000 | Five Year Plan  |                 |                 |                 |                 | Future Years<br>to 2035/36<br>£000 | Total<br>£000    |
|------------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------------------------|------------------|
|                              |                             | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 |                                    |                  |
| Expenditure                  | 271,194                     | 301,895         | 307,075         | 430,912         | 332,594         | 185,226         | 921,853                            | 2,750,749        |
| External Funding             | (84,431)                    | (46,939)        | (38,686)        | (21,844)        | (10,254)        | (11,446)        | (27,950)                           | (241,550)        |
| Capital Receipts             | (7,381)                     | (83,533)        | (47,441)        | (8,563)         | (79,713)        | (122,211)       | (669,276)                          | (1,018,118)      |
| <b>Borrowing Requirement</b> | <b>179,382</b>              | <b>171,423</b>  | <b>220,948</b>  | <b>400,505</b>  | <b>242,627</b>  | <b>51,569</b>   | <b>224,627</b>                     | <b>1,491,081</b> |

## Financial Summary – General Fund (2)

The table below summarises the revenue implications of the programme:

|                               | Forecast        | Five Year Plan  |                 |                 |                 |                 | Future Years       | Total<br>£000    |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|------------------|
|                               | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 | 2027/28<br>£000 | to 2036/37<br>£000 |                  |
| Expenditure                   | 267,002         | 383,347         | 423,325         | 361,844         | 331,682         | 209,898         | 840,250            | 2,817,348        |
| External Funding              | (42,170)        | (119,929)       | (94,893)        | (76,551)        | (52,490)        | (19,978)        | (38,290)           | (444,301)        |
| Capital Receipts              | (58,137)        | (28,589)        | (17,883)        | (21,086)        | (116,392)       | (273,689)       | (481,906)          | (997,682)        |
| <b>Borrowing Requirement</b>  | <b>166,695</b>  | <b>234,829</b>  | <b>310,549</b>  | <b>264,207</b>  | <b>162,800</b>  | <b>(83,769)</b> | <b>320,054</b>     | <b>1,375,365</b> |
| <b>Revenue Impacts:</b>       |                 |                 |                 |                 |                 |                 |                    |                  |
| Capital Financing Cost        | 20,627          | 25,956          | 33,758          | 42,660          | 53,456          | 60,033          | 544,607            | 781,096          |
| <b>Financed By:</b>           |                 |                 |                 |                 |                 |                 |                    |                  |
| Commercial Income             | (3,073)         | (855)           | (1,209)         | (4,098)         | (4,320)         | (6,343)         | (104,091)          | (123,989)        |
| <b>Net Revenue Position</b>   | <b>17,554</b>   | <b>25,101</b>   | <b>32,549</b>   | <b>38,562</b>   | <b>49,136</b>   | <b>53,690</b>   | <b>440,516</b>     | <b>657,107</b>   |
| Sinking Fund Adjusted Balance | 146             | (4,401)         | (8,849)         | (11,862)        | (19,433)        | (20,911)        | 6,337              | (58,972)         |
| <b>MTP Budget Assumptions</b> | <b>17,700</b>   | <b>20,700</b>   | <b>23,700</b>   | <b>26,700</b>   | <b>29,702</b>   | <b>32,780</b>   | <b>446,853</b>     | <b>598,135</b>   |

As part of the Medium Term Financial Plan (MTFP) the Council has set aside a c£3.0m a year budget increase for capital financing costs.

## Key Funding Streams – AHF, CIL and S106

- The table below forecasts key funding streams that will finance the capital programme over its 15 span.

| Income Stream                 | Proposed Budget March 2023 |                |                | Budget Approved March 2022 |                |                |
|-------------------------------|----------------------------|----------------|----------------|----------------------------|----------------|----------------|
|                               | General Fund<br>£000       | HRA<br>£000    | Total<br>£000  | General Fund<br>£000       | HRA<br>£000    | Total<br>£000  |
| Affordable Housing Fund       | 0                          | 185,775        | 185,775        | 35,552                     | 244,838        | 280,390        |
| Community Infrastructure Levy | 93,640                     | 66,072         | 159,712        | 25,173                     | 51,030         | 76,203         |
| Section 106                   | 53,262                     | 0              | 53,262         | 8,291                      | 0              | 8,291          |
| <b>Total</b>                  | <b>146,902</b>             | <b>251,847</b> | <b>398,749</b> | <b>69,016</b>              | <b>295,868</b> | <b>364,884</b> |

- Total funding from S106 and CIL in the GF capital programme represents only 6% of expenditure. This is a small fraction of overall expenditure even when fully utilised.
- Capital programme expenditure will flex in future years in line with fluctuations to these income streams

# Key Funding Streams – Affordable Housing Fund

|                                      | 2022/23            | 2023/24           | 2024/25           | 2025/26           | 2026/27           | 2027/28           | 2028/29           | TOTAL              |
|--------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Housing Revenue Account (HRA)</b> |                    |                   |                   |                   |                   |                   |                   |                    |
| Luton Street                         |                    |                   |                   |                   |                   |                   |                   | 0                  |
| Carlton Dene                         | 750,000            | 20,588,617        | 12,923,086        |                   |                   |                   |                   | 34,261,703         |
| Queens Park Court                    | 524,752            | 7,520,717         |                   |                   |                   |                   |                   | 8,045,469          |
| Lisson Arches                        | 1,242,694          |                   |                   |                   |                   |                   |                   | 1,242,694          |
| Brunel Contact Centre                |                    |                   |                   |                   |                   |                   |                   | 0                  |
| Ebury Acquisitions                   | 10,499,000         |                   |                   |                   |                   |                   |                   | 10,499,000         |
| Ebury Phase 1                        | 23,788,000         |                   |                   | .                 |                   |                   |                   | 23,788,000         |
| Ebury Phase 2                        |                    |                   |                   | .                 |                   |                   |                   | 0                  |
| Churchill Gardens                    | 1,926,001          | 6,286,549         | 2,928,722         |                   |                   |                   |                   | 11,141,272         |
| Infills                              | 2,040,279          | 9,999,818         |                   |                   |                   |                   |                   | 12,040,097         |
| Church St Acquisitions               |                    |                   |                   |                   |                   |                   |                   | 0                  |
| Church St Site A                     | 5,544,000          | 10,574,000        | 35,286,000        |                   |                   |                   | 33,353,000        | 84,757,000         |
| Woodchester Allotments               |                    |                   |                   |                   |                   |                   |                   | 0                  |
| Bayswater                            |                    |                   |                   |                   |                   |                   |                   | 0                  |
| Bayswater Acquisitions               |                    |                   |                   |                   |                   |                   |                   | 0                  |
| 300 Harrow Road                      |                    |                   |                   |                   |                   |                   |                   | 0                  |
| <b>HRA TOTAL</b>                     | <b>46,314,726</b>  | <b>54,969,701</b> | <b>51,137,808</b> | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>33,353,000</b> | <b>185,775,235</b> |
| AHF Opening Balance (@ 1st April)    | 146,279,000        | 118,964,274       | 73,994,573        | 28,356,765        | 33,356,765        | 38,356,765        | 43,356,765        |                    |
| Projected Receipt                    | 19,000,000         | 10,000,000        | 5,500,000         | 5,000,000         | 5,000,000         | 5,000,000         | 0                 | 49,500,000         |
| <b>AHF Closing Balance</b>           | <b>118,964,274</b> | <b>73,994,573</b> | <b>28,356,765</b> | <b>33,356,765</b> | <b>38,356,765</b> | <b>43,356,765</b> | <b>10,003,765</b> |                    |

A review of open AHF deeds has taken place to determine the future cash flows to support the capital programme. The receipts projection and proposed allocations are outlined in the table above.

Of the £68m of open deeds, £19m was received in 2022/23 while activity review on the remaining deeds suggest that only £10m are expected to become receipts in 2023/24. A further £20.5m to 2027/28 is forecast. This is a significant fall in receipts since 2021/22.

AHF receipts have all been exclusively allocated to the HRA to support provision of social housing units.



# Key Funding Streams – Projects to be funded by CIL

| CIL                                                   | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 | Future<br>Years<br>£000 | Total<br>£000  |
|-------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|----------------|
| Central Island Improvements For Elgin Avenue          |                 | 452             |                 |                 |                 |                         | 452            |
| Church St Good Growth Fund                            | 1,341           |                 |                 |                 |                 |                         | 1,341          |
| Elizabeth Street / BPR Diagonals Crossing             | 100             | 475             | 475             |                 |                 |                         | 1,050          |
| Isolated Pitches - Independent Market Trader Bollards | 480             |                 |                 |                 |                 |                         | 480            |
| King Solomon Academy Expansion                        | 200             |                 |                 |                 |                 |                         | 200            |
| Lisson Grove Programme - Main Budget                  |                 |                 | 9,950           |                 |                 |                         | 9,950          |
| Queen's Park TfL Cycle Hire Expansion                 |                 | 271             | 271             |                 |                 |                         | 542            |
| Residential Broadband Connections                     |                 | 200             | 200             |                 |                 |                         | 400            |
| School Travel Plan Engineering Programme              |                 | 211             |                 |                 |                 |                         | 211            |
| Sports and Leisure Sayers Croft Loxwood Hall          |                 | 170             |                 |                 |                 |                         | 170            |
| St Georges Warwick Drive.                             | 82              |                 |                 |                 |                 |                         | 82             |
| St John's Wood High Street Public Realm Improvements  | 156             | 1,174           |                 |                 |                 |                         | 1,330          |
| Wilberforce Multi Use Game Areas                      | 20              | 133             |                 |                 |                 |                         | 153            |
| Zero Emission Street Cleansing Vehicles               | 600             | 1,510           |                 |                 |                 |                         | 2,110          |
| Oxford Street Programme                               |                 | 46,630          | 13,827          |                 |                 |                         | 60,457         |
| North Paddington Place Plan                           |                 | 5,000           | 5,000           | 4,712           |                 |                         | 14,712         |
| <b>CIL Used for the GF Capital Programme</b>          | <b>2,979</b>    | <b>56,226</b>   | <b>29,723</b>   | <b>4,712</b>    | <b>0</b>        | <b>0</b>                | <b>93,640</b>  |
| <b>HRA:</b>                                           |                 |                 |                 |                 |                 |                         |                |
| Ebury Phase 1                                         | 7,961           |                 |                 |                 |                 |                         | 7,961          |
| Church Street Site A                                  |                 |                 | 7,052           |                 |                 | 11,489                  | 18,541         |
| Church Street Site B                                  |                 |                 |                 |                 |                 | 17,442                  | 17,442         |
| Church Street Site C                                  |                 |                 |                 |                 |                 | 7,297                   | 7,297          |
| PDHU                                                  | 2,509           | 4,441           | 3,166           | 1,605           | 1,205           | 405                     | 13,331         |
| Other Smaller Projects                                | 0               | 1,500           |                 |                 |                 |                         | 1,500          |
| <b>Total HRA CIL Usage</b>                            | <b>10,470</b>   | <b>5,941</b>    | <b>10,218</b>   | <b>1,605</b>    | <b>1,205</b>    | <b>36,633</b>           | <b>66,072</b>  |
| <b>Total CIL (GF &amp; HRA)</b>                       | <b>13,449</b>   | <b>67,076</b>   | <b>35,032</b>   | <b>6,317</b>    | <b>1,205</b>    | <b>36,633</b>           | <b>159,712</b> |

£159.7m CIL has been applied to the programme, compared to £76.2m last year (£25.2m GF, £51.0m HRA)

The main changes are:

**General Fund**

- £60.5m Oxford Street
- £14.7m North Paddington Place Plan

**HRA**

- £13.3m PDHU



## Key Funding Streams – Projects to be funded by S106

| S106                                                        | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 | Future<br>Years<br>£000 | Total<br>£000 |
|-------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|---------------|
| Alfred Road Playground                                      |                 | 42              |                 |                 |                 |                         | 42            |
| Arundel Court                                               |                 | 1,073           |                 |                 |                 |                         | 1,073         |
| Community Hubs                                              |                 |                 | 1,000           | 9,000           |                 |                         | 10,000        |
| Future Projects                                             |                 |                 |                 |                 |                 | 30,000                  | 30,000        |
| Electric Vehicle Charging Infrastructure                    |                 |                 | 2,495           |                 |                 |                         | 2,495         |
| Grosvenor Square Realm Scheme                               | 100             | 1,400           | 1,000           |                 |                 |                         | 2,500         |
| Hall Place Greening                                         |                 | 415             |                 |                 |                 |                         | 415           |
| Oxford Street Programme                                     |                 | 309             |                 |                 |                 |                         | 309           |
| Paddington & Hyde Park Estate Low Traffic Neighbourhood     | 259             |                 |                 |                 |                 |                         | 259           |
| Paddington Arts extension                                   |                 | 1,169           |                 |                 |                 |                         | 1,169         |
| Physical Activity Infrastructure in Local Estates' project. |                 | 400             |                 |                 |                 |                         | 400           |
| Queensway Public Realm Improvements                         | 1,000           | 2,187           |                 |                 |                 |                         | 3,187         |
| Sports & Leisure - Leisure Review Maintenance               | 50              |                 |                 |                 |                 |                         | 50            |
| Sports & Leisure- Condition Survey and Maintenance Projects |                 | 64              |                 |                 |                 |                         | 64            |
| St John's Wood High Street Public Realm Improvements        | 44              |                 |                 |                 |                 |                         | 44            |
| Stimulating The Economy                                     |                 | 193             |                 |                 |                 |                         | 193           |
| Victoria Street Red Route                                   |                 |                 | 297             |                 |                 |                         | 297           |
| Wellington Hotel                                            |                 | 350             | 350             |                 |                 |                         | 700           |
| Westminster Academy Skatepark and MUGAs                     |                 | 65              |                 |                 |                 |                         | 65            |
| <b>Total S106 Used to Finance GF Capital Programme</b>      | <b>1,453</b>    | <b>7,667</b>    | <b>5,142</b>    | <b>9,000</b>    | <b>0</b>        | <b>30,000</b>           | <b>53,262</b> |

£53.3m S106 has been applied to the programme, compared to £8.3m last year.

The main changes include:

- £10.0m Community Hubs
- £2.5m Electrical Vehicle Charging Infrastructure
- £1.2m Paddington Arts Extension

£30m has also been allocated to future years project. This is an estimate of future receipts, which will be allocated to the relevant project following receipt of the S106 and the known conditions.

## Key Funding Streams – CIL and S106 Balances

Impact on CIL and S106 balances at the end of the 15 year capital programme:

|                                 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 | Future<br>Years<br>£000 |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|
| <b>CIL Balances</b>             |                 |                 |                 |                 |                 |                         |
| B/F                             | 85,000          | 86,551          | 39,384          | 14,443          | 23,126          | 36,921                  |
| New Receipts (Forecast)         | 15,000          | 15,000          | 15,000          | 15,000          | 15,000          | 0                       |
| CIL used to fund projects (GF)  | (2,979)         | (56,226)        | (29,723)        | (4,712)         | 0               | 0                       |
| CIL used to fund projects (HRA) | (10,470)        | (5,941)         | (10,218)        | (1,605)         | (1,205)         | (36,633)                |
| <b>Balance</b>                  | <b>86,551</b>   | <b>39,384</b>   | <b>14,443</b>   | <b>23,126</b>   | <b>36,921</b>   | <b>288</b>              |

|                            | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 | 2026/27<br>£000 | Future<br>Years<br>£000 |
|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|
| <b>S106 Balances</b>       |                 |                 |                 |                 |                 |                         |
| B/F                        | 45,000          | 48,547          | 45,880          | 45,738          | 41,738          | 46,738                  |
| New Receipts (forecast)    | 5,000           | 5,000           | 5,000           | 5,000           | 5,000           | 0                       |
| S106 Used to Fund Projects | (1,453)         | (7,667)         | (5,142)         | (9,000)         | 0               | (30,000)                |
| <b>Balance</b>             | <b>48,547</b>   | <b>45,880</b>   | <b>45,738</b>   | <b>41,738</b>   | <b>46,738</b>   | <b>16,738</b>           |

# Budget Task Group

**Adults Social Care, Public Health and Deputy Chief Executive**

Bernie Flaherty, Executive Director

# 2023/24 Capital Programme

## Adults Social Care, Public Health and Deputy Chief Executive

|                         | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m | 2022/23 Net Forecast*<br>£m |
|-------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|-----------------------------|
| Oxford Street Programme | 46.939                  | -                      | 46.939                | (46.939)               | -                      | -                           | 4.600                       |
| Framework-i Upgrade     | 0.239                   | (0.219)                | 0.020                 | -                      | -                      | 0.020                       | -                           |
| <b>Total</b>            | <b>47.178</b>           | <b>(0.219)</b>         | <b>46.959</b>         | <b>(46.939)</b>        | <b>-</b>               | <b>0.020</b>                | <b>4.600</b>                |

# 5 Year Capital Programme

## Adults Social Care, Public Health and Deputy Chief Executive

|                         | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|-------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|
| Oxford Street Programme | 119.880                 | -                      | 119.880               | (60.766)               | -                      | 59.114                      |
| Framework-i Upgrade     | 0.239                   | (0.219)                | 0.020                 | -                      | -                      | 0.020                       |
| <b>Total</b>            | <b>120.119</b>          | <b>(0.219)</b>         | <b>119.900</b>        | <b>(60.766)</b>        | <b>-</b>               | <b>59.134</b>               |

- **Oxford Street Programme (£120m gross expenditure)** – Investment in Oxford Street and surrounding streets to promote a mixed economy and sustain its globally renowned status as a retail and leisure destination.

# Budget Task Group

## Housing Revenue Account (HRA)

Debbie Jackson, Executive Director

# Key Themes in the HRA Business Plan

The HRA 30-year capital programme covers two main areas of expenditure:

- **Housing Planned Maintenance (£1,172m):** maintenance and improvements to the Council's current housing stock
- **Development & Regeneration (£762m):** development projects that enable the delivery of new affordable housing

# HRA Business Plan – Capital Summary

The table below summarises the 30-year HRA capital programme:

|                                     | Five Year Plan   |                  |                  |                 |                 | Future Years<br>to 2052/53<br>£000 | TOTAL<br>£000      |
|-------------------------------------|------------------|------------------|------------------|-----------------|-----------------|------------------------------------|--------------------|
|                                     | 2023/24<br>£000  | 2024/25<br>£000  | 2025/26<br>£000  | 2026/27<br>£000 | 2027/28<br>£000 |                                    |                    |
| <b>Expenditure</b>                  |                  |                  |                  |                 |                 |                                    |                    |
| Planned Maintenance                 | 69,078           | 64,783           | 63,354           | 60,101          | 47,232          | 867,838                            | 1,172,386          |
| Development & Regeneration          | 136,220          | 162,143          | 84,785           | 3,932           | 74,271          | 300,272                            | 761,622            |
| <b>Total Expenditure</b>            | <b>205,298</b>   | <b>226,926</b>   | <b>148,139</b>   | <b>64,033</b>   | <b>121,503</b>  | <b>1,168,110</b>                   | <b>1,934,008</b>   |
| <b>Funding</b>                      |                  |                  |                  |                 |                 |                                    |                    |
| Major Repairs Allowance             | (21,360)         | (22,816)         | (24,124)         | (14,437)        | (35,730)        | (703,558)                          | (822,025)          |
| Leaseholder Contributions           | (13,821)         | (12,060)         | (12,397)         | (8,437)         | (8,719)         | (14,704)                           | (70,139)           |
| Government Grants                   | (69,178)         | (6,962)          | (14,380)         | (7,067)         | (5,000)         | (85,672)                           | (188,259)          |
| Affordable Housing Fund             | (34,381)         | (58,802)         | (12,923)         | 0               | 0               | (33,353)                           | (139,460)          |
| Capital Receipts                    | (60,200)         | (81,373)         | (49,206)         | (32,887)        | 0               | 0                                  | (223,666)          |
| Community Infrastructure Levy (CIL) | (4,441)          | (11,719)         | (1,605)          | (1,205)         | (405)           | (36,228)                           | (55,603)           |
| Revenue Contribution to Capital     | (1,235)          | (4,222)          | (2,623)          | 0               | (2,168)         | 0                                  | (10,248)           |
| <b>Total Funding</b>                | <b>(204,616)</b> | <b>(197,955)</b> | <b>(117,258)</b> | <b>(64,033)</b> | <b>(52,022)</b> | <b>(873,514)</b>                   | <b>(1,509,399)</b> |
| <b>Borrowing Requirement</b>        | <b>682</b>       | <b>28,971</b>    | <b>30,880</b>    | <b>0</b>        | <b>69,480</b>   | <b>294,596</b>                     | <b>424,609</b>     |



# 5 Year Capital Programme – 2023/24 to 2027/28

## Housing Revenue Account (HRA)

The table below summarises the 5-year HRA capital programme across the two main expenditure categories:

| Grouping                   | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|----------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|
| Planned Maintenance        | 304.55                  | (77.93)                | 226.62                | (141.04)               | -                      | 85.58                       |
| Development & Regeneration | 461.35                  | (80.09)                | 381.26                | (113.16)               | (223.67)               | 44.43                       |
| <b>Total</b>               | <b>765.90</b>           | <b>(158.02)</b>        | <b>607.88</b>         | <b>(254.20)</b>        | <b>(223.67)</b>        | <b>130.01</b>               |

# Key Projects Over the Next 5 Years (1)

## Housing Revenue Account (HRA)

The five-year capital programme for HRA from 2022/23 to 2026/27 has a gross budget of **£765.90m** (with a net borrowing requirement of **£130.01m**).

Some of the key projects over this period are highlighted below:

- **Planned Maintenance (Gross: £304.6m, Net: £226.6m, Borrowing: £85.6m)** – Maintain and improve stock to meet decent homes standards, improve fire/building safety measures, lower carbon emissions (climate action programme) and invest in urgent works for the PDHU.
- **Ebury Bridge and Acquisitions (Gross: £216.4m, Net: £19.7m, Borrowing: £19.7m)** – The wholesale regeneration of the Ebury Bridge Estate provides an opportunity for the Council to significantly increase the number of new council homes for social rent and bring about the long-term physical, economic and social sustainability of the neighbourhood.
- **Infills Programme (Gross: £19.8m, Net: £17.9, Borrowing: £7.9m)** – This programme is delivering new housing across a range of smaller sites and estate infills opportunities. Overall a total of 79 new affordable homes will be delivered across this programme.

# Key Projects Over the Next 5 Years (2)

## Housing Revenue Account (HRA)

- **Church Street Regeneration (Gross: £79.6m, Net: £58.9m, Borrowing: £6.0m)** – The council is committed to transforming the quality of life of residents in the Church Street area. The masterplan seeks to deliver real change for the community by creating great places, opportunities for a healthy and prosperous lifestyle, new homes and more jobs.
- **Carlton Dene (Gross: £53.3m, Net: £39.6m, Borrowing: £6.1m)** – this project comprises the redevelopment of an existing residential care home (alongside Westmead, part of the GF capital programme) and one block of 9 apartments (Peebles House) to provide new housing for older people, specialist housing for people with learning disabilities, affordable housing, and private housing for sale. The project will deliver 87 new affordable homes, 65 of which will be extra care housing.
- **Pimlico/Churchill Gardens (Gross: £28.6m, Net: £19.2m, Borrowing: £10.0m)** – the demolition and redevelopment of the Balmoral Public House site, Darwin House and associated garages to provide 52 new affordable homes in two phases including 34 community supportive housing units that will enable the decant of Darwin House residents and 18 new intermediate units.
- **Paddington Green (Gross: £11.1m, Net: £11.1m, Borrowing: £11.1m)** – the acquisition of 45 affordable homes from the second phase of the West End Gate development being delivered by Berkeley Homes.

# 2023/24 Capital Programme

## Housing Revenue Account (HRA)

| Grouping                       | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m | 2022/23 Net Forecast*<br>£m |
|--------------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|-----------------------------|
| Planned Maintenance            | 69.08                   | (16.32)                | 52.76                 | (27.04)                | -                      | 25.72                       | 14.13                       |
| Development & Regeneration     | 136.22                  | (66.68)                | 69.54                 | (34.38)                | (60.20)                | (25.04)                     | 40.54                       |
| <b>Total Capital Programme</b> | <b>305.30</b>           | <b>(83.00)</b>         | <b>122.30</b>         | <b>(61.42)</b>         | <b>(60.20)</b>         | <b>0.68</b>                 | <b>54.67</b>                |

\*2022/23 Net Forecast assumes application of £78.47m Internal Funding and £35.36m Capital Receipts

# Budget Task Group

## Growth Planning & Housing

Debbie Jackson, Executive Director

# Key Projects Over the Next 5 Years

## Growth Planning & Housing

The five-year capital programme for GPH from 2023/24 to 2027/28 has a gross budget of £656.5m (£520.51m net of external funding). Some of the key projects over this period are highlighted below:

- **Lisson Grove Programme (£113.3m gross exp budget incl. acquisitions)** – Part of the Church Street Masterplan, current plans result in the programme delivering a new Health and Wellbeing hub alongside new homes. The existing office space at Lisson Grove will be provided for across the Council's office estate. The current office site will then be available for redevelopment and delivery of a substantial level of additional housing.
- **Church Street Acquisitions (£69.2m gross expenditure)** – Strategic acquisitions on Church Street site A and B identified in the Masterplan to facilitate the wider Church Street regeneration scheme.
- **Church Street Site A – Partnership Investment (£96.2m gross expenditure)** – General Fund investment into a joint venture structure with an investment / delivery partner to facilitate the delivery of regeneration at Church Street Site A.
- **300 Harrow Road (£15m gross expenditure)** – Delivery of 112 new affordable homes plus a nursery, a community hall and work space and public open and play space.

# Key Projects Over the Next 5 Years

## Growth Planning & Housing

- **291 Harrow Road (£57.3m gross expenditure)** – Following the acquisition of this site, current plans are for the delivery of 165 residential homes including 16 new, high quality specialist residential accommodation for the existing residents of 291 Harrow Road and Elmfield Way.
- **Westmead (£35.9m gross expenditure)** – Following the Truly Affordable Housing Review, this scheme will now deliver 100% affordable housing to include 34 social and 31 intermediate units.
- **Strand Aldwych (£11.7m gross expenditure)** – Major Public Realm and traffic management improvements to the gyratory to create a new public space for events and animation, an improved setting for the surrounding education and culture institutions as well as safe routes and space to dwell for pedestrians.
- **Temporary Accommodation (TA) Acquisitions (£139.9m gross expenditure)** – This is an enhanced purchase programme for both in and out of borough locations. A further £85m has been added to the overall programme this year to recognise and assist in tackling the significant pressures faced in TA.

# 5 Year Capital Programme - 2023/24 - 2027/28

## Growth Planning & Housing

- The table below summarises the 5 year GPH GF capital programme over the main expenditure categories.

| Grouping     | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|--------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|
| Development  | 441.333                 | (37.117)               | 404.216               | (10.365)               | (303.733)              | 90.118                      |
| Economy      | 7.627                   | (0.385)                | 7.242                 | (0.193)                | -                      | 7.049                       |
| Housing GF   | 152.171                 | (87.750)               | 64.421                | 0                      | -                      | 64.421                      |
| Placeshaping | 55.361                  | (10.733)               | 44.628                | (15.881)               | -                      | 28.747                      |
| <b>Total</b> | <b>656.492</b>          | <b>(135.985)</b>       | <b>520.507</b>        | <b>(26.439)</b>        | <b>(303.733)</b>       | <b>190.335</b>              |



# 2023/24 Capital Programme

## Growth Planning & Housing

| Grouping     | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m | 2022/23 Net Forecast*<br>£m |
|--------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|-----------------------------|
| Development  | 51.069                  | (8.029)                | 43.04                 | (0.415)                | (11.845)               | 30.780                      | 41.127                      |
| Economy      | 7.627                   | (0.385)                | 7.242                 | (0.193)                | 0                      | 7.049                       | (0.096)                     |
| Housing GF   | 30.207                  | (2.75)                 | 27.457                | 0                      | 0                      | 27.457                      | 35.369                      |
| Placeshaping | 26.011                  | (1.733)                | 24.278                | (6.169)                | 0                      | 18.109                      | 12.073                      |
| <b>Total</b> | <b>114.914</b>          | <b>(12.897)</b>        | <b>102.017</b>        | <b>(6.777)</b>         | <b>(11.845)</b>        | <b>83.395</b>               | <b>88.473</b>               |

\*2022/23 Net Forecast assumes application of £1.341m Internal Funding and £5.080m Capital Receipts

# 2023/24 Capital Programme

## Growth Planning & Housing – Westminster Builds

The five year gross capital expenditure in the Westminster Builds (WB) business plan from 2023/24 to 2027/28 totals **£215.075m**. The key projects over this period are highlighted below:

### Schemes to be delivered / Acquired by WB subject to approval by the Council

- **Ebury Phases 2 & 3 (£173.925m gross expenditure)** – Direct delivery of Phases 2 & 3 of the key Council regeneration scheme at Ebury Bridge delivering 554 new homes within that phase of development new open and play space, local retail and community facilities.
- **Acquisitions across a range of council development sites (£41.150m gross expenditure)** – purchase of completed homes for the purpose of letting at London Living Rent, intermediate or full market rent levels. In order to retain control of the affordable units on these sites the Council has decided that these units will be held by WB rather than an external housing association. Each scheme will be approved through the Council's existing governance processes for capital expenditure

# 2023/24 Capital Programme

## Growth Planning & Housing – Westminster Builds

The table below sets out the budgeted expenditure for schemes included in the Westminster Builds Business Plan for 2023/24. The General Fund will finance this via a loan into the company.

| Scheme              | 2023/24 Expenditure<br>£m | 2023/24 Income<br>£m | 2023/24 Net Budget<br>£m | 2022/23 Net Forecast<br>£m |
|---------------------|---------------------------|----------------------|--------------------------|----------------------------|
| Ebury Phase 2 (d)   | 12.785                    | -                    | 12.785                   | -                          |
| Luxborough (a)      | 1.735                     | -                    | 2.982                    | -                          |
| 300 Harrow Road (a) | 9.800                     | -                    | 9.800                    | -                          |
| Westmead (a)        | 7.566                     | -                    | 7.566                    | -                          |
| <b>Total</b>        | <b>31.886</b>             | <b>-</b>             | <b>31.866</b>            | <b>-</b>                   |

(d) – Development schemes with loans into Westminster Housing Developments Ltd (WHDL)

(a) – Acquisition loans for purchase of intermediate homes by Westminster Housing Investments Ltd (WHIL)

# 5 Year Capital Programme

## Growth Planning & Housing – Westminster Builds 5 Year Business Plan

The table below sets out the schemes included in the Westminster Builds Business Plan and the budgeted expenditure in 2023/24 to 2027/28. The General Fund will finance this via a loan into the company. In addition the company will also receive ongoing rental income from retained properties.

| <b>Scheme</b>          | <b>5 Year Expenditure<br/>£m</b> | <b>5 Year Income<br/>£m</b> | <b>5 Year Net Budget<br/>£m</b> |
|------------------------|----------------------------------|-----------------------------|---------------------------------|
| Ebury Phase 2 (d)      | 138.723                          | -                           | 138.722                         |
| Ebury Phase 3 (d)      | 35.202                           | -                           | 35.202                          |
| Luxborough (a)         | 1.735                            | -                           | 1.735                           |
| 300 Harrow Road (a)    | 9.800                            | -                           | 9.800                           |
| Westmead (a)           | 7.566                            | -                           | 7.566                           |
| Pimlico/Balmoral (a)   | 4.427                            | -                           | 4.427                           |
| Church Street Site (a) | 8.001                            | -                           | 8.001                           |
| Ebury Phase 2 (a)      | 9.622                            | -                           | 9.622                           |
| <b>Total</b>           | <b>215.075</b>                   | <b>-</b>                    | <b>215.075</b>                  |

(a) – Acquisition loans for purchase of intermediate homes by Westminster Housing Investments Ltd (WHIL)

(d) – Development schemes with loans into Westminster Housing Developments Ltd (WHDL)

# Capital Programme – Loan Financing

## Growth Planning & Housing – Westminster Builds Council Investment & Repayment of Loan Financing

As previously referenced, the Council will provide loan financing into Westminster Builds to support planned activity within the Business Plan.

In 2023/24, the Council is budgeted to provide loan financing into Westminster Builds of **£31.866m**.

The table below shows the total budgeted loan finance to be provided to Westminster Builds from 2023/24 to 2027/28. A total of **£215.075m** will be provided of which **£129.580m** will be repaid during this period. In addition, loan interest to be paid to the general fund over the period is budgeted at **£8.188m**.

| Loan Type    | 5 Year Gross Financing<br>£m | 5 Year Repayment<br>£m | 5 Year Net Budget<br>£m |
|--------------|------------------------------|------------------------|-------------------------|
| Development  | 173.925                      | (127.888)              | 46.037                  |
| Acquisitions | 41.150                       | (1.692)                | 39.458                  |
| <b>Total</b> | <b>215.075</b>               | <b>(129.580)</b>       | <b>85.495</b>           |

Development loans are repaid over a shorter period, typically the length of the development. Acquisition loans run for a longer period of up to 50 years.

# Budget Task Group

## Finance & Resources

Gerald Almeroth, Executive Director

# Key Projects Over the Next 5 Years

## Finance & Resources

The five-year capital programme for Finance and Resources from 2022/23 to 2026/27 has a gross budget of £389.607m (£380.024m net; £377.869m borrowing requirement). Some of the key projects over this period are highlighted below:

- **Huguenot House – (£93.793m Gross, £93.793m Net; Huguenot House acquisitions - £13.650m. £107.443m borrowing requirement)** – Consideration of the options for the future best use of Huguenot House. This scheme is fully funded by £108m capital receipts, expected to be received 2028/29.
- **Property Acquisitions (£92.906m Gross, £92.906m Net; £92.906m borrowing requirement)** - investment fund to facilitate the acquisition of investment properties of strategic importance
- **Leisure Service Programme (£47.374m Gross, £45.624m Net, £45.390m borrowing requirement)** – Capital investment in assets of the council's physical activity and leisure services at Seymour Centres (£38.611m), as well as Porchester (£5.700m) and maintenance at several sites (£3.063m)
- **Property Maintenance Operational (£32.129m Gross, £32.129m Net)** - This includes the Landlord's Responsibilities budget (£25.000m Gross) – responsive, planned, preventative and emergency works for operational properties managed by the Council. Other items include minor works budget (£1.4m) and Libraries (£2.5m)
- **Carbon Management Programme (£19.422m Gross, £15.392m Net and borrowing requirement)** – the delivery of works across the Council's operational properties to maximise energy conservation and efficiencies. This also includes the Minimum Energy Efficiency Standard.
- **Investment in Commercial Properties (£11.240m Gross, £11.240m Net and borrowing requirement)** – reinvesting in the Investment Property Portfolio to maintain existing revenue streams, ensure buildings meet health and safety standards, maximise the potential to achieve rental growth and further enhance the reputation of the Council as a preferred landlord
- **Digital Transformation (£17.077m Gross, £17.077m Net and borrowing requirement)** – to support the delivery of Fairer Westminster through digital transformation of services and improved outcomes for residents. (This includes IT Product Development £12.4m, Online Customer Experience £3.487m and Smart Cities work of £1.190m)
- **Digital & Innovation Infrastructure (£11.407m Gross, £11.407m Net and borrowing requirement)** – investment to ensure the development and deployment of modern and effective underlying technology infrastructure. This includes the hardware and key line of business software refresh budgets
- **Capital Contingency (£34.169m Gross, £34.169m Net and borrowing requirement)** – contingency for the overall capital programme

# 5 Year Capital Programme - 2023/24 - 2027/28

## Finance & Resources

- The gross capital expenditure forecast for 2023/24 - 2027/28 is £389.607m. An overview of the budget is shown below:

| Grouping                                          | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|---------------------------------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|
| Huguenot House                                    | 107.443                 | -                      | 107.443               | -                      | -                      | 107.443                     |
| Property Investment Acquisitions                  | 92.906                  | -                      | 92.906                | -                      | -                      | 92.906                      |
| Leisure Service Programme                         | 47.374                  | (1.750)                | 45.624                | (0.234)                | -                      | 45.39                       |
| Property Maintenance Operational                  | 32.129                  | -                      | 32.129                | -                      | -                      | 32.129                      |
| Property - Carbon Management                      | 19.442                  | (4.050)                | 15.392                | -                      | -                      | 15.392                      |
| Investment in vacant commercial properties        | 11.24                   | -                      | 11.24                 | -                      | -                      | 11.24                       |
| Property - Other                                  | 5.146                   | -                      | 5.146                 | -                      | (1.521)                | 3.625                       |
| Accessibility Programme                           | 3.628                   | -                      | 3.628                 | -                      | -                      | 3.628                       |
| Property – Grant Funded or part funded programmes | 2.463                   | (2.453)                | 0.01                  | -                      | -                      | 0.01                        |
| Property Managed Children's Services Projects     | 1.85                    | -                      | 1.85                  | -                      | -                      | 1.85                        |
| Coroner's Court Extension                         | 1.683                   | (1.330)                | 0.353                 | -                      | -                      | 0.353                       |
| Digital Transformation                            | 17.077                  | -                      | 17.077                | -                      | -                      | 17.077                      |
| Digital & Innovation - Infrastructure             | 11.407                  | -                      | 11.407                | -                      | -                      | 11.407                      |
| Digital Westminster                               | 1.65                    | -                      | 1.65                  | (0.400)                | -                      | 1.25                        |
| Contingency                                       | 34.169                  | -                      | 34.169                | -                      | -                      | 34.169                      |
| <b>TOTAL</b>                                      | <b>389.607</b>          | <b>(9.583)</b>         | <b>380.024</b>        | <b>(0.634)</b>         | <b>(1.521)</b>         | <b>377.869</b>              |



# 2023/24 Capital Programme

## Finance & Resources

- The gross capital expenditure forecast for 2023/24 is £57.682m (net £50.949m) with a borrowing requirement of £48.994m. An overview of the 2023/24 capital budget is shown below:

| Grouping                                          | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m | 2022/23 Net Forecast<br>£m |
|---------------------------------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|----------------------------|
| Leisure Service Programme                         | 9.510                   | (0.750)                | 8.760                 | (0.234)                |                        | 8.526                       | 2.112                      |
| Property Maintenance Operational                  | 7.879                   |                        | 7.879                 |                        |                        | 7.879                       | 3.034                      |
| Huguenot House                                    | 7.406                   |                        | 7.406                 |                        |                        | 7.406                       | 4.680                      |
| Property - Carbon Management                      | 7.017                   | (3.800)                | 3.217                 |                        |                        | 3.217                       | 4.274                      |
| Improvements vacant Investment Properties         | 2.340                   |                        | 2.340                 |                        |                        | 2.340                       | 2.696                      |
| Property Managed Children's Services Projects     | 1.850                   |                        | 1.850                 |                        |                        | 1.850                       | 0.700                      |
| Coroner's Court Extension                         | 1.683                   | (1.330)                | 0.353                 |                        |                        | 0.353                       | 0.494                      |
| Property - Other                                  | 1.227                   |                        | 1.227                 |                        | (1.521)                | (0.294)                     | 1.189                      |
| Accessibility Programme                           | 1.028                   |                        | 1.028                 |                        |                        | 1.028                       | 0.090                      |
| Property - Grant Funded or part funded programmes | 0.863                   | (0.853)                | 0.010                 |                        |                        | 0.010                       | 0.070                      |
| Property Investment Acquisitions                  | 0.000                   |                        | 0.000                 |                        |                        | 0.000                       | 27.094                     |
| Digital Transformation                            | 6.977                   |                        | 6.977                 |                        |                        | 6.977                       | 2.978                      |
| Digital & Innovation - Infrastructure             | 4.338                   |                        | 4.338                 |                        |                        | 4.338                       | 0.842                      |
| Digital Westminster                               | 0.800                   |                        | 0.800                 | (0.200)                |                        | 0.600                       | 0.153                      |
| Contingency                                       | 4.764                   |                        | 4.764                 |                        |                        | 4.764                       | 0.204                      |
| <b>Grand Total</b>                                | <b>57.682</b>           | <b>(6.733)</b>         | <b>50.949</b>         | <b>(0.434)</b>         | <b>(1.521)</b>         | <b>48.994</b>               | <b>50.610</b>              |

# Budget Task Group

## Environment and City Management

# Key Projects Over the Next 5 Years

## Environment and City Management

The five-year capital programme for ECM from 2023/24 to 2027/28 has a gross budget of £296.778m (£206.515m net). Some of the key projects over this period are highlighted below:

- **Planned Preventative Maintenance (PPM) Highways (£38.747m Gross, £38.747m Net, Borrowing £38.747m)** - Annual programme to ensure highways assets (e.g. roads, pavements) remain safe and efficient.
- **Waste Fleet Procurement (£23.261m Gross, £23.261m Net, Borrowing £23.261m)** – To procure the remaining electric vehicles to deliver waste and recycling collection service and have a suitable charging infrastructure.
- **Regent Street (£20.000m Gross, £4.000m Net, Borrowing £4.000m)** - Increased pedestrian pavement accessibility and safety for users of the City.
- **Planned Preventative Maintenance (PPM) Lighting (£16.666m Gross, £16.666m Net, Borrowing £16.666m)** – Annual programme to ensure highway street lighting assets remain structurally safe and lit efficiently to Westminster standards for our residents and visitors.
- **Security Schemes (£15.767m Gross, £5.676m Net, Borrowing £5.676m)** - Security measures across WCC to keep the public safe within our City.

# Key Projects Over the Next 5 Years (2)

## Environment and City Management

The five-year capital programme for ECM from 2023/24 to 2027/28 has a gross budget of £296.779m (£206.515m net). Some of the key projects over this period are highlighted below:

- **Disabled Facility Grants (DFG) (£6.916m Gross, £0.000m Net, Borrowing £0.000m)** - To ensure vulnerable residents remain safe and independent at home.
- **Electric Vehicle Charging Infrastructure (£6.465m Gross, £5.365m Net, Borrowing £2.870m)** – To provide a charge point network of an appropriate size and scope to complement demand from EVs operating in the City.
- **Central London Cycle Grid In Westminster (£6.433m Gross, £4.233m Net, Borrowing £4.233)** - Improvements and enhancement of cycling infrastructure across the borough, including Cycleway routes, Cycleway-Links, and Cycle Permeability interventions.
- **Public Conveniences Renovation Programme (£5.561m Gross, £5.561m Net, Borrowing £5.561m )** – Updating the Public Conveniences to public toilets fit for a modern city.
- **CCTV Enforcement School Street Programme (£2.726m Gross, £2.726m Net, Borrowing £2.726m)** – Improve air quality by limiting the pollution from motor vehicles, creating a safer and more pleasant environment and encouraging more active travel, such as walking, cycling and scootering.

# 5 Year Capital Programme - 2023/24 - 2027/28

## Environment and City Management

- The gross capital expenditure forecast for 2023/24 to 2027/28 is £296.778m (net £206.515m).
- An overview of the ECM capital budget is shown below:

| Service                       | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|-------------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|
| Highways                      | 238.140                 | (83.281)               | 154.859               | (12.481)               | 0.000                  | 142.378                     |
| Parking                       | 2.290                   | (0.066)                | 2.224                 | 0.000                  | 0.000                  | 2.224                       |
| Public Protection & Licensing | 9.791                   | (6.916)                | 2.875                 | 0.000                  | 0.000                  | 2.875                       |
| Waste & Cleansing             | 46.557                  | (0.000)                | 46.557                | (1.510)                | 0.000                  | 45.047                      |
| <b>Total</b>                  | <b>296.778</b>          | <b>(90.263)</b>        | <b>206.515</b>        | <b>(13.991)</b>        | <b>0.000</b>           | <b>192.524</b>              |

# 2023/24 Capital Programme

## Environment and City Management

The gross capital expenditure forecast for 2023/24 is £122.272m (net £81.123m).

An overview of the 2023/24 capital budget is shown below:

| Service                        | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m | 2022/23 Net Forecast*<br>£m |
|--------------------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|-----------------------------|
| Highways                       | 90.591                  | (30.251)               | 60.340                | (7.593)                | 0.000                  | 52.747                      | 38.589                      |
| Parking                        | 2.290                   | (0.066)                | 2.224                 | 0.000                  | 0.000                  | 2.224                       | 2.000                       |
| Public Protection & Licensing  | 4.004                   | (1.729)                | 2.275                 | 0.000                  | 0.000                  | 2.275                       | 0.320                       |
| Waste & Cleansing              | 25.387                  | 0.000                  | 25.387                | (1.510)                | 0.000                  | 23.877                      | 19.659                      |
| <b>Total Capital Programme</b> | <b>122.272</b>          | <b>(32.046)</b>        | <b>90.226</b>         | <b>(9.103)</b>         | <b>0.000</b>           | <b>81.123</b>               | <b>60.568</b>               |

\*2022/23 Net Forecast assumes application of £2.426m Internal Funding and £0m Capital Receipts

# Budget Task Group

## Children's Services

Sarah Newman, Executive Director

# Key Projects Over the Next 5 Years

## Children's Services

The 2023/24 – 2027/28 capital programme has a gross budget of £15.021m (£0.100m Net & £0.100m Borrowing Requirement). Key projects highlighted below -

- **SEN High Needs and Family Support** (£11.130m gross, £0.000m Net) - Adaptions and alterations of schools to improve High Needs and Family Support provision
- **School Development Capital** (£1.850m gross £0.000m Net) - Investment in maintained schools to comply with good asset management in accordance with DfE guidelines.
- **Safeguarding for Community Primary Schools** (£1.850m gross, £0.000m Net) - Alterations and improvements to community school buildings to enhance site security and safeguarding.
- **Non-School Projects** (£0.141m gross, £0.100m Net, £0.100m Borrowing Requirement) refer to the Social Care System Re-procurement which is due for completion in early 2023/24 and the Looked After Children Carer's extension Project.



# 5 Year Capital Programme - 2023/24 - 2027/28

## Children's Services

- The gross capital expenditure forecast for 2023/24 - 2027/28 is £15.021m. An overview of the budget is shown below:

| Grouping            | Gross Expenditure<br>£m | Net<br>£m     | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|---------------------|-------------------------|---------------|-----------------------|------------------------|------------------------|-----------------------------|
| Non-School Projects | 0.141                   | 0.041         | 0.100                 | 0                      | 0                      | 0.100                       |
| School Expansions   | 1.850                   | 1.850         | 0                     | 0                      | 0                      | 0                           |
| Schools Improvement | 13.030                  | 13.030        | 0                     | 0                      | 0                      | 0                           |
| <b>Total</b>        | <b>15.021</b>           | <b>14.921</b> | <b>0.100</b>          | <b>0</b>               | <b>0</b>               | <b>0.100</b>                |

School Expansions/Improvement projects are all funded via DfE Grants (Basic Needs/High Needs Capital).

# 2023/24 Capital Programme

## Children's Services

The gross capital expenditure forecast is £4.101m. An overview of the budget is shown below:

| Grouping                       | Gross Expenditure<br>£m | Net<br>£m    | Net<br>Expenditure<br>£m | Internal<br>Funding<br>£m | Capital<br>Receipts<br>£m | Borrowing<br>Requirement<br>£m | 2022/23 Net<br>Forecast*<br>£m |
|--------------------------------|-------------------------|--------------|--------------------------|---------------------------|---------------------------|--------------------------------|--------------------------------|
| Non-School Projects            | 0.101                   | 0.041        | 0.060                    | 0                         | 0                         | 0.060                          | 0.052                          |
| School Expansions              | 0.500                   | 0.500        | 0                        | 0                         | 0                         | 0                              | 0                              |
| Schools Improvement            | 3.500                   | 3.500        | 0                        | 0                         | 0                         | 0                              | 0                              |
| <b>Total Capital Programme</b> | <b>4.101</b>            | <b>4.041</b> | <b>0.060</b>             | <b>0</b>                  | <b>0</b>                  | <b>0.060</b>                   | <b>0.052</b>                   |

\*2022/23 Net Forecast assumes no application of Internal Funding and Capital Receipts (all funded through DfE Grants and council borrowing)

# Budget Task Group

## Innovation & Change

Pedro Wrobel, Executive Director

# Key Projects Over the Next 5 Years

## Innovation & Change

The five-year capital programme for Innovation & Change from 2023/24 to 2027/28 has a gross budget of £17.003m (£16.603m net). Some of the key projects over this period are highlighted below:

- **Community Hubs – (£10.000m Gross, £10.000m Net, £NIL borrowing required)** - To achieve the aspirations of the Manifesto and to deliver on the community needs. Engagement with communities will be used to assess needs and once completed solutions will be explored with communities considering our existing assets and where further investment might be required.
- **Works at Paddington Recreation Ground – (£1.620m Gross, £1.620m Net)** – Various works at Paddington Recreation Ground: Construction of new splash pad/puddle park (£0.600m); Pathway works improvement plan (£0.615m); pavilion changing rooms (£0.080m); Playground safety surfacing and additional accessible equipment (£0.175m), and Tennis Courts improvement works (£0.150m).
- **Play Street scheme (£0.900m Gross, £0.900m Net)** – Part of the Active Streets Programme. This will give permanent designation which will provide priority over traffic to children and families to play in streets at specified times. This will improve air quality and increase active travel. The Play Street Scheme is proposed at 6 locations (£0.150m per site) Ashmore Road, Kilravock Street, Marne Street, Peach Road, Chippenham Mews and Ranelagh Road

# 5 Year Capital Programme - 2023/24 - 2027/28

## Innovation & Change

| Grouping             | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m |
|----------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|
| Community Hubs       | 10.000                  | -                      | 10.000                | (10.000)               | -                      | -                           |
| Active Westminster   | 2.741                   | (0.400)                | 2.341                 | (0.640)                | -                      | 1.761                       |
| Paddington Rec Works | 1.750                   | -                      | 1.750                 | -                      | -                      | 1.750                       |
| Parks & Greening     | 1.035                   | -                      | 1.035                 | -                      | -                      | 1.035                       |
| Play Street          | 0.900                   | -                      | 0.900                 | -                      | -                      | 0.900                       |
| Cemetries            | 0.427                   | -                      | 0.427                 | -                      | -                      | 0.427                       |
| School               | 0.150                   | -                      | 0.150                 | -                      | -                      | 0.150                       |
| <b>Grand Total</b>   | <b>17.003</b>           | <b>(0.400)</b>         | <b>16.603</b>         | <b>(10.640)</b>        | <b>-</b>               | <b>(5.963)</b>              |

# 2023/24 Capital Programme

## Innovation & Change

| Grouping             | Gross Expenditure<br>£m | External Funding<br>£m | Net Expenditure<br>£m | Internal Funding<br>£m | Capital Receipts<br>£m | Borrowing Requirement<br>£m | 2022/23 Net Forecast<br>£m |
|----------------------|-------------------------|------------------------|-----------------------|------------------------|------------------------|-----------------------------|----------------------------|
| Active Westminster   | 1.781                   | (0.100)                | 1.681                 | (0.640)                | -                      | 1.041                       | 0.715                      |
| Paddington Rec Works | 1.750                   | -                      | 1.750                 | -                      | -                      | 1.750                       | --                         |
| Play Street          | 0.900                   | -                      | 0.900                 | -                      | -                      | 0.900                       | -                          |
| Parks & Greening     | 0.515                   | -                      | 0.515                 | -                      | -                      | 0.515                       | 0.710                      |
| Cemeteries           | 0.217                   | -                      | 0.217                 | -                      | -                      | 0.217                       | 0.125                      |
| School               | 0.150                   | -                      | 0.150                 | -                      | -                      | 0.150                       | -                          |
| <b>Grand Total</b>   | <b>5.313</b>            | <b>(0.100)</b>         | <b>5.213</b>          | <b>(0.640)</b>         | <b>-</b>               | <b>4.573</b>                | <b>1.550</b>               |

\*There is no Internal Funding or Capital Receipts applied to the 2022/23 Net Forecast