

# **Draft Infrastructure Delivery Plan: Published for Public Consultation**

City of Westminster

November 2024

# 1. Introduction

## 1.1 Infrastructure underpins our daily lives

Infrastructure is the physical assets, services and facilities needed to support and sustain a community of people. Infrastructure underpins all activities of our daily life: including utilities systems which bring electricity and water to your home to turn on your lights and run a bath, the social infrastructure that provides the library you visit when you're out for the day, and the transport systems that take you from your home to that library and back again.

Most of the time, when infrastructure functions properly, we scarcely notice it – it is only when the provision is not sufficient or of inadequate quality that we recognise the extent to which we rely on it, for example, when the tube is running late, or we cannot make a call on our mobile because the cellular network is overwhelmed. Conversely, it is clear that sufficient provision of higher quality infrastructure increases opportunities and improves quality of life, such as the outcomes for children who benefit from a strong education system or the health and well-being of a population served by a robust health service.

As Westminster's population grows, existing infrastructure must be maintained and improved, and new infrastructure must be provided, where necessary, to develop the city sustainably to achieve increasingly positive outcomes.

## 1.2 Strategic vision of infrastructure

Infrastructure provision presents choices: the type, quantity, quality, and location of infrastructure reflect values and priorities about the community and its future.

This Draft Infrastructure Delivery Plan (IDP) sets out the strategic vision for infrastructure in which infrastructure is used to help deliver Westminster City Council's (the Council's) broader ambitions and priorities. All infrastructure decisions are framed by the Council's strategic priorities, including the pledge to become a Net Zero council by 2030 and Net Zero city by 2040, the commitment to reducing inequalities, and the strategies to deliver a Fairer Westminster.

### 1.3 Definition of infrastructure

The term infrastructure covers a range of different facilities and services. It ranges from softer infrastructure, such as schools, libraries, and GP surgeries to hard infrastructure, such as utilities, cycle lanes and waste management facilities.

The Council adopts a broad, holistic and flexible definition of infrastructure:

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Infrastructure is the framework of physical assets e.g. facilities and equipment, services, and systems needed to support and sustain a community of people.

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This broad definition encompasses any public asset, service, or system which facilitates an individual's or group's ability to: maintain a modern dwelling; utilise energy, potable and waste water, waste services, and communications technology; travel; communicate and access information; engage in household, social, communal, civic, artistic, cultural, or leisure activities; maintain and improve their physical and mental health, primarily through access to health care and physical activity; be kept safe from harm, including harm to their person and their possessions presented by crime and environmental threats such as pollution, weather, and flood risk; educate themselves; engage in leisure activities; and access multi-functional green and blue spaces and other natural features.

This Draft IDP will identify infrastructure requirements across the short, medium, and long-term time horizons, within the context of the City Plan. The goal is to establish a single source of information for all types of infrastructure.

The infrastructure requirements identified in this Draft IDP were developed following a review of available documents and engagement across the Council, external infrastructure providers, and Westminster's Neighbourhood Forums.

### 1.4 The need for a replacement IDP

The Council's current IDP<sup>1</sup>, adopted in May 2021, was prepared as supporting evidence to the City Plan, which was adopted in April 2021. However, there have been important

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<sup>1</sup> See [Westminster's Infrastructure Delivery Plan \(May 2021\)](#)

developments since the current IDP's adoption that supports the production of a replacement IDP. Firstly, the council has embarked on a Partial Review of its City Plan, which includes site allocations setting out guidance of how some key underutilised sites can be developed. Secondly, the council has set out ambitious new strategic directions, inclusive of but not limited to Net Zero Carbon and equalities - which requires the development of a strategic vision for infrastructure which aligns with them. Lastly, infrastructure planning and delivery at WCC is now guided by a governance structure which formally provides a collaborative and transparent approach to infrastructure planning and delivery decision-making which facilitates open discussion and debate across the key services in the Council. In addition, the City Plan Partial Review is supported by the parallel production of a replacement IDP.

## 1.5 Purpose of the Draft IDP

This Draft IDP is a multi-faceted document which will be used by different stakeholders for different purposes. It is at once a statement of a strategic vision and a working document.

This document aims to:

- Set out the Council's **strategic vision for infrastructure planning and delivery**, including how infrastructure provision will help to deliver corporate priorities and strategies;
- **Inform infrastructure planning by identifying the What, Where, and When of all infrastructure requirements**, including information on cost, phasing, funding, and delivery partners and other stakeholders;
- **Inform infrastructure funding decisions**, including Section 106 (S106) negotiations, Capital Programme allocations (including Strategic CIL), and Neighbourhood CIL application decisions;
- **Evidence the City Plan** by identifying infrastructure needs and supply, both for the City Plan Partial Review including the proposed site allocations and a planned Full Review of the City Plan; and
- **Form part of the evidence base for any future review of the Community Infrastructure Levy (CIL) charging schedule** by determining the 'infrastructure funding gap' required to substantiate the CIL charge.

It is the preeminent Council document on infrastructure. This Draft IDP is informed by a wide range of adopted strategies, plans, and reports, and should also inform production of similar documents in future.

The draft IDP will be a live document. The strategic vision will be reviewed annually and will be subject to targeted updates where necessary for the draft IDP to remain relevant and to continue to underpin corporate strategies and priorities. The schedule of projects will also be reviewed annually and be subject to targeted updates to reflect new projects and programmes, updates to existing projects, and relevant contexts. Broader updates or even a replacement IDP will be produced where needed to inform future reviews of the City Plan and CIL Charging Schedule. If revisions are required to reflect changes in context, the updated/replacement document will be subject to Westminster City Council's formal governance processes.

## 1.6 How to use this document

This Draft IDP is broadly composed of three main sections: the narrative text, including the strategic vision; the infrastructure types chapters; and the Infrastructure Delivery Schedule.

The narrative text sets out the background of the draft IDP, including policy and other context and the methodology used to produce the draft IDP. The key element of the narrative text is the strategic vision, which sets out how infrastructure will help deliver the Council's broader strategies and priorities. The narrative text includes: the introduction; strategic vision for infrastructure; context, both in terms of conditions such as growth and policy frameworks; and methodology.

The infrastructure types chapters summarise information for each type of infrastructure treated in the document. Overview of existing infrastructure provision and requirements to accommodate growth during the City Plan period. Each chapter includes an introduction to the infrastructure type, the current situation within Westminster, and a summary of planned and future provision. A list of selected projects for that type is also included for illustrative purposes, along with a map showing the spatial distribution of the projects.

The Infrastructure Delivery Schedule is a technical section comprised of a detailed list of all infrastructure projects and programmes identified as infrastructure requirements.

## 2. Strategic Vision for Infrastructure

### 2.1 Infrastructure to deliver Council strategies and priorities

This Draft IDP sets out a strategic vision for infrastructure in which infrastructure is used to help deliver Westminster City Council's (the Council) broader ambitions and priorities. All infrastructure decisions are framed by the Council's strategic priorities, including the pledge to become a carbon neutral council by 2030 and carbon neutral city by 2040, the commitment to reducing inequalities, and the strategies to deliver a Fairer Westminster. It further sets out that infrastructure provision must be sufficient to meet the needs of our current populations, and that future infrastructure needs must be planned to support the levels of growth set out in our local development plan.

### 2.2 Prioritisation

The infrastructure requirements identified in this draft IDP include infrastructure which is necessary to support the projected growth of the City. Given that funding is a finite resource, the Council must prioritise some projects for funding over others.

Projects are also prioritised to reflect their relative importance for enabling new development and achieving sustainable communities. Identified projects are prioritised into one of the following categories to reflect their relative importance for enabling new development and achieving sustainable communities:

- **Critical Infrastructure:** Critical in enabling new housing and commercial developments, without which new developments would be significantly delayed or considered unacceptable in planning terms
- **Essential Infrastructure:** Essential for mitigating the direct impacts of developments and to avoid the unacceptable overuse of existing facilities or services in the area
- **Important Infrastructure:** Important for achieving sustainable communities and would contribute towards people's health and social wellbeing or enhancement of the natural environment
- **Desirable Infrastructure:** Aligned to placemaking objectives without being essential for development to come forward. Desirable infrastructure is unlikely to directly relate to population fluctuations or growth. However, it is still likely to deliver clear benefits for Westminster. It therefore should be considered for CIL funding when justified.

The City Plan is a key guide to determine in which prioritisation category a project sits. For example, the Site Allocations included in the City Plan Partial Review includes an existing hospital site, where a key requirement of future development is a new hospital that better meets current and future healthcare needs. The provision of that infrastructure would therefore be considered Critical.

Once categorised, projects should be further prioritised via various mechanisms which allow assessment against other Council plans and strategies. For example, all infrastructure projects seeking Council funding through the annual Budget process through the capital programme, must provide information in response to a series of questions set out in the Capital Project Spending Request. Information requested includes the relative deprivation of the community served by the project, efforts taken for the project to reach net zero carbon, and other considerations, primarily informed by the Fairer Westminster Strategy. Prioritisation methods should be designed to reflect the needs of the function for which infrastructure is being prioritised, but all methodologies should reflect the strategic approach to infrastructure set out in the draft IDP by valuing projects which maximise benefits in terms of both direct benefits of the infrastructure and broader benefits.

## 2.3 Fairer Westminster Strategy

The key principles by which infrastructure projects are prioritised reflect the Fairer Westminster Strategy. Fairer Westminster is the Council's vision for building a city that supports and celebrates all of our communities. The strategy is underpinned by the following five pillars, which are used to inform decision-making:

1. **Fairer Communities:** Making Westminster a healthier and equitable place for all our residents.
2. **Fairer Housing:** Increasing affordable housing and making sure our tenants and lessees are satisfied.
3. **Fairer Economy:** Building a strong, diverse and growing economy that benefits all residents and businesses.
4. **Fairer Environment:** Working to become a net zero council by 2030, and a net zero city by 2040.
5. **Fairer Council:** Having our council become more transparent and visible to our residents.

To deliver on the plan to build a Fairer Westminster, the Fairer Westminster Delivery Plan sets out what priority work the Council has planned, including delivery targets for each of the Council's key ambitions.

This draft IDP supports these priorities by providing a comprehensive and joined-up view of infrastructure requirements across the Council and external providers, to inform decision making regarding infrastructure funding within the wider strategic framework, set primarily by the Fairer Westminster Strategy. The projects identified in this draft IDP are the vital 'building blocks' that will support the delivery of a Fairer Westminster, and the use of CIL in funding these projects is an important consideration in the CIL spending strategy.

## 2.4 Intersectionality of outcomes

Infrastructure provision should always consider achieving efficiencies, not just in terms of costs, populations served, and other traditional considerations, but also in terms of helping to achieve the Council's broader strategies and ambitions.

Infrastructure should seek to further as many priorities as possible. For example, a public realm scheme could feature a small planting which encourages pedestrians to take a slightly longer yet more scenic route, in turn helping the public realm improvement also encourage active travel (and thereby reducing health inequalities) whilst also providing green and blue infrastructure in the form of a natural planter drainage system.

## 2.5 Infrastructure planning and delivery at Westminster

The city's infrastructure is planned for and supplied by a patchwork of providers and operators, from the private, public and not for profit sectors, each operating within different statutory and legislative frameworks. The council has different levels of control over each of these, but we can create a framework within which the different providers work efficiently and to maximise the benefits of their own provision. The council will use all of the mechanisms at our disposal, such as planning control and funding, to encourage infrastructure provision to align with the strategic approach set out in this document.

The draft IDP identifies all infrastructure that will be provided within the city, even where WCC does not control it.



The draft IDP reiterates the principle set out in the National Planning Policy Framework<sup>2</sup> and elsewhere that growth must be supported by infrastructure. Infrastructure providers must ensure that current and planned provision is sufficient to support current levels and expected growth of population and jobs.

Whilst the draft IDP, with reference to the Fairer Westminster Strategy and other key strategies and plans, identifies and prioritises infrastructure, tough decisions must be taken. Infrastructure funding is a finite resource and developer contributions have not yet bridged the identified infrastructure funding gap. As a result, funding is directed to priority projects via a thoughtful governance process.

The Council has a robust and inclusive governance structure to provide strategic oversight and decision-making on infrastructure. This structure provides a formal and transparent way of ensuring that all infrastructure planning and delivery decisions have a route for approvals and a forum for discussion and debate across the key services in the Council. It is highly collaborative, bringing together voices and expertise from across the council to enhance knowledge and therefore improve quality of decisions.

The Infrastructure Delivery Board (IDB) provides strategic overview of all strategies, planning, and funding decisions related to infrastructure. It also acts as the link and interface with politicians. The IDB is a high-level group is comprised of Directors and Executive Directors from all teams involved in planning and delivering infrastructure.

The Infrastructure Working Group (IWG) is the initial gateway for all infrastructure planning and delivery issues. The group is comprised of officers, primarily principals and Heads of Service, from all teams involved in planning and delivering infrastructure. The IWG is convened monthly which allows it to take detailed consideration of all issues, including project-level discussions for example to unblock barriers to delivery and to identify funding.

The Capital Review Group (CRG) is a Finance-convened group with broad responsibility for council spending, but is important for the infrastructure governance structure because of its role in prioritising the council's Capital Programme and in agreeing the use of Strategic Community Infrastructure Levy (SCIL) and Section 106 contributions funding. It is comprised of select Cabinet Members and key Executive Directors and other officers attend meetings. The role of CRG is to manage the WCC General Fund (GF) and Housing Revenue Account (HRA) capital programmes. CRG is the gateway for

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<sup>2</sup> NPPF paragraph 20 requires local plans to align growth with infrastructure provision.

the capital programme and ensures that the Council's limited resources are used appropriately. It is responsible for overseeing both the fixed and rolling five-year capital programme and will include all projects including those up to 100% externally funded by partner organisations. It manages the funding and borrowing requirements for the net Capital Programme, which includes a substantial number of infrastructure projects.

## 2.6 The draft IDP and the City Plan

The draft IDP serves as an evidence base for the City Plan, which is the Local Plan document for Westminster. It demonstrates how Westminster has and/or will provide the infrastructure required to support the level of growth set out the City Plan. It also includes broader infrastructure requirements necessary to support wider growth plans as referred to in section 3.2 Population and Growth.

The draft IDP is also designed to incorporate and integrate the infrastructure needs specifically and generally arising from the City Plan Partial Review. For example, the infrastructure required to support the Site Allocations is identified in the Infrastructure Delivery Schedule. This includes site-specific infrastructure issues, such as the need for relocated or replacement infrastructure at the Grosvenor Sidings, Westbourne Park Bus Garage, and St Mary's Hospital sites, and the need for site-specific infrastructure for example at Royal Oak. In addition to site-specific infrastructure, the draft IDP directs infrastructure providers to plan for all infrastructure needs required to support growth in population and workers planned for those sites. The infrastructure requirements set out in the Infrastructure Delivery Schedule reflect current levels and planned growth, including growth accommodated by the Site Allocations and the policy changes proposed in the city plan partial review.

## 3. Context

### 3.1 Setting the scene for infrastructure requirements

Infrastructure needs are driven by changes to Westminster's population, in terms of its size and composition, and demands on its built environment by residents, workers, and visitors, such as the need for more housing, different types of employment spaces, and other uses. As Westminster's population grows and changes, existing infrastructure must be maintained and improved, and new infrastructure must be provided where necessary to develop the city sustainably.

Infrastructure needs are similarly informed by policy. The interrelationship between growth and development with policy is a key determiner of infrastructure requirements. For example, a residential development with an expected child yield will create increased demand on local playgrounds, but the exact level of provision of child play space is calculated based on the minimum levels set out in the London Plan and supplementary guidance.

This section sets out the population and policy context of Westminster's infrastructure needs.

### 3.2 Population and Growth

A key function of the draft IDP is to identify the amount and type of infrastructure required to deliver the growth proposed in the City Plan and as set out in the London Plan.

Westminster's current population is 205,087<sup>3</sup>, which is expected to grow by 79,213 by 2040, with a projected population of 284,300 as identified in the City Plan. Given Westminster's position at the heart of central London, the resident population also swells on a daily basis with the influx of workers and visitors.

Much of the city falls within the Central Activity Zone, where continued commercial growth is of national economic importance, and existing and growing residential communities make positive a contribution towards the vibrant mix of uses.

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<sup>3</sup> See [Facts and figures about Westminster](#)

The city's North West will see economic regeneration, and the renewal of Church Street / Edgware Road and Ebury Bridge estates will increase local populations and bring renewed vitality.

Key growth targets set out in the adopted City Plan are for at least 20,685 new homes to the period 2040, and at least 63,000 new jobs. These headline targets for growth are not being revisited through the City Plan Partial Review, which only looks to support the delivery of more truly affordable housing, prioritise retrofit of existing buildings over their demolition and rebuild, and introduce a small number of site allocations. The included site allocations focus on providing guidance of how high quality developments that respond to their surroundings can be unlocked, and do not assign specific targets in terms of number of homes or jobs to each site.

### 3.3 Policy Contexts

#### **National Guidance**

In July 2021 the Government published its revised National Planning Policy Framework (NPPF)<sup>4</sup> and further changes were recently proposed in July 2024. The NPPF sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally prepared housing and other development plans can be produced. The NPPF refers to infrastructure provision as an integral means of delivering the development needs established in Local Plans. It requires Local Planning Authorities (LPAs) to plan with anticipation for development and infrastructure required in the area.

LPAs are mandated to plan for and, where feasible, assist with delivering infrastructure required to support development. Local authorities are to identify the infrastructure required, the sources of funding, the providers, and infrastructure's overall relation to the anticipated phasing of development. Any major infrastructure required should be identified within the Local Plan and specific policies.

#### **Local Policy Context**

Under the adopted City Plan (and in accordance with the London Plan), Westminster aims to increase its housing supply by 20,685 units by 2040. New housing will be provided in a variety of locations, including through major regeneration schemes in the Housing Renewal Areas at Church Street and Ebury Bridge, as part of mixed-use

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<sup>4</sup> See [National Policy Framework](#)

developments in the Opportunity Areas of Victoria and Paddington, and as part of the continued intensification of the Central Activities Zone, North Westminster Economic Development Area and in and around our town centres.

The West End, along with the Opportunity Areas at Paddington, Victoria, and Tottenham Court Road, provide the main opportunities for significant office growth. Over the City Plan period, an increased demand for other commercial spaces, including hotels, retail, and leisure developments is also expected, meaning Westminster will require additional commercial floor space of various types.

As part of the City Plan Partial Review, site allocations are included for: St Mary's Hospital, Westbourne Park Bus Garage, land adjacent to Royal Oak, and Grosvenor Sidings. As key underutilised sites with scope for intensification, development across these sites will make a positive contribution towards the cities needs for new homes, jobs, and infrastructure improvements in sustainable locations.

Westminster's CIL Spending Policy Statement<sup>5</sup> sets local policies and priorities to guide the allocation of CIL funds. It constitutes local policy to inform CIL allocations by the Council. It supersedes the earlier Spending Policy Statement (adopted November 2017). In addition to the requirements and restrictions of national legislation and regulations, all CIL spending decisions must regard this document. Westminster's CIL addresses the cumulative impact of development and growth on the City. In concert with other planning obligations, it is a key source of funding projects which provide and enhance the infrastructure required to support growth.

CIL must be spent on providing, improving, replacing, operating, or maintaining public infrastructure needed to support development or growth. If necessary, CIL can provide new infrastructure or repair or update existing infrastructure to support development or growth. It can also be used for anything else concerned with addressing the demands that development or growth places on an area. CIL is allocated by the Council on the project's merits and managed by the legal requirements governing Council decisions and the requirements of the legislation and regulations governing CIL, its administration, application, and reporting requirements. Further to these requirements, CIL is allocated in line with the policies and priorities set out in local policy.

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<sup>5</sup> See [Westminster's CIL Spending Policy Statement](#) (adopted 17 October 2022)

Under the updated CIL regulations<sup>6</sup> that came into force in September 2019, Infrastructure Funding Statements (IFS) have replaced CIL Regulation 123 Lists as the tool through which projects are identified for CIL funding and will support the implementation of this Draft IDP. The IFS is published annually, summarising all financial and non-financial developer contributions to S106s and CIL within Westminster. It includes a statement of infrastructure projects that Westminster City Council intends to or may be wholly or partly funded by CIL. The IFS also sets the Council's governance arrangements for allocating CIL and S106.

This draft IDP and accompanying Delivery Schedule were produced in alignment with the IFS and strategic priorities identified in national policy, relevant legislation, and local priorities in the City Plan.

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<sup>6</sup> See amended [CIL Regulations 2019](#)

## 4. Methodology

### 4.1 Identification

The infrastructure requirements set out in this draft IDP were developed following a review of available documents and engagement across the Council, with Westminster's Neighbourhood Forums and with external infrastructure providers between August and September 2023, followed by review processes in January and August/September 2024.

Between August and September 2023, a series of meetings were held with lead staff across various Council services and external service providers responsible for planning, funding, and delivering infrastructure in Westminster to support the development of this Draft IDP and accompanying Delivery Schedule.

An initial round of engagement was undertaken to gather insights on existing infrastructure needs and supply, including delivery context, planning standards, planned provision, key issues and risks, and supporting evidence. A second round of engagement was then undertaken to identify the infrastructure required to support growth, including reviewing requested submissions detailing infrastructure programmes and strategic projects both underway and planned, that support the City Plan. Submissions received were collated into an Infrastructure Delivery Schedule, which forms part of this Draft IDP.

In January and again in August/September 2024, contributing providers were invited to comment on draft versions of the draft IDP. The intention was to provide a further opportunity to review and update information about their projects as well as the language used to describe those projects.

Projects are included in the schedule if they have been formally identified in adopted policy or strategy documents, or are in the Council's capital programme or otherwise included in team's programmes of works, or have been identified by an external infrastructure provider. Given the relatively long plan period and varying levels of details in sources, not all information about every project is known at the time of publication. As planning for a project progresses, new or revised details, particularly regarding phasing and costs, will be updated in the Infrastructure Delivery Schedule.

## 4.2 Categorisation (infrastructure type)

Infrastructure categorisation is useful for infrastructure planning, monitoring, and reporting purposes but is not intended to be exclusionary. The following categories considered in this Draft IDP align with strategic priorities identified in the NPPF, relevant legislation, priorities identified in the City Plan and those adopted by Westminster for CIL spending purposes. The scope of this Draft IDP includes projects relevant to<sup>7</sup>:

- Education
- Health & Care
- Public Transport
- Highways, Traffic & Parking
- Active Travel
- Culture & Tourism
- Leisure & Community Facilities (including Libraries)
- Green & Blue Infrastructure (including Flood Risk Management)
- Public Realm
- Emergency Services
- Utilities & Waste
- Digital Infrastructure

## 4.3 Rationalisation and Prioritisation

The methodology set out in 4.1 produced a list of approximately 650 projects. The list was too detailed to be accessible and helpful. A rationalisation exercise was undertaken, in which small projects were amalgamated into programmes, duplicate projects were removed, and projects submitted without sufficient justification (such as being identified in a published strategy or in an agreed programme) were scrutinised and many removed, amongst other to clean up the list.

Projects costed at £5,000 or less were identified for additional scrutiny. The intention was to consolidate lower-value schemes into programmes wherever possible.

This approach aimed to keep the Infrastructure Delivery Schedule a manageable size instead of an impenetrably long list, whilst ensuring that project costs were accounted for, to support the robustness of the infrastructure funding gap. The compilation of smaller projects into programmes also provides projects flexibility to expand provision of the scheme objectives to other sites as needs change in the real world.

The outcome of the rationalisation exercise was a far more accessible list of approximately 250 projects.

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<sup>7</sup> The list of infrastructure types relevant to the updated Draft IDP is not exclusive; it will be amended and/or expanded based on close engagement with council officers and service providers.



Methodologies to prioritise projects, to reflect their urgency for supporting development and sustainable communities as well as their role in delivering Council strategies and priorities, was produced. These methodologies are set out in sections 2.2 and 2.3.

## Active Travel

Active travel infrastructure and sustainable travel is critical to delivering on net zero and facilitating physical wellbeing to ensure people can stay healthy and thrive as they age. Infrastructure improvements that support active travel are also needed to accommodate the growing number of people living, working, and visiting Westminster. The delivery of active travel routes that are safe, accessible and visible will help to alleviate some of the carbon impacts of increasing tourism and migration to the city.

Active Streets programmes are essential to facilitate Active Travel. These includes projects such as Schools Streets, Play Street, and Street Play.

The City Plan promotes sustainable forms of transport to create safer streets, reduce traffic and improve air quality by limiting pollution from motor vehicles in Westminster. In addition, one of the aims of the Fairer Westminster Strategy and Delivery Plan is to make transport more equitable.

## Planned Projects

### Walking

To meet the objectives outlined above and accommodate future growth in line with local, regional, and national policy, planned provision includes street improvements such as, safer road crossings, new dropped kerbs pavement repairs and new wayfinding signs.

Additionally, School Travel Plans are being developed in collaboration with various schools to promote safer and more sustainable travel options for students, emphasising walking, cycling and public transport.

Walking	
Category	Details
Lead	Westminster City Council
Current Provision	Public realm and Highways improvements, School Travel Plans, School Streets pedestrian crossings, pedestrian priority streets, pavement widening Legible London signs, pedestrian countdown timers, local safety schemes, and Low Emission Neighbourhood (LEN) initiatives.
Known Planned Provision	Improvement of unfamiliar walking routes, inclusive footways, and public spaces, decluttering of crowded streets and junctions, partnerships with TfL and other entities for public realm improvement schemes and air quality initiatives. Active Street programmes including Schools Streets, Play Streets, and Street Play
Future Needs	Increase walking trips from 84% to 92%, enhance the walking environment quality, ensure safety, and promote behavioural change
Funding	Funding sources include S106 and 278 agreements, CIL, landowner contributions, LIP funding, and joint initiatives with TfL and partners, including central government funding and DEFRA Air Quality grants.

## Schedule

Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale
Crucial	Westbourne Park Bus Garage Footbridge	Westbourne Park Bus Garage	New footbridge across canal to support the City Plan Partial Review site allocation at the site	TBC	TBC - s106 or CIL may need to contribute	2030	2040	
Crucial	Existing Projects for CCTV	Borough-wide	To improve road safety for all road-users, but especially pedestrians and those using active travel methods, the City Council needs to increase its estate of on-street cameras and associated monitoring equipment where moving traffic offences can be enforced. This includes enforcement of certain prohibited movements (banned turns, one-way streets etc) and box junctions. Installations will be targeted based on accident statistics and reports/requests from road-users to ensure that the increase in enforcement is proportional and of maximum impact for the safety of residents and road-users.		£0.00			
Crucial	Strategic Asset Management and Monitoring	Borough-wide	Strategic Asset Management and Monitoring. Use of Asset Management tools including 'Confirm' which records of inspections, records defects and updates on the Highways jobs to repair, which helps prioritisation of Highways maintenance work to keep the public highway operating efficiently for the public	WCC, Contracted teams	£800,000.00	2024	2025 and ongoing	Short

## ACTIVE TRAVEL

Essential	School Streets & School Travel Plan	Borough-wide	<p>As part of a Transport for London initiative, we are working with schools across the borough to produce School Travel Plans (STPs). An STP is a document that sets out how a school will promote safer, healthier and more sustainable travel to school. The emphasis is on reducing the number of children being driven to and from school and encouraging walking, cycling, scooting and using public transport. Some interventions require highway engineering schemes to support safer, cleaner and greener travel choices.</p>	WCC	£1,500,000.00	Ongoing	Ongoing	Short
Important	Street Improvement Programme	Borough-wide	Expanding the roll-out of street improvements (including new wayfinding signs, safer road crossings, new dropped kerbs, pavement repairs improved tactile paving network and new seating areas)	Highways		TBC	TBC	
Important	ActiveStreets	Borough-wide	School Streets, Play Streets, and Street Play projects to deliver improvements which create priority for children and families to enable them to play in the designated streets	WCC (Communities, Highways, etc)	At least £2.4m	TBC	TBC	Medium

## ACTIVE TRAVEL

### Cycling

In addition to the above-mentioned street improvements to aid active travel, delivery of supporting infrastructure for cycle hire, additional bays, improved cycle routes, cycle hangars in various locations is also planned to encourage cycling as a sustainable transport mode.

The School Travel Plans which are being developed in collaboration with schools will also promote the use of cycles to travel to school, where possible. The council is working with bike operators to establish designated parking bays for dockless bikes and e-scooters, with the goal of having at least one parking bay every 300 meters across the borough.

Cycling	
Category	Details
Lead	Westminster City Council, TfL & Private Sector Providers
Current Provision	Cycling infrastructure in Westminster includes the central London Cycling Grid (CS5/11), cycle parking, residents' cycle hangars, and cycle hire junction improvements, cycle parking audits, safety checks, maintenance courses, abandoned bicycle scheme review, bike loan pilot, Better Junctions Review, 20 mph zones, neighbourhood traffic management.
Known Planned Provision	Expansion of cycle routes, improved wayfinding, addressing dangerous junctions, enhancing storage facilities, making temporary cycle lanes permanent, increasing neighbourhood traffic management, filling gaps in the cycling network, improving access to Royal Parks.
Future Needs	Increase cycling trips, improve road user interaction, facilitate bicycle ownership/access, raise awareness and participation, decrease cycle casualty rates.
Funding	CIL, Section 106, partnership funding with stakeholders such as Network Rail, City West Homes, and TfL.

## ACTIVE TRAVEL

## Schedule

Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Various	Cycle Schemes	Various across City	New and improved cycle routes and parking including dockless	WCC and private	£24.4m	Various	Various	Various	£16.6m
Essential	London Cycle Hire – TfL	Borough-wide	Implementation of additional TfL Cycle Hire (Santander) stations/expansion - Will need TfL commitment for additional stations to be delivered, due to TfL's 2024 asset freeze and contract restriction with their operator Serco with the limited number of active station/fleet size. TfL contract procurement due 2025	TfL	£300,000	2023/24	2024/25	Short	£300,000
Essential	Secure Cycle Hangars	Borough-wide	Our roll-out programme aims to install cycle hangars in various locations across the borough, offering secure storage for cyclists, encouraging more individuals to choose cycling as a sustainable mode of transportation. Locations for new cycle secure units are chosen primarily based on the level of local demand identified from the registration of interest data across the borough. The demand study analysis identifies areas that require additional cycle parking facilities.	WCC	£175,000	Ongoing			

## Blue and Green Infrastructure

Green and Blue infrastructure is the network of multifunctional open and green space, water, and other environmental assets in urban and rural areas, which help to deliver a wide range of environmental and health and wellbeing benefits for local communities.

Improvements to Green and Blue infrastructure will support the Council’s commitment to achieving net zero and improving air quality by delivering greener neighbourhoods, cleaner air and healthier lives.

## Planned Projects

### Open Space

Providing residents and visitors to the City with high-quality green open space provision aligns closely with the council's commitment to delivering a Fairer Environment as well as that of Fairer Communities. Infrastructure provision for Open space includes the servicing which supports the creation of quality green spaces which people will want to visit and steward. Open, green space facilities urban cooling and will be crucial to delivering upon our commitment to becoming a net zero council by 2040. Below are the current, future and planned provision of projects which will deliver upon this objective.

Open Space & Recreation	
Category	Details
Lead	Westminster’s network of open spaces is both publicly and privately owned, requiring the Council to work in collaboration with a variety of partners and stakeholders. Key partners include the GLA, Royal Parks, landowners, neighbouring boroughs, Zoological Society of London, Canals and Rivers Trust, London Wildlife Trust and Resident Associations.
Current Provision	<p>The Council's Green Infrastructure Audit in 2023/2024 identifies over 80 parks, 28 of which have green flag status in Westminster, 32% has Green Cover and 33 (23.7 of Westminster’s land) Sites of Importance for Nature Conservation (SINCs) - We also carried out an assessment of these SINC sites to evaluate their current status (no SINC’s saw a change to their designation) and identify measures that could be taken to enhance their ecological value.</p> <p>Open space from large, multi-functional areas such as Paddington Recreation Ground to small gardens, squares and ‘pocket parks’. Most of these spaces offer free access to the public. The city provides more than the national average of publicly available open space, with 2.17 hectares per 1,000 residents. Over half of Westminster’s open spaces have a heritage designation, with 85 London Squares and 23 English Heritage-listed parks, including the five Royal Parks.</p> <p>The City Plan identifies 33 Sites of Importance for Natural Conservation (SINCs) in Westminster, which account for over 3,000 hectares. This includes eighteen Metropolitan SINCs.</p>

## BLUE AND GREEN INFRASTRUCTURE

<b>Known Planned Provision</b>	<p>To support the development of the Open Spaces and Biodiversity Strategy, the Council commissioned an audit of open and green spaces and community consultation exercise aimed at assessing current provision and identifying opportunities for improvement. Findings from this work identified the following priorities:</p> <p>Green infrastructure - delivery of more green infrastructure, focusing on public access and visibility wherever this is achievable.</p> <p>Space for Play - addressing a lack of spaces for play provision, with a particular shortage of facilities geared towards older children.</p> <p>Walking in and around open spaces - focusing on walking routes through and around parks and open spaces, including raising awareness of available green space locally. This includes making green spaces more accessible for the elderly.</p> <p>Biodiversity - The council will shortly be publishing a Greening &amp; Biodiversity Strategy in September 2024 which will outline the key visions for Westminster's Green Space. The strategy, and any subsequent action plans, will be centred around 6 principles:</p> <ul style="list-style-type: none"> <li>Protect and Enhance nature in the city</li> <li>Corridors for nature and people</li> <li>Make our streets cleaner and more liveable</li> <li>Improve resilience to climate change and pollution</li> <li>Ensure access to nature for all</li> <li>Empower local stewardship</li> </ul> <p>Fairer Westminster Strategy has set a deliverable to increase tree canopy cover by planting more trees to enhance urban greenery, air quality and biodiversity.</p> <p>In addition, the Council's Park Makers<sup>1</sup> scheme regulates, facilitates, and enables the use of the borough's parks and open spaces by various community providers.</p> <p>We have a Fairer Westminster deliverable for April 2024-March 2025 to increase tree canopy cover by planting more trees to enhance urban greenery, air quality, and biodiversity.</p>
<b>Funding</b>	<p>In addition to Greening Westminster grant funding, additional funding through development and other suitable funding sources is required, such as development funding through the Council's Capital Programme.</p>

<b>Schedule</b>									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap



## BLUE AND GREEN INFRASTRUCTURE

Crucial	Grosvenor Sidings open and playspace provision	Grosvenor Sidings	Open space to facilitate the site allocation at Grosvenor Sidings as identified by the City Plan Partial Review	Network Rail	none	2028	2032		
Essential	Forest schools in parks and open spaces	Borough-wide	To develop several forest schools infrastructure in our parks and open spaces where children will learn about their natural environment - supporting %232035	WCC	£500,000	2024	2027	Short	
Essential	Cemetery Improvements Programme		Ongoing programme for site improvements and to increase burial capacity in our 3 out of borough cemeteries.	WCC	£4,300,000	2024	2040	Long	
Essential	Fountains Improvement Programme	Borough-wide	Ongoing programme for improvements to fountains in our parks and open spaces.	WCC	£650,000	2024	2029	Medium	
Essential	Greening and Biodiversity Parks and Open Spaces Improvements Programme	Borough-wide	Ongoing programme to improve habitat and biodiversity in our Parks and Open Spaces supporting #2035, the Ecological Emergency declaration made by WCC, and an emerging greening and biodiversity strategy	WCC	£4,300,000	2024	2040	Long	
Essential	Communities Parks and Open Spaces Improvement Programme	Borough-wide	Ongoing programme to involve our communities in the co-design and development of our parks and open spaces - including consultation work.	WCC	£3,000,000	2024	2040	Long	

## BLUE AND GREEN INFRASTRUCTURE

Desirable	Parks and Cemeteries Tree Planting	Borough-wide	This project aims to provide funding for tree planting in Westminster's parks and out of borough cemeteries. There has been a lack of available funding for tree planting in parks and cemeteries in recent years, and whilst there is limited space for new tree planting, the majority of the funding will be used to provide replacements for those trees which have had to be removed for safety or other reasons.	WCC	£478,000	Ongoing	/	Long	Fully funded for 2023/24. future funding subject to future capital bids
Desirable	New tree and rain garden provision		A. New trees throughout various locations, including along Talbot Road and Needham Road; B. New Rain gardens on Westbourne Grove west of Chepstow to help separate the seating areas of WestGrove café and footways. This might be part of the overall FIVEWAYS project.		£0.00				

## Flood Risk Management

The Council is the lead Local Flood Authority, responsible for managing local flood risks in the city, for example, risks of flooding from surface water, ground water and smaller watercourses. Due to the density of the city combined with its drainage capacity, surface water flooding is the most likely cause of flooding; the impact of this is that Westminster’s infrastructure risks being overwhelmed. Maintenance of the sewer network within Westminster will be the key to managing increasing flood risk in the future.

The council is currently refreshing the Local Flood Risk Management Strategy, which is a statutory document and is set to be adopted early 2025. The strategy outlines our approach to managing local flood risk across Westminster and how we intend to work with key stakeholders, including other risk management authorities (Environment Agency, Thames Water and Transport for London). Both the Local Flood Risk Management strategy and the Environment SPD advise the inclusion of SuDS where possible in development to manage flood risk in the borough. Westminster was particularly affected by two major surface water flooding events in July of 2021 when 270 properties flooded, primarily in the northwest and south of the borough.

Westminster is collaborating with Thames Water and the Environment Agency to work together to develop flood risk management schemes and understand the potential for delivering SuDS across Westminster.

As the city will have to deal with future impacts of climate change and flooding, it is important to mitigate the impacts of development on the environment, and effectively plan and deliver flood risk management projects.

Flood Risk Management	
Category	Details
Lead	The Council is the lead Local Flood Authority, responsible for surface water, groundwater, and ordinary watercourse flood management. The Environment Agency oversees flood risk from the River Thames, and Thames Water is responsible for preventing sewer flooding.
Current Provision	Despite Westminster's vulnerability to flooding, it benefits from robust flood defences. The city has 4.7km of tidal Thames frontage protected by the partly listed Embankment wall. In addition, the Thames Barrier and associated Thames Tidal Flood Defences provide a 1 in 1000-year protection standard.
Known Planned Provision	The council's Local Flood Risk Management Strategy demonstrates what work has been completed, is underway, or is planned by the council and partners. The delivery of infrastructure projects such as Sustainable Drainage Systems (SuDS) has been identified as a major way of building future flood resilience in the city, and a programme of SuDS is underway since 2024. The LLFA team is also exploring opportunities to maximise the potential of disused underground assets to store storm water during major rainfall events. As stated by the Thames Estuary 2100 Plan, all Thames River flood defenses west of the Thames Barrier (i.e. Westminster) will have to be upgraded by 2050, and we should have a Riverside Strategy in place by 2030 for this work.
Funding	Contributions towards flood risk management include FCERM Grant in Aid funding on behalf of DEFRA, local Levy funding, S106 agreements and CIL. Additional funding could be secured through private sources such as contributions from landowners.

## BLUE AND GREEN INFRASTRUCTURE

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Sustainable Drainage Systems (SuDS)	Across Westminster	SuDS are designed to manage stormwater locally and to mimic natural drainage, encourage its infiltration, attenuation and passive treatment. This includes features such as permeable paving, rain gardens and enhanced tree pits.	WCC	£3.7mil	2024	2028	Medium	£700k
Essential	Unknown but significant	Across Westminster	Identifying novel solutions to attenuate large amounts of storm water and divert pressure from the combined sewer system. This would include utilising unused or decommissioned underground spaces such as underpasses, public conveniences and car parks to store flood water during extreme weather events and then release it back into the sewer system when water levels have reduced.	WCC, major landowners, Thames Water, TfL, Royal Parks	£4.9mil	2025	2030	Medium	£4.9mil
Essential	Riverside flood defenses	Thames Embankment	As per Thames Estuary 2100 Plan (Environment Agency), all riverside defenses west of the Thames Barrier will need to be raised by .5 meters by 2050. As WCC owns sections of the riverside wall, we will be responsible for these flood defense upgrades. We will also have a major role to play in coordinating other riverside landowners to upgrade their defenses.	WCC, major landowners, Central Government, TfL	Unknown but significant	2030	2050	Long	

## Culture and Social Infrastructure

Westminster is known as a global hub for creative industries and tourism, with 25 million tourists visiting the city every year. The borough has over 130 major cultural establishments and hosts a range of cultural activities and programmes in collaboration with artists and galleries locally and across the world. The borough is home to the several world-class shopping hubs, such as Oxford and Regent Street, the vibrant West End, which is a cultural hub for performing arts, as well as being home to several globally renowned museums, galleries and numerous heritage assets of global significance, such as the Houses of Parliament and Buckingham Palace. Infrastructure delivery encompassing the city plan period must mitigate the strain on infrastructure caused by tourism, in order to support the continued economic growth of the city as outlined in Westminster’s City Plan.

Local cultural infrastructure is facing acute threats from Arts Council cuts to Central London, recent inflationary pressures, skills shortages and shifts in commuter working patterns. The Council delivers a range of cultural programmes in collaboration with the voluntary sector. This includes broadening access and opportunities for cultural and social participation, delivering events that enhance the local visitor offer and enabling career pathways into creative industries.

## Planned Projects

### Cultural and Social Infrastructure

Cultural activity and infrastructure are funded through MyWestminster reserves up until March 2026, covering the period of the current WCC Cultural Strategy 2021-25. Extending the Council's Culture Fund programme to deliver cultural activity and infrastructure for 2026 – 2031 would require ongoing investment estimated at £5m. Projected costs are based on the current Culture Fund budget plan including some staff resources.

The designation of a North Paddington as a Creative Enterprise Zone (CEZ) highlights the vision for the area as a place where creative production grows, is sustainable, and where all people are empowered to develop their talent and reach their potential. The CEZ will support existing arts and cultural institutions, as well as connecting and opening opportunities for local people. It will also bolster the council's North Paddington programme which seeks to address the long-standing social-economic and health challenges in the northwest of the borough.

Cultural & Social Infrastructure	
Category	Details
Lead	The Council in collaboration with voluntary and arts sector partners and private providers.
Current Provision	<p>In 2022 a Culture Fund was established to take forward WCC Cultural Strategy 2021-25 recommendations to widen participation to culture in the borough and support local cultural infrastructure through the following initiatives:</p> <p><b>Culture and Community Grants:</b> support local cultural and community organisations to develop free cultural events in partnership with local residents, including those from deprived wards or with protected characteristics, both at venues and in community settings</p>

## CULTURE AND SOCIAL INFRASTRUCTURE

**Inside Out Festival Grants:** encourage cultural partners to programme free events in the streets and open spaces of Westminster as part of festival campaign throughout August to diversify audiences and reduce social, psychological and economic barriers in accessing culture.

**Strategic Commissions:** Ambitious partnerships of scale and impact including Donmar theatre tour to over 2,000 Stage 3 schoolchildren in Westminster, creative health community projects by One Westminster, ENO opera performances and workshops delivered in care homes and sheltered accommodation, Dance Westminster competition delivered by Step Studios, gallery/museum lates and public realm activations (in partnership with BIDs)

**Local Cultural Education Partnership:** Community-led initiative to improve connections between schools and arts organisations through a new online directory, steering group activities and twilight events for teachers at cultural venues.

**City Lions:** Council programme, delivered in partnership with VCS provider, Dream Arts, providing workplace opportunities, mentoring, skills workshops, events, and talks to help schoolchildren aged 13 to 16 towards creative careers.

**Investment in VCS properties:** A variety of grant programmes, including Neighbourhood CIL, are guided by a new policy to ensure that when the council invests in improvements to a property used by a VCS provider, that investment is protected for public benefit.

Known  
Planned  
Provision

The Culture Strategy identifies recommendations across the following priorities:

**Culture for All:** Increase access to culture for all, with a specific focus on reaching residents that encounter physical, social, and economic barriers.

**Resilient Communities:** Support health and wellbeing programmes, deepening relationships between the council's Families, Public Health, Adult Social Care, and Libraries services, cultural partners, and health providers.

**Open for Business:** Nurture the creative economy to attract new business and investment by increasing opportunities to engage in creative enterprise and the local cultural offer.

**Creative Placemaking:** Ensure cultural activations, public art, creative workspaces, and diverse resident programmes are integral to planning, public realm and regeneration activities.

Future Needs

Delivering on City Plan objectives to both diversify and protect Westminster's cultural infrastructure, enhance the visitor economy and support cultural activity in high streets, community hubs and commercial areas that require ongoing investment in cultural infrastructure.

Funding

Cultural activity and infrastructure are funded through MyWestminster reserves up until March 2026, covering the entire period of the current Cultural Strategy. Extending the Council's Culture Fund Programme to deliver cultural activity and infrastructure for 2026 – 2031 would require ongoing investment estimated at £5m. Costs have been projected based on the current Culture Fund budget plan including staffing costs.

## CULTURE AND SOCIAL INFRASTRUCTURE

Schedule									
Prioritisation	Program me / Strategic project	Location/ s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Important	Culture Fund	Borough-wide	WCC Culture Fund to delivers important social infrastructure in the unique global creative and cultural hub that characterises Westminster. The culture grants and strategic commissions funds will invest in local cultural infrastructure to deliver activities that widen access for more residents to cultural and social wellbeing, deliver outdoor arts events that support the local visitor economy, and enable career pathways into local creative industries for marginalised young people. This council programme will deliver WCC Cultural Strategy policy objectives of (a) cultural access for all, (b) resilient communities, (c) creative placemaking and (d) creative economy. These are reinforced by the City Plan cultural placeshaping and WCC Economic Development Plan objectives.	WCC	£5,000,000	2026	2031	Medium	£5,000,000
Important	North Paddington Capital Programme	Paddington	Grant programme to fund capital projects to improve non-council owned buildings and facilities in North Paddington	WCC	£4,500,000	2024	2026	Medium	£0

## Education

The Council is responsible for education planning and provision to ensure the adequacy of school places from primary to Sixth Form. Westminster's primary schools currently have a spare capacity of 23%, which is higher than the London average of 18%. This surplus is indicative of a decreasing trend in primary school enrolments in the borough. Demand for secondary education remains high in Westminster, placing pressure on existing school facilities and resources.

The Council is also responsible for ensuring sufficient early education and childcare places. In addition, they provide several adult education learner centres in collaboration with the Westminster Adult Education Service (WAES). Adult education also takes place formally and informally in a range of other settings, particularly through community-based infrastructure so the importance of delivering upon this infrastructure type is emphasised here also.

Westminster is also home to several universities including the London School of Economics, Imperial College, King's College London and the University of Westminster. These elements of education and learning provision require careful planning to ensure there will be adequate provision to accommodate growth over the City Plan period and to support schools to be more inclusive for Westminster's most vulnerable young people. Expansion of university enrolment also increases the demand and pressure on infrastructure and housing within the borough, and therefore it is important to plan for this accordingly.

## Planned Projects

### Early Years Education

There are no proposals to expand existing childcare places or to create new provisions. Further planning is needed to address concerns about the distribution and affordability of childcare places in areas such as Westminster North to ensure there are accessible options for residents and lower-income families living in high demand areas.

Early Years Education	
Category	Details
Lead	Westminster City Council in collaboration with the Westminster Family Information Service and Early Years Alliance.
Current Provision	Free early education for 2-year-olds from low-income families and free early education for 3 and 4-year-olds, and support for children with SEND. The latest Childcare Sufficiency Assessment notes that there are 163 childcare providers in Westminster, offering a maximum of 5,068 places.
Known Provision	Although there may be sufficient childcare places in the borough, there are known concerns about uneven distribution and the availability of affordable childcare options. The north-east has more people per place, suggesting families there might have to travel longer distances or have fewer choices. In the north-west, families may be more inclined to seek childcare outside of Westminster.
Planned Provision	
Future Needs	Concerns about geographical distribution and choice for families in certain areas require the Council to continue monitoring demographics throughout the City Plan period to bridge identified gaps in individual wards when considering new or relocated provision.
Funding	Government-funded entitlements for different age groups and direct payments to providers offering funded early education services.

### Primary Education

Although Westminster is experiencing a decrease in primary school enrolments, plans are underway to re-purpose existing primary school sites across the borough to address surplus capacity. A £10m re-purposing scheme will enable the amalgamation and improvement of Westminster's primary school portfolio, including re-use for additional education (e.g., SEND) and community services.



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### Primary Education

Category	Details
Lead	Westminster City Council
Current Provision	There are 38 primary schools in Westminster, including maintained primary schools, free schools and academies <sup>2</sup> .
Known Provision	After the 2022 reception allocations, Westminster had a 29.2% surplus capacity, with 31 out of 37 primary schools having vacancies or short waiting lists. This suggests declining primary school enrolments, with Westminster's primary schools having a 23% spare capacity, exceeding the London average of 18%. To address this, Westminster's Schools Forum is implementing reductions, targeting 7-8 entry forms by September 2025.
Planned Provision	
Future Needs	Plans to re-purpose Westminster's Primary School Portfolio will enable the amalgamation, improvement and re-use of existing places and services to manage surplus capacity during the City Plan period.
Funding	School funding is allocated based on factors including school size, student age, and local deprivation levels. Westminster schools receive above-average funding, with primary schools receiving an average of £5,537 per pupil in 2020/21, reflecting local cost of living and deprivation levels. A minimum Funding Guarantee ensures a 1.84% increase in funding per pupil. Further planning information is required to determine funding sources for the Primary School Portfolio scheme.

### Secondary Education

Demand for secondary schools remains high with current schools experiencing full enrolment levels. No planned provision for secondary school places has been identified, although there will likely be a need for additional places due to demand from residents and students from other areas given current capacity constraints.

Secondary Education	
Category	Details
Lead	Westminster City Council
Current Provision	There are 11 secondary schools in Westminster, including community schools, academies, and one all-through school. Secondary schools are experiencing full enrolment levels. Additional students are often admitted through the Fair Access Protocol.
Known Provision	Demand for secondary education remains high, and there is a deficit of -0.8% in current secondary school capacity. No planned provision has been identified for additional resources or facilities.
Planned Provision	
Future Needs	There may be a future need for more secondary school places due to demand from residents and students from other areas, with current schools already fully enrolled.
Funding	Funding is allocated by the council considering school size, pupil age, and area deprivation level.

### Special Education Needs (SEND)

SEND Education	
Category	Details
Lead	The Council in collaboration with a range of partners including local schools, health, and social service organisations.
Current Provision	There are over 70,000 children and young people aged 0-25 in Westminster. Of these, 6,290 have Special Education Needs and Disabilities (SEND). There are three SEND schools and one alternative provision academy. The Council's revised strategy for SEND 2021-2024 is aimed at addressing the

<sup>2</sup> <https://www.westminster.gov.uk/schools-offer>

## EDUCATION

	needs of children with special needs and disabilities. It highlights a key challenge facing SEND infrastructure in Westminster is planning for an expected increase in children with SEND.
Known Planned Provision	Forecasts show an expected increase in children with SEND. Plans are underway to enhance the capacity of existing SEND services.
Future Needs	Addressing the forecasted rise in children with SEND through effective planning for growth and capacity building.
Funding	Council funding considering school size, pupil age, and area deprivation level.

Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Special School and Short Breaks service at Pimlico	SW1V 3SE	Conversion of Westminster Cathedral School	WCC	£2,000,000	TBC	2024	Short	£1,000,000

### Further Education including Adult Education

Further Education including Adult Education	
Category	Details
Lead	Westminster Adult Education Service (WAES) is responsible for providing education and training opportunities for learners aged 19 and above in collaboration with the Council and other sector partners.
Current Provision	Westminster has four Further Education Colleges and one skills development centre. WAES services include art, vocational programmes, work-based curriculum, basic skills, and community and family learning. This curriculum aligns with priorities in the Fairer Westminster and London Mayor's Skills for Londoners Strategy. WAES operate out of three sites in Westminster, namely Lisson Grove Centre, Pimlico Academy and the Amberley Road Centre.  The Westminster Employment Service is a programme administered by the Council which provides support to unemployed residents, offering access to training programs and employment opportunities.
Known Planned Provision	Development plans are underway for the current WAES Lisson Grove Centre, which is the lead delivery site and office accommodation for staff. It accounts for 75% of the service's current usage, which is limited due to the confines of space. WAES consultation also identified proposed plans to identify space that can be converted into a retrofit classroom to deliver green skills.
Future Needs	Delivery of planned provision would enable the WAES to deliver sustainability skills and contribute to Westminster's Fairer Economy objectives.
Funding	Funding for the WAES element of the Lisson Grove development was sourced through the Council's CIL.

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap

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Essential	Lisson Grove Programme	NW1	Early Years and Adult Education provision	TBC	£5,457,000.00	2023	2026	Short	£2,947,000.00
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### Higher Education

There are various higher education institutions and universities in Westminster. Although these are not the direct responsibility of the Council, known planned provision includes the enhancement of existing facilities, establishment of new facilities and dedicated student housing to accommodate increasing student numbers over the next 5-10 years.

Higher Education	
Category	Details
Lead	Various higher education Institutions and universities in collaboration with the Council.
Current Provision	Higher education institutions in Central London include the London School of Economics, Imperial College London, and King's College London.
Known Planned Provision	The known planned provision includes the enhancement of existing facilities, establishment of new facilities, improved teaching and research spaces and dedicated student housing.
Future Needs	Ensuring continual improvement and capacity to attract top-tier talent and ongoing collaboration for a joined-up approach to support more young people into higher education and employment.
Funding	Universities receive income from tuition fees, research, and teaching grants.

## Emergency Services

The Council collaborates with the London Ambulance Service (LAS), London Fire Brigade (LFB) and Metropolitan Police Service (MET) to deliver emergency services across London. In Westminster, the Safer Westminster Partnership (SWP) is the statutory Community Safety Partnership (CSP). The SWP's primary goal is to foster cooperation among responsible authorities to reduce crime and disorder in the borough.

## Planned Projects

### Ambulance

The London Ambulance Service (LAS) currently comprises two stations in Westminster. The main station is in the south of the city, and a large satellite station is located in the north. Twelve ambulance assets are deployed from these at any one time. Both stations have been identified as being at or over capacity for the number of assets deployed, with mild to moderate overcrowding.

No planned provision has been identified. However, the LAS Estates Strategy is currently under review and may include additional Westminster-specific infrastructure requirements. This Draft IDP and future iterations will be updated to reflect emerging infrastructure needs.

Ambulance	
Category	Details
Lead	Westminster Group is the NHS London Ambulance Service (LAS) business unit for service delivery in Westminster.
Current Provision	Twelve ambulance assets can be deployed at any one time from two stations within the city. The main station is in the south at 53 Causton St, London SW1V and there is a large satellite station in St John's Wood at Lyons Pl, London NW8 8NL..
Known Planned Provision	The LAS 2018 - 2023 Strategy <sup>3</sup> identifies how the service will manage the increasing demand for ambulance services in London until 2023. The LAS faces increasing demand for urgent and emergency care for many factors, including the growing population, the ageing population, the increasing number of people critically ill and how patients access the health system.
Future Needs	The LAS is reviewing the LAS Estates Strategy, which may include Westminster-specific infrastructure requirements. This Draft IDP will be updated to reflect emerging infrastructure needs.
Funding	Primary care trusts fund ambulance services.

### Fire and Rescue

The London Fire Brigade (LFB) comprises two 24-hour stations in Westminster (Soho Fire Station and Paddington Fire Station). Known planned provision includes development projects to upgrade utilities (shifting from gas to electric) at both stations. These upgrades align with Carbon Net Zero goals and are estimated to require budgets of £390,000 for Paddington Station and £360,000 for Soho Station, pending ability to obtain funding.

Fire & Rescue Services	
Category	Details

<sup>3</sup> <https://www.londonambulance.nhs.uk/about-us/our-plans-for-the-future/2018-2023-strategy/>

## HEALTH AND CARE

Lead	London Fire Brigade
Current Provision	Soho Fire Station and Paddington Fire Stations operate 24-hours a day. Soho has three engines and Paddington has two engines and an aerial appliance.
Known Planned Provision	The Community Risk Management Plan 2023 – 2029 outlines necessary interventions for delivering the LFB's prevention, risk management, and emergency response services. These include development projects to upgrade utilities (shifting from gas to electric) at Paddington and Soho stations. These upgrades align with Carbon Net Zero goals and are estimated to require budgets of £390,000 for Paddington Station and £360,000 for Soho Station, pending ability to obtain and approve funding.
Future Needs	A new LFB Estates Strategy is expected in 2024, which will identify future development plans for fire and rescue infrastructure in and any potential Local Plan impacts. This Draft IDP will be updated to reflect these.
Funding	A total LFB budget funding gap of £750,000 has been identified for known planned provision.

### Police

The MET provide local policing teams across the borough and has a central police station in the West End, Charing Cross Police Station, which operates 24 hours a day. Planned provision includes developments to neighbourhood policing bases and new infrastructure to support additional police officers servicing the borough, such as office accommodation. The British Transport police also provide a policing service through the borough, at each of the Network Rail train stations and on TfL's network.

Police	
Category	Details
Lead	London Metropolitan Police Service (the Met) delivers policing in Westminster. It reports to the Metropolitan Police Authority. Frontline policing is provided by the West Central Basic Command Unit, which has teams including Response, Safer Neighbourhoods, Local Investigations, and Risk and Demand.
Current Provision	Services provided are localised, with policing teams located across the city. The central police station is Charing Cross Police Station, which operates 24 hours a day.
Known Planned Provision	Known planned provision identified through consultation with the Met includes developments to neighbourhood policing bases and new infrastructure to support additional police officers servicing the borough, such as office accommodation.  Planning need for this provision is linked to proposed levels of development, particularly residential, over the City Plan period and the associated need for additional policing infrastructure. This development is subject to obtaining funding through new or alternative sources.
Future Needs	A long-awaited London Estates Strategy will confirm future development plans and associated costs (which are not yet known) for policing infrastructure and any potential Local Plan impacts. If published in time, this strategy will be incorporated into the adopted published IDP, or if not then it will be captured as part of the annual review.
Funding	As with policing across the country, the Met is primarily funded with Home Office grants, and additional funding comes from council tax and business rates. The estates strategy is expected to demonstrate how a more efficient use of resources and spaces will free up some property for sale and/or redevelopment, with profits to be returned to operational and other costs.

## HEALTH AND CARE

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Crucial	Retained/ reprovided British Transport Police use	Grosvenor Sidings	Reprovision/retaining the partial use at the site for the British Transport police as identified in the City Plan Partial Review Site Allocations	Network Rail/ British Transport Police	None	2028	2032	Medium	
Essential	Neighbourhood police bases	Borough-wide	Neighbourhood policing bases, including floorspace provided at peppercorn rents and contributions towards the cost of fit out.	Metropolitan Police Service				Short - medium	

## Health and Care

In the first instance through the delivery of numerous Active Travel, Blue and Green Infrastructure, Leisure and Community Facilities, and Public Realm and Place-shaping schemes, the council has committed to addressing health inequalities and providing a residents and visitors with high-quality spaces and services which promote physical and mental wellbeing. Additionally, Education and cultural infrastructure will that expand access to even the most deprived areas and residents of the borough can alleviate adverse and unequal health outcomes for residents in the borough.

Effective healthcare services and infrastructure are key to reducing health inequalities and improving public and population health outcomes. Infrastructure provision in Westminster's healthcare system involves a network of over 30 General Practices (GPs) consolidated into four Primary Care Networks (PCNs). The major healthcare facility in the borough is St Mary's Hospital, which has the only Accident and Emergency (A&E) department, while mental health and community services are distributed across various sites.

Many of the hospital and community healthcare facilities in Westminster require modernisation and investment. Westminster's primary care capacity is under pressure, with each of the four PCNs (South Westminster, St John's and Maida Vale, Regent Health and the West End and Marylebone) experiencing capacity issues.

## Planned Projects

### Primary Care

Westminster's existing primary care health infrastructure is under significant pressure due to increasing population growth and patient registrations. Planned provision includes the expansion, improvement, and relocation of facilities to accommodate growing demand across the borough. This includes developing an integrated neighbourhood hub offering a wider range of services in South Westminster and a proposal to re-open the walk-in health centre at Soho Hospital.

Primary Care	
Category	Details
Lead	The NHS North West London Integrated Care Board (ICB) is responsible for contracting healthcare services within the eight boroughs of North West London, including Westminster. The ICB coordinates primary, secondary and community care services. The North West London Integrated Care System (ICS) brings together all health and care organisations to deliver services to the local population.
Current Provision	Primary care delivery in London is structured around PCNs, which are collaborative groups of General Practices (GPs) partnering with community, mental health, social care, pharmacy, hospital, and voluntary services in local areas. There are four PCNs (Regents Health, South Westminster, St. Johns Wood and Maida Vale, and West End and Marylebone) and over 30 GPs in Westminster.
Known Planned Provision	Planned provision includes the expansion, improvement, and relocation of facilities to accommodate population growth, such as the St Mary's Hospital, creating integrated neighbourhood hubs offering a wider range of services and electrical supply and drainage system upgrades to maintain safe environments during redevelopments.

## HEALTH AND CARE

<b>Future Needs</b>	Future infrastructure needs range from climate-resilient facilities to addressing maintenance and capacity issues to accommodate increasing patient registrations.
<b>Funding</b>	Further investment is required to support primary and intermediate care for the city's changing and growing population. Funding towards improvement projects will need to be financed by local sources such as CIL, S106, and developer contributions.

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Development of Integrated Hub at South Westminster Health Centre	SW1P 2PF	Extension/reconfiguration and adaptation of primary care facilities to develop integrated neighbourhood hub including wider range of services including local authority	NWL ICB	£0.00	2024	2025	Short	£750,000

### Acute Care

St Mary's Hospital is the primary acute care hospital for North West London. The hospital provides care across a wide range of specialities and runs one of four major trauma centres in London in addition to its 24/7 A&E department. Redevelopment plans are underway to progress a full rebuild of the Hospital as part of the government's New Hospital Programme. Planned provision also includes further investment to support increased capacity for acute care support and mental health services across schools and communities to improve personal and local support.

Acute Care Infrastructure	
Category	Details
Lead	Imperial College Healthcare NHS Trust provides acute and specialist healthcare to the eight boroughs in North West London in partnership with other acute healthcare organisations through the ICS.
Current Provision	The two hospitals within the borough's boundaries are the Gordon Hospital and St Mary's Hospital. St Mary's Hospital is the primary acute care hospital for North West London. The hospital provides care across a wide range of specialities and runs one of four major trauma centres in London in addition to its 24/7 A&E department.
Known Planned Provision	In addition to the redevelopment of St Mary's Hospital, plans for acute care provision include investment to support increased capacity for A&E and acute care support, including mental health support in schools and services across the borough.
Future Needs	There is a need for adequate specialist mental health advice and support to provide services which standard treatment models cannot offer due to unique challenges faced in the city, such as a high number of people sleeping rough with complex needs, a significant working and visitor population and night-time economy. Addressing future needs will require collaboration with local communities and organisations to improve health and wellbeing, particularly for the most disadvantaged.



## HEALTH AND CARE

<b>Funding</b>	Further investments are required to support increased capacity in A&E and acute services to accommodate the city's changing and growing population. This would need to be sourced through S106 agreements linked to specific developments or through the Council's CIL.
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Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Crucial	New Hospital at St Mary's Hospital site	St Mary's Hospital, Paddington	Delivery of a new hospital on site as identified by the City Plan Partial Review site allocation	NHS	none	2028	2040	Long	
Essential	A &E/Acute Hospital	Borough wide	Investment to support increased capacity for A + E and acute services across the borough	Imperial College Healthcare Trust	£0.00	2024	2027	Short	TBC

### Other Healthcare Projects

Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Intermediate Care	Borough wide	Investment to support increased intermediate care for changing and growing population	Imperial College Healthcare Trust	£0.00	2024	2026	Short	TBC
Essential	Out of Hospital	Borough-wide	Investment to accommodate move to services moving out of hospital to increase accessibility and capacity	Imperial College Healthcare Trust	£0.00	2024	2026	Short	TBC

## HEALTH AND CARE

Essential	Cavendish Health Centre and Marylebone Health Centre	NW1 5JD	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.	NWL ICB	£0.00	2028	2029	Short	£290,700.00
Essential	Wellington Health Centre and Little Venice	NW8 9SP	Relocation of the Wellington Health Centre to new premises being developed in Lodge Road by Cecil Housing Association. Potential merger of Wellington and Little Venice.	NWL ICB	£0.00	2024	2026	Short	£2,900,000

## Highways, Traffic and Parking

The Council is responsible for the maintenance and management of Westminster's highways and road networks and is committed to promoting safer streets by improving air quality, encouraging sustainable travel, and reducing traffic. Roads managed by the council include the Strategic Road Network, which are signposted as primary routes and distribute traffic within Westminster and neighbouring boroughs as well linking into the TfL-managed 'red routes', and the Local Road Network which distributes local traffic and provides access to residential and local centres.

The Council's transport agenda is supported by the strategic ambitions outlined in the Mayor's Transport Strategy, which includes targets for reducing carbon emissions, promoting healthier lifestyles in the Vision Zero plan, and implementing the Healthy Streets agenda.

The London Plan and City Plan emphasise the transition to space-efficient and low-emission transport, with Westminster exceeding the electric vehicle charging point standards set by the London Plan. However, the City Plan differs from the London Plan regarding parking provision. While the London Plan aims to become "car-free" in high Public Transport Access Level areas, the City Plan takes a customised approach to ensure that the absence of parking provision does not lead to an increase in on-street parking demand.

The Fairer Westminster Strategy further emphasises that promoting the use of sustainable and active modes of transport, including the use of more environmentally friendly cars for those unable to travel by foot, bike, or public transport, are key transport priorities over the City Plan period.

## Planned Projects

### Strategic Road Network

Westminster's Strategic Road Network carries large volumes of traffic including heavy goods vehicles and abnormal loads. Key strategic improvement projects on streets including Regent Street and Warwick Way, Sackville Street Shepherd Market, 29km of new bus lanes, and over 200 new or upgraded pedestrian and cycle crossings by 2025, plus management of Bulleid Way Express Coach Facility.

Known planned provision includes replacing the temporary Hostile Vehicle Mitigation barriers across Waterloo Bridge with a permanent solution that protects pedestrians and cyclists using the bridge.

Strategic Road Network	
Lead	Westminster City Council has responsibility for the Strategic Road Network in collaboration with TfL and other transport agencies and providers.
Current Provision	Westminster's road networks include the Strategic Road Network, TfL Road Network, and local roads, as well as locally maintained footways. Westminster has more than 150 electric vehicle charging bays.
Known Planned Provision	Strategic improvement projects include new bus lanes, new or upgraded pedestrian/cycle crossings, and other improvements.

## HIGHWAYS, TRAFFIC AND PARKING

Future Needs	Promoting active travel and decreasing reliance on petrol and diesel cars and mitigating unsustainable traffic to alleviate congestion and improve the city's air quality.
Funding	£184m investment in 2023/24, multi-year capital programme of £2.8bn, TfL and GLA funding, parking revenue, workplace parking levy, CIL, S106 Agreements, LIP funding, grant funding.

### Local Road Network

Westminster's local roads have a general priority for people over traffic while distributing local traffic and providing access to residential and local centres. Network encompasses roads that primarily serve local communities.

Planned provision includes various improvement projects to regenerate areas like Edgware Road, increased dropped kerbsides and support for sustainable travel initiatives such as additional electric vehicle points and residential cycle hangars.

Local Road Network	
Lead	The Council is responsible for Westminster's Local Road Network.
Current Provision	The Council prioritises people over traffic on local roads, while distributing local traffic and providing access to residential areas. Roads maintenance is performed constantly. Improvements, such as upgrades to pedestrian crossings, are made regularly.
Known Planned Provision	There are various planned local road improvements in regeneration areas like Edgware Road, increased dropped kerbsides and additional electric vehicle points, supporting the roll-out of rapid and ultra rapid charges for electric vehicles, and residential cycle hangars.
Future Needs	Enhancing pedestrian and cyclist safety, reallocation of kerb and carriageway space, ongoing provision and upgrade of pedestrian crossings, support for sustainable travel initiatives.
Funding	Capital Programme funding, S106, S278, and CIL Developer contributions, private sector investments, TfL grant funds.

Schedule						
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Total Funding gap
Essential	Planned Maintenance (Highways, Lighting, Bridges and Structures)	Various across City	Highways Assets Maintenance for safety, efficient use of funds, limiting risk of injuries etc. Statutory requirement as Highways Authority	WCC	£80.4m	£77.4m

## HIGHWAYS, TRAFFIC AND PARKING

Essential	Bridges, Underpasses / Structures - Major Projects	Various across City	Highways Assets Maintenance for safety, efficient use of funds, limiting risk of injuries etc. Statutory requirement as Highways Authority	WCC		
Desirable	Ceremonial Streetscape projects	Various across City	Streetscape improvement projects	WCC	£10.4m	Nil
Crucial	Bus and Coach Infrastructure	Various across City	Bus and Coach Infrastructure to facilitate safe and efficient movement on our network	WCC		
Crucial	Local Safety Schemes and Traffic Management and Accessibility Improvements	Various across City	Junctions and safety improvements to reduce risks of injuries, collisions, and encourage active travel	WCC	£11.7m	£6.7m
Crucial	Crossings / Junction Improvements	Various across City	Junctions and safety improvements to reduce risks of injuries, collisions, and encourage active travel	WCC		
Crucial	Kerbside	Various across City	For efficient use of limited kerbside space	WCC		
Important	Lighting	Various across City	Lighting for safety of pedestrians and other highways users	WCC		

## Leisure and Community Facilities

Access to leisure and community services contribute to the overall wellbeing of individuals living and working in Westminster and help residents to live well for longer in their community. Existing leisure and community facilities include family centres, cultural hubs, workspaces, sports centres, and play areas. Leisure and community facilities provide spaces for residents and visitors to learn, exercise and interact with one another, and their delivery is crucial to supporting the growth by creating thriving, integrated communities as set out in the City Plan.

### Planned Projects

#### Community Facilities, Leisure Centres and Recreation

Population growth projections, as well as commitments to tackling health inequalities and achieving net zero in the borough indicates increased demand for leisure facilities which will need to be provided through new developments and improvements to existing facilities, as well as improving upon the recreational offerings of our parks and green spaces. Increasing provision in parks and other community spaces to provide opportunities for leisure and exercise for free, and to encourage the use of the green infrastructure that the borough offers.

Leisure Centres and Recreation Facilities	
Category	Details
Lead	The Council in collaboration with Everyone Active (Leisure Contractor)
Current Provision	Major regeneration of Paddington Recreation Ground, new Little Venice Sports Centre, redevelopment of Marshall St Leisure Centre, capital investment in existing leisure and community centres, refurbishment of Seymour Leisure Centre, partner-run sites like The Hub in The Regent's Park
Known Planned Provision	New Moberly Physical Activity, Leisure, and Sport facility in Queens Park, new Physical Activity, Leisure, and Sport facility in Chelsea Barracks, redevelopment of Seymour Leisure Centre, potential refurbishment of Queen Mother Sports Centre, maximising outdoor learning facility (Sayers Croft), ensuring genuine community use of school sports facilities. Additionally, calisthenics gyms across the borough aimed at encouraging digital smart screens in parks and outdoor spaces that stream free content to encourage residents to become more active for free.
Future Needs	Population projections indicate increased and changing demand for leisure facilities that enable improved environmental outcomes and tackle health inequalities, which includes new developments and improvements to existing facilities.
Funding	CIL and S106 Agreements, developer contributions, General Fund budget, public funding streams, business community partnerships, Sport England funding.

## LEISURE AND COMMUNITY FACILITIES

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Crucial	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	WCC	£4,246,000	2019	2025	Medium	£2,502,000.00
Important	Community Hubs Programme	Borough-Wide	New approach and delivery model to develop the city-wide Community Hubs Programme to strengthen community connections and make it easier for local communities to access different services in one place throughout neighbourhoods	WCC	£10,000,000	2024	2027	Short	Full funding authorised
Crucial	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	Corporate Property	£500,000	2021	2022	Short	£500,000.00
Crucial	Seymour Leisure Centre Refurbishment	W1H 5TJ	Refurbishment and reconfiguration of the existing accommodation at Seymour leisure centre (SLC) and including the new Marylebone library within the centre. Linked to Corporate Property 'Marylebone Library' above	WCC	£18,770,000	2023	2024	Short	£18,770,000.00
Crucial	New Leisure Centre - redevelopments		Chelsea Barracks is a S106 leisure infrastructure delivery project agreed with the Qatari mixed use	WCC	£5,450,000	?	?	?	?

**LEISURE AND COMMUNITY FACILITIES**

			residential, leisure & health development with plans agreed. There is also a need to redevelop the aging Queen Mother Sports Centre as part of the improvement to the offer to those residents, users, clubs and schools in the south of the Borough.						
Essential	Calisthenics Outdoor Gyms	Borough-Wide	<p>The implementation of calisthenics gyms would seek to attract and support a year-on-year increase for women and girls to become more engaged and active in physical activities. Data has shown there is low participation in sport and physical activity from this group.</p> <p>Calisthenics gyms form part of our strategic plan to deliver new and improved facilities to meet local needs, maximise flexibility and fill the gaps in overall facility provision. Promote the development of 'nontraditional' facilities to promote wider engagement.</p>	WCC, The Great Outdoor Gym Company	£120,000	2024	2025	Short	£ -



## LEISURE AND COMMUNITY FACILITIES

Essential	Basketball Courts and Artwork	W10 4RQ	One of the project goals is to encourage the community to have a sporty and healthy lifestyle, through a new refreshing approach that combines sports, art and people. Sport in our world is one of the authentic tools for bringing hearts together and creating communities. The pitches will become a symbol of accepting difference and creating a sense of belonging for every child who goes out onto the court.	WCC	£51,000	2024			£ -
Essential	Leisure 2026 ready improvements	Borough-wide	The current Leisure contract expires in 2026, and options are being assessed for the future of Leisure in Westminster. This could include an extension, a re-let or inhousing to name a few. Whatever the decision, there will be an essential need to ensure investment into the Leisure Infrastructure to improve the look and feel of the centres to ensure that income levels are maintained or improved. Works will meet with current competition of private leisure facilities and ensure that any future re-let/procurement of Leisure Contract is financially lucrative to WCC via net benefit Management Fees.	WCC	£3,250,000				

## LEISURE AND COMMUNITY FACILITIES

			It is essential that WCC residents can be as healthy & active as unaffordable private leisure centre members. This meets %232035, ActiveWestminster strategy & fairer Westminster strategy objectives.						
Essential	Ecological / Environmental sustainability Leisure projects	Borough-wide	WCC doesn't have any Grass pitches, and all of the MUGA's, Artificial Grass Pitches in Westminster use un-sustainable materials in order to meet strict sports facility surface guidelines. However, there are new pitch surface materials developed, including a hybrid of Grass and AGP's, which is better for the environment. Investment into the improvement of the sustainability and reduction of environmental impact of leisure and sports pitch facilities would help to meet the pressing climate and ecological emergency and reduce the use of plastics, macadam and other un-sustainable materials.	WCC	£1,620,000				
Essential	Decarbonisation / Water saving / EV infrastructure in leisure works	Borough-wide	Investment into the continued improvement of sustainability and reduction of the environmental impact of our older and aging public leisure facilities via decarbonisation and environmental impact	WCC	£3,500,000				

## LEISURE AND COMMUNITY FACILITIES

			reduction works. Improvements to insulation, energy usage, water management, adding EV charge points where possible and other works to meet the pressing climate and ecological emergency are needed.						
Essential	Built Facilities Strategy, Playing Pitch Strategy, Play Strategy Infrastructure projects	Borough-wide	The last BFS, PPS & PS, which informs the strategic plan for leisure, playing pitch and play facility infrastructure delivery, were carried out just before the Covid pandemic hit and changed the way many of us get and stay active. Supply and demand needs have arguably changed since then and to inform Westminster's strategic needs, a further data driven BFS, PPS & PS is needed to help determine the requirements of the Westminster population as well as those that work, study or visit the City.	WCC	£68,000				
Essential	Pimlico Gardens Improvements	SW1V 3JY	Improvements of facilities to enable Pimlico Gardens to better meet the leisure needs of the area (e.g. small café, restoration of Victorian gardener's hut, possible river viewing area).	WCC		TBC	TBC	Short	
Desirable	Ebury Bridge fitness/recreational facility	SW1W 9TB	Provision of a fitness/Recreational facility as part of Ebury Bridge regeneration	WCC	£1,347,000	2024	2028	Short	£

## LEISURE AND COMMUNITY FACILITIES

### Libraries

Known planned provision for libraries in Westminster involves relocating Marylebone Library to underutilised areas of the existing Seymour Leisure Centre. This scheme will ensure the library is located within more suitable accommodation and its funding allocation to be kept in the Council's Capital Programme.

Libraries	
Category	Details
Lead	The Council in partnership with the Royal Borough of Kensington, Chelsea, Hammersmith, and Fulham
Current Provision	Westminster has 17 libraries, including Archives, Charing Cross Library, and Westminster Reference Library,
Known Provision	Relocating Marylebone Library to Seymour Leisure Centre for co-location with a community hub. Relocating Church Street Library as part of area regeneration plans to create a purpose-built library and community garden.
Planned Provision	Relocating Marylebone Library to Seymour Leisure Centre for co-location with a community hub. Relocating Church Street Library as part of area regeneration plans to create a purpose-built library and community garden.
Future Needs	Ensure libraries continually develop to reflect changing societal roles and community needs. Expand reading, digital, and business support programs tailored to local needs. Increase uptake among community groups to justify ongoing investment.
Funding	Funding from CIL and S106 agreements, General Fund budget, Central Music Library Committee, National Lottery, and Arts Council funding.

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Crucial	Marylebone Library	W1G 9UQ	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.	WCC	£6,229,000	2019	TBC		£6,229,000

## LEISURE AND COMMUNITY FACILITIES

Sports Pitches	
Category	Details
Lead	The Council delivers sports pitches and facilities in collaboration with partners, including Everyone Active (sports and leisure contractor), the Football Association, the Premier League and Sport England.
Current Provision	Westminster is home to various high-quality sporting facilities, including 58 park-based physical activity, leisure, and sports facilities <sup>4</sup> , provided through a mix of publicly and privately owned facilities and spaces.
Known Planned Provision	The Council's Playing Pitch Strategy 2021 (PPS) assesses playing pitch provision and contains an action plan to address identified shortcomings and meet existing shortfalls in sports facilities, including: improving quality to enhance capacity and accommodate more demand; transferring demand from overcrowded sites to those with available capacity; securing long-term community use through the Council's Community Use Agreements (CUAs) for existing and future sites; collaborating with commercial and private providers to expand community access via CUAs; and increasing utilisation of all-weather pitches and floodlit facilities.
Future Needs	The Planning Policy Statement (PPS) has assessed future playing pitch requirements in Westminster, aligning with the City Plan's objective to deliver 22,222 new homes. The assessment covers various sports, including football, cricket, rugby union, hockey (artificial grass pitches), tennis, bowling greens, and other outdoor facilities. It is acknowledged that the PPS and associated needs assessment were formulated before the COVID-19 pandemic, and an updated evaluation is necessary to identify future sports infrastructure needs. The Draft Infrastructure Delivery Plan (IDP) will be revised to reflect the latest information and considerations.
Funding	Funding needs to be secured through external partner and developer contributions in applicable situations and other local community schemes. The PPS notes that other potential/match sources of funding should be investigated to support the delivery of sports facilities improvement projects.

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	PRG Padel Tennis Facility	W9 1LQ	New physical activity facility, following demand from local resident/Councilors	WCC	£200,000				

<sup>4</sup> See [ActiveWestminster Strategy 2018 - 2022](#)

## Public Realm and Placeshaping

Westminster has ambitious plans to transform its public realm during the City Plan period. The Council has adopted Place Plans for various areas to enhance the public realm, including Harrow Road, Paddington and Victoria. The council has adopted numerous supplementary planning documents to guide the design of the public realm and to place shape with communities in mind.

### Planned Projects

#### Public Realm

Various public realm transformation projects are currently being planned, are underway, or have been delivered recently. These include schemes to create a diversely interactive and a better-quality public realm that prioritises pedestrians, enhances the visitor experience, and makes Westminster a safer and more attractive place to visit. In addition, developments to the north side of the Thames riverside are planned to reconnect the borough with its water boundary better.

Key public realm schemes include those at Queensway, Shepherd Market, St Martin’s Lane, and many others.

In addition, Place Plan schemes have been identified for Harrow Road, Paddington and Victoria which aim to create safer and more welcoming environments for pedestrians and cyclists and support growth aspirations set out in the City Plan.

Public Realm	
Category	Details
Lead	Westminster City Council in collaboration with developers regarding specific public realm improvement and development projects and local stakeholders such as BIDs.
Current Provision	The City Plan states that public realm assets in Westminster include: 11,000 listed buildings and structures. 56 conservation areas covering 78% of the city's footprint. 23 Registered Historic Parks, including five Royal Parks. 85 London Squares Three scheduled monuments.
Known Provision	<p>Various transformation projects concerning public realm infrastructure needs are currently being planned and underway. Prior to the announcement of plans to designate a Mayoral Development Corporation (MDC) for the area, the council was implementing a major programme for the Oxford Street District, where projects were creating a diverse mix of uses and a better-quality public realm that prioritises pedestrians, enhances the shopper's experience, and makes the area a more attractive place to visit. Plus, plans for 'The Future of Regent Street, Haymarket, and Piccadilly Circus Public Realm', working with the Crown Estate, to design and deliver a public realm project that connects St. James's Park to Regent's Park, to bring forwards a new green and active travel link through the heart of the West End, and alongside this to design a new heat network for the Regent Street area.</p> <p>The North Paddington Programme is a 'place-based' programme. This means all work is developed in partnership with local people, community groups and charities in the Harrow Road, Queen's Park and Westbourne wards. The programme aims to deliver a number of neighbourhood schemes which improve the physical environment for these communities.</p>
Planned Provision	

## PUBLIC REALM AND PLACESHAPING

	<p>An emerging place based programme for Pimlico is also emerging to make improvements to the area holistically, including intervention on Lupus Street.</p> <p>Through extensive consultation, the Council identified Place Plan schemes: for Harrow Road, Paddington , and Victoria.</p>
Future Needs	<p>Future development projects are driven by several key factors, including the need for high-quality infrastructure to accommodate the city's expanding population, enhanced accessibility, changing community needs, promoting economic growth, and prioritising environmental sustainability.</p> <p>Material shortages and increasing costs stemming from the pandemic and Brexit, complex land ownership arrangements, and ensuring that improvement projects align with carbon reduction objectives present key challenges for future growth planning and development. In particular, public realm projects offer opportunities to integrate new heat networks to supply low-carbon heat to surrounding buildings. Heat networks have been identified as a key tool to enable the transition to a net zero energy system within Westminster, and therefore opportunities to integrate network feasibility studies for the area should be explored at the early stages of public realm projects.</p>
Funding	<p>The Fairer Westminster Strategy outlines the council's expenditure of £2.8 billion on public realm, highways, and communities through its Capital Programme. In addition to CIL and S106 agreements, additional funding is required for maintaining existing and new public realm assets and infrastructure.</p>

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Desirable	Ceremonial Streetscape projects	Various across City	Streetscape improvement projects	WCC	£10.4m	Various	Various	Various	Nil
Important	Queensway Streetscape Improvement Plan	W2 6LS	Improved streetscaped including widened and resurfaced footways, new trees, and resurfaced carriageway on Queensway, as well as improvements to the junction of Queensway and Porchester Garden	WCC	£3 million	2024	2025	Short	Nil
Important	St Martin's Lane	WC2N 4EA	Improved pedestrian and cycling access, increasing pedestrian footway, reduced motorised traffic, opportunity for greening, safer, more visible space with better lighting to reduce collisions and improve personal safety.	WCC	£4.7 million	TBC	TBC	Short	Up to £2 million (if private sector funding not materialised)

PUBLIC REALM AND PLACESHAPING

Important	Shepherd Market Public Realm	W1J 7QS	public realm improvement to Shepherd Market and vicinity including Shepherd Street, Carrington Street and White Horse Street. Includes a pedestrianised space around the historic market square, new paving throughout, improved walking routes through the district, widened footways to improve pedestrian space and mobility, and reduce vehicle dominance. New street lighting, benches and trees, and reduced parking on the key walking routes	WCC	£2.9 million	2021	2025	Medium	Nil
Essential	Arundel Court	WC2R 1DH	Scheme finishing this year	WCC	£2,600.00	2023	2024	Short	£-
Essential	Paddington Public Realm Strategy - Paddington Place Plan	W2	Paddington Public Realm Strategy sets out an urban framework and programme of public realm projects across either side of the Westway, from Royal Oak to Edgware Road stations. It seeks to transform Paddington's fragmented neighbourhoods into a vibrant, healthy, and inclusive area by rebalancing the environment to enable legible and safe pedestrian and cycle movement, and to create great public spaces. Priority projects have been defined to address the severing effect of the area in the short-term and more will follow on medium and long-term.		£12,669,000.00	2020	2025	Medium	£10,000,000.00



PUBLIC REALM AND PLACESHAPING

Essential	Harrow Road Place Plan	W9	Improvement projects for the Maida Hill Market Place and its environment, delivery of the Canalside Enterprise Space and creating a safer and more welcoming environment for pedestrians and cyclists.	WCC	TBD			Medium	
Essential	Victoria Place Plan	SW1	Various projects in and around the Victoria Opportunity Area and surroundings to support growth aspirations set out in the City Plan.	WCC	TBD			Long	
Essential	Berkeley Square South Public Realm Scheme	W1	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.	WCC	£0.00	2020	2024	Short	£
Essential	LEGIBLE LONDON Wayfinding Signage	Borough-wide	WCC has c500 Legible London signs to maintain, adapt and replace. The system enables a high level of pedestrian wayfinding, especially for visitors and commuters. This scheme enables the stock to be maintained	WCC	£50,000.00	17/18	26/27+	Long	£-
Essential	North Audley Street Highways and Public Realm Improvements	W1K 6ZA	Medium sized Highways and Public Realm developer scheme funded by Grosvenor, scheme looks to provide widened York Stone Paving footways, resurfaced carriageway, Street lighting improvements, new surface water drainage infrastructure, introduction of SuDS, and curbside control amendments.	WCC	£1,247,000.00	2024	2025	Short	£-

PUBLIC REALM AND PLACESHAPING

Essential	Street Trees – New Planting	Borough-wide	The ongoing programme of street planting and management supports the City Council's Fairer Westminster Strategy to create a healthier and greener City, by contributing to improving air quality, reducing heat island effect and responding to climate change. Tree planting also improves the appearance of the streets, enhances the quality of the townscape, contributes to the character and appearance of the city, and promotes biodiversity.	WCC	£54,000.00	Ongoing	/	Long	Fully funded for 2023/24. future funding subject to future capital bids
Essential	Warwick Way/Tachbrook Street retail cluster improvements	SW1	Pavement quality improvement and expansion, removing clutter, while enabling parking for deliveries and disabled customers. Adding additional pedestrian space and hospitality space.	WCC		Phase 1 (Warwick Way and Churton Street) 2024; Phase 2 (Wilton Road) TBC	Phase 1 (Warwick Way and Churton Street) TBC; Phase 2 (Wilton Road) TBC	Short	
Essential	Bishop's Bridge improvements (public art and way finding)	W2	To improve the amenity, wayfinding and ambience for users of Bishop's Bridge.	The Paddington Partnership	£0.00	Apr-04	Jul-24	Short	£60,000
Essential	Regent Street (Permanent Scheme)	Regent Street	Implement a permanent scheme off the back of the success of the temporary scheme on Regent Street	WCC, Crown Estates, TfL	£0.00			Medium	£3,000,000
Important	Connaught Village Green	Hyde Park	Public realm improvements to the western end of Connaught Street and Kendal Street to create a greener Connaught Village	WCC	£25,000,000.00	2021	2024	Short	Westminster funding of £1.271,000, NCIL funding of

PUBLIC REALM AND PLACESHAPING

			with biodiverse planting and SUDs, providing a place for residents to meet, sit and have access to free drinking water, improve road safety by enhancing crossings, encouraging pedestrian/cycle travel to reduce emissions and improve air quality.						£385k and 3rd Party Funding from Church Commissioners of £200k
	General Developer Schemes (i.e. those funded by developers / secured through legal agreement)	Various across City	Developer funded via Section 106 and Section 278 legal agreements. We are legally obligated to deliver these works to mitigate the impact of developments.	WCC and private developers	£30m	Various	Various	Various	Nil
	Security / Protective Measures (includes Hostile Vehicle Mitigation)	Various across City	Safety and Security to directly mitigate national threat of hostile vehicles - addressing security threats	WCC	£7.5m	Various	Various	Various	£7.5m
	Wayfinding / Signs / Pedestrian	Various across City	Wayfinding encouraging active travel	WCC		Various	Various	Various	

**PUBLIC REALM AND PLACESHAPING**

	Traffic Signals								
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**Public Conveniences**

Westminster has 15 standard, four automatic and 12 temporary public toilets. The Council is exploring collaborations with developers and landowners to improve access to toilet facilities and reduce associated maintenance costs. There is an emphasis on including toilets in new developments.

The Soho Neighbourhood Forum has proposed scheme to provide additional public conveniences in the neighbourhood, including facilities for the disabled and families. This scheme would ensure adequate provision of public toilet provision based on the number of visitors and licensed premises in Soho.

<b>Public Conveniences</b>	
<b>Category</b>	<b>Details</b>
Lead	Westminster City Council
Current Provision	Westminster has 15 standard, four automatic and 12 temporary public toilets.
Known Provision	The council is exploring collaborations with developers and landowners to improve access to toilet facilities and reduce associated maintenance costs. There is an emphasis on including toilets in new developments.
Planned Provision	
Future Needs	Future provision must address various issues, including the need for evidence-based demand, high infrastructure and asset costs, concerns about anti-social behaviour, accessibility, and gender neutrality. Addressing these challenges will require improving data collection methods, collaboration with stakeholders, and exploring approaches prioritising universal accessibility and gender neutrality
Funding	Public conveniences are not deemed essential infrastructure, leading to limited investment priority. Rather than requesting dedicated funding for toilets, the Council should prioritise their integration into new development projects and collaborate with developers and landowners to improve toilet facilities.

## PUBLIC REALM AND PLACESHAPING

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Automatic Public Conveniences and Urinals	Borough-wide	The project would have several elements to it. Replacing 4 Automatic Public Conveniences Replacing 2 permanent standing urinals. Removing and reinstating our Uriflits on Cambridge Circus and Villiers Street. Removing APCs and reinstating the pavement on Mayfair Place.		£0.00	TBC	TBC		£1,800,000.00

## Public Transport

An efficient public transport network is vital to support growth in Westminster over the period of the City Plan. An effective public transport system allows the borough to meet its ambitious net zero targets by reducing private vehicle reliance and also supports the growth of the city by facilitating commuter, tourist and leisure journeys. Westminster's public transport network consists of tube, bus, and rail services which are under increasing pressure due to rising demand. It is also important that public transport projects consider expanding accessibility, to achieve the above goals.

The high number of workers and visitors travelling to, and around, Westminster each year influences the high demand placed on the Westminster's public transport network, particularly for Underground services. Further, the Mayor's Transport Strategy estimates that the system will need to accommodate up to 15 million trips daily by 2041.

In response, the City Plan aims to enhance the connectivity, quality, capacity, usability, and legibility of public transport services in the borough.

## Planned Projects

### Transport for London

Transport for London (TfL) operates an extensive public transport network in London, which in Westminster includes the London Underground, the Elizabeth line, London Overground, buses, Thames piers, and London Cycle Hire services. It also oversees the 'red route' network of key roads, called the Transport for London Road Network (TLRN). It facilitates commuting, tourist and leisure journeys. In relation to TfL's Step Free Access programme, the planned provision includes the potential development of land above the Circle and District Line Station to enable improvements including a new ticket hall and lifts to improve accessibility. Further development plans include a major infrastructure renewal scheme for Victoria Coach Station, pedestrian and cycling infrastructure improvements and inclusion of designs for a '24-hour city', emphasising night-time active travel assessments and making Westminster a safer and fairer place for women and girls.

Transport for London	
Category	Details
Lead	Transport for London in collaboration with Network Rail, other Train Operating Companies and Westminster City Council.
Current Provision	TfL is the main transport operator in Westminster and is responsible for managing the London Underground/tube, London Overground and bus services.
Known Provision	Planned
Known Provision	Known planned provision includes improving the accessibility and reliability of bus services and train stations and investing in public spaces to improve pedestrian and cycling infrastructure.
Future Needs	In alignment with local plans and strategies, TfL proposed including schemes like Lambeth Bridge North Healthy Streets, Park Lane Walking and Cycling changes, and Harrow Road/Edgware Road Healthy Streets improvements to the Draft IDP. TfL also advocated for the inclusion of designs for a 24-hour city, emphasising night-time active travel assessments and women's safety, aligning with the Mayor's Violence Against Women and Girls Strategy.
Funding	£10.6 million has been allocated for Bus Priority submissions in the 2023/24 fiscal year. TfL identified that additional funding sources are required for stations in Westminster that do not have step-free access.

## PUBLIC TRANSPORT

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Crucial	Westbourne Park Bus Garage Upgrade	Westbourne Park Bus Garage	Delivery of upgraded bus garage at the site allocation at Westbourne Park, as identified in the City Plan partial review	Tower Transit / TfL	none	2028	2032		
	Step Free Access to Royal Oak tube station	Royal Oak	Provision of step free access to tube station alongside the site allocation at Royal Oak as identified by the City Plan partial review	Transport for London	TBC - s106 or CIL may need to contribute	2030	2040		unknown
Essential	Bus Stop Accessibility and Reliability Programme	Borough-wide	Bus Stop Accessibility and Reliability Programme. Review bus Stop accessibility and reliability and where able undertake measures to enhance patrons entering and alighting buses or modification to the road network seeking to reduce delays between stops. Provision of accessibility improvements and on-street modification to reduce bus journey times.	WCC	£600.00	2024	2025	Short	£-
Essential	Victoria Coach Station	SW1W 9TQ	Major renewal of infrastructure scheme for TfL.	Transport for London					

### National Rail

Rail forms an integral part of the public transport network in Westminster, as it facilitates commuting from outside of the borough as well as tourism. Train stations and rail infrastructure is owned and operated by Network Rail. Planned provision ranges from a new replacement footbridge and taxi deck access at Paddington Station to improve user flow, reconfiguring various station operations to improve accessibility, and a large-scale redevelopment of Victoria Station to accommodate growing passenger numbers and demand.

## PUBLIC TRANSPORT

National Rail	
Category	Details
Lead	Network Rail in collaboration with the Council. Network Rail is devolved into five regions – Eastern, North-West & Central, Scotland’s Railway, Southern and Wales & Western. Westminster is split across the Southern and Wales & Western regions.
Current Provision	Charing Cross railway station, London Paddington station, London Victoria station and Marylebone Station (managed by Chiltern Trains).
Known Planned Provision	Known planned provision includes station capacity and accessibility improvements which should lead to larger regeneration projects, such as those reflected in the Future Victoria Masterplan.
Future Needs	Promoting walking, cycling, and road safety; Enhancing pedestrian-friendly environment; Aligning with City of Westminster's Local Plan and Mayor of London's Transport Strategy.
Funding	Network Rail is seeking approximately £300m from private, capital funding or developer contributions for Victoria regeneration.

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Grosvenor Sidings	SW1V 4BF	Contribution towards re-development of existing site and re-provision of sidings	Network Rail, Developer	£20,000,000.00	TBC - within timeline of City Plan for site allocation		Long	No funding assumed yet as development potential is limited in present use.
Essential	City Plan Partial Review Site Allocations	Grosvenor Sidings	Relocation of railway sidings from the site to a new location on the rail network, likely outside of Westminster	Network Rail	none	2026	2030		
Essential	High Speed 2 (HS2) (permitted in 2017 via a Hybrid Bill)	North of the borough; south of the West Coast Main Line	Rail transport link between London and the West Midlands	High Speed Two Ltd	None	2017	2033		n/a



PUBLIC TRANSPORT

Essential	Footbridge replacement at platforms 1-8	Paddington station	To accommodate additional users at the station from the Elizabeth Line	Network Rail	£3,000,000	2027	2029	2 years	£3,000,000
Essential	Formal access/egress from Taxi rank on London Street/Tanner Lane	Paddington station	Formal access to aid movement from St Marys Hospital re-development	Network Rail/Developer	TBC	TBC	TBC	TBC	TBC
Essential	Platform extensions	London Victoria	To accommodate 12 car trains to meet service demand	Network Rail	£4,000,000	2029	2032	3 years	£4,000,000
Essential	Re-development of station	London Victoria	Funding to re-develop the station and unlock housing development	Network Rail/developer	TBC	TBC	TBC	TBC	£60,000,000
Essential	Re-design of station forecourt to improve accessibility and public realm	Charing Cross station	New public realm to contribute towards place-making on the Strand and	Network Rail/WCC	£10,000,000	2030	2033	3 years	£20,000,000
Essential	Improvements to station frontage and key features	Charing Cross station	Support improvements and heritage to enhance view of the Strand for visitors and others	Network Rail	£1,000,000	2024	2026	2 years	£1,000,000
Desirable	London end platform congestion relief	Paddington station	To ease congestion issues	Network Rail	£3,000,000	2028	2032		£3,000,000

PUBLIC TRANSPORT

Desirable	Station entrances and public realm	London Victoria	Improved access to station and place-making	Network Rail/WCC/TfL	£3,000,000	TBC	TBC	TBC	£3,000,000
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## Utilities and Waste

Utilities in Westminster include providing heat and electricity, broadband and telecommunications, waste management and recycling and water and wastewater (including sewage treatment).

### Energy

UK Power Networks (UKPN) is the lead distribution network operator for electricity, and Cadent Gas oversees gas supply in Westminster. Additional supply is provided by district heating networks, such as the Pimlico District Heating Undertaking (PDHU). The council is now focused on replacing PDHU and the other smaller communal heating systems across the council's estate as they approach the end of life. This provides the opportunity to switch the heat source from gas to electricity, which reduces the carbon impact of the networks. The council is also working to introduce new or improved heat networks including at Regent Street, Lisson Grove, and Portman Square.

UKPN operates 12 main substations in Westminster with a total supply capacity of 1.4GW. Known planned provision includes further investing in projects to fulfil present and future energy needs, such as exploring low-carbon solutions to achieve net zero goals.

The Council has produced a Local Area Energy Plan (LAEP) for Westminster. The full report can be found [here](#). The LAEP sets out the practical changes required to buildings and infrastructure to get to net zero. The Local Area Energy Plan's key finding is to reach net zero as a city by 2040, the total investment required is circa £5.1 Billion. The LAEP pathway will require a major infrastructure programme across the city over the next 15 years. The key recommendations for the city are:

- Westminster should target a 40% overall energy demand reduction, focusing initially on upgrading single glazing and loft & cavity insulation.
- Westminster should target a minimum of 46% of buildings connected to heat networks, alongside major growth in individual heat pumps for areas of lower heat density. This will require an additional 131,000 heat network connections (up from 33,200 at present) and an investment of circa £1.5 billion.
- Westminster should target 90 MW of rooftop solar PV, equivalent to about 6% of total Westminster roof space, which would be a 4500% increase.
- There will be a 35% increase in electricity demand, which may require a number of new substations. WCC have shared the LAEP data with UKPN to be fed into their plans.

Energy	
Category	Details
Lead	UKPN is the lead distribution network operator for electricity, and Cadent Gas oversees gas supply in Westminster.
Current Provision	UKPN operates 12 main substations in Westminster with a total supply capacity of 1.4GW.  More information is required on current gas provision in the borough.
Known Provision	Investing in projects to fulfil present and future energy needs, such as exploring low-carbon solutions to achieve our 2040 net zero target. This replacing existing heat networks that are nearing end of life, most significantly PDHU but also separately the other 70+ local systems across the council's estates, and updating the heat source from gas to electricity to reduce carbon impacts.
Future Needs	The Local Area Energy Plan highlights the complex future needs for the city's energy system. Proposed solutions include district heat networks, heat pumps for individual buildings where necessary, increased rooftop solar and deep retrofit schemes.

## UTILITIES AND WASTE

<b>Funding</b>	<p>CIL funding, collaboration with public sector assets and new developments, exploration of trigger point opportunities. Most funding for identified Cadent Gas projects would come from regulatory funding. However, implementing these would depend on whether access was allowed and if there were mechanisms to help reduce the cost by removing/reducing lane rental and sharing costs through collaboration opportunities.</p> <p>There is a mechanism to collect Section 106 contributions which are pooled and called 'carbon offset' funding but this is minimal in terms of generating enough funding to achieve net zero infrastructure.</p> <p>The council is developing green finance mechanisms in order to fund it's planned provision, however this is in it's preliminary development stages.</p>
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Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	Net zero as a Council by 2030.	Borough-wide	This project involves taking advantage of end-of-life renewals of Communal/district heating systems to install non gas fueled systems. The project also needs to consider renewing systems earlier in order to meet the 2030 target as well as consider the impact of the new non gas fueled system on the running cost for residents. Project also need to address this competing cost of living objective with the need to decarbonise.	WCC	£325,000,000.00	2025	2030-2040	Long	
Essential	Gas mains replacement works Trafalgar Square and Charing Cross Road	WC2N 5DN	Gas mains replacement works Trafalgar Square and Charing Cross Road.	Cadent Gas	£0.00	TBC	TBC		
Essential	PDHU Decarbonisation	SW1V 3DP	Decarbonisation of the Pimlico District Heat Undertaking. Decarbonisation is just one element; the network is in need of upgrading due to heat loss and the cost of repairs / maintenance.	WCC		TBC	TBC		

## UTILITIES AND WASTE

Essential	South Westminster Area Network	Northbank, Whitehall, Victoria and Pimlico areas	Creation of a new heat network in the Northbank, Victoria and Pimlico areas that will supply approximately 407 GWh of low carbon heat per year to over 1,000 businesses, public buildings and domestic customers.	Department for Energy Security & Net Zero	None to WCC as costs will be met by a private developer  Estimated overall cost £416,000,000	2027	2035	Long	
Essential	NW8 / Lisson Green Heat Network	NW8 postcode (Lisson Green, Church Street & Wharnccliffe Gardens)	Create a heat network between Westminster-owned housing stock in the NW8 post code, using waste heat sources including UKPN substations and the canal, initial network focused on Lisson Green with a range of expansion options.	WCC	£18,680,000	2025	2036	Long	£18,680,000
Important	Regent Street Heat Network	Regent Street,	Development of a new Heat Network to serve assets along Regent Street, focusing on Crown Estate assets as the initial load, and considering how the network development can be integrated in the Council's public realm scheme on Regent Street.	The Crown Estate	Currently unknown - most capital costs to be met by TCE / network developer. Some potential public realm costs to WCC.	2027		Long	
Important	Portman Energy Network	Portman Square,	Development of a 5th generation district heating and cooling network connecting Portman Estate's buildings around Portman Square.	Portman Estate	Currently unknown - most capital costs to be met by TCE / network developer. Some potential public realm costs to WCC.			Long	
Essential	Communal Housing Decarbonisation	Borough-wide	Decarbonisation and upgrade of a number (around 70+) smaller communal heating systems across the council's estate	Housing Department		TBC	TBC		

## UTILITIES AND WASTE

Essential	Electric Vehicle Charging (EV Infrastructure)	Borough-wide	Roll-out of electric vehicle (EV) charging points. A programme of infrastructure to promote electric vehicles instead of petrol and diesel, throughout Westminster, to support residents and visitors and improve air quality.	WCC	£3,311,000.00	Ongoing	Ongoing	Short	£816,000.00
Essential	Lighting LED lantern and CMS rollout	Borough-wide	Supporting the City Council's vision by replacing old lights with LED lights and remotely monitored with a central management system.	WCC	£6,442,248.00	2019	2024	Short	£-
Essential	Westminster bridge Gatic cover replacement, western bank	SW1A 2JH	Renew failed covers within the carriageway	Cadent Gas		2023	2024	Short	
Essential	London Medium Pressure Scheme - St. Martins Lane to Abbey Orchard St Medium Pressure Replacement		Replace large (48" metallic) Medium Pressure main with new PE main principally via insertion excavations at strategic points.	Cadent Gas		2023	2024	Short	
Essential	London Medium Pressure Scheme - Monck Street Mains Governor Replacement		Replace large (48" metallic) Medium Pressure main with new PE main principally via insertion excavations at strategic points.  Replace Pressure Regulation Governor at entrance to Monck Street from Great Peter Street by excavation, removal and installation of new equipment.	Cadent Gas		2024	2025	Short	
Essential	Risk Driven Gas Main		Replace the highest risk gas mains in Westminster.	Cadent Gas		2023	2025	Short	

## UTILITIES AND WASTE

	Replacement Projects								
Essential	Complex Gas Main Replacement Projects		Replace gas mains with high complexity in Westminster.	Cadent Gas		2023	2026	Short	
Essential	Risk Driven Gas Riser Replacement Projects in Multiple Occupancy Buildings (MOBs)	NW8 8UE	Much of the gas network within the Lisson Grove Estate is approaching the end of its life. Some of these buildings are now a priority to replace and will require the appropriate documentation with regards cladding and LPS status. We anticipate the need to replace the network in most buildings on the estate within the next 10 years.	Cadent Gas		2023	2033	Medium	
Desirable	Net zero carbon measures	West End	Support for a variety of measures to promote net zero carbon through retrofitting and insulation, promoting use of heat pumps in residential and commercial buildings and use of PV panels. Provide more electrical charge points.	WCC and private property owners	£0.00				
Essential	Wall insulation improvement to reduce Energy use.	["Borough-wide"]	To improve the energy efficiency of our Social Homes we need to internally insulate them. This involves adding 100mm to the exposed walls of the home and in some cases the floors and roof.	WCC	£70,000,000.00	2022	2040	Long	15000000

## UTILITIES AND WASTE

Important	Solar PV Installation	Borough-wide	Solar PV programme identifying suitable council buildings to install Solar PV	WCC					
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### Digital and Smart

Westminster's digital infrastructure is provided by various providers, with Ofcom regulating the market. BT Openreach has a statutory responsibility to connect developments and operate the borough's largest digital infrastructure network. Providers with a substantial footprint for households are Virgin, G.Network, Community Fibre and Hyperoptic. There is also significant variety of business broadband providers like Vorbos, Colt, Zayo, EU Networks and Boldyn.

The Connect Westminster Voucher Scheme was launched in early 2022 to encourage providers to build new gigabit-capable full-fibre networks in identified intervention areas not covered under the commercial activity of suppliers and currently experiencing the worst levels of digital connectivity. Voucher schemes like Connect Westminster will help bridge the digital divide and improve access to high-speed internet connections in hard-to-reach areas and improve digital inclusion Westminster by offering free or low-cost communications packages to those who need it most.

Digital & Telecommunications	
Category	Details
Lead	Ofcom: Regulates the digital infrastructure market. BT Openreach: Operates the borough's largest digital infrastructure network and has a statutory responsibility to connect developments. Virgin: Manages a substantial network exclusively for Virgin customers.
Current Provision	Economic growth relies on access to high-quality digital infrastructure and ICT services that can adapt to evolving technologies and standards. As of August 2024 Westminster has 83% full fibre availability compared to 69.% in London.  The Connected Nations Report indicates that Westminster has 100% outdoor 4G coverage and 96% outdoor 5G coverage. Capacity mapping indicates that although you can get a signal, there is insufficient capacity to provide a positive user experience for citizens.
Known Planned Provision	The Connect Westminster Voucher Scheme was launched in early 2022 to encourage providers to build new gigabit-capable full-fibre networks in identified intervention areas not covered under the commercial activity of suppliers and currently experiencing the worst levels of digital connectivity. Voucher schemes like Connect Westminster will help bridge the digital divide and improve access to high-speed internet connections in hard-to-reach areas.  The council has made its street based assets available to host small cell infrastructure to help address capacity problems within the network. Neutral Host Outdoor solution being tested in the City.



## UTILITIES AND WASTE

<b>Future Needs</b>	<p>Future provision should support the preservation of Westminster's heritage. New infrastructure should be located away from listed buildings where possible, and equipment no longer needed should be removed following Ofcom's guidelines to enhance public spaces and pedestrian experience. However, it is important to ensure that there is sufficient capacity in the borough and therefore protecting existing telecoms infrastructure will help address the capacity challenges currently facing the industry.</p> <p>To accommodate MNO demand small cell infrastructure sharing will be required in high footfall areas where there is competing demand for lamp posts.</p> <p>Upgrading lamp columns to British Standard PAS191 will help accelerate the rollout of smalls cells to address capacity not-spots.</p>
<b>Funding</b>	Provider engagement is required for planned works, costs, and funding source information.

Schedule									
Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
	Additional cost to upgrade columns to PAS191 to support telecoms.	Borough wide	In order to facilitate the roll out of small cells to address capacity issues lamp columns that follow BSI PAS191 would make it easier to attach and install small cells.	WCC	TBC input required from Highways.	2024	Ongoing	Long	TBC
	Connect Westminster	Borough wide (targeting fibre not-spots)	Vouchers to incentivise fibre build in areas that are deemed commercially unviable.	WCC delivering but accessible to all broadband providers.	£496,800	2024	2027	Short	TBC
	OpenRoaming	Borough wide	Development of identity provisioning capability to connect existing wi-fi networks to improve the user experience.	WCC	£650,000	2024	2027	Short	TBC

## UTILITIES AND WASTE

### Waste and Recycling

The Council's waste and recycling operations are split across street cleaning and waste collection services. The provision of street cleansing depots was identified as sufficient and protected by planning policy. Existing facilities include an in-vessel composter, 13 small street cleaning depots, and micro-recycling facilities. The Council also recently completed a long-term lease in Lewisham to install 40 electric waste vehicles and own land in Mandela Way for waste assets. Providing recycling infrastructure is crucial to achieving the council's environmental and net zero ambitions.

In response to projected increase in waste by 2041, the Council plans to acquire land for a third site to house waste collection vehicles and deliver services. Two more land requirements are being considered to improve service efficiencies for residents, including a public recycling centre and identifying a site in the West End to use as a late-night waste collection point. There are also plans to increase the electric waste and street cleansing fleet.

Waste & Recycling	
Category	Details
Lead	The Council is responsible for waste and recycling services. The Council also relies on Veolia to provide land to deliver waste operations.
Current Provision	Existing facilities include an in-vessel composter, 13 small street cleaning depots, and micro-recycling facilities. The Council also recently completed a long-term lease in Lewisham to install 40 electric waste vehicles and own land in Mandela Way for waste assets.
Known Planned Provision	The Council plans to acquire land for a third site to house waste collection vehicles and deliver services. Two more land requirements are being considered to improve service efficiencies for residents, including a public recycling centre and identifying a site in the West End to use as a late-night waste collection point. Increase the electric waste and street cleansing fleet.
Future Needs	To meet waste apportionment targets, the Council aims for Agreed Statements of Common Ground with other boroughs. Challenges include land acquisition for waste infrastructure due to limited availability.
Funding	Funding for these proposed sites will need to come from a combination of CIL, S106, and potentially developer contributions, depending on specific land and site requirements.

### Water and Wastewater

Thames Water is responsible for water and wastewater service provision in Westminster. The Beckton Sewage Treatment Works (BSTW) is a key strategic asset for water and wastewater infrastructure. Thames Water assess growth from the BSTW catchment, which includes Kensington and Chelsea, Hammersmith and Fulham, Camden, and other areas in North London. Providing improved wastewater provision will support the growth of the city by increasing capacity.

Thames Water were unable to provide details of infrastructure projects at this stage, acknowledging that the need for water and wastewater network upgrades depend on details of development proposals including the scale of development, points of connection and any reductions in surface water through the implementation of sustainable drainage systems which can help to avoid the need for upgrades to the borough's foul network. However, Thames Water's next Asset Management Plan (2025 - 2030) will identify future provision once available in late 2024.

Water & Wastewater	
Category	Details
Lead	Thames Water in collaboration with the Council

## UTILITIES AND WASTE

<b>Current Provision</b>	Beckton Sewage Treatment Works is a key strategic asset for water and wastewater provision, serving approximately 3.6 million customers across North London. There are also six Combined Sewer Overflow points in Westminster.
<b>Known Provision</b>	Thames Tideway Tunnel development to reduce combined sewer overflows. Creation of high-quality water spaces and installation of flip devices for flood protection.
<b>Planned Provision</b>	
<b>Future Needs</b>	Facilitating growth requires engagement with developers as sites are put forward to understand the scope of work, scale of development, unit sizes, and water and wastewater network connection points to understand impacts on sewers in different locations. Future provision will be required to: address increasing pressure on resources due to population growth mitigate effects of climate change on water supply prevent negative environmental impacts on rivers and wildlife. Implement surface water management solutions in any redevelopment projects.  Thames Water's next Asset Management Plan (2025 - 2030) will identify future provision once available in late 2024.
<b>Funding</b>	Funding for strategic upgrades is governed by Thames Water's asset management process, funded by Water Bills set every five years. Developers pay an infrastructure charge, encouraging sustainable behaviours and water efficiency. There are no requirements for S106 Agreements or CIL.

Prioritisation	Programme / Strategic project	Location/s	Description	Provider	Estimated WCC cost	Phasing (Start)	Phasing (End)	Timescale	Total Funding gap
Essential	St Mary's Hospital	W2 1NY	Investigation into foul and surface water drainage issues into Thames Water sewer infrastructure to maintain a safe environment and healthcare provision capacity in Westminster	Imperial College Healthcare Trust, Thames Water	£0.00	2024	2032	Medium	TBC
Essential	Thames Tideway Tunnel (permitted in 2014 by a DSO)	Victoria Embankment	Sewer system to improve water quality	Bazelgette Tunnel Ltd	None	2015	2025		n/a

## UTILITIES AND WASTE

Important	Two sites where a small Household Waste Recycling Centre (HWRC) can be operated.	Borough-wide	An HWRC is a facility where residents can drop off bulky and specialist waste items for disposal and recycling. It is a legal requirement to provide one. Currently, there is no HWRC in Westminster, but WCC has made an arrangement with Western Riverside Waste Authority for its provision. This relies on residents having access to a car, which is not the case for 70% of Westminster residents. A small local HWRC will provide better access for residents to recycle more.	WCC		TBC	TBC	Medium	
Important	Small waste consolidation sites where small loads of waste collected by the e-bike fleet can be consolidated for onwards collection. Can possibly be combined with the HWRC proposal	Borough-wide	The move to smaller electric bikes for collection services necessitates the use of local sites where collected loads can be dropped off and consolidated for onwards collections and disposal by the larger collection fleet. This proposal can be combined with the HWRC proposal.	WCC		TBC	TBC	Medium	
Desirable	Install underground refuse containers		Requirement that developers of large sites install underground refuse containers, e.g. European Super-bins for local resident and business use	Developers	£0.00				

## UTILITIES AND WASTE

Desirable	New street and parks bins		Provision of new street and park bins - current ones are bulky, non-durable, non-recyclable, dirty looking, neither heritage nor modern, and diminish the quality of the public realm. We suggest a more heritage (iron?) model that can be refurbished when required, or a sleek modern style (aluminum?). In our parks and gardens, we suggest ones made of timber to reflect their natural setting. (Westminster wide)		£0.00				
Desirable	Planted enclosures around large communal street bins		Planted enclosures around large communal street bins. We have suggested moving our communal street bins from the corner of Shrewsbury Road and Talbot Road to the unused space at the beginning of Caradoc Close off Talbot Road, and this could be landscaped with hedging to surround and conceal the bins.		£0.00				

Programme / Strategic project	IDP Ref	Priority	Infrastructure Category	Infrastructure Sub-Category	Ward/s	Location/s
London Paddington Station	1	Desirable	["Public Transport"]	["National Rail"]	["Hyde	W2 6AA
London Victoria station	2	Desirable	["Public Transport"]	["National Rail"]	["Pimlico	SW1E 5ND
Charing Cross station	3	Important	["Public Transport"]	["National Rail"]	["St.	WC2N 5HF
Grosvenor Sidings	4	Essential	["Public Transport"]	["National Rail"]	["Pimlico	SW1V 4BF
Expansion of primary care capacity within Regent	5	Crucial	["Health & Care"]	["Primary care health	["Borough-	Borough wide
Development of Integrated Hub at South	6	Essential	["Health & Care "]	["Primary care health	["Vincent	SW1P 2PF
Supporting Mental Health	7	Important	["Health & Care "]	["Other"]	["Borough-	Borough wide
A &E/Acute Hospital	8	Essential	["Health & Care "]	["Acute Care Health	["Borough-	Borough wide
Intermediate Care	9	Essential	["Health & Care "]	["Other"]	["Borough-	Borough wide
St Marys Hospital (Medium term works)	10	Crucial	["Health & Care "]	["Other"]	["Hyde	W2 1NY
St Marys Hospital (Long term redevelopment)	11	Essential	["Health & Care "]	["Other"]	["WCC to	W2 1NY
Cavendish Health Centre and Marylebone Health	12	Essential	["Health & Care "]	["Other"]	["Maryleb	NW1 5JD
Potential reconfiguration of services for delivery	13	Important	["Health & Care "]	["Other"]	["Harrow	W2 5ES
Wellington Health Centre and Little Venice	14	Essential	["Health & Care "]	["Other"]	["Regent's	NW8 9SP
Woodfield Road	15	Desirable	["Health & Care "]	["Other"]	["Westbou	W9 2BA
Lisson Grove Programme	16	Desirable	["Health & Care "]	["Other"]	["Church	NW8 8AX
Culture Fund	17	Important	["Culture & Tourism"]	["Cultural and social	["Borough-	Borough-wide
Communal heating systems (replacement of gas-	18	Essential	["Utilities & Waste"]	["Low carbon / Decentralised	["Borough-	Borough-wide
WCC housing insulation	19	Essential	["Climate Change &	["Low carbon / Decentralised	["Borough-	Borough-wide
Communal heating systems (new)	20	Crucial	["Utilities & Waste"]	["Low carbon / Decentralised	["Borough-	Borough-wide
WCC housing PV solar panel installation	21	Desirable	["Utilities & Waste"]	["Low carbon / Decentralised	["Borough-	Borough-wide
Automatic Public Conveniences and Urinals	22	Essential	["Property / Public	["Public Realm"]	["St.	Borough-wide
Ceremonial Streetscape 1	23	Essential	["Property / Public	["Public Realm "]	["St.	WC2N 5NJ
Cycle Parking Hangers	24	Important	["Active Travel"]	["Cycling"]	["Borough-	Borough-wide
Existing Projects for the CCTV	25	Crucial	["Active Travel "]	["Walking "]	["Borough-	Borough-wide
Gas mains replacement works Trafalgar Square	26	Essential	["Utilities & Waste"]	["Gas"]	["St.	WC2N 5DN
Greening Improvements to Hall Place	27	Desirable	["Green & Blue	["Open Space & Recreation"]	["Little	W2
Highways Buildouts For Trees	28	Important	["Climate Change &	["Climate change &	["Borough-	Borough-wide
Lisson Grove Programme	29	Important	["Property / Public	["Public Realm"]	["Church	NW8 8LW
Pedestrian Security Measures Programme	30	Crucial	["Green & Blue	["Strategic Access	["Borough-	Borough-wide
Wesminster Ceremonial Streetscape Phase 2	31	Essential	["Property / Public	["Public Realm,Security"]	["St.	WC2N 5DU

<b>Cycle Hangar Rollout</b>	32	Important	["Active Travel"]	["Cycling"]	["Borough- Borough-wide
<b>Street Improvement Programme</b>	33	Important	["Active Travel"]	["Walking"]	["Borough- Borough-wide
<b>Corporate Property Re:Fit</b>	34	Important	["Leisure & Community	["Multiple"]	["Borough- Borough-wide
<b>PDHU Decarbonisation</b>	35	Essential	["Utilities & Waste"]	["Low carbon / Decentralised	["Churchill SW1V 3DP
<b>South Westminster Area Network</b>	36	Crucial	["Utilities & Waste"]	["Low carbon / Decentralised	["Borough- Borough-wide
<b>Lisson Grove Programme</b>	37	Essential	["Education"]	["Early Years	["Church NW1
<b>Neighbourhood police bases</b>	38	Essential	["Emergencies"]	["Police"]	["Borough- Borough-wide
<b>Policing infrastructure to support new officers,</b>	39	Important	["Emergencies"]	["Police"]	["Borough- Borough-wide
<b>Household Waste Recycling Centre (HWRC) and</b>	40	Important	["Utilities & Waste"]	["Waste & recycling"]	["Borough- Borough-wide
<b>Public Convenience Refresh ad Renovations</b>	41	Important	["Utilities & Waste"]	["Improvement and	["Borough- Borough-wide
<b>40 Eastbourne Terrace</b>	42	Essential	["Highways, Traffic &	["Local Road Network"]	["Lancaste W2 6LA
<b>5 Climate Safe Streets Asks - London Cycle</b>	43	Essential	["Active Travel"]	["Cycling "]	["Borough- Borough-wide
<b>Abell and Cleland Public Realm</b>	44	Essential	["Property / Public	["Public Realm"]	["Vincent SW1P 4FE
<b>Accessibility Audit and Scheme (mobility surveys)</b>	45	Essential	["Property / Public	["Public Realm,Active Travel"]	["Borough- Borough-wide
<b>Arundel Court</b>	46	Essential	["Property / Public	["Public Realm"]	["Pimlico WC2R 1DH
<b>Maida Hill Market Place - Harrow Road Place Plan</b>	47	Desirable	["Property / Public	["Place Shaping"]	["Maida W9 3QA
<b>Harrow Road Canal Side - Harrow Road Place Plan</b>	48	Desirable	["Property / Public	["Place Shaping"]	["Westbou W9
<b>Livable Neighbourhoods Strategy - Harrow Road</b>	49	Important	["Property / Public	["Place Shaping"]	["Westbou W9
<b>Paddington Public Realm Strategy - Paddington</b>	50	Essential	["Property / Public	["Place Shaping"]	["Borough- W2
<b>Victoria Place Plan</b>	51	Desirable	["Property / Public	["Place Shaping"]	["Borough- Borough-wide
<b>Bayswater Rd Junction Improvements</b>	52	Important	["Highways, Traffic &	["Local Road Network"]	["Lancaste W2 3RX
<b>Berkeley Square South Public Ream Scheme</b>	53	Essential	["Property / Public	["Public Realm"]	["West W1
<b>Bond Street Station Western Ticket Hall - Schedule</b>	54	Important	["Highways, Traffic &	["Local Road Network"]	["West W1K 4HR
<b>Bus Stop Accesibility and Reliabilty Programme</b>	55	Essential	["Public Transport"]	["Bus services "]	["Borough- Borough-wide
<b>CCTV Enforcement School Street Programme</b>	56	Essential	["Highways, Traffic &	["Local Road Network"]	["Borough- Borough-wide
<b>Central London Cycle Grid in Westminster</b>	57	Essential	["Active Travel"]	["Cycling"]	["Borough- Borough-wide
<b>Connaught Village Green</b>	58	Important	["Climate Change &	["Climate change &	["Hyde W2 2AA
<b>Covent Garden Hostile Vehicle Mitigation HVM</b>	59	Crucial	["Property / Public	["Public Realm "]	["St. WC2E 9JT
<b>Cycle Loan Restart</b>	60	Important	["Active Travel"]	["Cycling "]	["Borough- Borough-wide
<b>Secure Cycle Parking (Hangars)</b>	61	Essential	["Active Travel"]	["Cycling"]	["Borough- Borough-wide
<b>Cycling Schemes Programme</b>	62	Essential	["Active Travel"]	["Cycling "]	["Borough- Borough-wide
<b>Deep Drainage Works</b>	63	Crucial	["Green & Blue	["Water & Wastewater / Flood	["Borough- Borough-wide
<b>Dockless Mobility Infrastructure</b>	64	Important	["Active Travel"]	["Cycling "]	["Borough- Borough-wide

<b>Drainage Inventory Surveys</b>	65	Crucial	["Green & Blue	["Water & Wastewater / Flood	["Borough- Borough-wide
<b>Dryden Street (Grain House) Public Realm</b>	66	Important	["Property / Public	["Public Realm"]	["St. WC2E
<b>Eccleston Street</b>	67	Important	["Property / Public	["Public Realm"]	["Knightsbr SW1W
<b>Electric Vehicle Charing (EV Infrastructure)</b>	68	Essential	["Utilities & Waste"]	["Electricity"]	["Borough- Borough-wide
<b>Elevated Harrow Road Bridge - Battleship Building</b>	69	Crucial	["Highways, Traffic &	["Local Road Network"]	["Westbou W9 2HP
<b>Elizabeth St/Buckingham Palace Road</b>	70	Important	["Highways, Traffic &	["Strategic Road Network"]	["Knightsbr SW1W
<b>Elizabeth Street</b>	71	Important	["Property / Public	["Public Realm"]	["Knightsbr SW1W
<b>Parking Service - Traffic Enforcement Cameras</b>	72	Crucial	["Highways, Traffic &	["CCTV"]	["Borough- Borough-wide
<b>Flood Risk Reduction Initiatives</b>	73	Crucial	["Green & Blue	["Flood Risk Management"]	["Borough- Borough-wide
<b>Flooding - Reducing impact of Surface Water</b>	74	Crucial	["Green & Blue	["Flood Risk Management"]	["Borough- Borough-wide
<b>Folding Bike Hire Stations</b>	75	Desirable	["Active Travel"]	["Cycling "]	["Borough- Borough-wide
<b>Freight &amp; Servicing Action Plan</b>	76	Important	["Climate Change &	["Freight and Servicing Action	["Borough- Borough-wide
<b>General Developer Schemes</b>	77	Essential	["Property / Public	["Public Realm"]	["Borough- Borough-wide
<b>Golden Jubilee Footbridge Improvements</b>	78	Crucial	["Property / Public	["Public Realm / Bridge	["St. WC2N 6NS
<b>Hanover Square Public Realm</b>	79	Important	["Property / Public	["Public Realm"]	["Borough- Borough-wide
<b>Highways Innovation</b>	80	Essential	["Climate Change &	["Climate change &	["Borough- Borough-wide
<b>Highways Materials / kit storage space</b>	81	Important	["Utilities & Waste"]	["Low Carbon / Decentralised	["London London tbc
<b>Lambeth Bridge North Healthy Streets Scheme</b>	82	Important	["Active Travel"]	["Transport for London"]	["Vincent SE1 7SG
<b>Highways reactive and routine maintenance</b>	83	Crucial	["Highways, Traffic &	["Local Road Network"]	["Borough- Borough-wide
<b>Hyde Park Ward Pedestrian Improvements</b>	84	Important	["Active Travel"]	["Public Realm"]	["Hyde W2 2UH
<b>Improving Pedestrian Accesibility</b>	85	Essential	["Highways, Traffic &	["Local Road Network"]	["Borough- Borough-wide
<b>Isolated Pitches Electrics</b>	86	Important	["Utilities & Waste"]	["Electricity"]	["Borough- Borough-wide
<b>Kilburn Lane Traffic Management</b>	87	Essential	["Highways, Traffic &	["Local Road Network"]	["Queen's NW10 4BA
<b>Knightsbridge Green</b>	88	Important	["Property / Public	["Public Realm "]	["Knightsbr SW1X 7QL
<b>LEGIBLE LONDON Wayfinding Signage</b>	89	Essential	["Property / Public	["Public Realm"]	["Borough- Borough-wide
<b>Lighting LED lantern and CMS rollout</b>	90	Essential	["Utilities & Waste"]	["Low carbon / Decentralised	["Borough- Borough-wide
<b>Lighting PPM (Planned Preventative Maintenance)</b>	91	Crucial	["Utilities & Waste"]	["Electricity"]	["Borough- Borough-wide
<b>Lighting-Gas Valve Safety Connec</b>	92	Crucial	["Utilities & Waste"]	["Electricity"]	["Borough- Borough-wide
<b>Lisson Green Footbridge Refurbishment</b>	93	Essential	["Active Travel"]	["Walking "]	["Church NW8 8LW
<b>London Cycle Hire – TfL</b>	94	Essential	["Active Travel"]	["Cycling "]	["Borough- Borough-wide
<b>London Lorry Control Scheme - Signs audit and</b>	95	Important	["Highways, Traffic &	["Local Road Network"]	["Borough- Borough-wide
<b>London School of Economics (LSE) St Clement's</b>	96	Important	["Property / Public	["Public Realm"]	["St. WC2R 1DH
<b>Low Carbon Streets</b>	97	Crucial	["Climate Change &	["Climate change &	["Borough- Borough-wide



<b>Market Trader Electrics</b>	98	Important	["Utilities & Waste"]	["Electricity"]	["Borough-	Borough-wide
<b>Millbank River Wall Fender Replacement</b>	99	Crucial	["Green & Blue	["Flood Risk Management"]	["Millbank	SW1P 4DD
<b>Minor Safety</b>	100	Essential	["Highways, Traffic &	["Local Road Network", "Public	["Borough-	Borough-wide
<b>Park Lane walking and cycling changes</b>	101	Important	["Active Travel"]	["Transport for London"]	["West	W1K 7AD
<b>Harrow Road / Edgware Road Healthy Streets</b>	102	Important	["Active Travel"]	["Transport for London"]	["Hyde	W2 1XJ
<b>Neat Streets 2 - linked to 51 Transport Scheme</b>	103	Important	["Highways, Traffic &	["Local Road Network", "Public	["Borough-	Borough-wide
<b>North Audley Street Highways and Public Realm</b>	104	Essential	["Property / Public	["Public Realm"]	["West	W1K 6ZA
<b>Opera Quarter</b>	105	Important	["Property / Public	["Public Realm "]	["St.	WC2E 8RF
<b>Other Public Realm Schemes</b>	106	Essential	["Property / Public	["Public Realm"]	["Borough-	Borough-wide
<b>Parks and Cemeteries Tree Planting</b>	107	Desirable	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Piccadilly Underpass - Replacement of Ventilation</b>	108	Crucial	["Highways, Traffic &	["Local Road Network"]	["West	
<b>Piccadilly Underpass &lt;br&gt;(Phase 1 Advace works)</b>	109	Crucial	["Highways, Traffic &	["Local Road Network"]	["Piccadilly	
<b>Planned Preventive Maintenance (Bridges &amp; Planters</b>	110	Crucial	["Highways, Traffic &	["Local Road Network", "Public	["Borough-	Borough-wide
<b>Princes Street Public Realm</b>	111	Desirable	["Property / Public	["Public Realm / Place	["Borough-	Borough-wide
<b>Protective Measures</b>	112	Important	["Property / Public	["Public Realm"]	["West	SE1 6JR
<b>Queensway Streetscape Improvements Phase</b>	113	Crucial	["Property / Public	["Public Realm"]	["Borough-	Borough-wide
<b>Regent Street (Permanent Scheme)</b>	114	Important	["Property / Public	["Public Realm"]	["Borough-	W2 6LS
<b>Regent Street (Permanent Scheme)</b>	115	Essential	["Highways, Traffic &	["Local Road Network"]	["West	Regent Street
<b>Rupert and Beak Street Public Realm (Rupert</b>	116	Important	["Property / Public	["Public Realm"]	["West	W1
<b>Sackville Street &amp; Vigo Street Public Realm</b>	117	Important	["Highways, Traffic &	["Local Road Network", "Public	["West	W1S 3HF
<b>School Streets &amp; School Travel Plan</b>	118	Essential	["Active	["Local Road	["Borough-	Borough-wide
<b>Shepherd Market Public Realm</b>	119	Important	["Property / Public	["Public Realm"]	["West	W1J 7QS
<b>Signalised Junctions</b>	120	Crucial	["Highways, Traffic &	["Local Road Network"]	["Borough-	Borough-wide
<b>South Molton Street</b>	121	Important	["Property / Public	["Public Realm / Trees"]	["West	W1K 5SG
<b>St John's Wood High Street Public Realm</b>	122	Important	["Highways, Traffic &	["Local Road Network", "Public	["St. John's	NW8 7NG
<b>St Martin's Lane</b>	123	Desirable	["Property / Public	["Public Realm"]	["St.	WC2N 4EA
<b>Strand Aldwych</b>	124	Important	["Property / Public	["Public Realm / Place	["St.	WC2R 1ES
<b>Strand Underpass Ventilation</b>	125	Crucial	["Highways, Traffic &	["Local Road Network"]	["St.	
<b>Street Highways Planned Preventative</b>	126	Crucial	["Highways, Traffic &	["Local Road Network"]	["Borough-	Borough-wide
<b>Street Lighting &amp; Signs Maintenance</b>	127	Crucial	["Utilities & Waste"]	["Electricity", "Public	["Borough-	Borough-wide
<b>Street Trees – New Planting</b>	128	Essential	["Property / Public	["Public Realm"]	["Borough-	Borough-wide
<b>Traffic Signals Modernisation &amp; Pedestrianisation</b>	129	Essential	["Highways, Traffic &	["Local Road Network", "Public	["Borough-	Borough-wide
<b>Transport scheme programme (Highways</b>	130	Essential	["Highways, Traffic &	["Local Road Network", "Public	["Borough-	Borough-wide

<b>Vehicle Activated Signs</b>	131	Essential	["Highways, Traffic &"]	["Local Road Network"]	["Borough- Borough-wide
<b>Voids in the Public Highway</b>	132	Crucial	["Highways, Traffic &"]	["Local Road Network", "Public	["Borough- Borough-wide
<b>Warwick Way Town Centre Highways Scheme</b>	133	Important	["Highways, Traffic &"]	["Local Road Network"]	["Pimlico SW1V 1SB
<b>Waterloo Bridge Streetscape</b>	134	Crucial	["Highways, Traffic &"]	["Strategic Road	["St. WC2R 1LA
<b>Wellington Hotel</b>	135	Essential	["Highways, Traffic &"]	["Local Road Network", "Public	["St. WC2E 9JT
<b>Wesbourne Terrace Pedestrian Subway Infill</b>	136	Essential	["Active Travel"]	["Walking "]	["Lancaste W2 6QA
<b>Raising of River Thames Flood Defences</b>	137	Crucial	["Green & Blue	["Flood Risk Management"]	["Borough- Borough-wide
<b>Strategic Asset Management and Monitoring</b>	138	Crucial	["Highways, Traffic &"]	["Local Road Network", "Public	["Borough- Borough-wide
<b>Sustainable Drainage Systems (SuDS)</b>	139	Crucial	["Green & Blue	["Flood Risk Management"]	["Borough- Borough-wide
<b>Dockless e-bike parking bays [linked to line 261</b>	140	Essential	["Active Travel"]	["Cycling", "Walking"]	["Borough- Borough-wide
<b>Cargo-bike rental</b>	141	Important	["Active Travel"]	["Cycling"]	["Borough- Borough-wide
<b>Micro-logistics hub</b>	142	Essential	["Green & Blue	["Flood Risk Management"]	["Pimlico SW1V 2JA
<b>Future proofing / multi-function lamp columns</b>	143	Essential	["Green & Blue	["Electricity", "Safety", "EV"]	["Borough- Borough-wide
<b>Cycle Parking (Stands)</b>	144	Essential	["Active Travel"]	["Cycling "]	["Borough- Borough-wide
<b>Vehicle Activated Signs (VAS) data analysis</b>	145	Crucial	["Climate Change &"]	["Climate change &"]	["Borough- Borough-wide
<b>Liveable Cities traffic sensors and data</b>	146	Important	["Climate Change &"]	["Climate change &"]	["Borough- Borough-wide
<b>Vivacity sensors and data</b>	147	Important	["Highways, Traffic &"]	["Local Road Network"]	["Borough- Borough-wide
<b>Dashboard System Needed</b>	148	Essential	["Highways, Traffic &"]	["Local Road Network"]	["Borough- Borough-wide
<b>Dropped Kerbs Programme</b>	149	Essential	["Highways, Traffic &"]	["Local Road Network"]	["Borough- Borough-wide
<b>Ebury Bridge pharmacy re-&lt;br&gt;provision</b>	150	Important	["Leisure & Community	["Co-located facilities"]	["Churchill SW1W 9TB
<b>Ebury Bridge community rooms</b>	151	Important	["Leisure & Community	["Community centres / hub"]	["Churchill SW1W 9TB
<b>Ebury Bridge workspace provision</b>	152	Important	["Leisure & Community	["Community centres / hub"]	["Churchill SW1W 9TB
<b>Ebury Bridge fitness/recreati onal facility</b>	153	Desirable	["Leisure & Community	["Leisure Centres"]	["Churchill SW1W 9TB
<b>Church Street Site A Market Infrastructure</b>	154	Important	["Leisure & Community	["Co-located facilities"]	["Church SW1W
<b>Church Street Site A Community Infrastructure</b>	155	Desirable	["Leisure & Community	["Community centres / hub"]	["Church SW1W
<b>Church Street Site A External Play Improvements</b>	156	Desirable	["Leisure & Community	["Community centres / hub"]	["Church SW1W
<b>Church Street Site B Market Infrastructure</b>	157	Important	["Leisure & Community	["Co-located facilities"]	["Church SW1W
<b>Church Street Site B External&lt;br&gt;Play</b>	158	Desirable	["Leisure & Community	["Co-located facilities"]	["Church SW1W
<b>Church Street Site C Enterprise&lt;br&gt;Space</b>	159	Important	["Leisure & Community	["Co-located facilities"]	["Church SW1W
<b>Lisson Grove Programme</b>	160	Important	["Leisure & Community	["Community centres / hub"]	["Church SW1W
<b>Health and Wellbeing Projects</b>	161	Crucial	["Leisure & Community	["Leisure Centres"]	["Borough- Borough-wide
<b>Sports &amp; Leisure- Sayers Croft</b>	162	Essential	["Leisure & Community	["Community centres / hub"]	["Outside
<b>Nova Library</b>	163	Important	["Leisure & Community	["Libraries"]	["St. SW1

<b>Marylebone Library</b>	164	Crucial	["Leisure & Community	["Libraries"]	["Bryansto	W1G 9UQ
<b>Beachcroft Care Home</b>	165	Crucial	["Leisure & Community	["Care homes"]	["Maida	W9 2EL
<b>Church Street Good Growth&lt;br&gt;– Triangle Project</b>	166	Important	["Leisure & Community	["Community centres / hub"]	["Church	SW1W
<b>Warwick Community Hall</b>	167	Important	["Leisure & Community	["Community centres / hub"]	["Westbou	W9 2HJ
<b>Places of Work Programme</b>	168	Important	["Leisure & Community	["Community centres / hub"]	["Borough-	Borough-wide
<b>Sports &amp; Leisure- New Centres</b>	169	Crucial	["Leisure & Community	["Leisure Centres"]	["Borough-	Borough-wide
<b>Seymour Leisure Centre Refurbishment</b>	170	Crucial	["Leisure & Community	["Leisure Centres"]	["Bryansto	W1H 5TJ
<b>Calisthenics Outdoor Gyms</b>	171	Essential	["Leisure & Community	["Leisure Centres"]		Borough-Wide
<b>Smart Activator Screens</b>	172	Essential	["Leisure & Community	["Outdoor"]	["Maida	W9 1PD
<b>Community Pitches</b>	173	Essential	["Leisure & Community	["Community centres / hub"]	["Borough-	Borough-wide
<b>Basketball Courts and Artwork</b>	174	Essential	["Leisure & Community	["Leisure Centres"]	["Queen's	W10 4RQ
<b>Lisson Grove Programme</b>	175	Important	["Green & Blue	["Suitable Alternative Natural	["Church	NW8
<b>Church Street Green Spine</b>	176	Important	["Green & Blue	["Open Space & Recreation"]	["Church	NW8
<b>Open Spaces Greener Places</b>	177	Important	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Greening Improvements to Hall Place</b>	178	Important	["Green & Blue	["Open Space & Recreation"]	["Little	W2
<b>Play Area Improvement Programme</b>	179	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Forest schools in parks and open spaces</b>	180	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Paddington Street Gardens - replacement</b>	181	Essential	["Green & Blue	["Open Space & Recreation"]	["Maryleb	W1U 4AL
<b>Smart Parks signage programme</b>	182	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Cemetery Improvements Programme</b>	183	Essential	["Green & Blue	["Open Space & Recreation"]		
<b>Fountains Improvement Programme</b>	184	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Greening and Biodiversity Parks and Open Spaces</b>	185	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Communities Parks and Open Spaces</b>	186	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>PRG Allotment / Urban Farming project</b>	187	Essential	["Green & Blue	["Open Space & Recreation"]	["Maida	W9 1LQ
<b>PRG Padel Tennis Facility</b>	188	Essential	["Green & Blue	["Sports Pitches"]	["Maida	W9 1LQ
<b>PRG Toilets &amp; Changing Rooms replacement</b>	189	Essential	["Green & Blue	["Open Space & Recreation"]	["Maida	W9 1LQ
<b>PRG Cricket Nets</b>	190	Essential	["Green & Blue	["Open Space & Recreation"]	["Maida	W9 1LQ
<b>PRG Bench replacement programme</b>	191	Essential	["Green & Blue	["Open Space & Recreation"]	["Maida	W9 1LQ
<b>PRG Village Green - H&amp;S regeneration</b>	192	Essential	["Green & Blue	["Strategic Access	["Maida	W9 1LQ
<b>PRG Carlton Vale Gate replacement</b>	193	Essential	["Green & Blue	["Strategic Access	["Maida	W9 1LQ
<b>Leisure Centre infrastructure Improvement</b>	194	Essential	["Green & Blue	["Open Space & Recreation"]	["Borough-	Borough-wide
<b>Leisure 2026 ready improvements</b>	195	Essential	["Leisure & Community	["Leisure Centres"]	["Borough-	Borough-wide
<b>New Leisure Centre - redevelopments</b>	196	Crucial	["Leisure & Community	["Leisure Centres"]	["South	

<b>Ecological / Environmental sustainability Leisure</b>	197	Essential	["Leisure & Community	["Leisure Centres"]	["Borough- Borough-wide
<b>Decarbonisation / Water saving / EV infrastructure</b>	198	Essential	["Leisure & Community	["Leisure Centres"]	["Borough- Borough-wide
<b>Built Facilities Strategy, Playing Pitch Strategy,</b>	199	Essential	["Leisure & Community	["Leisure Centres"]	["Borough- Borough-wide
<b>Special School and Short Breaks service at Pimlico</b>	200	Essential	["Education"]	["SEND Education"]	["Tachbroo SW1V 3SE
<b>New special school provision</b>	201	Important	["Education"]	["SEND Education"]	["St. John's NW8
<b>Re-purposing primary school portfolio</b>	202	Important	["Education"]	["Primary Education"]	["Borough- Borough-wide
<b>Paddington Fire Station</b>	203	Desirable	["Emergencies "]	["Fire & Rescue Services"]	["Westmin W2 6NL
<b>Paddington Fire Station</b>	204	Desirable	["Emergencies "]	["Fire & Rescue Services"]	["Westmin W2 6NL
<b>Paddington Fire Station</b>	205	Desirable	["Emergencies "]	["Fire & Rescue Services"]	["Westmin W2 6NL
<b>Soho Fire Station</b>	206	Desirable	["Emergencies "]	["Fire & Rescue Services"]	["Westmin W1D 5ET
<b>Westminster bridge Gatic cover replacement,</b>	207	Essential	["Utilities & Waste"]	["Gas "]	["Westmin SW1A 2JH
<b>London Medium Pressure Scheme</b>	208	Essential	["Utilities & Waste"]	["Gas "]	["Various"]
<b>Risk Driven Gas Main Replacement Projects</b>	209	Essential	["Utilities & Waste"]	["Gas "]	["Borough-
<b>Complex Gas Main Replacement Projects</b>	210	Essential	["Utilities & Waste"]	["Gas "]	["Borough-
<b>Risk Driven Gas Riser Replacment Projects in</b>	211	Essential	["Utilities & Waste"]	["Gas "]	["Maryleb NW8 8UE
<b>Step-free Access Programme - Circle &amp; District</b>	212	Important	["Public Transport"]	["Transport for London"]	["Hyde W2 1NY
<b>Victoria Coach Station</b>	213	Essential	["Public Transport"]	["Transport for London"]	["Churchill SW1W 9TQ
<b>Berwick Street Market - Create Saturday flower</b>	214	Desirable	["Property / Public	["Public Realm"]	["West W1F 0PH
<b>Children's Playground in Golden Square to support</b>	215	Desirable	["Property / Public	["Public Realm"]	["West W1F 9JG
<b>Improved recycling facilities across Soho</b>	216	Desirable	["Utilities & Waste"]	["Waste & recycling"]	["West
<b>Walk in centre at Soho Hospital for Women to re-</b>	217	Desirable	["Health & Care"]	["Primary care health	["West W1D 3QS
<b>Warwick Way/Tachbrook Street retail cluster</b>	218	Essential	["Property / Public	["Accessibility"]	["Pimlico SW1
<b>Pimlico Gardens Improvements</b>	219	Essential	["Leisure & Community	["Public Realm","Leisure	["Pimlico SW1V 3JY
<b>Pimlico Piazzas</b>	220	Essential	["Property / Public	["Accessibility","Public	["Pimlico
<b>Bishop's Bridge improvements (Active Travel)</b>	221	Crucial	["Property / Public	["Public Realm / Place	["Hyde W2
<b>Bathurst Street</b>	222	Desirable	["Property / Public	["Public Realm / Place	["Hyde W2 2SD
<b>Praed Street (Townscape Project and other</b>	223	Desirable	["Property / Public	["Public Realm / Place	["Hyde W2
<b>Paddington station to Hyde Park Estate route</b>	224	Desirable	["Property / Public	["Active Travel"]	["Hyde W2
<b>Knightsbridge CIL projects</b>	225	Desirable	["Property / Public	["Accessibility","Active	["Knightsbr SW7
<b>Improvements to All School's primary school</b>	226	Crucial	["Education"]	["Primary Education"]	["West W1W 7JJ
<b>Improvements to Fitzrovia Community Centre</b>	227	Essential	["Leisure & Community	["Community centres / hub"]	["West W1W 6DL
<b>Improvements to Holcroft Court</b>	228	Important	["Property / Public	["Public Realm / Place	["West W1W 5ALHolcroft
<b>New protected east/west crossing across Ledbury</b>	229	Important	["Property / Public	["Walking","Local Road	["Westbou

<b>Fiveways junction rework</b>	230	Important	["Property / Public	["Public Realm / Place	["Westbou W2 5RU
<b>New protected (raised) crossing across Talbot</b>	231	Important	["Property / Public	["Local Road Network"]	["Westbou
<b>New protected crossing across Westbourne Park</b>	232	Desirable	["Property / Public	["Walking", "Local Road	["Westbou W2 5QL
<b>Needham Road improvements</b>	233	Desirable	["Property / Public	["Public Realm / Place	["Westbou
<b>Chepstow Road footway improvements</b>	234	Desirable	["Property / Public	["Walking", "Local Road	["Westbou
<b>St. Stephen's Gardens - Reconfiguration of pergola</b>	235	Desirable	["Leisure & Community	["Open Space & Recreation"]	["Westbou
<b>Shrewsbury Gardens Drinking fountain</b>	236	Desirable	["Green & Blue	["Open Space &	["Westbou
<b>Community Hubs</b>	237	Important	["Leisure & Community	["Community centres / hub"]	["Borough-
<b>ActiveStreets Street Play programme</b>	238	Important	["Active Travel"]	["Public Realm"]	["Borough-
<b>ActiveStreets Play Street programme</b>	239	Important	["Active Travel"]	["Public Realm"]	["Borough-
<b>North Paddington Community Capital Grant</b>	240	Important	["Property / Public	["Cultural and social	["Westbou

Project description	Delivery Organisation	Estimated WCC cost	Start Yr	End Yr	Timescale Key	Funding source
Improvements to the station including: Replacement of the	["Network Rail "]				Medium	["TBD"]
Re-development of London Victoria station	["Network Rail", "WCC"]				Long	["TBD"]
Re-location of parts of station operation to allow creation of	["Network Rail", "WCC"]				Medium	["TBD"]
Contribution towards re-development of existing site and re-	["Network				Long	["TBD"]
Extension/reconfiguration and adaptation of primary care	["NWL ICB"]		2024	2027	S-M	["TBD"]
Extension/reconfiguration and adaptation of primary care	["NWL ICB"]	0	2024	2025	Short	["TBD"]
Reconfiguration/adaptation to provide appropriate space for	["TBC"]	0	2024	2026	Short	["TBD", "Trust Capital"]
Investment to support increased capacity for A + E and acute	["Imperial College	0	2024	2027	Short	["TBD", "Trust Capital"]
Investment to support increased intermediate care for	["Imperial College	0	2024	2026	Short	["TBD", "Trust Capital"]
Upgrade of electrical supply capacity to meet site electrical	["Imperial College	0	2024	2032	Medium	["TBD", "Trust Capital"]
Redevelopment of hospital site as set out in Site Allocation	["Imperial College	0			Long	["New Hospital
Relocation of both practices to Moxon Street. Moxon St has	["NWL ICB"]	0	2028	2029	Short	["TBD"]
Potential reconfiguration of services for delivery of health and	["Imperial College	0	2024	2027	Short	["TBD", "Trust Capital"]
Relocation of the Wellington Health Centre into new premises	["NWL ICB"]	0	2024	2026	Short	["TBD"]
Continuation of health services and creation of staff for health	["Central London	0	2024	2032	Medium	["TBD"]
Creation of flexible health and wellbeing hub to compliment	["Central London	0	2025	2032	Medium	["TBD"]
Extend the WCC Culture Fund to deliver important social	["WCC"]	4500000	2026	2031	Medium	["TBD"]
This project involves taking advantage of end of life renewals	["Housing Department"]	325000000	2025	2030-	Long	["Mixed"]
To improve the energy efficiency of our Social Homes we	["Housing Department"]	70000000	2022	2040	Long	["HRA,SHDF"]
6500 WCC Social rent homes are currently heating by	["Housing Department"]	100000000	2025	2040	Long	["HRA,CIL"]
PV solar panel installation	["Housing Department"]	40000000	2022	2030	Long	["HRA,CIL"]
The project would have several elements to it, Replacing 4		0				
Delivery of a public realm project to improve security and		0				
		0				
To improve road safety for all road-users, but especially		0				
Gas mains replacement works Trafalgar Square and Charing	["Cadent Gas"]	0				["External"]
Greening and landscape improvements to Hall Place.	["WCC"]	4450227	2019	2023	Short	["TBD"]
Rolling programme of work to identify locations for additional	["WCC, Public Realm &	4250000	2020	TBC	Short	["Capital Programme"]
Improvements to the public realm including external		24013000	2023	2029	S-M	["WCC", "Capital
Measures are introduced in areas of high footfall to protect		3225600				
Delivery of a public realm project to improve security and						

Rollout of increased cycle hangar storage across the borough	["Highways"]					
Expanding the roll-out of street improvements (including new	["Highways"]					
Energy efficiency measures being installed across the council's	["Corporate Property"]					
Decarbonisation of the Pimlico District Heat Undertaking.	["Housing Department"]					
Potential project – Installation of a heat network in the South	["TBC - Development"]					
Early Years and Adult Education provision	["TBC"]	5457000	2023	2026 Short		["TBD"]
Neighbourhood policing bases, including floorspace provided	["Metropolitan Police			S-M		["TBD"]
Infrastructure to support additional police officers where	["Metropolitan Police			S-M-L		["TBD"]
An HWRC is a facility where residents can drop off bulky and	["WCC"]			Medium		["TBD", "Capital
Renovation and upgrade of facilities			2023	2025 Short		["TBD", "Capital
S106 developer scheme that is being fully funded by the	["WCC,Property	800000	2023	2025 Short		["External"]
The London Cycling Campaign in 2022 lobbied London	["WCC"]	100000	2023	2025 Short		["Capital Programme"]
S106 developer-funded scheme to improve the Public Realm	["WCC"]	1000000		TBC		["External"]
Accessibility audits of the public realm and areas for potential	["WCC"]	50000	2023	2028 Medium		["Capital Programme"]
Scheme finishing this year	["WCC"]	2600	2023	2024 Short		["S106"]
A strategy for the market square and its environments is being			2020	2023 Short		
Following on from a successful meanwhile intervention			2020	2023 Short		
Development and delivery of projects focusing on increased			2020	2025 Medium		
Paddington Public Realm Strategy sets out an urban		12669000	2020	2025 Medium		["Capital
A series of projects in and around the Victoria Opportunity			2020	2040 Long		
This scheme will increase the number of formal pedestrian	["WCC"]	1200000	2024	2025 Short		["S106"]
A public realm scheme to increase pedestrian footways and	["WCC"]	0	2020	2024 Short		["WCC"]
Medium sized Highways and Public Realm developer scheme	["WCC"]	1200000	2024	2024 Short		["TfL"]
Bus Stop Accessibility and Reliability Programme. Review bus	["WCC"]	600	2024	2025 Short		["External"]
The leader has prioritised our emphasis on CCTV enforcement	["WCC"]	25000000		Short		["Capital Programme"]
Improvements and enhancement of cycling infrastructure	["WCC"]	25000000		Long		["TfL", "Capital
Public realm improvements to the western end of Connaught	["WCC"]	25000000	2021	2024 Short		["Mixed"]
A scheme to implement protective security measures to	["WCC"]	1500000		Medium		["Capital Programme"]
The previous City Council Cycle Loan Scheme ceased in	["WCC"]	65000	2023	25/26+ Medium		["Capital Programme"]
Our roll-out programme aims to install cycle hangars in	["WCC"]	175000		Long		["TfL", "Capital
Westminster deliver a programme of schemes which improve	["WCC"]	50000				
City Highways continues to tackle the on-going challenges	["WCC"]	800000	2021	2023 Short		["WCC"]
Funding made available from previous administration, current	["WCC"]	550000		Short		["External/CPSR"]

City Highways continues to tackle the on-going challenges	["WCC"]	1356000	2021	2023	Short	["WCC"]
Public realm improvements	["WCC"]	0			Short	["External"]
Developer (Grosvenor Estate) funded scheme. Proposal is to	["WCC delivering /	667000		2025	Short	["Grosvenor Estate"]
Roll-out of electric vehicle (EV) charging points. A programme	["WCC"]	3311000	Ongoing		Short	["Largely external
The Cathodic Protection (CP) to the Elevated Harrow Rd	["WCC"]	2000000			Medium	["Capital Programme"]
TfL have advised that its linked redevelopment of Victoria	["WCC"]	100000	2023	25/26+	Short	["Capital Programme"]
Proposal is to build on the existing temporary Alfresco				2024	Short	["Capital Programme"]
To improve road safety for all road-users, but especially	["WCC"]	400000			Short	["Capital Programme"]
Funded needed for 2 elements - CCTV/maintenance, and	["WCC"]	1200000	2024	2025 but	Short	["Wcc"]
Flooding - Reducing impact of Surface Water flooding. After	["WCC"]	1200000	2024	2025 but	Short	["wcc"]
Implementation of folding bike hire 'lockers'/stations at 6	["WCC"]	350000	2024	2024	Short	["Capital Programme"]
A series of seven trial/ demonstrator Freight and Servicing	["WCC"]	150000	2022	2025	Short	["Capital Programme"]
Public Realm improvement schemes linked to developments /	["Contractors"]	0			Short	["Capital Programme"]
The twin Golden Jubilee Footbridges over the River Thames	["WCC"]	2015000			Short	["Capital Programme"]
A major public realm scheme to enhance the square and	["TBC"]	6884000	2018	2023	Short	["WCC"]
Rolling scheme. To support smart cities and emerging carbon	["WCC"]	1000000	2024	2025 but	Short	["wcc"]
Seeking appropriate highways material storage space/facility	["WCC"]	0			Short	["TBD"]
A TfL scheme that will improve safety on the bridge at the	["Transport for London"]					
Annual reactive and routine maintenance of highway assets	["WCC"]	3500000	2024	2025 but	Short	["WCC"]
The aim of the Hyde Park Ward Pedestrian Improvement	["WCC"]	484000	2019	2020	Short	["WCC"]
Accessibility scheme is to promote the free and safe	["WCC"]	600	2023	2024	Short	["Capital Programme"]
The project will assimilate the Independent Market Trader	["WCC"]	500000	2019	2024	Short	["Capital Programme"]
Proposed one-way working on Kilburn Lane following a	["WCC"]	300000	2023	2024	Short	["Capital Programme"]
High profile public realm scheme located in Knightsbridge that	["WCC"]	850000	2022	2025	Short	["Capital Programme"]
WCC has c500 Legible London signs to maintain, adapt and	["WCC"]	50000	2017	2028	Long	["WCC"]
Supporting the City Council's vision by replacing old lights with	["WCC"]	6442248	2019	2024	Short	["WCC"]
An annual programme of planned preventative maintenance	["WCC"]	4662000	2023	2023	Short	["WCC"]
Westminster City Council are the custodians of an historic	["WCC"]	0			Short	["TBD"]
Lisson Green Footbridge provides an important pedestrian link	["WCC"]	1200000			Short	["Capital Programme"]
Implementation of additional TfL Cycle Hire (Santander)	["TfL"]	300000	2023	2025	Short	["WCC Public Health
The City Council Freight, Servicing and Deliveries Strategy was	["WCC"]	90000	2024		Short	["Capital Programme"]
Medium sized public realm scheme funded by LSE, including	["WCC"]	700000	2022	2024	Short	["External"]
The embedded carbon in material (asphalt and concrete) and	["WCC"]	800000	2021	2023	Short	["WCC"]



Decommission the life served Market Trader Electrical Supply	["WCC"]	0			Short	["TBD"]
Project to ensure that broken timber fenders along the	["WCC"]	200000			Short	["Capital Programme"]
Road Safety Schemes in line with Vision Zero	["WCC"]	1400	2024	2025	Short	["Capital Programme"]
Series of improvements to the Park Lane scheme, including	["Transport for London"]					["Capital Programme"]
Series of improvements to reduce road danger at the junction	["Transport for London"]					["Capital Programme"]
Minor works and small junction improvement schemes to	["WCC"]	850				["Capital Programme"]
Medium sized Highways and Public Realm developer scheme	["WCC"]	1247000	2024	2025	Short	["Capital Programme"]
Large scale public realm scheme funded by Shaftesbury,	["WCC"]	750000	2022	2025	Short	["External"]
Schemes to provide enhanced public realm infrastructure	["WCC / External	0			Short/Medium	["External/mixed"]
This project aims to provide funding for tree planting in	["WCC"]	478000			Long	["Capital Programme"]
Replacement of the age expired ventilation fans in the	["WCC"]	8800000	2018	2024	Short	["WCC"]
Work to replace the fans in Piccadilly Undeprass is split into	["WCC"]	4569000			Short	["WCC"]
Capital projects across various assets	["WCC"]	2065000			Long	["Capital Programme"]
Funding for planters, to be located outside high density areas	["WCC"]	70000			Short	["Capital Programme"]
A public realm scheme to improve the pedestrian	["WCC"]	2600000	2023	2025	Short	["WCC"]
Delivery of a public realm project to improve security and	["WCC"]	10000000	2020	2025 and	Short	["WCC Capital in the
S106 funded Public Realm improvements, that include the	["WCC"]	3000000	2024	2025	Short	["S106"]
Regent Street has a temporary scheme in place currently, the	["WCC"]	0			Medium	["WCC / External"]
A public realm scheme to improve the street including	["WCC"]	1180000	2020	2020	Short	["WCC"]
Public realm improvements and traffic management	["WCC"]	1850000	2021	2025	Short	["Capital
As part of a Transport for London initiative, we are working	["WCC"]	1500000			Short	["Capital Programme"]
Highways public realm improvement to Shepherd Market and	["WCC"]	2900000	2021	2025	Short	["Capital
Installation of Green-man pushbutton facilities at signalised	["WCC"]	300	2024	2025	Short	["Capital Programme"]
Developer (Grosvenor Estate) funded scheme. Proposal to	["WCC"]	350000	2023	2025	Short	["Grosvenor Estate"]
Improvements to the High Street to create an enhanced	["WCC"]	1850000	2022	2024	Short	["Neighbourhood CIL",
Build on the recent success of the alfresco scheme in the area	["WCC"]	4700000			Short	["WCC Captial &
Removal of the Aldwych gyratory, creation of 2-way traffic on		28000000	2021	2023	Short	["WCC"]
The current tunnel ventilation system is not fit for purpose as	["WCC"]	500000	2023	2025	Short	["Capital Programme"]
Annual planned preventative maintenance of highway assets	["WCC"]	16000000	2024	2025	Short	["WCC"]
Annual reactive and routine maintenance of illuminated	["WCC"]	1338300			Long	["WCC"]
The ongoing programme of street planting and management	["WCC"]	54000			Long	["Capital Programme"]
Installing Pedestrian Countdown at Traffic Signals (PCaTS)	["WCC"]	100000			Short	["WCC Captial"]
The council implement a number of schemes in response to	["WCC"]	6500000			Short	["External Funding"]

Installation of Vehicle Activated Signs across Westminster to	["WCC"]	50	2024	2025 Short	["Capital Programme"]
Closure and protection of public highway where impacted by	["WCC"]	16000000	2024	2025 and Short	["WCC"]
Proposed to make Warwick Way (between Belgrave Road and	["WCC"]	1900000		Short	["Capital Programme"]
In 2017, two separate terrorist attacks on Westminster Bridge	["WCC"]	8000000	2022	2025 Short	["Capital Programme"]
A major public realm and highways scheme to accommodate	["WCC"]		2023	2025 Short	["External"]
We have completed as much as possible, there is still a	["WCC","UKPN"]	0		/	["TBD"]
Due to rising sea levels, the flood defences along the river	["WCC"]	0		Medium	["WCC","Government"]
Strategic Asset Management and Monitoring. Use of Asset	["WCC","Contracted	800000	2024	2025 and Short	["Capital Programme"]
We are developing a programme to deliver SuDS to reduce	["WCC "]	2000000	2023	2030 Long	["Capital Programme"]
The City Council is working with three dockless bike operators	["WCC","Dockless bike	550000	2023	2025 Short	["External"]
We launched a public rental cargo bike trial in March 2023,	["WCC","Beryl"]	65000	2023	2025 Short	["Capital
In partnership with Cross River Partnership and Delivery	["WCC","Delivery	14000	2023	2024 Short	["WCC CPSR"]
Potential scheme to install larger base lamp columns to	["WCC"]	165000	2023	2025 Short	["DfT"]
Sheffield Stands - annual roll-out of on-street free/accessible	["WCC"]	225000		Short	["TfL","Capital
Use of data - linked to roll-out of Vehicle activated signs (VAS)	["WCC"]	0		Short	["TBD"]
Lighter weight than VAS sensors, can be attached to lamp	["WCC"]	0		Short	["TBD"]
Video based count of all vehicles, by modal type, passing	["WCC"]	0		Short	["TBD"]
Electronic dashboard/ system infrastructure sought to collate	["WCC"]	0		Short	["TBD"]
Dropped Kerbs Programme increasing accessibility of the city.	["WCC"]				
Re-provision of a pharmacy as part of Ebury Bridge	["WCC"]	390000	2024	2028 Short	["WCC"]
Provision of community rooms as part of Ebury Bridge	["WCC"]	1557000	2021	2023 Short	["CIL"]
Provision of workspaces with café as part of Ebury Bridge	["WCC"]	1581000	2024	2028 Short	["WCC"]
Provision of a fitness/Recreational facility as part of Ebury	["WCC"]	1347000	2024	2028 Short	["CIL"]
Market office, secure car parking, storage and associated	["WCC"]	1675000	2022	2026 Short	["TBD"]
New community infrastructure including the library, garden	["WCC"]	2047000	2022	2026 Short	["TBD"]
Outdoor play equipment	["WCC"]	141000	2022	2026 Short	["TBD"]
Secure market storage, van parking and associated	["WCC"]	12900000	2026	2032 Medium	["TBD"]
Outdoor seating and play equipment	["WCC"]	80000	2026	2032 Medium	["TBD"]
New flexible enterprise space to support the community and	["WCC"]		2032	2035 Short	["WCC","CIL Sought"]
Delivery of a Health and Wellbeing Hub providing healthcare	["WCC"]	24700000	2023	2026 Short	["WCC","CIL Sought"]
To promote access to sports and physical activity	["WCC "]	4246000	2019	2025 Medium	
Sayers Croft include investment to the accommodation	["WCC"]	170000	2019	2025 Medium	["CIL"]
This is a potential project for a new library at Nova as part of	["WCC"]	55000000	2020	2024 Short	["WCC","S106"]

Involves the construction of a new library in underutilised	["WCC"]	6229000	2019	TBC	
Redevelopment of a redundant pupil referral unit in Maida	["WCC"]	750000	2019	2023 Short	["CIL"]
The scheme will deliver flexible space for enterprise, arts and	["WCC"]	2100000	2019	2020 Short	["WCC"]
Redevelopment of Warwick Community Hall to re-provided	["WCC"]	2400000	2020	2022 Short	
Programme to create two new enterprise spaces and improve	["WCC"]	150000	2020	2021 Short	["WCC"]
New facilities offering good quality equipment, helps to keep	["Corporate Property"]	500000	2021	2022 Short	
Refurbishment and reconfiguration of the existing	["WCC"]	18770000	2023	2024 Short	["WCC"]
The implementation of calisthenics gyms would seek to	["WCC", "The Great	120000	2024	2025 Short	["CIL", "NCIL", "S106"]
Installation of digital smart screens in our parks and outdoor	["WCC", "The Great	50000	2019	2023 Short	["WCC", "GLA
The refurbishment and infrastructure of all community	["WCC"]	120000			
One of the project goals is to encourage the community to	["WCC"]	51000	2024		
Provision of recreational facilities and enhanced open space	["WCC"]	2325000	2023	2026 Short	["WCC", "CIL"]
Providing access to green infrastructure and it creates a green	["WCC"]	7230000	2019	2021 Short	["S106", "CIL", "TfL"]
This programme supports the council's policy document "A	["WCC"]	1210000	2019	2021 Short	["WCC"]
Greening and landscape improvements to Hall Place.	["WCC"]	4450227	2019	2023 Short	["TBD"]
Programme to deliver the recommendations and action plan	["WCC"]	8500000	2024	2040 Long	
To develop a number of forest schools infrastructure in our	["WCC"]	500000	2024	2027 Short	
Refurbishment of the current play ground in Paddington	["WCC"]	365000	2024	2026 Short	
Parks signage is consider to be old fashioned no longer	["WCC"]	500000	2024	2027 Short	
Ongoing programme for site improvements and to increase	["WCC"]	4300000	2024	2040 Long	
Ongoing programme for improvements to fountains in our	["WCC"]	650000	2024	2029 Medium	
Ongoing programme to improve habitat and biodiversity in	["WCC"]	4300000	2024	2040 Long	
Ongoing programme to involve our communities in the co-	["WCC"]	3000000	2024	2040 Long	
New facility development to introduce allotments or urban	["WCC"]	90000	2024	2025 Short	
New physical activity facility, following demand from local	["WCC"]	200000			
Renovate changing rooms by removing damp, replacement of	["WCC"]	85000			
Updating the Paddington recreation ground Cricket Nets	["WCC"]	225000			
Rolling Bench replacement scheme following the 2022 report	["WCC"]	25000			
Urgent and full excavation and improvement of Health &	["WCC"]	110000			
Remove and replace the Cast Iron gates to be inkeeping with	["WCC"]	30000			
Day to day maintenance is covered by the Leisure Contractor,	["WCC"]	7000000			
The current Leisure contract expires in 2026, and options are	["WCC"]	3250000			
Chelsea Barracks is a S106 leisure infrastructure delivery	["WCC"]	5450000			

WCC doesn't have any Grass pitches, and all of the MUGA's,	["WCC"]	1620000				
Investment into the continued improvement of the	["WCC"]	3500000				
The last BFS, PPS & PS, which informs the strategic plan for	["WCC"]	50000				
Conversion of Westminster Cathedral School	["WCC"]	2000000		2024	Short	["High Needs
New special school by re-purposing existing school sites	["WCC"]	10000000		2025	Short	["Grants","Planning
Projects to re-purpose primary schools with surplus places to	["WCC"]	10000000	2025	2030	Medium	["Grants","Planning
None identified by LFB. Awaiting agreed LFB Estate Strategy in	["LFB"]					
Utilities upgrade, replacing all gas for electric, via installation	["LFB"]		2023	45368	Short	["TBD"]
Telecoms 5G upgrade	["LFB"]	0		TBC	Short	["Unknown"]
Utilities upgrade, replacing all gas for electric, via installation	["LFB"]		2023	45368	Short	["TBD"]
Renew failed covers within the carriageway	["Cadent Gas "]		2023	2024	Short	
Replace large Medium Pressure mains with new PE mains at	["Cadent Gas "]		2023	2024	Short	
Replace the highest risk gas mains in Westminster.	["Cadent Gas "]		2023	2025	Short	
Replace gas mains with high complexity in Westminster.	["Cadent Gas"]		2023	2026	Short	
The majority of the gas network within the Lisson Grove	["Cadent Gas "]		2023	2033	Medium	
Potential development of land above and around the Circle	["Transport for London"]					
Major renewal of London's main coach station	["Transport for London"]					
Encourage the start up of a flowermarket by providing pitches	["WCC","Local					
Provide a well designed and safe childrens play ground in one	["WCC"]					
The City Council should compare it patchy provision of shabby	["WCC"]					
The City Council should negotiatewith the NHS to reporen the	["WCC and NHS"]					
Pavement quality improvement and expansion, removing	["WCC"]		2024		S-M	
Improvements of facilities to enable Pimlico Gardens to better	["WCC"]				Medium	
Expand and improve the public space at a series of junctions -	["WCC"]	120000			Medium	
To improve conditions for pedestrians and cyclists on Bishop's	["WCC", "The Paddington	0	2024	2026	Medium	["Paddington Public
To improve the public realm and add green infrastructure in	["HyPER"]	0		Not	Short	["Neighbourhood CIL"]
To improve the the appearance and pedestrian safety and	["PaddingtonNow BID"]	0		Not	Medium	["TBD"]
To improve the walking routes from Paddington Station down	["WCC"]	0		Not	Medium	["TBD"]
CIL ambitions set out by Knightsbridge neighbourhood forum		0				["CIL","NCIL"]
Improvements to All School's primary school playground and	["The Schoo","TBD"]					
Improvements to Fitzrovia Community Centre facilities	["Fitzrovia Community					Short
Improvements to Holcroft Court (WCC housing estate).	["Various"]					
New protected east/west crossing across Ledbury Road just						

FIVEWAYS - Rework of significant five-way intersection at	25000	Medium	["TBD"]
New protected (raised) crossing across Talbot Road near		Medium	["TBD"]
New protected crossing across Westbourne Park Road east of		Medium	["TBD"]
There are currently a very wide treeless street with		Medium	["TBD"]
Suggested improvements to the footway pavements at the		Medium	["TBD"]
A. New trees throughout various locations, including along	7000	Medium	["TBD"]
Shrewsbury Gardens Drinking fountain - would eliminate the		Medium	["TBD"]
New approach and delivery model to develop the city-wide ["WCC"]	10000000	S-M	["S106"]
Projects to deliver the Play Street policy where improvements ["WCC"]	1200000	S-M	["TBD", "Capital
Projects to deliver the Street Play policy where improvements ["WCC"]	1200000	S-M	["TBD", "Capital
Grant programme to fund capital projects to improve non- ["WCC"]	4500000	Short	["Capital Programme"]

Fully Funded?	Identified Funding	WCC Funding Gap
No		
No	170000000	
No		
No		
No		3000000
No		750000
No		
No		
No		
No		
No		290700
No		1000000
No		2900000
No		350000
No		750000
No		4500000
No		325000000
No	15000000	55000000
No	Boiler replacement	80000000
No	12000000	28000000
No		1800000
No		
No		145000
No		400000
No		
No		4450227
No	2500000	1750000
No		16676000
No		18010000

No	TBC	2947000
	TBC	
	TBC	
	TBC	
	6500000	
Yes	All externally funded	
No	Assumed	
No	Identified / assumed	
No	Assumed	
No	Identified	
No		
No		
No	2669000	10000000
Yes	S106	
Yes	All externally funded	
Yes	Identified	
Yes	Identified	
No	1450000	1750000
No	Internal capital, TfL	10000000
Yes	Westminster funding	
No	£1.5m WCC capital	1500000
No		95000
No	Internal capital, TfL	145000
No	Capital	800000
No	operator(s)	100000

No	Capital	1356000
No	developer funded	
No	developer funded	
No	2495000	816000
No	?	2000000
No	Assumed	675000
No	Stakeholder	
No	Capital	400000
No	Capital	
No	Capital	
No	£360k	150000
No	£150,000pa	
Yes	All externally funded	
No	?	300000
No	CRL/S106/CiL/TfL	12400000
No	Capital	
No	tbc	
No		
No	revenue for	
No	Mix of funding, all	
No	Identified	
No	capital	
No	Assumed £300k	300000
No	All externally funded	
No	£50,000pa	
No	capital	
Yes	capital	
Yes	tbc	
No	?	600000
No	300000	300000
No	TBC	90000
No	All externally funded	
No		800000



No		
No		100000
No	Identified	
No		
No		
No		250000
No	All externally funded	
No	All externally funded	
No		
No	Fully funded for	
No	0	8800000
No	0	4569000
No	capital and external	1250000
No	Fully funded until	280000
No	Developer Funded	
No	Capital Programme	
No	S106 / Capital	1000000
No	Capital / Stakeholder	3000000
No	S106	
No	£1.1M WCC Capital,	
No	£1.5m	50000
No	£1.1m funded by	
No	Identified	
Yes	350000	
Yes	Mix of funding, all	
Yes	Assumed £2m from	
No		15710000
No	0	500000
No	WCC Capital	
No	Revenue	
No	Fully funded for	
No	Possible further	
No	tbc	2000000

No	Identified	
No	Awaiting Cabinet	500000
No	Identified	
No		4750000
No		
No	No	
No.	TBC	
Yes	TBC	0
No.	Awaiting Cabinet	
No	3rd party funded -	250000
No	65000	
No	14000	
No	DfT	
No	225000	100000
No		
No		
No		
No		
No		
No		
No		
No		
No		
No		1675000
No		2047000
No		141000
No		12900000
No		80000
No		
No		14888000
No		2502000
No		
No		5000000



No	HNE272K, BN578K,	1000000
No	Combination of	10000000
No	Combination of	10000000
No	TBC	
No	0	390000
No	0	
No	0	360000
No		
No		
No		
No		
No		
No		
No		
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No		
No		
No		
No		
No		
No		
No		
No		
No		
No		
No		
No		
No		
No		
No	36000	84000
Yes		

No	25000
No	7000
Yes	
Yes	
	<b>735863154</b>