

CITY PLAN 2019 – 2040

INFRASTRUCTURE DELIVERY PLAN

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1 Introduction

1.1 What is infrastructure?

Infrastructure is the fundamental services and facilities that an area needs. As Westminster's population grows, we have to ensure that existing infrastructure is maintained and improved and where necessary new infrastructure is provided. This is to ensure Westminster grows and develops in a sustainable manner.

1.2 What is the Infrastructure Delivery Plan (IDP)?

The Infrastructure Delivery Plan (IDP) sets out for different infrastructure types where and when it is required, why it is needed and provides an update on the delivery of the infrastructure to date.

The Infrastructure Delivery Plan aims to:

- Support the Westminster City Plan's policies, vision and objectives, accommodating growth across the City Plan 2019-2040 period.
- Highlight existing gaps in infrastructure across the city and help respond to changes within the city, such as population fluctuations and varying demands for services.
- Provide evidence on how future infrastructure needs in the city will be met and what the costs will be.
- Inform infrastructure delivery decisions such as Community Infrastructure Levy (CIL) funds.

The IDP is an iterative document, which means that it will be regularly updated to take account of infrastructure delivery and changing needs. The council will aim to update this document every six months

1.3 Infrastructure types

Infrastructure covers a range of different facilities and services. It ranges from softer infrastructure as schools, libraries and GPs, to harder infrastructure as utilities, cycle lanes and waste management facilities.

The types of infrastructure considered in this IDP align with strategic priorities identified in national policy¹ and in relevant legislation², as well as with local priorities identified in the council's [City for All](#) and the [City Plan 2019-2040](#).

- **Public realm and transport**, including public realm, public transport, walking and cycling, highways and bridges, and river transport; and
- **Health services**, including health facilities, and emergency services;
- **Community and leisure**, including family centres, cultural facilities, workspaces, cemeteries, sports facilities, and play spaces.
- **Education**, including early years provision, primary and secondary education, special education needs and adult, further and higher education;

¹ See National Planning Policy Framework (2019)

² See Planning Act s.216 (2008) and The Community Infrastructure Levy Regulations (2010 as amended)

- **Green infrastructure**, including parks and open spaces, sustainable drainage (SuDS) using planting; green and brown roofs; green spaces; biodiversity corridors; tree planting and management;
- **Utilities and waste**, including water infrastructure, flood risk management, energy, digital infrastructure, and recycling and waste.

Any update of this IDP may include additional types of infrastructure, as strategic priorities will be kept under review.

1.4 Structure of this document

Chapter 2 provides the infrastructure planning context. It identifies the challenges and opportunities in delivering infrastructure necessary to meet the needs of Westminster's population.

Chapter 3 identifies the current provision for different infrastructure types and explores future requirements to meet identified needs. This is supported by the infrastructure schedule in Annex 1 which identifies specific projects to meet these requirements. Where possible, the cost, timing and location of projects are included.

Chapter 4 brings together the elements of the infrastructure strategy and identifies priorities. It also identifies a funding gap to meet the requirements for a future review of the Community Infrastructure Levy (CIL) Charging Schedule.

2 Infrastructure planning context

This chapter provides insight into the different challenges and opportunities within the infrastructure planning context. It describes the overarching trends and themes that affect the planning for different infrastructure types, and their delivery. Identifying this will help inform the infrastructure delivery strategy.

Delivering growth

The City Plan seeks to deliver a minimum of 20,685 new homes over the plan period between 2019 and 2040. It also supports business growth by providing at least 63,000 new office-based jobs, and balances further needs and functions. This will be delivered through intensification in the Central Activities Zone and town centres, redevelopment in the Opportunity Areas, renewal in Housing Renewal Areas, commercial-led regeneration and maximising the potential of key development sites. However, given the new operating context and the rise in homeworking since the coronavirus pandemic, there is a need to reassess the demand for office space and office based jobs.

Infrastructure demands may increase in parts of the city as a result of increased development. However, new development will also provide opportunities to provide infrastructure for communities to address shortfalls and meet needs of future communities. This is particularly the case in the Housing Renewal Areas of Ebury Bridge Estate and Church Street as they provide significant opportunities for co-ordinated infrastructure provision. The council is also working with communities and other partners to develop Place Plans for specific parts of the city, providing a comprehensive approach to place and infrastructure.

Infrastructure for Westminster's people

Westminster's population will continue to grow and change. According to pre-pandemic projections³, Westminster's population is expected to grow by 10 percent in 2040 to 284,297. The population is also expected to age and become more ethnically diverse. A growing and changing population may increase pressure on existing infrastructure. There may also be a need for a different type of facilities to respond to changing needs.

Westminster as a place to live, work and visit

In a typical year, Westminster's population increases to 1.1 million in the daytime with the influx of workers, shoppers and tourists. Westminster also has a vibrant night-time economy. It is therefore important to look beyond the impact of residential growth in planning for infrastructure, as workers and visitors create additional pressure on essential services. In addition, infrastructure investment is needed to maintain Westminster as a key visitor destination and improve the business

³ GLA 2016-based Demographic Projections (housing-led) & GLA 2016-based Ethnic group projections (housing-led) – London Data Store

environment. In recent years, Westminster is also experiencing an increase in the numbers of cycle users travelling into and through the city as cycling becomes an increasingly popular mode of transport. It is therefore important to acknowledge the demand this creates for safe and accessible storage.

Resilient infrastructure

Climate change is the greatest challenge of our time. The council declared a Climate Emergency in September 2019. Significant investment in infrastructure is required on the mitigation of and adaptation to climate change, across different infrastructure types. This will require new approaches to infrastructure provision to achieve stronger climate resilience.

The approach to infrastructure planning also needs to be resilient to economic shocks and stresses, such as Brexit. Economic uncertainty and economic downturns can negatively affect development pressure and infrastructure investment.

Infrastructure will also need to be able to respond to the changing needs of the population. Due to the scarcity of land available in Westminster, co-location of facilities will be an opportunity. This can include a range of infrastructure types, as well as private and public facilities. When the use of a space over time has been considered within the design, it will be better able to respond to changing needs. There is an opportunity to consider sustainable alternatives for spaces that are presently used for cars.

Funding infrastructure

Many services are under pressure to maintain and enhance their provision due to lack of investment. In new developments, infrastructure investment often needs to compete with the provision of (affordable) homes. As a result, infrastructure funding is not proportionate to the homes that need to be created. Providing infrastructure to address the impacts of new developments is therefore a challenge, let alone investment to address existing gaps in provision.

Working with partners

A range of infrastructure providers operate in Westminster. Some services are provided by the council whilst others are provided by public sector organisations or private businesses. The IDP seeks to bring infrastructure requirements across a range of infrastructure types together to provide a comprehensive plan for infrastructure over the City Plan period up to 2040.

Delivery partners take a different approach to infrastructure planning, and not all plan for it over such a period. Instead they prepare strategies for a shorter period or provide infrastructure on a reactive basis. Not all infrastructure providers have responded to information requests for this IDP. It is therefore challenging to establish a long-term strategy for every infrastructure type in this IDP. Continued and co-ordinated engagement with delivery partners will be required to meet the infrastructure challenges in Westminster. The IDP will therefore regularly be updated as we receive updates from partners.

Monitoring

As of September 2019, Local Authorities that collect and spend developer contributions are required to publish an annual Infrastructure Funding Statement (IFS). The IFS will contain all developer contributions that have been collected and spent within the last financial year, and clearly communicate the decision-making processes that govern the spend of developer contributions. While the IFS will be an independent document, it will set out how developer contributions will be allocated within the next financial year, and this will be informed by the infrastructure priorities set out in the IDP.

Supporting Economic Recovery

Like many parts of the UK, the ongoing COVID-19 pandemic has created new and unprecedented challenges for Westminster and the council is exploring avenues to mitigating these challenges and supporting a recovery through responsive infrastructure planning. This will include exploring way in which infrastructure can be leveraged and delivered to stimulate economic growth by creating safer spaces for people to move through our city and to do business.

3 Westminster's infrastructure requirements

This chapter describes the infrastructure planning context for each of the infrastructure types. It describes the key delivery partners, plans and strategies, and assesses future needs. This is linked with the Infrastructure Delivery Schedule in [Appendix 1](#), which lists detailed projects to be delivered over the City Plan 2019-2040 period, with a particular focus on the first 5 years.

3.1 Public realm and transport

Transport for London (TfL) manages the Transport for London Road Network (TLRN) and operates most types of public transport including London Underground, London Overground, bus, Thames piers and London Cycle Hire services. TfL is also licensing authority for many express coach services, River Boat Services and the tour bus routes and works closely with Network Rail and the Train Operating Companies in respect to main line rail services that serve or terminate in Westminster. The council is responsible for the Westminster Strategic Road Network and Local Roads, and most of the footways across the borough. The mainline rail termini in Charing Cross, Marylebone, Paddington and Victoria are managed by Network Rail. Marylebone Station is the responsibility of the train operating company Chiltern Trains. In transport infrastructure planning, the council will prioritise air quality, reduction in vehicle flows, road safety, and promoting walking and cycling where possible.

The Mayor's "Transport Strategy" (Mayor of London, 2018) sets out the Mayor's transport vision for London up to 2041. Amongst its key objectives that concern major and long term objectives It also calls for the provision of short term aims such as TfL's 'Healthy Streets' that encourages walking and cycling and includes a target for all trips within Central London to be undertaken on foot, cycle or by using public transport by 2041, e.g. to 80% in Westminster. The rate for Westminster was 82% for the period 2014/15 to 2016/17 and is projected to be 89% by 2041 (source TfL

2018). The council's Local Implementation Plan 2019/20 to 2021/22 (LIP) sets out how the Mayor's "Transport Strategy" is implemented in Westminster. Due to the financial circumstances created by the ongoing coronavirus pandemic, LIP funding is currently being withheld by TfL. Another key aim of the City Council's objectives is to reduce the number of Killed and Serious Injury casualty related collisions on its highway network a first step of which was the recent decision to implement a 20mph borough by the end of 2020.

The transport network and public realm in Westminster has steadily evolved over recent years. This includes the completion of a range projects by the council and TfL including: Piccadilly Two Way, Baker Street Two Way and Bond Street Major Schemes; the completion of the Accessible Bus Stop Programme; the completion of the Victoria Street and Buckingham Gate Diagonal Pedestrian Crossings; the upgrade of Car Club bays with Electric Vehicle charging points; an uplifted programme of cycle hangars across our residential areas and successful trial of a cycle hangar in a residential street has led to an installation of 45 hangars across Westminster and growing and the continued upgrade of green man pedestrian crossings with pedestrian countdown units, amongst other projects.

3.1.1 Public realm

Westminster's public realm will be transformed over the City Plan period, including through ambitious projects as [Oxford Street District](#), [Strand/Aldwych transformation](#) and improvements to the Thames riverside proposed schemes.

The council is preparing Place Plans for several parts of the city, seeking to improve the public realm amongst other functions in an integral way and in collaboration with partners. These include Soho, Harrow Road, Paddington and Victoria, amongst others.

The council also works closely with developers in public realm improvements related to specific developments. An update of the Public Realm Strategy SPD, which provides guidance for developers and contractors, is anticipated. There is an opportunity to work with local businesses, freight, delivery and waste collection companies to help realise a much-needed reduction in delivery vehicle movements across central London as well as linked aims to make our roads safer and less affected by poor vehicle borne emissions.

3.1.2 Public transport

With the planned arrival of the Elizabeth Line to Tottenham Court Road, Bond Street and Paddington stations, station improvements and public realm investment are taking place to cope with increased passenger numbers. The proposed Crossrail 2 is expected to cover Victoria and Tottenham Court Road stations, if it receives formal approval from the Government. In addition, upgrades to London Underground lines are being anticipated. The council will continue to work with Transport for London on the anticipated re-modelling of Victoria Coach Station and any displacement of express coach services to other parts of London.

3.1.3 Walking and cycling

[Westminster's Walking Strategy \(2018\)](#) aims to increase the percentage of daily trips that residents make on foot from the current 84% to 92% by 2027. The LIP includes

several programmes and projects to improve the walking environment, including through Legible London pedestrian signs, road safety schemes and air quality improvements. New development can also contribute to improving the walking environment, as set out in the City Plan.

[Westminster's Cycling Strategy \(2014\)](#) sets out a vision for a better cycling environment in the city. A number of strategic cycle routes exist in Westminster, including the London Cycle Network, Cycle Superhighways, Quietways and the Thames Cycle Route. The LIP seeks continued investment to expand and enhance cycling networks, making sure they are safe, intuitive and well-integrated with other infrastructure. Development is also expected to improve the cycling environment in line with City Plan policies.

3.1.4 Highways and bridges

The council supports initiatives to reduce emissions from transport and reduce congestion on the Westminster Road Network, including congestion charge and the Ultra-Low Emission Zone (ULEZ) that cover large parts of the city. City Plan policies seek to reduce dependency on the car, promote technological innovation in transport and improve freight and servicing arrangements, which development should comply with.

The transport infrastructure in the City of Westminster is of local and national importance and in order to fulfil its potential as a transport hub, it is crucial that the highway network is adequately maintained. This includes not just carriageways and footways, but also bridges, street lighting, signage and other highway infrastructure assets.

The highways network suffers from substantial traffic flows, affecting surface condition at a fast pace. The LIP includes a programme to re-surface sections of principal roads however in recent years this has been used to cover TFL overspends in other areas so has not led to an allocation for the City Council.

The City Council delivers planned maintenance of its highway assets through its Planned Preventative Maintenance (PPM) programme. This is an annual programme of works that includes work to carriageways, footways, bridges, street lighting and drainage assets. This supplements the reactive maintenance service which includes small scale repairs such as pothole filling and fixing small areas of defective paving as well as the routine maintenance service which includes activities such as gully cleansing and painting of street furniture.

The City Council is working with its suppliers to measure the environmental impact of the materials and methods that are used to deliver highways works in the city. We are committed to bringing our carbon footprint down significantly with the use of carbon efficient materials such as recycled asphalt and by using sustainable methods of working to support the City Council's ambition to be carbon neutral by 2030. The highway street lighting plays an important function in shaping Westminster's cityscape after dusk. This is particularly important for our evening and night-time economy as artificial light enables a more secure environment throughout the hours of darkness by creating a sense of safety and legibility for residents,

businesses, workers, and visitors alike. The Westminster Master Lighting Plan 2020-2040 and supporting guidance documents lay down a strategic approach to manage the use of artificial light across the city. Getting the approach right through a co-ordinated use of artificial lighting supports our night-time economy and enhances the environment for residents, tourists, workers and businesses alike.

The current rollout of LED lighting aims to greatly reduce the carbon and energy usage of the circa 15,000 streetlights, due for completion in 2022. This initiative will also include the remote monitoring of the lights with a central management system that can remotely adapt light levels for changing vehicle and pedestrian volumes throughout the night and other possible uses of the highway and public areas during the evenings to be flexible to aid social distancing measures as required. To encourage public and road safety as part of the 20mph speed limit, there are opportunities for the de-illumination of some Highways signage where it is a safe to do so.

The council has an opportunity to consider procuring energy and materials, and their delivery and installation in a carbon neutral way. Light columns are also an income source of opportunity for attachments for advertising, electric vehicle charging, festive decorations, hanging baskets and 5G devices amongst others. This is subject to the structural condition of the column to allow such attachments, ensure any advertisement is policy/planning compliant, and the need to future ready columns for these and additional uses.

Changing trends in private car ownerships and preference for alternative modes of travel (walking, cycling, and public transport) is likely to have an impact on parking revenue. In relation to this, there is an opportunity for the council to plan and consider alternative revenue streams to fund maintenance budgets other than parking revenue.

The council's stock of bridges and structures includes a variety of assets including strategic Thames crossings such as Waterloo Bridge and the twin Golden Jubilee Footbridges as well as Hyde Park Corner and Strand Road Underpasses and 4.5 miles of underground pipe subway tunnels. It is vital these assets are maintained and improved to keep the Westminster road network working as efficiently as possible.

The ventilation fans in the Hyde Park Corner (Piccadilly) Underpass are due to be replaced having reached the end of their serviceable life and original from the 1960s when the underpass was constructed. The ventilation fans have an important firefighting role as well as regulating the air quality on a day-to-day basis.

As part of the Illuminated River Project, a privately funded initiative to light London's Thames crossings between London Bridge and Vauxhall with a common lighting palette, Waterloo Bridge and the Golden Jubilee Footbridges will benefit from a lighting upgrade in 2020/21.

3.1.5 River transport

The Port of London Authority (PLA) is the Statutory Harbour Authority for the Tidal Thames and its functions include for the promotion of the use of the river as a strategic transport corridor for London.

The PLA published its “Thames Vision” in 2016 and is publishing further strategies to deliver this. Their ambitions include the promotion of increased activity on and adjacent to the river including for more goods to be transported on the river, more passenger journeys, greater sport and recreation participation on the river and an improved Tidal Thames environment. As part of this, the PLA is specifically promoting the increased use of existing pier facilities by passengers and small freight, and on the provision of appropriate Riparian Life Saving Equipment along the banks of the Thames.

The PLA works with boroughs and developers to deliver these ambitions when development is proposed in proximity to the river.

3.2 Health Services

3.2.1 Health facilities

Central London Clinical Commissioning Group (CCG) commissions the majority of the health services in Westminster from a wide range of healthcare providers, including NHS trusts and GPs. Additionally, West London CCG commissions a small percentage of services with minor differences in the Central CCG and borough boundaries. By April 2021, Westminster will be covered by one or more Integrated Care Organisation (ICO), in line with other areas.

The “[Westminster Health and Wellbeing Strategy 2017-2022](#)⁴” aims to create and lead a sustainable and effective local health and care system. The strategy identifies that the over-85 population will increase by 16% over the next 15 years and while the number of young people will fall slightly, more will be living with long term health conditions, particularly obesity and mental health related conditions.

The strategy also highlights that Westminster has the highest number of rough sleepers who tend to have higher complex physical and mental health needs, and a substantial working and visitor population, as well as a regionally significant night-time economy. All these characteristics place additional demands on the health service, particularly on the acute care sector.

There are tensions in providing a service which meets the needs of an ageing and growing population and its ability to harness the opportunity of new development and

⁴ The Strategy is underpinned by the following strategies:

- [Transforming Care Plan](#)
- [Sustainability and Transformation Plan](#)
- [Like Minded Strategy](#)
- [CAMHS Transformation Strategy](#)
- [Shaping a Healthier Future](#)
- [Out of Hospital Strategy](#)
- [The London Health Inequalities Strategy](#)

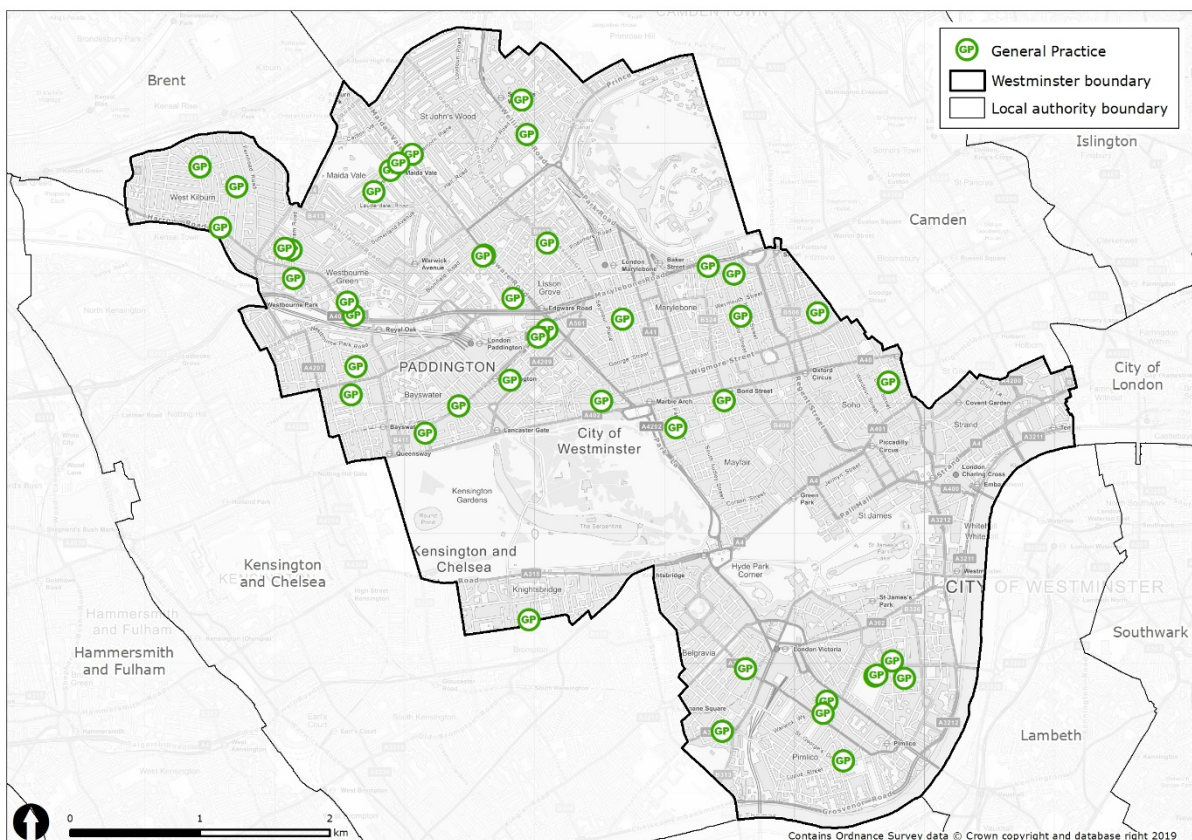
new technologies while reducing health inequalities and improve outcomes for the community as a whole.

Westminster includes over 30 General Practices (GPs) (see Figure 1) which since July 2019 have been brought together within four new Primary Care Networks (PCNs). The PCNs are St John's Wood and Maida Vale, South Westminster, West End and Marylebone and Regent Health.

The major hospital in the borough is St Mary's which provides the only A&E department in the city, with others close by such as St Thomas's. Mental health and community services are provided from a range of sites across the borough. Many of the hospital and community buildings are old and require investment to bring them up to modern standards. The NHS (Imperial College Healthcare NHS Trust) is proposing to redevelop the St Mary's site as number of challenges have been identified. Challenges include 'high risk' backlog maintenance costs, structural issues across the estate that create operational risks, and no room to increase bed capacity.

The capacity of primary care is usually calculated using a benchmark figure of 1GP to a maximum of 1800 patients. Using this benchmark, the borough as a whole has no capacity to accommodate any growth, and at a PCN level each of the four networks have a negative capacity. The pressure is greatest in the South Westminster, St John's and Maida Vale PCNs, followed by Regent Health and then the West End and Marylebone PCN.

Figure 1 General Practices



The “NHS Long Term Plan (2019)” is aiming to improve health provision by:

- Delivering Local Services Hubs to support the shift of services from a hospital setting to a community-based location, this includes the Church Street Health and Wellbeing Hub;
- Aligning estates and technology strategies to maximise the impact of technology to transform service delivery and potential efficiencies in designing new healthcare accommodation;
- Optimising property costs by maximising use of existing space and using technology to reduce physical infrastructure required for service delivery;
- Continuing to identify opportunities for consolidation and co-location of primary care services; and
- Identifying key areas for investment (utilising local Strategic Services Development Plans/estate strategies) to ensure future primary care premises are fit for purpose to support delivery of high-quality primary care.

3.3 Community and Leisure Facilities

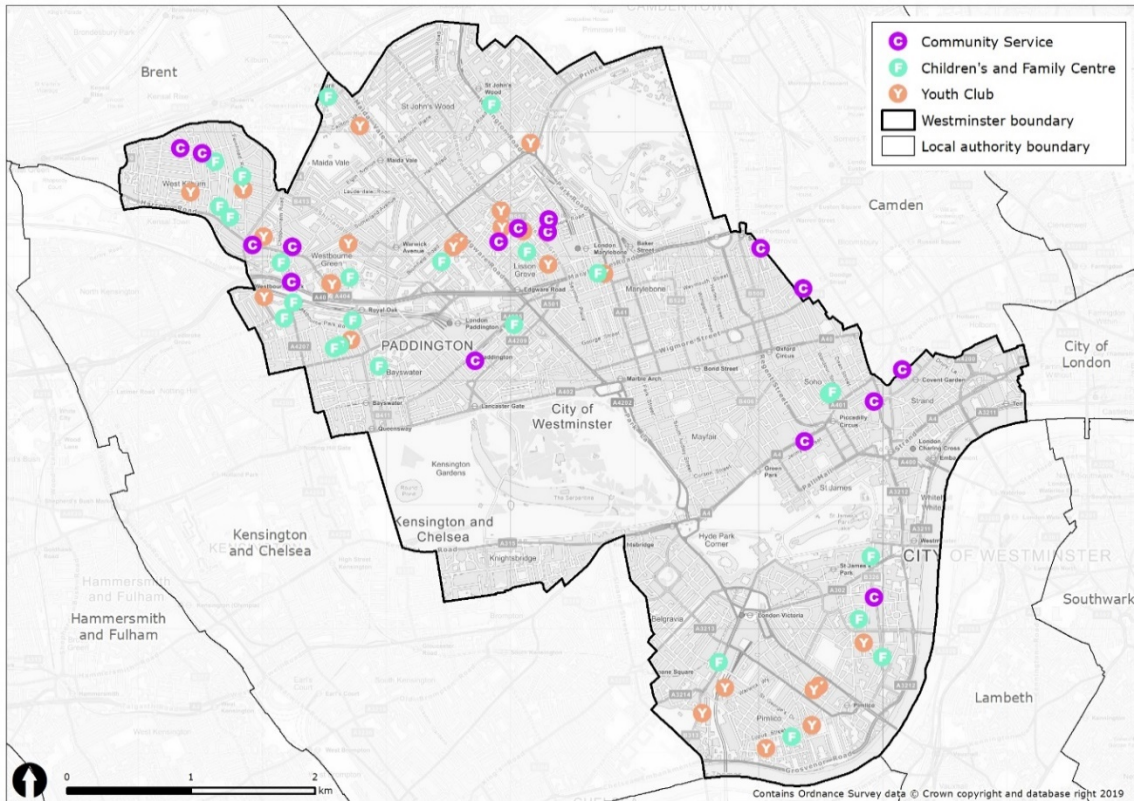
3.3.1 Community and family centres

Community facilities make an essential contribution to the health, wellbeing, development and education of individuals living and working in Westminster. There are substantial health benefits associated with access to community and family centres, including not just physical health, but also better mental health, through increased social interaction.

A range of community and family centres (see Figure 2) can be found in Westminster including:

- 17 community centres;
- 23 Children’s and Family Centres or Hubs; and
- 17 Youth Clubs.

Figure 2 Community services, children's and family centres and youth clubs



The community centres are spaces available to everyone and offer a variety of rooms for hire. They also provide facilities, activities, support and advice for the local community.

The Children's Centres are hubs for parents who have a child aged 0 to 5 years old and they offer free parenting support and guidance on child development, child and family health.

The council is improving the support that families receive in Westminster and, as part of this, it is creating three Family Hubs offering more support and advice that now includes families with children up to 19 years of age.

A Family Centre or Family Hub is a 'virtual' network of providers working with children and young people aged 0 – 19 years, who share a single approach to working with families across a given area or neighbourhood. Family Hubs will bring together early intervention work delivered by the wide spectrum of Early Help services – they range from Children's Services, Health Visiting, School Health, Family Nurse Partnership, Child and Adolescence Mental Health service – as well as links to social work.

The first Family Hub opened at the Bessborough Centre in Pimlico in the summer of 2018 but does need some further work. There are plans to open two more hubs in 2020 hubs at the Portman Centre and the Queen's Park Children's Centres.

Youth Clubs provide facilities for young people, such as multi-purpose sports facilities, sexual health clinics, music studio, dance studio, multimedia room among others depending on the youth club. They also provide a range of activities and

trained staff as well as being a welcoming and secure place for young people to meet others and enjoy time out.

The council recognises that the regeneration project for the Church Street area presents an opportunity to improve health for this and future generations of Westminster residents by addressing the lack of integrated adolescent health care in the Church Street area. A new Civic office with a combined Health and Wellbeing centre is therefore planned in area.

3.3.2 Libraries

The council is working on a new vision for libraries. Libraries help make Westminster a city of opportunity. The ongoing vision for libraries is to be the focal points of the Westminster's communities; promoting reading, encouraging education in a range of forms; on an improved digital offer and focus on supporting local enterprise and the business community and encouraging participation in the rich cultural and community life.

The Connecting Libraries⁵ report on the future of Westminster's libraries focus on the ongoing recognition of the need for services and buildings which are able to continually develop to reflect the changing role of libraries in local society. The aim is to expand current reading, digital and business support programmes, independently and with partners, to help make Westminster a City of Opportunity.

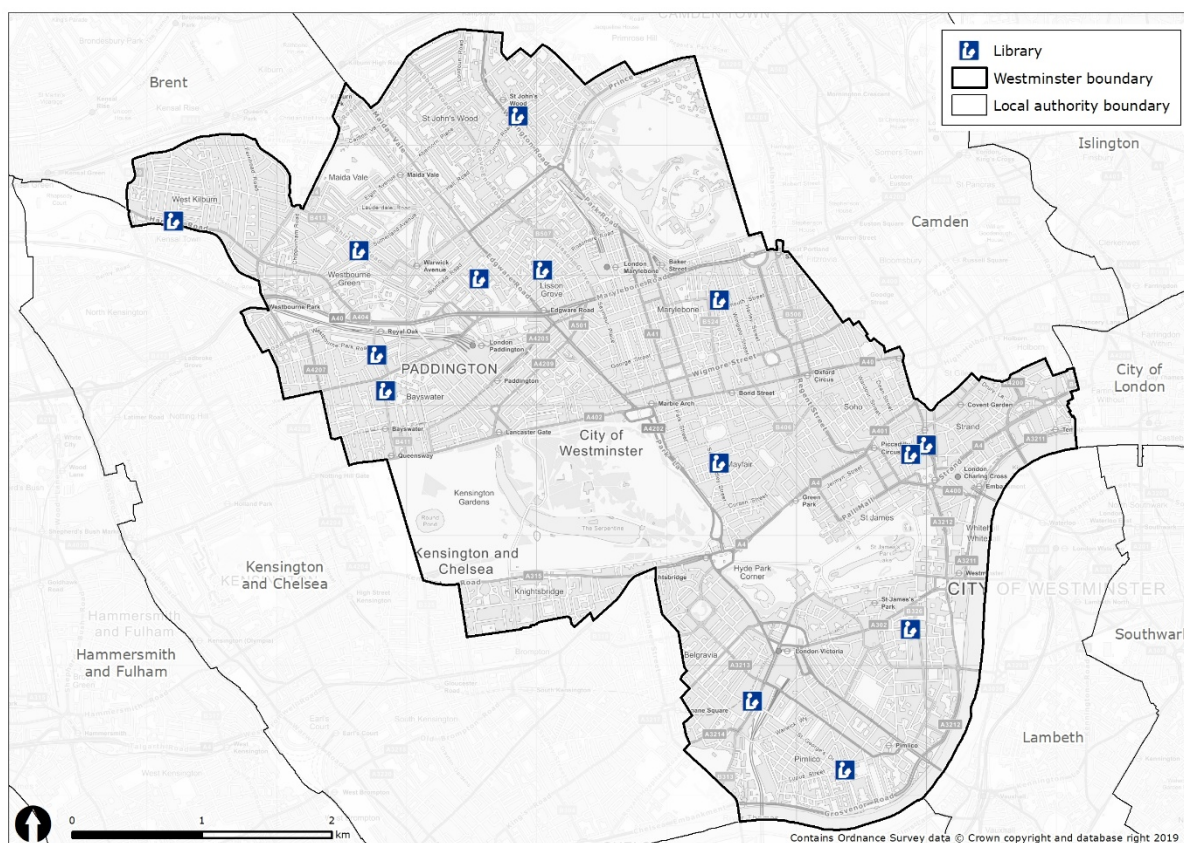
The council currently operates a network of 14 libraries (see Figure 3). However, Westminster residents who have a library card also access the Royal Borough of Kensington and Chelsea and Hammersmith and Fulham council libraries. This means that they can make use of a full range of facilities at any of the 21 libraries across the three boroughs.

Two library sites (Church Street and Marylebone Library) are set to be re-provided. The regeneration plans in the Church Street area allow for a purpose-built new library to be included. The relocation of the new Marylebone Library will be in the Seymour Leisure Centre and it will be a new modern facility.

Figure 3 Libraries

5

https://www.westminster.gov.uk/sites/default/files/20190328_final_independent_libraries_review_report_1.pdf



3.3.3 Cultural facilities

The council's "[Cultural Strategy 2020-2025](#)" demonstrates Westminster City Council's commitment to culture as part of its City for All delivery. In its role as broker and facilitator, the council wishes to enable Westminster residents of all backgrounds to benefit from the exciting cultural opportunities on their doorstep to enhance personal wellbeing, civic engagement and access to creative careers. Ensuring cultural infrastructure and create placemaking are also an integral part of the City Plan and the council's regeneration and public realm schemes.

The Mayor's Cultural Infrastructure Map⁶ is a helpful tool for developers to understand existing cultural infrastructure provision.

The council may prepare a Local Cultural Infrastructure Plan to set out how it will maintain, enhance and diversify the cultural offer in Westminster.

3.3.4 Sport facilities and play space

Sports centres, playing pitches and all type of play spaces provide opportunities for physical activity and leisure that contribute to a healthier community. In Westminster, a large number of sports centres and play spaces are publicly owned but a wide range of privately-owned facilities and spaces also contribute to the offer.

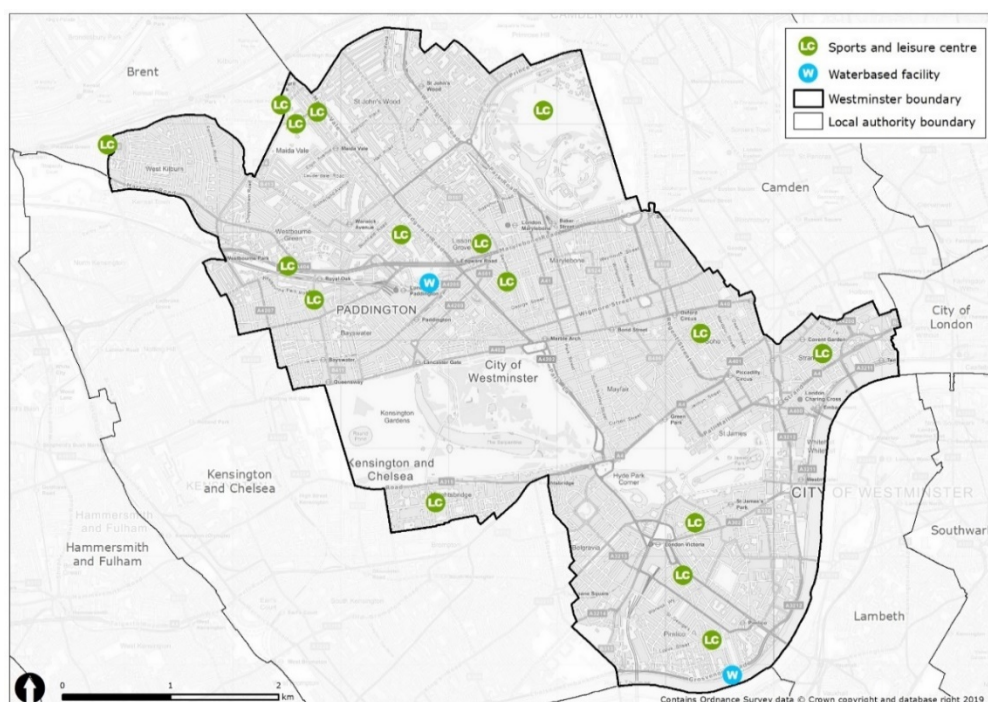
⁶ <https://www.london.gov.uk/what-we-do/arts-and-culture/cultural-infrastructure-toolbox/cultural-infrastructure-map>

The council has a working relationship with Everyone Active which manages the council’s sports centres but also with other partners such as the Football Association, the Premier League and Sport England among other partners.

At the moment, Westminster has:

- 58 park based physical activity, leisure and sport facilities;
- 16 physical activity, leisure and sport centres (see Figure 7);
- 21 estate based physical activity, leisure and sport facilities;
- 6 swimming pools; and
- 1 outdoor learning facility (Sayers Croft in Surrey).

Figure 4 Sports and leisure centres



The “[Active Westminster Strategy 2018-2022](#)” (WCC, 2018) provides a framework on how the council will activate the city, lives and neighbourhoods through three strategic themes: “ActiveCity”, “ActiveLives” and “ActiveNeighbourhoods”. The strategy aims to achieve active lives through daily neighbourhood activities and wants to achieve it through planning, places, spaces and events that encourage people to be physically active, where, when and how they choose.

Sports and leisure related built facilities are important assets that help deliver the council’s vision for an Active Westminster. The council is currently working on a series of strategies and plans that will identify current provision across the city but also identify future needs and potential projects. These include:

- An emerging “Built facilities strategy”;
- A “Playing pitch strategy” that will also cover playgrounds; and
- A “Local football facility plan”.

The City Plan (see policy 17) supports the protection of existing facilities and improvements to the current provision when the infrastructure serves an identified need. These includes sports and leisure facilities but also swimming pools, outdoor playing pitches and multi-use games areas. Sports and leisure centres are not the only types of infrastructure that will help deliver an Active Westminster. Outdoor play space also contributes to it. In this sense, the City Plan also promotes and protects children’s playgrounds and the delivery of play space, both as part of new developments (see policy 34) and across the city, especially in areas of identified Play Space Deficiency (see Figure 7).

The council’s vision and infrastructure requirements for sports, leisure and play infrastructure align with the Mayor’s and with the information in the “Shaping Neighbourhood: Play and Informal Recreation” (Mayor of London, 2012) Supplementary Planning Guidance document.

This IDP will be updated to reflect future emerging infrastructure needs once the council publishes its new strategies.

3.3.5 Affordable workspace

The London Plan defines affordable workspace as commercial space with rents maintained below market rates for specific social, cultural or economic development purposes. Typically, it is shared flexible workspace managed by a workspace provider.

The City Plan (see policy 13) encourages affordable workspace. The City Plan specifically recognises the role of affordable workspaces in enhancing job opportunities in areas of deprivation and supporting growth of small start-up businesses. It particularly encourages affordable workspace in the North Westminster Economic Development Area and commercial areas of the city.

The City Council has an enterprise space programme which alongside the encouragement of affordable workspace in the City Plan is a strategic response to the following issues:

- loss of affordable workspace (particularly secondary offices and within the cultural economy);
- insufficient volume of affordable workspace, particularly small offices, even when taking into account new flexible workspace options provided by the market;
- affordability of commercial space being a major barrier to starting, sustaining and growing a business in Westminster;
- low levels of employment space and entrepreneurship in areas of deprivation within the city.

“Enterprise space” is a term the City Council uses for highly supportive affordable workspaces that include business support, peer-to-peer support, enhancing local employment and self-employment opportunities and community social value activity.

The City Council’s enterprise space programme aims to help more businesses in the City of Westminster to have the right environment and support by catalysing new

enterprise space. As such businesses are supported to be more resilient, accelerate growth and benefit communities.

The council enables new enterprise space through supporting developers to bring forward strong affordable workspace proposals with optimal community benefits as well as creating enterprise space in council owned buildings and providing discretionary funding for new workspaces.

To date the council has catalysed 11 enterprises spaces, 8 of which are still in operation offering 180,000 square feet of employment space. These spaces include Somerset House Studios, Huckletree Soho, Ebury Edge, Pop-Hub Leicester Square, and Great Western Studios. Going forward the council aspires to support the catalysation of at least one new flagship enterprise space each year. Example projects include a community business school at 470 Harrow Road, micro-retail and flexible workspace at the Church Street Triangle and a new maker space in the North Westminster Economic Development Area.

3.3.6 Cemeteries

The council operates three cemeteries that provide burial space, namely East Finchley (formerly St. Marylebone cemetery), Hanwell (formerly City of Westminster cemetery) and Mill Hill (formerly Paddington New Cemetery) cemeteries. All three cemeteries are located outside of the city.

Each of the cemeteries holds Green Flag status, recognising the additional role they play in providing valuable open space and green space. The East Finchley cemetery also accommodates a crematorium which is privately run.

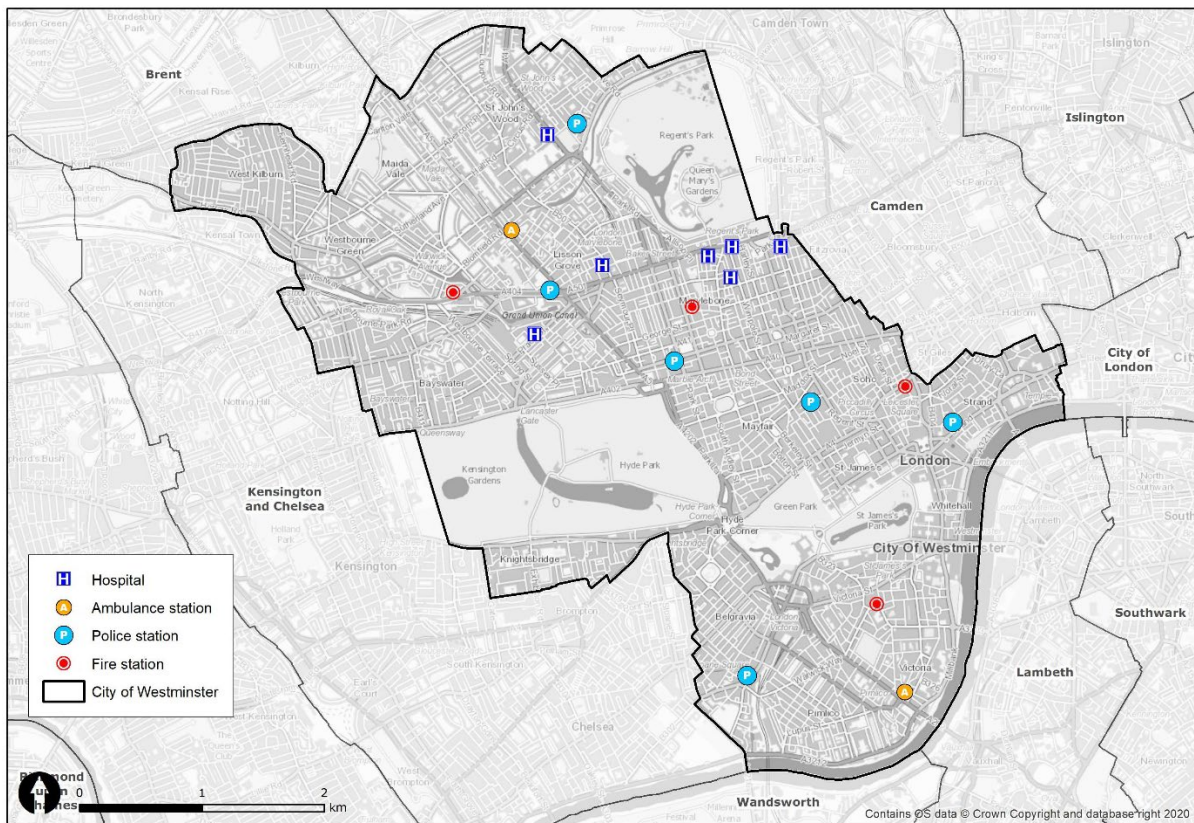
The Mill Hill has additional spare capacity to accommodate burials at multiple faiths. Improvements to East Finchley and Hanwell cemeteries are underway to create additional burial space. This will provide sufficient future capacity across faiths to meet the needs of Westminster residents.

3.3.7 Emergency services

The London Ambulance Service, the Metropolitan Police Service and the London Fire Brigade are therefore working together to make London safe and deal with all types of incidents, and sometimes share facilities.

The council takes a partnership approach to reduce the risk and harm of crime and anti-social behaviour, focusing on protecting the most vulnerable within our communities as set out in the “Safer Westminster Partnership Strategy 2017 – 2020”.

Figure 5 Emergency services



The Ambulance Service

Westminster Group is the NHS London Ambulance Service (LAS) business unit for service delivery in Westminster. The LAS operates two different types of services: Accident and Emergency care and Patient Transport Services.

The LAS currently comprises two stations in Westminster (see Figure 4). The main station is in the south of the city (close to Pimlico Station) and a large satellite station can also be found in St John's Wood (close to Edgware Road) from which twelve ambulance assets are deployed at any one time. According to recent data provided to the council by the LAS, both stations have been identified as being at or over capacity for the number of assets deployed with mild to moderate overcrowding taking place (the risk has been identified and is therefore being managed).

The London Ambulance Service “A world class ambulance service for a world class city Strategy 2018/19-2022/23” sets out the LAS’s key challenges and explains how the service will manage increasing demand for ambulance services in London between 2018 and 2023. The LAS faces increasing demand for urgent and emergency care for a wide range of factors including the increasing population, the aging population, the increasing number of people critically ill and the way that patients are accessing the health system. Moreover, London and Westminster receive a large number of visitors and commuters, increasing accordingly the

demand. The LAS has recently reviewed demand for their services (April 2019) and new rosters are being developed to match it.

The strategy also explains how the service is undergoing change, is rethinking the way it delivers services and works with partners. It details how the service aims to treat more people on-scene and in the community closer to home, deploy a wider mix of professionals and use a wider range of response vehicles by better matching the vehicle to the incident.

The strategy does not provide Westminster-specific detailed information. However, the LAS is currently reviewing the LAS Estates which may include Westminster-specific infrastructure requirements. This IDP will be updated to reflect emerging infrastructure needs.

The Fire Service

The London Fire Brigade (LFB)⁷ reports to the London Fire Commissioner and the London Fire and Emergency Planning Authority. The LFB provides fire, rescue and community safety services across Greater London among other services.

The LFB currently comprises two stations in Westminster (see Figure 4), one in Soho and one in Paddington which are operated 24 hours a day, 365 days a year. Fire stations and vehicles work across local authorities and it is therefore difficult to assess the adequacy of the service at a local level.

The London Fire Commissioner published in 2017 a London Safety Plan which sets out the key challenges that the organisation is facing, and sets out the brigade top priorities for the period 2017/18 to 2020/21. The LFB's goal is to make sure incidents are quickly managed when they occur but also prevent fires and other emergencies from happening to make London the safest global city.

In relation to their Estates and assets, the plan explains that the LFB is reviewing its Estates Strategy "to invest in stations that present the best options for the future based on modelling work" and respond to new risks such as terrorist threat, climate change and the increased risk of flooding and population growth (as explained in the Asset Management Plan 2017). This may imply major works to existing stations, the relocation of stations, the conversion of stations into community hubs or the co-location with other emergency services providers. This IDP will be updated to reflect future LFB emerging infrastructure needs that affect Westminster.

The London Fire Brigade is a statutory consultee as part of the Building Regulations process and developers are encouraged to engage with the LFB early on in the planning process.

The Police Service

The Metropolitan Police Service (MPS) delivers policing in Westminster and reports to the Metropolitan Police Authority. The Metropolitan Police's main focus is on day-to-day crime and disorder issues. The "Police and Crime Plan 2017-2021" explains

⁷ The London Fire Brigade has not been able to confirm the accuracy of this text.

how policing is a changing job and which are the MPS key challenges. These include, among others, the threat of terrorism, the increasing number of reports of domestic abuse, rape and sexual offences, the increasing knife crime and youth violence, human trafficking and property crimes. The Plan also sets out the MPS key priorities which include the restoration of neighbourhood policing (putting Dedicated Ward Officers at the heart of policing), taking a new approach to high-harm crimes and vulnerable people and ensuring the service uses the most advanced technology possible

The services provided by the Metropolitan Police are very localised and police stations and police officers are therefore located across Westminster. The MPS currently comprises a main police station in Westminster located in the West End, the Charing Cross Police Station, which is accessible 24 hours a day (see Figure 4). The front counters at the Belgravia Police Station and the West End Central Station have now been closed.

The plan also details how targets help measure the performance of the service in solving incidents. However, it acknowledges that the service is currently reviewing its monitoring framework and moving from numerical targets to a new approach that will help them focus “on measuring things that really matter to the safety of Londoners and that paint a more accurate picture of how safe and confident London is”.

Although the MPS has not published or provided the council with Westminster-specific data on performance, demand and adequacy of supply, the MPS has identified the Warwick and Churchill Wards as locations in particular need of Dedicated Ward Offices (DWOs). DWOs are not public facing offices, but locations mainly used by officers at the beginning and the end of their shifts and can be situated in a “back of house location”. The MPS will therefore liaise with developers to arrange on site delivery of DWOs in major developments referable to the Mayor of London and, especially within the wards identified as having a particular need. Proposed development in adjoining wards might be acceptable if they are within a 20-minute walk time of one of the above wards.

As the number of homes, jobs and people visiting Central London increases, the Metropolitan Police have indicated that they may not only require new DWOs, but they may have other infrastructure needs such as vehicles, mobiles, CCTV technologies among others.

As recognised by Policy 44 of the City Plan, the council and the MPS will continue to work together as part of the planning application process to “ensure that potential security-related vulnerabilities have been identified, assessed and, where necessary, addressed in a manner that is appropriate and proportionate”.

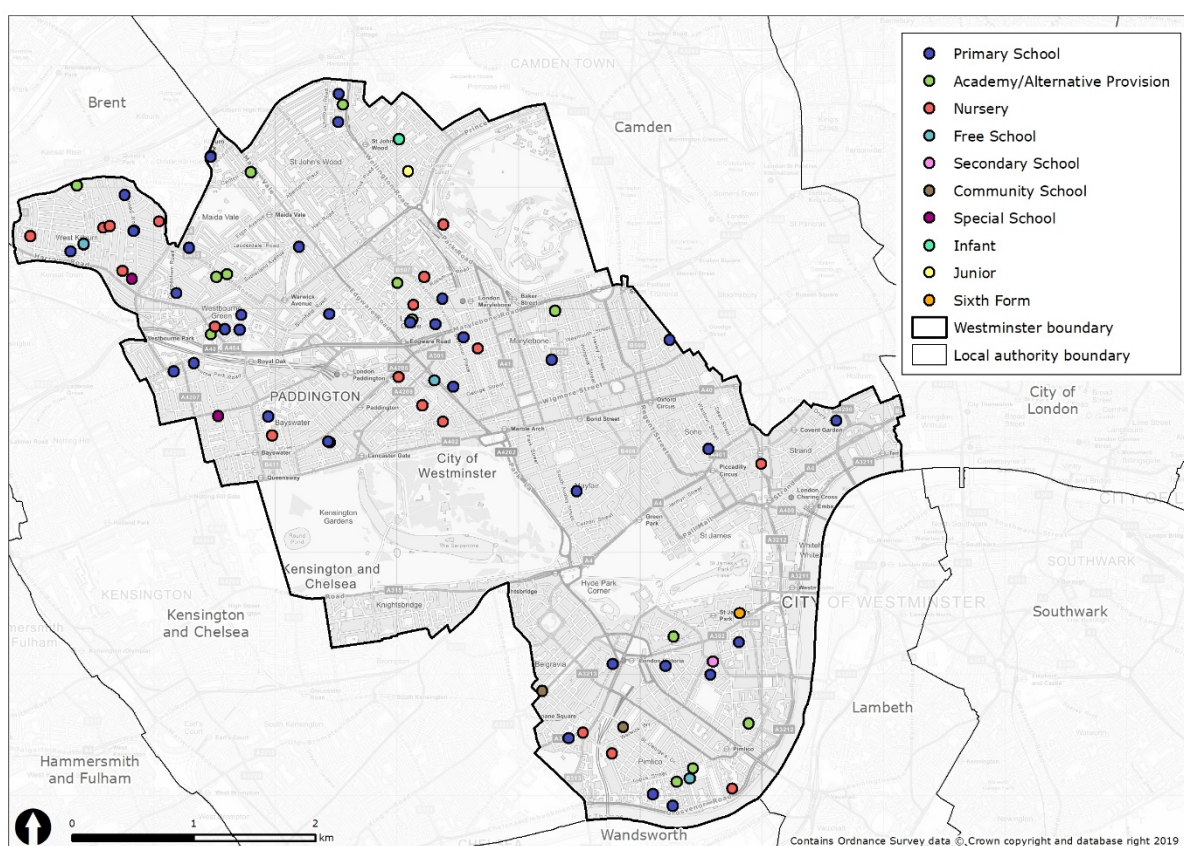
3.4 Education

The “School Organisation and Investment Strategy”⁸ (WCC, 2018) provides a framework on how the council will support the provision of new expanded primary and secondary schools and further education facilities, to meet the needs of changing population and enhance education provision. This strategy document is updated annually.

At the moment, Westminster City Council manages (see Figure 5):

- Four nurseries;
- 41 primary schools; and
- 11 secondary schools

Figure 6 Education infrastructure



3.4.1 Early years provision

There are several types of facilities that provide care and education for ‘early years foundation stage’ which caters for children from 0 to 5 years old. These types of facilities are as follows:

- Early education or pre-school services (4 to 5-year olds);
- Reception classes in primary schools;
- Nurseries;
- Nursery classes in primary schools (3 to 4-year olds);

⁸https://www.westminster.gov.uk/sites/default/files/wcc_sois_2018.20.10.18.pdf

- Out of school clubs; and
- Registered individual childminders.

The Nursery Education Grant continues to fund the universal Early Years Education hours for three- and four-year olds for up to 15 hours a week. To be eligible, a child must attend a maintained nursery school or class, a private nursery registered with Ofsted, a private or voluntary playgroup registered with Ofsted, an independent school registered with the Department for Education and Skills, or an accredited childminder registered with Ofsted.

There are currently 1,262 early years places within in the city. The council does not currently have information on whether more places are needed. This IDP will be updated when this information becomes available.

3.4.2 Primary and secondary education

There are 41 primary schools with c10,000 school places and 11 secondary schools with c8,000 school places in Westminster City Council. The council's School Organisation and Investment Strategy (2018) (SOIS) aims to provide sufficient school places to respond to changes in demand.

There have been several projects for primary schools in the last ten years to address the shortage of places that were projected from 2010 and came to fruition for a period of 3-4 years until demand dropped significantly. In addition, the new Marylebone Boys School, providing 600 places, has now opened in its new building at Paddington. The new Sir Simon Milton UTC has also opened in Victoria providing an additional 200 places in Years 10 and 11.

Current pupil projections (GLA, 2018) indicate a decline in demand for primary school places, and a limited demand for additional secondary school places in Westminster. There are also significant cross-border movements, with Westminster being a net importer of school places. The SOIS concludes that there are sufficient primary school places in Westminster to cope with future changes in demand. The recent focus has been on the provision of sufficient secondary school places through a secondary school expansion programme which will be completed in 2021. This programme was funded through development contributions and Basic Need funding from the Department for Education.

The council will continue to review the capacity of school buildings and sites in order to create scope for temporary and permanent solutions. Demand will continue to be monitored as pupil projections are updated by the GLA and other studies, and additional capacity planned for in accordance with the annual School Organisation and Investment Strategy.

3.4.3 Special education needs and disabilities (SEND)

The demand for places for pupils with special education needs and disabilities (SEND) has risen by 22% since 2010 in London according to the report 'Do the Maths 2017' (London Councils). Pressure on SEND places has been compounded by rapidly changing characteristics of SEND pupils. Needs are becoming increasingly complex, requiring more specialist provision. In January 2018, there

were 1,035 resident children with Education, Health and Care plans (EHCs) in Westminster.

The council's strategy for SEND includes investment in local specialist and mainstream provision, as part of the Local Offer, thereby reducing reliance year on year on the independent and non-maintained sector.

3.4.4 Adult, further and higher education

There are 12 school/academy, six 6th form, four Further Education Colleges, and one skills development centre within Westminster. Together they offer a broad range of courses at all levels for 16-19-year olds, giving progression routes to Higher Education, training and employment. The council also operates the [Westminster Employment Service](#) (WES) which supports the unemployed residents access training and employment opportunities required to upskill and lead independent lives.

Westminster is also home to a large number of universities including the London School of Economics, Imperial College, King's College London and the University of Westminster, that offer undergraduate courses, postgraduate courses and professional and short courses. These universities also provide research programmes that make a real difference to the world with some of them offering research and innovation for business.

As recognised by Policy 18 in the City Plan, these universities provide a significant source of employment and contribute towards a highly skilled workforce and these institutions are likely to need to upgrade, and / or provide additional teaching and research facilities over the upcoming years to satisfy the demand.

3.5 Green Infrastructure

Green infrastructure is the network of multi-functional green space and other green features which can deliver improved quality of life and environmental benefits for Westminster's communities. Westminster's open and green spaces (including the Royal Parks) together with a large number of green features such as green roofs, green walls and trees make Westminster a greener and healthier place. They are not only relevant at a local scale but also contribute to London's National Park City status.

3.5.1 Open space

The document "[A Partnership Approach to Open Spaces and Biodiversity in Westminster](#)" (2019) identifies an 8.9 square mile area as open and green space in Westminster. The council's "Greener City Action Plan 2015-2025" (WCC, 2018) sets out how the council will continue to work to improve Westminster's green spaces and maximise the associated benefits including improved mental health, increased physical activity and fitness, reduced air and noise pollution, increased social capital, reduced social isolation and reduced crime.

Open space in Westminster⁹ is both publicly and privately owned (see Figure 6) and it is therefore vital that the council works together with its partners to maintain and when possible enhance it. The Royal Parks provide a large proportion (close to 80% of Westminster's green space) of the green open space, but a wide range of other partners also manage over 200 identified parks, squares gardens and other open spaces across the city, ranging from large, multi-functional areas such as Paddington Recreation Ground to small ornamental gardens, squares and 'pocket parks'. Westminster's also benefits from and contributes to a wide range of other open spaces such as:

- The river Thames and the Regent's Canal
- The council's three cemeteries
- An outdoor education and activity centre at Sayers Croft in Surrey.
- The Lee Valley Regional Park.

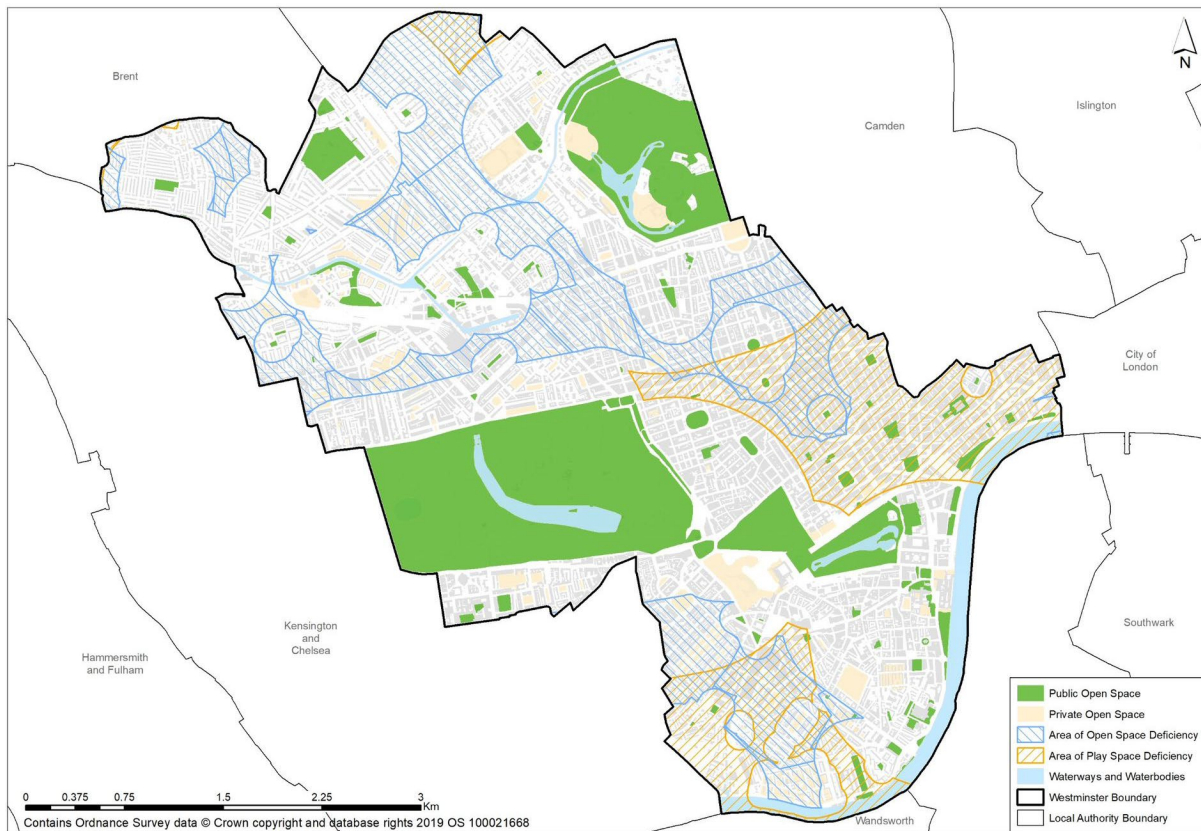
In terms of provision, Westminster offers 2.17 hectares of space per 1,000 resident population which is above the national average. This overall level of provision has not changed significantly since the last full audit, a decade ago. These assets are supplemented by the five Royal Parks and that are designated as Metropolitan Open Land. The quality of the provision is high as Westminster's parks and gardens achieve a total of 27 Green Flag awards between them.

However, only 57% of the audited spaces are openly accessible to the public and some areas have clear open space deficiencies including Abbey Road ward, Warwick ward, Marylebone and the very central West End (see Figure 6).

⁹ See "City of Westminster Open Space Strategy Mid-Point Update Site Audits, Survey & Consultation Report" (2016).

Further information can be found in the council's "City of Westminster Open Space Strategy Mid-Point Update Site Audits, Survey & Consultation Report" (2016)

Figure 7 Open Space and Play Space Deficiency



City Plan policies protect Westminster's green infrastructure and open space and aim to maximise its environmental, social and economic value. Although the provision of open and green space is considered good in parts of the city, it is necessary to deliver more open space, with an emphasis on public access and visibility wherever this is achievable and, very especially, in the identified areas of deficiency. The council will therefore require major developments to provide new or improved public open space and play space.

3.5.2 The Royal Parks

The Royal Parks charity manages parks, gardens and open spaces across the capital. Most are in Westminster which is home to five of London's eight Royal Parks: Kensington Gardens, Hyde Park, The Green Park, St James's Park and The Regent's Park together with other open spaces including Victoria Tower Gardens.

The charity has a high-level Strategic Plan which set out its overarching priorities, reflecting its charitable objects. The plan is currently being reviewed and will look ahead to the next five years. In addition, there is a wide range of strategies and policies that support the strategic objectives including park specific management plans. Work on a new Movement Strategy focussing on transport related issues is well underway.

Given the size and complexity of the built element of the Royal Parks estate, there is a significant maintenance liability and key infrastructure challenges that the charity faces and keeps under constant review. The charity is also reviewing projects that may release some sites for public use through new commercial activities that would be ancillary and essential to a park.

Although the Royal Parks is the main provider of open space in the city, the council makes no direct contribution to the funding of the parks. Most of the money is raised through commercial activity including events, catering and licensing. Just under 25% is funded via the Treasury by way of a contract for services.

3.5.3 City greening

Trees, green walls and green roofs also contribute to Westminster's green infrastructure. All green features contribute to the green infrastructure network and provide other functions such as shade, drainage, form green corridors and reduce air pollution. They also contribute to improving biodiversity and help mitigate climate change. The forthcoming publication "Green Infrastructure Strategy" will set out the council's ambitions in terms of city greening.

As set out in the council's "[Greener City Action Plan 2015-2025](#)" (WCC, 2018), the number of green walls and roofs in Westminster is steadily increasing, "creating more green space aiding air quality and biodiversity, as well as making people feel happier".

Trees on the streets, in other publicly owned spaces and on private land should be retained and protected wherever possible. Where this is not possible, appropriate funding will be required to provide adequate replacement tree planting and management to ensure that canopy cover of the city is maintained and increased.

The council will continue to work with developers (and make use of Section 106 and CIL moneys) and the Mayor of London to maintain Westminster's green features and ensure it contributes positively to the city's green network and townscape.

The council therefore relies on developers and partners to further green the city. City Plan policies require major developments and partners to contribute, when possible, to the greening of the city by incorporation trees, green walls, green roofs, rain gardens and other green features.

The council has committed through the "A Partnership Approach to Open Spaces and Biodiversity in Westminster" strategy to make a positive contribution to Westminster's greening when possible and, especially, to tree planting. The council will, for instance, use the government's Urban Tree Challenge Fund to plant new trees. The council will always also consider green infrastructure as part of all its major place-shaping projects and regeneration strategies and help deliver ideas like the Church Street Green Spine. For example, the council is trialling the concept of 'living pillars'; this is where green infrastructure is added to existing street furniture such as streetlamps/lights. If this is received well by communities, it is something the

council can consider rolling out permanently. The council will also continue to support partners and external projects such as the Wild West End project¹⁰.

3.6 Utilities and waste

3.6.1 Water supply and wastewater

The water and wastewater company in Westminster is Thames Water. Thames Water's draft "Water Resource Management Plan (WRMP) 2019" sets out how it manages demand for water in the region for an 80-year period between 2020 and 2100.

Westminster and the wider region are classified as an area of serious water stress by the Environment Agency. The WRMP therefore sets out targets to reduce water consumption. This is supported by the London Plan and City Plan which promote resource efficiency including water efficiency and require new developments to meet optional building requirements.

Thames Water does not envisage that additional strategic infrastructure will be required in Westminster to accommodate future growth. New developments will generally be more water efficient than existing developments they replace, and developers will need to engage with Thames Water to make sure appropriate connections to the sewer network are provided.

The construction of the Thames Tideway Tunnel to capture, store and convey the raw sewage and rainwater that overflows the River Thames is underway. This includes works on the Victoria Embankment Foreshore. The Thames tideway Tunnel is due to be completed in 2023.

3.6.2 Flood risk management

The council is as the Lead Local Flood Authority responsible for managing the risk of flooding from surface water, groundwater and ordinary watercourses. The Environment Agency is responsible for managing the risk of flooding from the River Thames. Thames Water as the wastewater company is responsible for sewer flooding.

The council's "Strategic Flood Risk Assessment" (SFRA) provides an assessment of all sources of flooding, taking account of the impacts of climate change. This informed the City Plan to include policies to manage flood risk, including in Surface Water Hotspots and by improving drainage. To enable this, proposals for Essential Infrastructure and More Vulnerable Uses within Flood Zone 3 (high risk area) will be required to pass the Exception Test to demonstrate and help ensure that flood risk to people and property will be managed in a satisfactory way.

The Thames Estuary 2100 (TE2100) plan sets out where defences may need to be improved. This includes the action to maintain, enhance or replace the river defence walls and active structures through central London. Development on or near the riverside provides the opportunity to improve, integrate and/or set back flood defences.

¹⁰ See <http://www.wildwestend.london/>

Flood Risk Management – Gullies, Surveys and Sensors

A technically robust consideration of flood risk is vital to ensuring that Westminster is and continues to be a sustainable city. As areas of the City Council sit within recognised flood risk zones and blocked drainage assets can contribute to the increased risk of flooding it is important that the City Council has a suitable surface water management plan and a robust evidence led strategy for conducting routine maintenance.

City Highways continues to tackle the on-going challenges with the drainage infrastructure through the capital Drainage Improvement Programme. Ongoing work aims to maintain the infrastructure especially through the proactive programme under CCTV & Lining, where gully outlet conditions are surveyed and patched lined to eliminate chances of further defects such as outlet collapse.

Working in conjunction with the cyclical gully crews, over the last two years circa 4,444 of Westminster's gullies have been surveyed, with some defects identified and repaired. Patch-lining works can be guaranteed up to 25 years.

There is an opportunity for all gullies to have a CCTV survey using specialist van and equipment of the laterals. The council plans to take a more targeted program is put together and a dedicated jetting unit is provided to assist with this. There is an opportunity to procure a CCTV van and equipment to complete a 2-year Gully Survey Programme by the end of March 2022.

The CCTV surveys of gullies will complement the routine, reactive, and further works programme, enabling the council to improve surface water drainage systems for years to ensure there is suitable drainage capacity across the City. This will enable the council to build up a full picture of the City Councils drainage assets to enable us to make smart, evidence-based and targeted decisions on routine maintenance going forward and will support the City Council's drive to become carbon neutral by 2030.

Investigations from routine and reactive maintenance services have identified several problematic gullies within Westminster that the council will continue to monitor over the years ahead. Up to fifty starting locations have been identified across Westminster where gully sensors could be installed. There is a further opportunity to install up to fifty more sensors in eight-month intervals. The sensors will provide real time data on several conditions within the network including:

- Water Level
- Temperature
- Flow (direction and speed)
- Surface Blockage (gullies)

The provision of gully sensors will support on-going deep drainage investigation works whilst maintaining a consistent momentum of non-deep drainage gully dig out investigations and improvements across the rest of the city. The installation of gully sensors will aid routine and reactive maintenance and enable the council to manage

blocked gullies more efficiently, ensuring the risk of drainage issues and flooding is minimised.

3.6.3 Energy

The local electricity network in Westminster is operated by UK Power Networks (UKPN). The gas distributor in Westminster is Cadent Gas¹¹. There are also several district heating networks in Westminster.

The key challenges in terms of energy provision are meeting carbon reduction targets, increased electrification of heating demand and providing adequate energy supply to support development. The council is preparing a [Climate Emergency Action Plan](#) which will set out how carbon reduction will be achieved. Utilisation of the carbon offset fund will support this activity.

As opportunities are identified, highways and street lighting will be fitted with LED lights; and electrification of gas-powered lighting can support the council's plans to reduce energy and carbon usage.

Increasing electric vehicle (EV) charging solutions where appropriate on the Highway to encourage a move away from fossil fuel vehicles [The Electric Vehicle Charging Infrastructure Strategy 2020-25](#) sets out a plan for the roll out of EV charge points that support and encourage driver transitions away from fossil fuelled vehicles.

Local electricity network

UKPN owns and operates 12 main substations located within the city boundary. In addition, there are a number of additional substations located outside the boundary which feed into the city. The combined supply capacity of this infrastructure is around 1.4GW of power which supplies 0.9GW of peak power requirements of Westminster. The existing peak demand headroom of 0.5GW could supply approximately 250,000 additional homes.

UKPN's current strategic plan covers the period between 2015-2023. There are a number of ongoing investment projects in the area to increase the capacity or replace equipment to increase the resilience of the supply.

UK Power Networks are investing circa £50m over the next 10 years in major reinforcement projects to increase load capacity and increase electricity supply resilience in Westminster. This investment encourages growth in the city and means a greater level of security of supply for customers.

Two main projects that are increasing local capacity in the city are the Leicester Square transformer replacement and the establishment of a new West End substation. Both of these projects will increase the load capacity in the area and accommodate any future load growth.

¹¹ Cadent Gas has not responded to information requests regarding this IDP.

District Heating Networks

The Pimlico District Heating Undertaking (PDHU) is a major district heating network in London which is operated the council. PDHU operate a 5-year strategy to manage and maintain the existing facility. The ambition is to further decarbonise the network; when the current CHP engines come to the end of their natural life it is anticipated that they will be replaced or supplemented by low carbon alternatives.

A co-ordinated approach will be necessary for future expansion of the PDHU network. Where possible, development sites be encouraged to enable connection to and expansion of the network.

Other heating networks in Westminster are currently mainly planned around communal boilers on private estates. The networks are of a smaller scale than Pimlico. However, development in proximity to these networks provide opportunities to connect to and expand the networks. There are also opportunities to connect different networks with each other and provide new networks.

The Decentralised Energy Masterplan (2014) identified opportunities for new or expanded local networks, including Victoria, east of Oxford Street, Soho, Paddington Basin, Church Street and across the city border to South Kilburn in Brent.

3.6.4 Digital infrastructure

The government's "UK Digital Strategy (2017)" sets out the importance of providing world class digital infrastructure to improve connectivity. To achieve its gigabit commitments the government is investing £5bn through the 'Outside-In' programme to deliver gigabit speeds to the hardest-to-reach communities in the UK.

The Connected Nations Report covering data from May 2020 indicates that Westminster has 50.2% full fibre availability compared to the UK average of 14%. When looking at the provision of superfast broadband with speeds of 30Mbps there is an infrastructure deficit. There are 13.1% of premises in Westminster that do not have access to at least 30Mbps. To address these not-spots, there is an opportunity for the council to launch a voucher scheme to address this deficit and improve residential connectivity in these areas.

Broadband and other telecommunications infrastructure is provided by a range of providers. The market is regulated by Ofcom. BT Openreach has a statutory responsibility to connect developments when requested to do so and operates the largest network of digital infrastructure in Westminster. This includes traditional copper connections, as well as fibre and ethernet. Multiple business resellers provide broadband to customers using BT Openreach' networks. Virgin has a smaller but substantial network in Westminster. This network is used by Virgin customers only. There are also several new providers operating in the city that build and expand fibre networks to residents and businesses.

To futureproof digital connectivity, developers should provide full fibre, or fibre to premises, wherever possible. New builds are encouraged to register early with digital infrastructure providers. The council has put in place a concession framework for the

installation of 5G infrastructure on Highway street lighting assets where safe to attach to.

The use of smart devices on our assets to provide real time data to assist and improve our services, this may include;

- To inform of routine maintenance proactively rather than a traditional periodic regime to make better use of funding
- To remotely adjust lighting levels based on road use.
- To remotely collect anonymous traffic and pedestrian volumes to influence where funds need to be spent to improve areas of high footfall, or possibly even use as a revenue stream to show where high footfall can encourage locations for new businesses.
- To allow remote monitoring of heat or cold in buildings and estates to show where investment is needed and raise awareness through information where substandard accommodation may exist.
- To allow air quality measures to be collected and presented in a readable format via the cloud, rather than manually collect that data and time to manipulate it into an understandable form, link that to the council app to show people healthy routes, or routes to avoid local flooding, high polluting areas day to day, allowing budgets to move to where the data shows it needs spending

3.6.5 Recycling and waste

The council's "[Municipal Waste Strategy \(2016-2031\)](#)" sets out how municipal waste will be managed in Westminster. The strategic focus is on waste reduction and recycling in the city. Contracts to manage waste have recently been extended until September 2021. The Government published a new "National Waste Strategy" in 2018 which sets out new ways of managing and funding waste disposal. A review of the "Municipal Waste Strategy" in light of these changes and expiring contracts is anticipated during 2020/21.

The City Plan protects small scale waste management facilities in the city, including an in-vessel composter, street cleaning depots and micro recycling facilities. New development is expected to enhance these facilities where appropriate and provide adequate waste management facilities. This may require area specific solutions such as the amalgamation of waste storage. The council is seeking sites for Highways Operations vehicle and kit storage to reduce the number of journeys required to bring such equipment into Westminster and reduce long lead-in times for distributing barrier.

There are no strategic waste management facilities in the city. The council therefore seeks to manage its London Plan waste apportionment by pooling it with other boroughs.

The council is upgrading its waste fleet to convert them from diesel to electric in light of the Ultra-Low Emission Zone (ULEZ) and the council's greener and cleaner ambitions. Small street cleaning vehicles are currently in the process of replaced with electric vehicles. This will contribute to improved air quality in the city.

4 Funding overview and delivery strategy

This IDP has assessed and planned to meet infrastructure needs across a range of infrastructure types. This section provides an overview of the infrastructure requirements identified across different categories. It also sets out the council's approach to infrastructure funding and delivery.

4.1 Funding overview

An overview of the total costs of infrastructure is provided, based on the projects identified in the Infrastructure schedule in Appendix 1.

Table 1: Infrastructure funding gap

	Total costs	Funding committed	Funding gap
Public realm and transport	£357.155m	£222.424,	£134.731m
Health and community services	£61.916m	£6.572m	£48.677m
Education	£21.384m	£18.570m	£2.814m
Parks, sport and leisure	£37.876m	£10.156m	£27.720m
Utilities and waste	£82.678m	£69.050m	£13.628m
TOTAL	£554.342m	£326.772m	£227.570m

The projects identified in Appendix 1 account for a total cost of £554,342,927. This includes infrastructure projects that are fully or partly funded by delivery partners.

The funding gap identified is £227,570,927. This is as there is uncertainty in identifying funding sources, particularly beyond the short-term.

Establishing a funding gap is the first step in installing and maintaining a Community Infrastructure Levy (CIL) charge. The identified funding gap justifies the council to continue to charge CIL. This IDP, or any future updates, will thereby form part of the evidence for any future reviews of the council's CIL charging schedule.

4.2 Delivery strategy

Infrastructure is delivered through a range of delivery partners. Some types of infrastructure are privately funded, the council or other governmental organisations have a statutory responsibility to provide other services. The council can utilise a range of funding sources to help deliver infrastructure

Community Infrastructure Levy

The council implemented its Community Infrastructure Levy (CIL) charge in 2016¹². CIL is a charge on development to help fund infrastructure. It is charged on liable developments, where a charge per square metre of new floorspace will be applied.

¹² More information on CIL, including Westminster's CIL charging schedule and CIL Spending Policy Statement (2017) can be found on [the council's website](#).

The council's CIL Spending Policy Statement (2017) allocates CIL to different types of infrastructure as set out below. Table 2 summarises the new CIL portions in accordance with the infrastructure categories identified in this document.

Table 1: Strategic CIL portions from 2017 – December 2020

Type of Infrastructure	Percentage of strategic CIL portion
Public realm and transport	50%
Health and community services	10%
Education	5%
Parks, sport and leisure	5%
Utilities and waste	10%
Other priorities/ Contingency	20%

Table 2: Updated Strategic CIL portions (effective from January 2021)

Type of Infrastructure	Percentage of strategic CIL portion
Public realm and transport	45%
Health services	10%
Community and leisure facilities	15%
Education	5%
Green infrastructure	15%
Utilities and waste	10%

The average CIL income for the council has been circa £17.751m per year since it was introduced. It is difficult to forecast future CIL receipts due to economic and site-specific circumstances, but it is anticipated that circa £39.024m could be received from CIL over the next three years based on Liability Notices issued and an estimate of the number of planning permissions that are commenced.

A proportion of CIL income (15-25%) is set aside to fund community projects as proposed by neighbourhood forums and other community organisations.

The Mayor of London also charges CIL to fund Crossrail. The Mayoral CIL is collected by the boroughs and transferred to Transport for London.

Planning obligations

Also known as Section 106 agreements, planning obligations¹³ are used by the council to mitigate site-specific impacts of development to make it acceptable in planning terms. Planning obligations are used to fund infrastructure to mitigate the impacts that are directly related to a development. They may also include financial contributions to pooled funds to address issues such as local employment, carbon offsetting and affordable housing provision.

¹³ More information on planning obligations can be found on [the council's website](#).

The council is expected to review its Planning Obligations Supplementary Planning Document following the adoption of the City Plan. This will be called the Affordable Housing and Planning Obligations SPD.

Capital Programme

The council's capital programme includes a number of infrastructure schemes which are funded from a variety of sources, including S106 and CIL. However, in many cases, gaps in funding for infrastructure projects have to be covered via borrowing. If the council were unable to utilise S106 or CIL then there would be an even greater need to fund infrastructure projects via borrowing, which could limit the council's ability to carry out infrastructure schemes. The council's capital programme is split between the General Fund and the Housing Revenue Account (HRA). The HRA programme focuses on social and affordable housing and the GF programme is related to all other council services – but does also include housing.

Other funding sources

The council will maximise the utilisation of other funding sources including Government and GLA grants, and other funds, where appropriate. Where infrastructure is funded and provided by external providers the council will work in with delivery partners on the delivery of such infrastructure, where necessary.

Infrastructure Funding Statement

The council will annually publish an Infrastructure Funding Statement which will provide detail on receipts and anticipated funding from development contributions and how these contributions will be used to fund infrastructure in line with the IDP.

Infrastructure Schedule (Appendix 1)

This table sets out the infrastructure projects being undertaken by Westminster City Council. It shows the timescales, the cost of each project, and the sources of funding. In relation to the Funding Sources column, the following references apply:

WCC: Westminster Capital Funding

CIL: Funding received from the City Portion of the Community Infrastructure Levy

S106: Funding received from pooled Section 106 Contributions

GLA: Funding received from the Greater London Authority

TfL: Funding received from Transport for London

BID: Funding from a Business Improvement District – please specify which BID.

EU: Funding Received from the European Union Structural Funds, this can include:

- ERDF: European Regional Development Fund
- ESF: European Social Fund

Appendix 1: Infrastructure schedule

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
Ebury Regeneration (EBR1)	Public Realm and Transport	Ebury Bridge external environment	Churchill	Improvements to pedestrian routes, site furniture, MUGA, landscaping, water features, CCTV installation, lighting and installation of trees as part of Ebury Bridge regeneration	2021	2028	£ 15,695,000	£ 15,695,000	£	CIL
	Community and Leisure Facilities	Ebury Bridge pharmacy re-provision	Churchill	Re-provision of a pharmacy as part of Ebury Bridge regeneration	2024	2028	£ 390,000	£ 390,000	£	WCC
	Community and Leisure Facilities	Ebury Bridge community rooms	Churchill	Provision of community rooms as part of Ebury Bridge regeneration	2021	2023	£ 1,557,000	£ 1,557,000	£	CIL
	Community and Leisure Facilities	Ebury Bridge workspace provision	Churchill	Provision of workspaces with café as part of Ebury Bridge regeneration	2024	2028	£ 1,581,000	£ 1,581,000	£	WCC
	Community and Leisure Facilities	Ebury Bridge fitness/recreational facility	Churchill	Provision of a fitness/Recreational facility as part of Ebury Bridge regeneration	2024	2028	£ 1,347,000	£ 1,347,000	£	CIL
	Utilities and Waste	Ebury Bridge high voltage cable removal	Churchill	Diversion of EHV cable off site as part of Ebury Bridge regeneration	2021	2023	£ 4,050,000	£ 4,050,000	£	CIL

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
Church Street Regeneration (CHST1)	Public realm and transport	Church Street Site A New Street Gardens Public Realm	Church Street	New public realm, landscaping and street furniture to be delivered in the form of a new pedestrianised street at the heart of the development	2022	2026	£ 1,126,000	£0	£ 1,126,000	CIL Sought
	Community and Leisure Facilities	Church Street Site A Market Infrastructure	Church Street	Market office, secure car parking, storage and associated infrastructure	2022	2026	£ 1,675,000	£0	£ 1,675,000	CIL Sought
	Utilities and Waste	Church Street Site A DHN Connection and Sustainability	Church Street	District Heat Network connection and sustainability measures	2022	2026	£ 3,016,000	£0	£ 3,016,000	CIL Sought
	Community and Leisure Facilities	Church Street Site A Community Infrastructure	Church Street	New community infrastructure including the library, garden and vegetable planting / community growing space	2022	2026	£ 2,047,000	£0	£ 2,047,000	CIL Sought
	Community and Leisure Facilities	Church Street Site A External Play Improvements	Church Street	Outdoor play equipment	2022	2026	£ 141,000	£0	£ 141,000	CIL Sought
	Public realm and transport	Church Street Market	Church Street	Improved market facilities including water, electricity, CCTV infrastructure and resurfacing of the Church Street	2022	2035	£ 2,168,000	£0	£ 2,168,000	CIL Sought
	Community and Leisure Facilities	Church Street Site B Market Infrastructure	Church Street	Secure market storage, van parking and associated infrastructure	2026	2032	£ 12,900,000	£0	£ 12,900,000	CIL Sought
	Community and Leisure Facilities	Church Street Site B External Play Improvements	Church Street	Outdoor seating and play equipment	2026	2032	£ 80,000	£0	£ 80,000	CIL Sought

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
	Public realm and transport	Church Street Site C Public Realm Improvements	Church Street	High quality public realm scheme wrapping around Kennet House	2032	2035	£ 607,000	£0	£ 607,000	CIL Assumed
	Community and Leisure Facilities	Church Street Site C Enterprise Space	Church Street	New flexible enterprise space to support the community and local business needs	2032	2035	TBC	£0	TBC	WCC CIL
Lisson Grove Regeneration (LGPR1)	Public realm and transport	Lisson Grove Programme	Church Street	Improvements to the public realm including external community space, hard and soft landscaping, pedestrian routes and tree planting	2023	2029	£ 708,000	£0	£ 708,000	CIL Assumed
	Community and Leisure Facilities	Lisson Grove Programme	Church Street	Delivery of a Health and Wellbeing Hub providing healthcare and community spaces including community event centre, café and flexible workspaces	2023	2026	£ 24,700,000	£ 9,812,000	£ 14,888,000	WCC CIL Sought
	Education	Lisson Grove Programme	Church Street	Early Years and Adult Education provision	2023	2026	£ 5,457,000	£ 2,510,000	£ 2,947,000	WCC CIL
	Green Infrastructure	Lisson Grove Programme	Church Street	Provision of recreational facilities and enhanced open space for community use	2023	2026	£ 2,325,000	£ 965,000	£ 1,360,000	WCC CIL
PRT1	Public realm and transport	Albemarle Street Public Realm Improvements	West End	A public realm schemes to improve the pedestrian environment including wider footways and a high-quality pallet of materials	2020	2023	£ 8,000,000	£ 8,000,000	£ -	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT2	Public realm and transport	Berkeley Square North Side Public Realm Scheme	West End	A public realm scheme to increase pedestrian footways and crossing points to the Square	2019	2019	£3,115,000	£3,115,000	£ -	
PRT3	Public realm and transport	Bond Street Public Realm	West End	A major public realm scheme to upgrade this iconic street providing a better pedestrian experience in high quality materials	2018	2019	£1,319,000	£1,198,000	£121,000	
PRT4	Public realm and transport	Christchurch Gardens	St James	A scheme which includes hard and soft landscaping to rejuvenate the garden into a welcoming public space	2019	2020	£3,500,000	£3,500,000	£ -	S106
PRT5	Public realm and transport	Cycling Scheme Programme	Borough-wide	Westminster deliver a programme of schemes which improve the cycling experience in the city, from parking provision to new routes	Ongoing		£9,444,000	£9,444,000	£ -	
PRT6	Public realm and transport	East Mayfair Public Real	West End	A programme of work is underway to upgrade the historic streets of Mayfair and improve the traffic movements	Ongoing		£4,655,000	£4,655,000	£ -	
PRT7	Public Realm and Transport	Lighting LED lantern and CMS rollout	Borough-wide	Supporting the City for All vision by replacing old lights with LED lights and remotely monitored with a central management system	2019	2022	£6,442,248	£ 6,442,248	£0	WCC
PRT8	Public Realm and Transport	Street Lighting & Signs Maintenance	Borough wide	Annual reactive and routine maintenance of illuminated highway assets to keep in light, including road traffic accident repairs and energy payments for electrical and gas use.	Ongoing		£2,700,000	£2,700,000	£0	WCC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT9	Public Realm & Transport	Street Lighting Planned Preventative Maintenance	Borough wide	Annual Replacement and improvements to the street lighting and signs highway asset due to assets at end of life and value management modelling	Ongoing		£3,271,000	£3,271,000	£0	WCC
PRT10	Public realm and transport	Hanover Square Public Realm	West End	A major public realm scheme to enhance the square and accommodate the new Elizabeth Line station at Bond Street.	2018	2020	£6,884,000	£6,884,000	£0	WCC CIL NVEC Crossrail/ TFL
PRT11	Public realm and transport	Park Ward Pedestrian Improvements	Hyde Park	The aim of the Hyde Park Ward Pedestrian Improvement Scheme is to introduce improvements to the current highway infrastructure for vulnerable road users and improve the quality of public realm for the community.	2019	2020	£484,000	£484,000	£106,000	WCC
PRT12	Public Realm & Transport Street	Highways reactive and routine maintenance	Borough wide	Annual reactive and routine maintenance of highway assets including carriageways, footways and street furniture.	Ongoing		£3,500,000	£3,500,000	£0	WCC
PRT13	Public Realm & Transport	Street Highways Planned Preventative Maintenance	Borough wide	Annual planned preventative maintenance of highway assets including carriageways, footways and drainage.	Ongoing		£6,576,000	£6,576,000	£0	WCC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT14	Public realm and transport	Queensway Public Realm	Bayswater Lancaster Gate	A public realm scheme to provide a better pedestrian environment including pavement widening, rationalisation of on street activity and upgrading materials	2019	2020	£10,600,000	£8,300,000	£2,300,000	
PRT15	Public realm and transport	Pedestrian Security Measures Programme	Borough-wide	Measures are introduced in areas of high footfall to protect pedestrians.	Ongoing		£32,256,000	£14,246,000	£18,010,000	
PRT16	Public realm and transport	Transport scheme programme (Highways Improvement)	Borough-wide	The council implement a number of schemes in response to transport; these include local safety schemes, junction improvements, pedestrian crossings and wayfinding initiatives	Ongoing		£6,500,000	£4,500,000	£2,000,000	External funding
PRT17	Public realm and transport	Street Trees (new planting programme)	Borough-wide	The council sets aside funds to increase the number of trees within the city	Ongoing		£2,548,000	£2,548,000	£	WCC
PRT18	Public realm and transport	Villiers Street Public Realm	St James	A public realm scheme to improve this busy street.	2021	2022	£6,000,000	£	£6,000,000	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT19	Public realm and transport	EV Infrastructure	Borough-wide	A programme of infrastructure to promote vehicles throughout Westminster to support resident and visitors and improve air quality	Ongoing		£12,960,000	£12,290,000	£670,000	WCC
PRT20	Public realm and transport	Rupert and Beak Street Public Realm	West End	A public realm scheme to improve the street including widening footways, crossing and lighting electric improvements in high quality materials	2020	2020	£1,180,000	£1,180,000	£ -	WCC
PRT21	Public realm and transport	Princess Street Public Realm	West End	A public realm scheme to improve the pedestrian environment in this key location as pedestrians exit the Hanover Square Elizabeth Line station and head east into the West End.	2019	2021	£2,600,000	£2,600,000	£ -	WCC
PRT22	Public realm and transport	Berkeley Square South Public Realm Scheme	West End	A public realm scheme to increase pedestrian footways and crossing points to the Square in keeping with improvements made to a north of the Square.	2020	2024	£9,600,000	£9,600,000	£ -	WCC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT23	Public realm and transport	Strand Aldwych	St James's	Removal of the Aldwych gyratory, creation of 2-way traffic on Aldwych and a new civic space on Strand between Lancaster Place and Surrey Street. These physical enhancements enable a new cultural learning quarter for the surrounding world-class cultural and educational institutions to collaborate in the public realm, curating an activation programme including outdoor labs for research and development, and maker space.	2021	2023	£28,000,000	£12,290,000	£15,710,000	WCC CIL
PRT24	Public realm and transport	Maida Hill Market Place - Harrow Road Place Plan	Maida Hill	A strategy for the market square and its environs is being developed. Short, medium and long-term projects will be developed and delivered over a three-year period.	2020	2023	TBC	TBC	TBC	
PRT25	Public realm and transport	Harrow Road Canal Side - Harrow Road Place Plan	Maida Hill, Westbourne and Queens Park	Following on from a successful meanwhile intervention permanent public realm schemes will be delivered that help deliver the Place Plan objectives and support wider WCC initiatives such as the delivery of Canalside Enterprise Space.	2020	2023	TBC	TBC	TBC	
PRT26	Public realm and transport	Livable Neighbourhoods Strategy - Harrow Road Place Plan	Maida Hill, Westbourne and Queens Park	Development and delivery of projects focusing on increased walking and cycling.	2020	2025	TBC	TBC	TBC	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT27	Public realm and transport	North Paddington Permeability Strategy - Paddington Place Plan	Various	A series of projects along the Westway to address its severing effect in the area. Aimed at delivering better walking and cycling permeability to the north and south of the Westway and tie key good growth areas in the NWEDA	2020	2025	TBC	TBC	TBC	
PRT28	Public realm and transport	Paddington Place Plan	Various	A series of projects in and around the Paddington Opportunity Area and surroundings to address ongoing issues around movement and permeability and supporting good growth.	2020	2040	TBC	TBC	TBC	
PRT29	Public realm and transport	Victoria Place Plan	Various	A series of projects in and around the Victoria Opportunity Area and surroundings to address ongoing issues and supporting good growth aspirations of the City Plan	2020	2040	TBC	TBC	TBC	
PRT30	Public realm and transport	Riverfront - Northbank and Thames Path	Various	A series of projects along the riverfront and surroundings to address ongoing issues around access and continuity and supporting aspirations of the City Plan	2020	2030	TBC	TBC	TBC	
PRT31	Public realm and transport	Soho Place Plan	Various	A series of projects in Soho to address ongoing issues around and supporting aspirations of the City Plan	2020	2030	TBC	TBC	TBC	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT32	Public realm and transport	Covent Garden HVM	West End	This security scheme will be fully funded in advance by third parties and will protect and improve the safety of the public realm for residents, businesses and visitors to Covent Garden and surrounding streets. In light of recent events, we have been approached by a number of key stakeholders and land owners to implement security features at a number of high profile locations across the city	20/21	21/22	£1,300,000 Total scheme estimate £2M - £0.5M 20/21, £1M 21/22, £0.5M 22/23.	£700,000	£600,000	Currently fully externally funded
PRT33	Public realm and transport	Royal Opera House	West End	Implement protective security to protect and improve safety for visitors to the venue, the measures will also protect the building	20/21	21/22	£300,000	£0	£300,000	Fully externally funded if proceeds
PRT34	Public realm and transport	Royal Albert Hall	Knightsbridge and Belgravia	Introduce protective security measures to Kensington Gore (northern side of the RAH only). Highways improvements on Kensington Gore (north side of RAH only) including traffic calming, footway widening, review of pedestrian crossing facilities, the removal of a triple kerb on the northern footway and improved connectivity to Hyde Park	20/21	20/22	£2,000,000 Total scheme estimate £2.1M - £1.5M 20/21	£500,000	£1,500,000	S106 (£1.2M externally funded, £0.3M S106), £0.6M 21/22 (£0.48M externally funded, £0.12M S106).

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT35	Public realm and transport	Oxford Street District	West End	The council's commitment to the Oxford Street District is to create a long term and ambitious vision for the whole of the district that will strengthen its world-renowned status as a great place to live, work and visit. This project will support that ambition and respond to the big challenges that the district faces, including: a rapidly evolving retail environment; a place that can cater to a greater number of people; providing more attractions; and for Oxford Street to be a better neighbour to the wider district, including the residential neighbourhoods. In the wake of strong competition from national and international retail destinations, increased online shopping; increased business rates; and interest rates, retailers and businesses in the district are finding the trading environment very challenging.	2018	2022	£233,000,000	£150,000,000	£83,000,000	WCC
PRT36	Public Realm and Transport	Piccadilly Ventilation Fan Replacement	West End Knightsbridge & Belgravia	Replacement of the age expired ventilation fans in the Piccadilly Underpass	2018	2021/22	£4,569,000	£4,569,000	£0	WCC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT37	Public Realm and Transport	Drainage Inventory Surveys	Citywide	<p>City Highways continues to tackle the on-going challenges with the drainage infrastructure through the capital drainage improvement programme.</p> <p>The investigations from routine & reactive maintenance services have identified several problematic gullies within Westminster that we are keen to monitor over the course of the coming months and years ahead. We will use gully sensors to provide real time data on several conditions within the network including:</p> <ul style="list-style-type: none"> •Water Level •Temperature •Flow (direction and speed) •Surface Blockage (gullies) <p>Estimate of 300 sensors installed per year.</p> <p>CCTV Van and Equipment to complete 2 year gully survey programme.</p> <p>Supplying equipment needed for CCTV crew, to work in conjunction with the Cyclical gully crews,</p>	2021	2023	£1,356,000.	£0	£1,356,000.	WCC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT38	Public Realm and Transport	Deep Drainage Works	Citywide	<p>City Highways continues to tackle the on-going challenges with the drainage infrastructure through the capital drainage improvement programme.</p> <p>The investigations from routine & reactive maintenance services have identified a number of non-running gullies within Westminster with deep drainage connections to the main sewer. These problematic sites require deep and often complex excavations to establish the root cause of the blockage.</p>	2021	2023	£800,000	£0	£800,000	WCC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
PRT39	Public Realm and Transport	Low Carbon Streets	Citywide	<p>The embedded carbon in material (asphalt and concrete) and those emissions produced in the construction of a Highways scheme are significant and the highways team are carrying out trials to identify what changes can be made to significantly lower a scheme's carbon footprint.</p> <p>These schemes will be planned maintenance schemes that we aim to deliver with as low carbon footprint as is possible. This will involve using electric equipment wherever possible and ensuring sustainable transport methods are used for getting materials and operatives to site.</p>	2021	2023	£800,000	£0	£800,000	WCC
PRT40	Public Realm and Transport	Other Public Realm Schemes	Citywide	Schemes to provide enhanced public realm infrastructure throughout the City of Westminster					TBC	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
CLF1	Community and Leisure Facilities	Family Hub / Bessborough	Tachbrook	Creation of a family hub building in Pimlico to provide a point in the community where they can access help and information.	2018	2019	TBC	TBC	TBC	
CLF2	Community and Leisure Facilities	Family Hub / Portman	Church Street	Improvement of the Portman Building to provide a family hub to provide a point in the community where they can access help and information.	2019	2020	TBC	TBC	TBC	
CLF3	Community and Leisure Facilities	Family Hub / Queen's Park	Queen's Park	Creation of a family hub building at Queens Park Children's Centre to provide a point in the community where they can access help and information.	2019	2020	TBC	TBC	TBC	
CLF4	Community and Leisure Facilities	Health and Wellbeing Projects	Borough-wide	To promote access to sports and physical activity opportunities, a number of capital projects will be delivered across the City to improve the quality and provision of sporting facilities	2019	2025	£ 4,246,000	£ 1,744,000	£ 2,502,000	
CLF5	Community and Leisure Facilities	Sports & Leisure- Sayers Croft	Outside Westminster	Sayers Croft include investment to the accommodation buildings, site infrastructure and adventure activities. Installation of a climbing tower and zip wire	2019	2025	£ 915,000	£ 250,000	£ 665,000	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
CLF6	Community and Leisure Facilities	Library self-service and open access solutions (Smart Open)	Borough-wide	Tried and tested technology now exists to provide customer-activated access to libraries. This provides opportunities to extend opening hours, create new self-service spaces, increase commercial activity, increase library and community events, enhance partnership working and use staff hours more effectively.	2019	2021	£400,000	£400,000	£0	WCC
CLF7	Community and Leisure Facilities	Nova Library	St James's	This is a potential project for a new library at Nova as part of Nova 3 Masterplan, the developer is Land Securities. The background is that as part of the Nova development of Bressenden Place, a library was to be provided under a Section 106 Agreement to the council	2020	2024	£5,000,000	£-	£5,000,000	S106 WCC
CLF8	Community and Leisure Facilities	Marylebone Library	Bryanston and Dorset Square	Involves the construction of a new library in underutilised areas of the existing Seymour Leisure Centre to ensure that the allocation for Marylebone Library CMR is kept in the capital programme.	2019	TBC	£6,229,000	£-	£6,229,000	
CLF9	Community and Leisure Facilities	Cemeteries Infrastructure	Outside Westminster	Scheme allows for the maintenance of the cemeteries. Additionally, this capital scheme allows for the construction of new access pathways into additional burial spaces.	2019	2025	£376,000	£-	£376,000	
CLF10	Community and Leisure Facilities	Beachcroft Care Home	Maida Vale	Redevelopment of a redundant pupil referral unit in Maida Vale to provide 84 bed care home	2019	2023	£750,000	£750,000	£-	CIL

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
CLF11	Community and Leisure Facilities	Church Street Good Growth – Triangle Project	Church Street	The scheme will deliver flexible space for enterprise, arts and community uses, support the existing cultural and business offer and strengthen the historic market	2019	2020	£ 2,100,000	£ 150,000	£ 1,950,000	WCC
CLF12	Community and Leisure Facilities	Warwick Community Hall	Westbourne Green	Redevelopment of Warwick Community Hall to re-provided community hall and nursery	2020	2022	£ 2,400,000	£ -	£ 2,400,000	
CLF13	Community and Leisure Facilities	Places of Work Programme	Borough-wide	Programme to create two new enterprise spaces and improve five existing spaces.	2020	2021	£ 150,000	£ 150,000	£ -	WCC
CLF14	Community and Leisure Facilities	Sports & Leisure- New Centres	Borough-wide	New facilities offering good quality equipment, helps to keep people active by attracting residents and users to use the latest in sports and leisure equipment at local facilities	2021	2022	£ 500,000	£ -	£ 500,000	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
CLF15	Community and Leisure Facilities	Playgrounds Minor Works	Borough-wide	For the repair and replacement of playground equipment and related infrastructure in 17 playgrounds in the council's parks and open spaces.	2019	2025	£ 300,000	£ -	£ 300,000	
CLF16	Community and Leisure Facilities	Seymour Leisure Centre Refurbishment	Bryanston and Dorset Square	Refurbishment and reconfiguration of the existing accommodation at Seymour leisure centre (SLC)	2023	2024	£ 18,770,000	£ -	£ 18,770,000	
CLF17	Community and Leisure Facilities	Moberly and Jubilee Sport Centres	Queen's Park	Redevelopment of the Moberly and Jubilee Sports Centres to bring a major improvement and an increase in the amount of sports and leisure facilities in the Queens Park area	2019	2022	£ 4,069,000	£ 4,069,000	£ -	WCC, GLA Grant, private funding
HEA1	Health Services	Expansion of primary care capacity within Regent Health PCN	Queen's Park, Harrow Road, Westbourne, Bayswater, Lancaster Gate, Church Street.	Extension/reconfiguration and adaptation of primary care facilities within the Regent Health PCN to accommodate increasing population and patient registration	TBC	TBC	TBC	TBC	TBC	TBC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
HEA2	Health Services	Expansion of primary care capacity within South Westminster PCN	Tachbrook, Vincent Square, Warwick, Churchill, St James's Park, (part of West End 25%)	Extension/reconfiguration and adaptation of primary care facilities within the South Westminster PCN to accommodate increasing population and patient registration	TBC	TBC	TBC	TBC	TBC	TBC
HEA3	Health Services	Expansion of primary care capacity within St John's Wood and Maida Vale PCN	Maida Vale, Avvey Road, Regent's Park, Little Venice	Extension/reconfiguration and adaptation of primary care facilities within the St John's Wood and Maida Vale PCN to accommodate increasing population and patient registration	TBC	TBC	TBC	TBC	TBC	TBC
HEA4	Health Services	Expansion of primary care capacity within West End and Marylebone PCN	West End (75%), Marylebone High Street, Bryanston and Dorset Square,	Extension/reconfiguration and adaptation of primary care facilities within the West End and Marylebone PCN to accommodate increasing population and patient registration	TBC	TBC	TBC	TBC	TBC	TBC
HEA5	Health Services	Supporting Mental Health	Borough-wide	Reconfiguration/adaptation to provide appropriate space for increased mental health provision	TBC	TBC	TBC	TBC	TBC	TBC
HEA6	Health Services	A &E/Acute Hospital	Borough-wide	Investment to support increased capacity for A + E and acute services across the borough	TBC	TBC	TBC	TBC	TBC	TBC

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
HEA7	Health Services	Intermediate Care	Borough-wide	Investment to support increased intermediate care for changing and growing population	TBC	TBC	TBC	TBC	TBC	TBC
HEA8	Health Services	Out of Hospital	Borough-wide	Investment to accommodate move to services moving out of hospital to increase accessibility and capacity	TBC	TBC	TBC	TBC	TBC	TBC
HEA9	Health Services	Cavendish Health Centre and Marylebone Health Centre	Marylebone High Street	Relocation of both practices to Moxon Street. Moxon St has been purchased by Local Authority for mixed use development incl an allocation of community space. The bid is for the refit of the new shell.	TBC	TBC	£ 290,700	£ -	£ 290,700	
HEA10	Health Services	The Newton Medical Centre and the Garway Medical Practice	Bayswater	Expansion and development of Newton Medical Centre's current Diocese of London site and the relocation of Garway (from West London CCG) to Newton Medical Centre.	TBC	TBC	£ 2,740,000	£ -	£ 2,740,000	
HEA11	Health Services	Wellington Health Centre and Little Venice	Regent's Park	Relocation of the Wellington Health Centre into new premises being developed in Lodge Road by Cecil Housing Association. Potential merger of Wellington and Little Venice.	TBC	TBC	£ 2,900,000	£ -	£ 2,900,000	

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
HEA12	Health Services	North Westminster Primary Centre	Various	In partnership with Diocese of London and Blueland Developments an opportunity potentially exists to redevelop a church location in North Westminster. Redevelopment of hall and nursery at St Mark's Church to include 2 GP practices	TBC	TBC	£3,125,000	£ -	£3,125,000	
EDU1	Education	King Solomon Academy Expansion 2	Church Street	As part of the WCC school's expansion programme: King Solomon Academy (KSA) will expand from 60 to 90 places per year group.	2019	2024	£ 5,536,000	£ 3,187,000	£ 2,349,000	Basic Needs Grant
EDU2	Education	Pimlico Academy Expansion 2	Tachbrook	As part of the WCC school's expansion programme: Pimlico Academy will expand from 210 to 240 places per year group.	2019	2023	£ 7,300,000	£ 6,835,000	£ 465,000	Basic Needs Grant
EDU3	Education	St Georges Expansion Project (secondary school programme Phase 1)	West End	St George's: provision of additional form of entry as per phase 1 (150 places) of Secondary School Expansion Strategy	2019	2021	£ 8,548,000	£ 8,548,000	£ -	Basic Needs Grant and St Georges RC School
GRN1	Green Infrastructure	Church Street Green Spine	Church Street	Providing access to green infrastructure and it creates a green corridor through the heart of the ward and forms strategic links through and around the area, helping to connect Church Street into surrounding districts.	2019	2021	£ 7,230,000	£ 3,680,000	£ 3,550,000	S106, CIL, TfL

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
GRN2	Green Infrastructure	Open Spaces Greener Places	Borough-wide	This programme supports the council's policy document "A Partnership Approach to Open Spaces and Biodiversity in Westminster", published in March 2019. The funding will help to deliver the aspirations of the document's Action Plan. The programme offers the opportunity to bid for funding to deliver relevant projects that further the Action Plan's priorities.	2019	2021	£ 1,210,000	£ 1,060,000	£ 150,000	WCC
GRN3	Green Infrastructure	Greening Improvements to Hall Place	Little Venice	Greening and landscape improvements to Hall Place. Landscape improvements will be delivered in phases, the first of which will be completed as part of the Parsons North programme. Progressing the Greening Improvements of Hall Place completes the remain public works	2019	2023	£ 4,450,227	£ -	£ 4,450,227	
UAW1	Utilities and waste	West End sub-station	West End	Establishment of the West End Substation	2020	2025	£ 40,000,000	£ 40,000,000	£ -	UKPN
UAW2	Utilities and waste	Leicester Square sub-station	St James's	Leicester Square Transformer Replacement	2020	2024	£ 15,000,000	£ 15,000,000	£ -	UKPN

Project Information					Phasing		Funding			
Ref	Infrastructure Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding Secured	Funding Gap	Funding sources and notes
UAW3	Utilities and waste	Church Street District Heating Network (DHN)	Church Street	The project is for the purchase and installation of the heat network (underground pipes), connections to buildings and two energy centres to be located within new buildings that are part of the regeneration programme (likely to be Lilestone Street Development and Church Street A, B and C)	2019	2025	£ 17,108,000	£ 8,900,000	£ 8,208,000	CIL, S106, WCC
UAW4	Utilities and waste	Connect Westminster (Business)	Borough-wide	The projects scope is to provide microfinance for firms to cover the capital costs of an ultrafast broadband connection	2019	2022	£2,800,000	£2,800,000	£	ERDF Fund, WCC
	Utilities and Waste	Connect Westminster (Residents)	Borough-wide	The project scope is to gap fund full fibre infrastructure in not-spot areas within Westminster.	2020	2022	£ 1,200,000	£ -	£ 1,200,000	CIL, WCC
UAW5	Utilities and waste	Zero Emission Vehicles Procurement - Street Cleansing	Borough-wide	To procure zero emission electric street cleansing small vehicles to contribute to the City Councils air quality objectives.	2020	2021	£ 4,500,000	£ -	£ 4,500,000	CIL, WCC

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