

# **CITY PLAN 2019 – 2040**

## **DRAFT INFRASTRUCTURE DELIVERY PLAN**

NOVEMBER 2019

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# 1 Introduction

## 1.1 What is infrastructure?

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

## 1.2 What is the Infrastructure Delivery Plan (IDP)?

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

The Infrastructure Delivery Plan aims to:

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

The IDP is an iterative document, which means that it will be regularly updated to take account of infrastructure delivery and changing needs.

## 1.3 Infrastructure types

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

The types of infrastructure considered in this IDP align with strategic priorities identified in national policy<sup>1</sup> and in relevant legislation<sup>2</sup>, as well as with local priorities identified in the City Plan and the council's City for All vision. In this IDP, infrastructure is categorised as follows<sup>3</sup>:

- **Public realm and transport**, including public realm, public transport, walking and cycling, highways and bridges, and river transport; and
- **Health and community services**, including health facilities, community and family centres, libraries, workspace, cemeteries and emergency services;
- **Education**, including early years provision, primary and secondary education, special education needs and adult, further and higher education;

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<sup>1</sup> See National Planning Policy Framework (2019)

<sup>2</sup> See Planning Act (2008) and The Community Infrastructure Levy Regulations (2010)

<sup>3</sup> Notwithstanding that there may be overlap between infrastructure types and projects.

- **Parks, sport and leisure**, including parks and open space, sports facilities and play space, and city greening;
- **Utilities and waste**, including water infrastructure, flood risk management, energy, digital infrastructure, and recycling and waste.

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

#### 1.4 Structure of this document

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

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

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

## 2 Infrastructure planning context

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

### Facilitating growth

The City Plan seeks to deliver a minimum of 22,222 new homes over the plan period between 2019 and 2040. It also supports business growth by providing at least 63,000 new office-based jobs, and balances further needs and functions. This will be delivered through intensification in the Central Activities Zone and town centres, redevelopment in the Opportunity Areas, renewal in Housing Renewal Areas, commercial-led regeneration and maximising the potential of key development sites.

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

### Infrastructure for Westminster's people

Westminster's population will continue to grow and change. According to the latest projections<sup>4</sup>, Westminster's population is expected to grow by 10 percent in 2040 to 284,297. The population is also expected to age and become more ethnically diverse. A growing and changing population may increase pressure on existing infrastructure. There may also be a need for different types of facilities to respond to changing needs.

### Westminster as a place to live, work and visit

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

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<sup>4</sup> GLA 2016-based Demographic Projections (housing-led) & GLA 2016-based Ethnic group projections (housing-led) – London Data Store

## **Resilient infrastructure**

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

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

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

## **Funding infrastructure**

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

## **Working with partners**

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

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



### 3 Westminster's infrastructure requirements

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

#### 3.1 Public realm and transport

Transport for London (TfL) manages the Transport for London Road Network and operates most types of public transport including London Underground, bus, coach, River Boat and London Cycle Hire services. The council is responsible for the Westminster Strategic Road Network and Local Roads. The mainline rail terminal in Charing Cross, Marylebone, Paddington and Victoria are managed by Network Rail.

The Mayor's "Transport Strategy" (Mayor of London, 2018) sets out the Mayor's transport vision for London up to 2041. It calls for the provision of Healthy Streets by encouraging walking and cycling and includes a target for all trips within Central London to be undertaken on foot, cycle or by using public transport by 2041. The rate for Westminster was 82% for the period 2014/15 to 2016/17 and is projected to be 89% by 2041 (source TfL 2018).

The council's Local Implementation Plan 2019/20 to 2021/22 (LIP) sets out how the Mayor's "Transport Strategy" is implemented in Westminster.

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

##### 3.1.1 Public realm

Westminster's public realm will be transformed over the City Plan period, through ambitious projects such as Oxford Street District, Strand/Aldwych transformation and improvements to the Thames riverside.

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

The council also works closely with developers in public realm improvements related to specific developments. An update of the Westminster Way Public Realm Strategy SPD, which provides guidance for developers and contractors, is anticipated.

### **3.1.2 Public transport**

With the planned arrival of the Elizabeth Line to Tottenham Court Road, Bond Street and Paddington stations, station improvements and public realm investment are taking place to cope with increased passenger numbers. The proposed Crossrail 2 is expected to cover Victoria and Tottenham Court Road stations. In addition, upgrades to London Underground lines are being anticipated.

The council will continue to work with Transport for London on the anticipated relocation or redevelopment of Victoria Coach Station.

The LIP includes a Bus Priority Programme, seeking to prevent unnecessary delays to bus journeys. The council continues to work with Transport for London on the improvement, and where necessary of bus services. Development is expected to support the improvement of bus networks and associated infrastructure, in line with the City Plan.

### **3.1.3 Walking and cycling**

Westminster's Walking Strategy (2018) aims to increase the percentage of daily trips that residents make on foot from the current 84% to 92% by 2027. The LIP includes several programmes and projects to improve the walking environment, including through Legible London pedestrian signs, road safety schemes and air quality improvements. New development can also contribute to improving the walking environment, as set out in the City Plan.

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

### **3.1.4 Highways and bridges**

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

The highways network suffers from substantial traffic flows, affecting surface condition at a fast pace. The LIP includes a programme to re-surface sections of principal roads.

### **3.1.5 River transport**

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

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

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

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## 3.2 Health and community services

### 3.2.1 Health facilities

The Central London Clinical Commissioning Group (CCG) commissions health services for most of Westminster from a wide range of healthcare providers, including NHS trusts and General Practices (GPs), while the West London CCG commissions these services in Queen's Park ward only. By April 2021, healthcare commissioning in Westminster will be carried out by a single NW London CCG, which will also commission healthcare services for seven other boroughs across the footprint.

The "Westminster Health and Wellbeing Strategy 2017-2022<sup>5</sup>" aims to create and lead a sustainable and effective local health and care system. The strategy identifies that the over 85 year old population will increase by 16% over the next 15 years and while the number of young people will fall slightly, more will be living with long term health conditions, particularly obesity and mental health.

The strategy also highlights that Westminster has the highest number of rough sleepers in the UK, a substantial working and visitor population, and a regional night time economy, which places additional demands on health services, especially acute care services.

There is a tension between providing a service which meets the needs of an ageing and growing population and its ability to harness the opportunities provided by medical developments and new technologies while reducing health inequalities and improving outcomes for the community as a whole.

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

The major hospital in the city is St Mary's, which hosts the only A&E department in the city, with others close by such as St Thomas's hospital in Lambeth. Mental health and community services are provided at a range of sites across the city. The NHS has an Estates Programme in place to modernise targeted buildings to ensure they continue to be fit-for-purpose.

The capacity of primary care is usually calculated using a benchmark figure of one GP to a maximum of 1800 patients. The pressure is greatest in the South

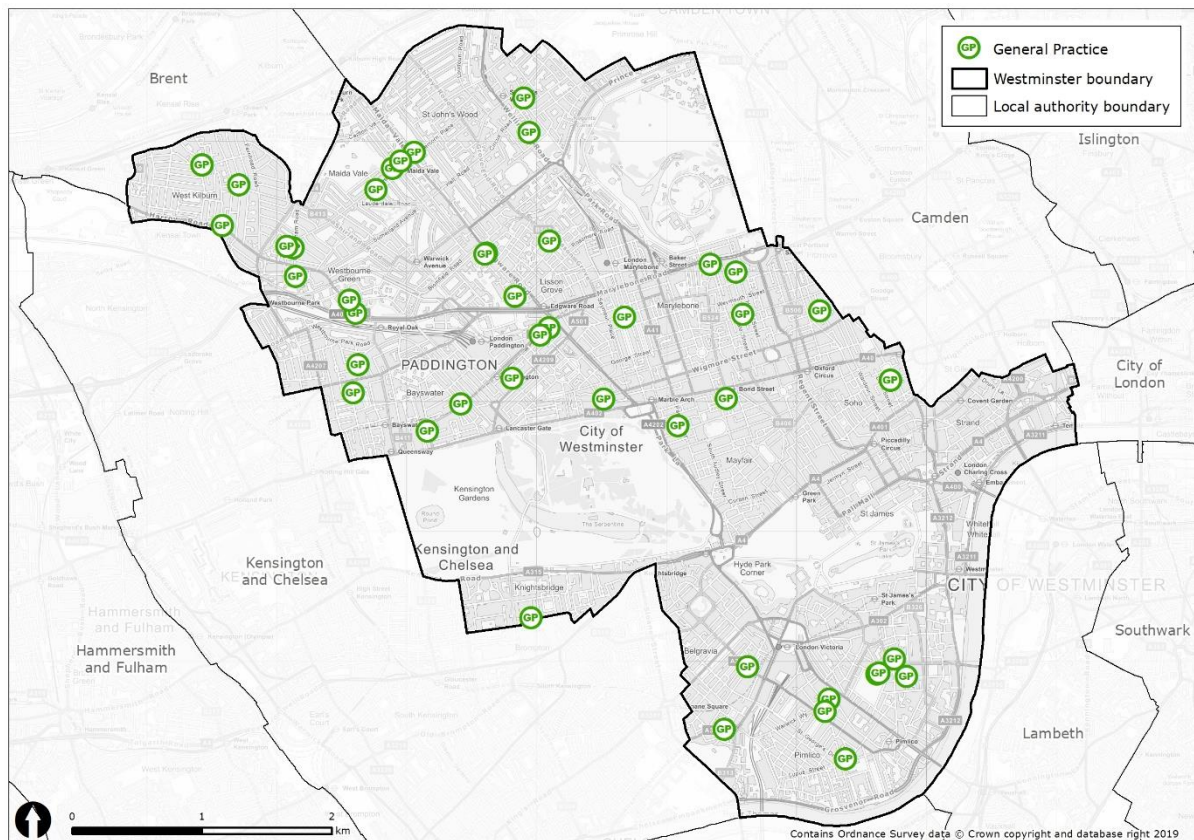
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<sup>5</sup> The Strategy is underpinned by the following strategies:

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

Westminster, St John's and Maida Vale PCNs, followed by Regent Health and then the West End and Marylebone PCN.

*Figure 1 General Practices*



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

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

The council is working with the North West London Collaboration of Clinical Commissioning Groups and the NHS London Healthy Urban Development Unit (HUDU) to identify future needs for primary care, mental health, A&E/Acute Hospital, intermediate care and out of hospital care in Westminster. This IDP will be updated to reflect the outcomes of this work.



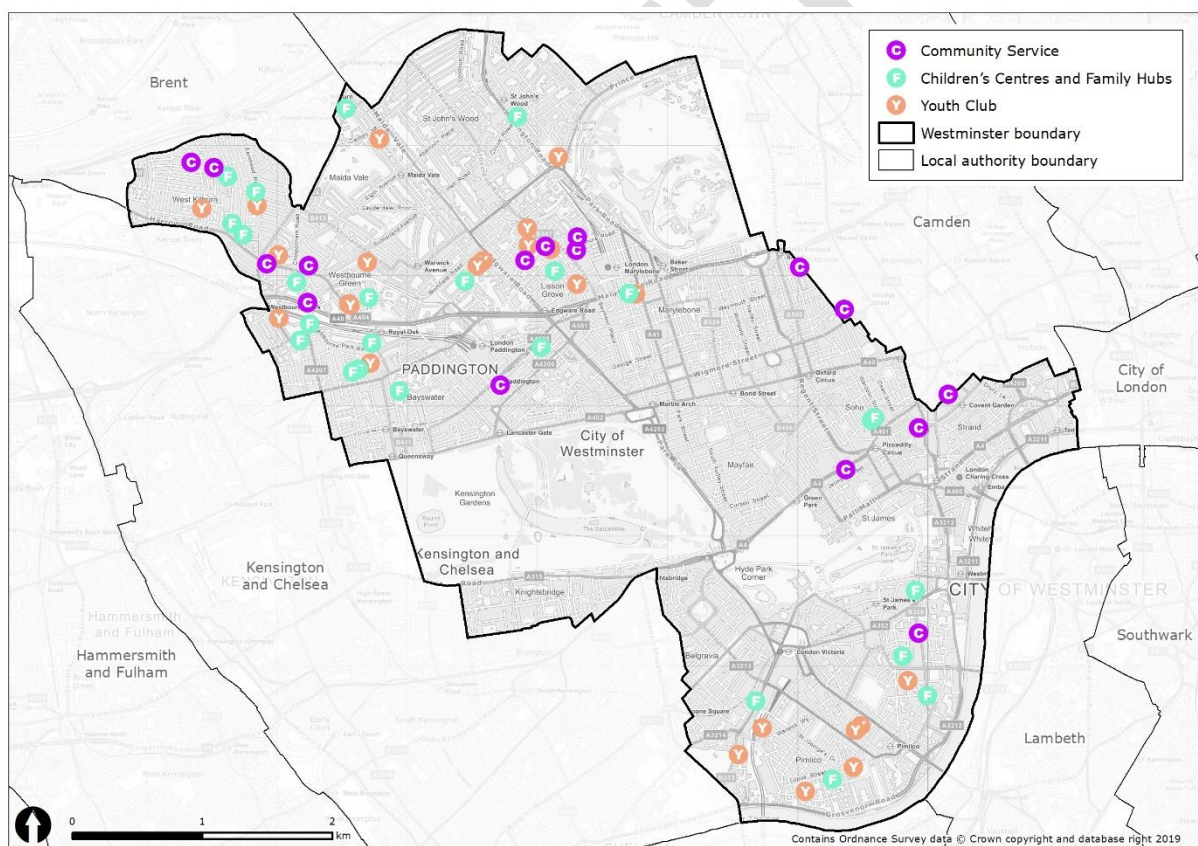
### 3.2.2 Community and family centres

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

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

- 17 community centres;
- 23 children's centres and family hubs; and
- 17 Youth Clubs.

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



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

The children's centres provide facilities for parents with children aged 0 to 5 years old and offer free parenting support and guidance on child development, as well as child and family health.

The council is improving support for families in Westminster. As part of this, it is creating three family hubs offering more support and advice for families with children up to 19 years of age.

The first family hub opened at the Bessborough Centre in Pimlico in the summer of 2018. There are plans to open two more hubs in 2020 at the Portman Centre and the Queen's Park Children's Centres.

In addition, the family hubs programme includes a 'virtual' network of providers working with children 0 – 19 years, who take a joined-up, holistic approach to working with families across a given area or neighbourhood. Family Hubs will bring together a wide spectrum of Early Help services, including Children's Services, Health Visiting, School Health, Family Nurse Partnership, Child and Adolescence Mental Health service.

Youth Clubs provide facilities for young people. The range of services available varies across the city but can include multi-purpose sports facilities, sexual health clinics, music studios, dance studios and a multimedia rooms among others. They also provide a range of activities and trained staff as well as being a welcoming and secure place for young people to meet others and enjoy time out.

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

### **3.2.3 Libraries**

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

The Connecting Libraries<sup>6</sup> report on the future of Westminster's libraries focuses on the ongoing recognition of the need for services and buildings which are able to continually develop to reflect the changing role of libraries in local society. The aim is to expand current reading, digital and business support programmes, independently and with partners, to help make Westminster a City of Opportunity.

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

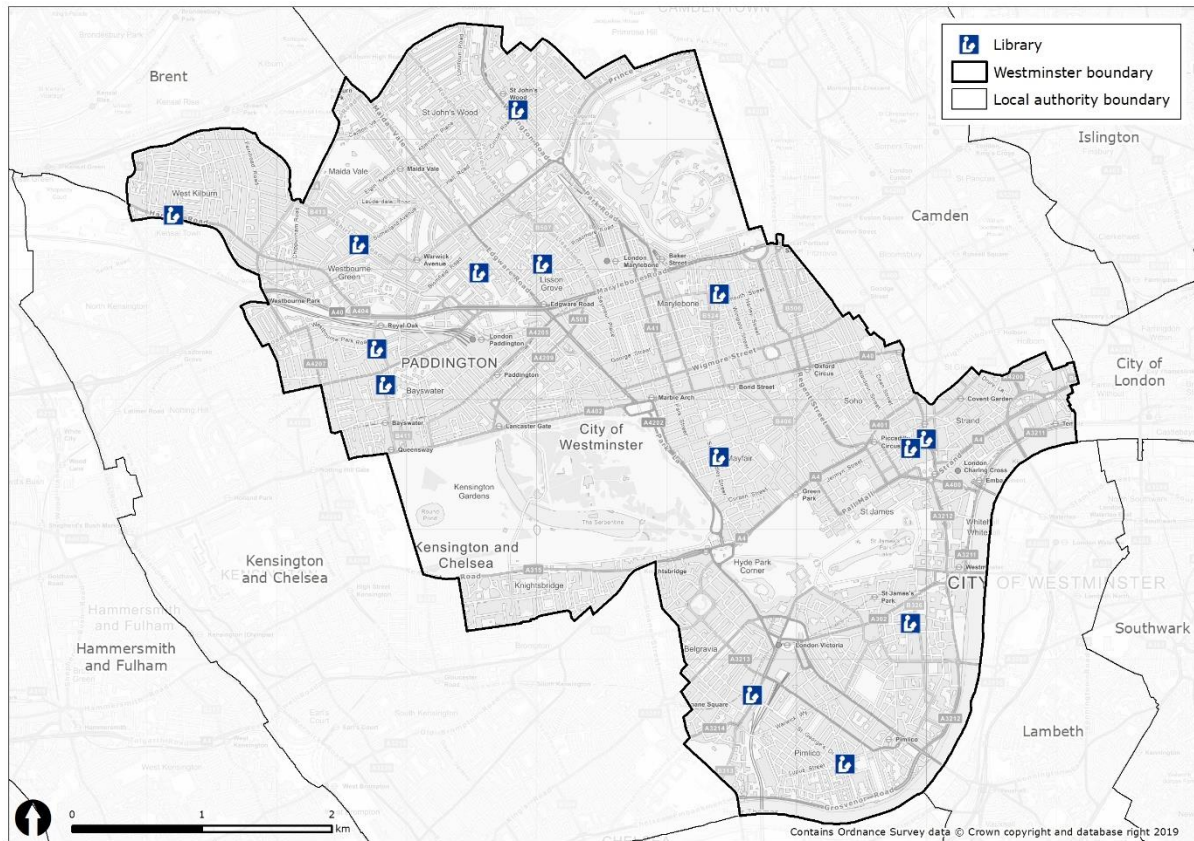
Two library sites (Church Street and Marylebone Library) are set to be re-provided. The regeneration plans in the Church Street area allow for a purpose-built new library to be included. The relocation of the new Marylebone Library will be in the Seymour Leisure Centre and it will be a new modern facility.

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<sup>6</sup> Find the Connecting Libraries report on [the council's website](#).

The council is also working on a potential project for a new library in the Nova Development, close to Victoria Station, as library provision was secured under a part of the Section 106 Agreement for the development.

*Figure 3 Libraries*



### 3.2.4 Workspace

To date the council has supported the catalysation of 170,000 square feet of supportive workspace. These include spaces like Somerset House Studios, Ingestre Court, Pop-Hub Leicester Square, Great Western Studios, etc.

In terms of business and work space, the challenges include the lack of workspaces providing support, low vacancies, indicating lack of choice or appropriate space to grow, high premises costs of workspace in Westminster, changing patterns of work, commercial space that is flexible for high growing businesses and lower than average first 5-year survival rates.

The council's vision for enterprise spaces is for new and small businesses in Westminster to have the right environment and support so they can survive, accelerate their growth, generate job opportunities (particularly for local residents where possible), and get to a level of turnover where they afford workspace on the open market locally in Westminster.

The council is establishing a formal network of enterprise spaces comprised of 50+ workspaces that deliver community benefits and business supports. A number of projects are in the pipeline to expand the network of workspaces to support inclusive growth. This includes projects such as Canalside Enterprise Space, Lisson Arches,



Public Convenience Conversion. 470 Harrow Road, Church Street Triangle Project and Ebury Bridge.

### 3.2.5 Cemeteries

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

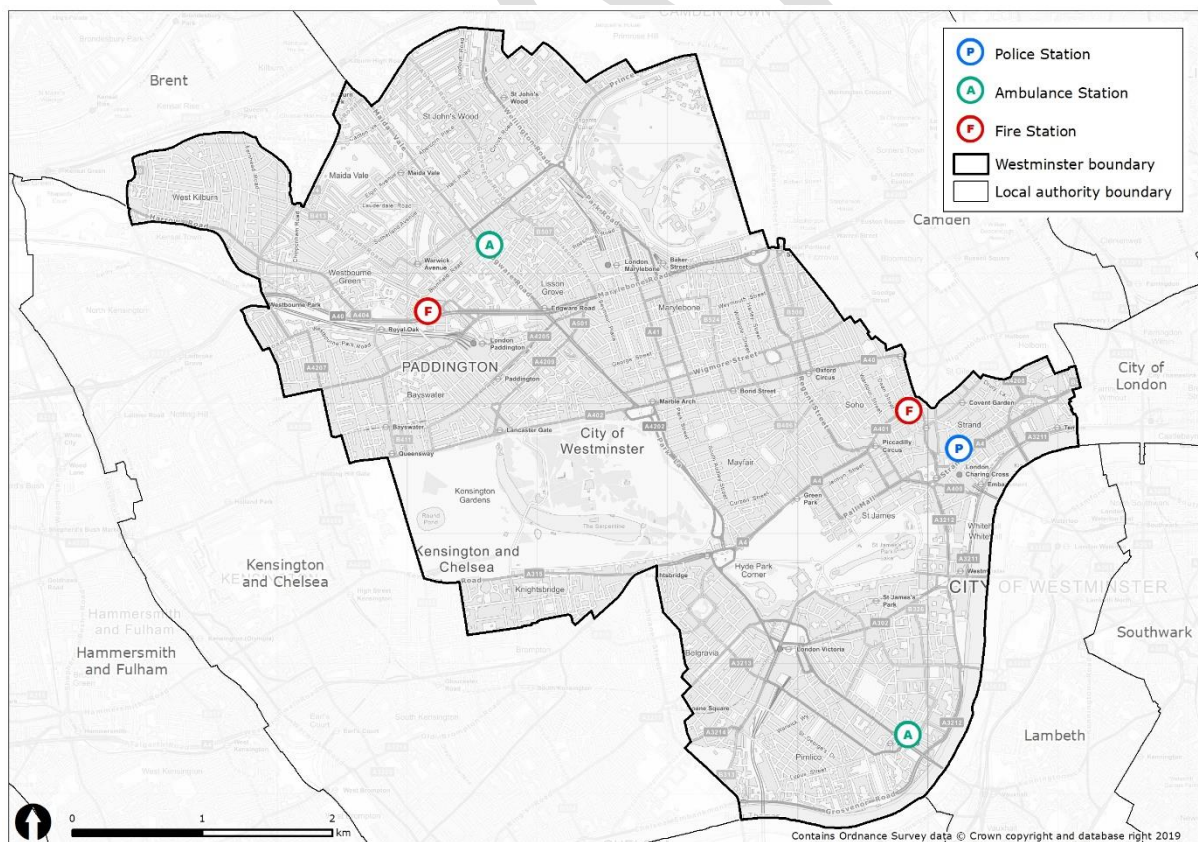
Each of the cemeteries holds Green Flag status, recognising the additional role they play in providing valuable open space and green space. The East Finchley cemetery also accommodates a crematorium which is privately run.

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

### 3.2.6 Emergency services

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

Figure 4 Emergency services



The council takes a partnership approach to reduce the risk and harm of crime and anti-social behaviour, focusing on protecting the most vulnerable within our

communities as set out in the “Safer Westminster Partnership Strategy 2017 – 2020”.

### **The ambulance service**

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

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

The London Ambulance Service “A world class ambulance service for a world class city Strategy 2018/19-2022/23” sets out the LAS’s key challenges and explains how the service will manage increasing demand for ambulance services in London between 2018 and 2023. The LAS faces increasing demand for urgent and emergency care for a wide range of factors including the increasing population, the aging population, the increasing number of people critically ill and the way that patients are accessing the health system. Moreover, London and Westminster receive a large number of visitors and commuters, which accordingly increases the demand. The LAS has recently reviewed demand for their services (April 2019) and new rosters are being developed to match it.

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

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

### **The fire service**

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

The LBF currently comprises two stations in Westminster (see Figure 4), one in Soho and one in Paddington which are operated 24 hours a day, 365 days a year.

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

Fire stations and vehicles work across local authorities and it is therefore difficult to assess the adequacy of the service at a local level.

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

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

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

### **The police service**

The Metropolitan Police Service (MPS) delivers policing servicing in Westminster and reports to the Metropolitan Police Authority. The Metropolitan Police' main focus is on day-to-day crime and disorder issues. The "Police and Crime Plan 2017-2021" explains how policing is a changing job and which are the MPS key challenges. These include, among other, the threat of terrorism, the increasing number of reports of domestic abuse, rape and sexual offences, increasing knife crime and youth violence, human trafficking and property crimes. The Plan also sets out the MPS key priorities which include the restoration of neighbourhood policing (putting Dedicated Ward Officers at the heart of policing), taking a new approach to high-harm crimes and vulnerable people and ensuring the service uses the most advanced technology possible.

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

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

Although the MPS has no published or provided the council with Westminster specific data on performance, demand and adequacy of supply, the MPS has identified the Warwick and the Churchill Wards as locations in particular need of Dedicated Ward Offices (DWOs). DWOs are mainly used by police officers. DWOs are not public facing offices, but locations mainly used by officers at the beginning and the end of their shifts and can be situated in a “back of house location”. The MPS will therefore liaise with developers to arrange on site delivery of DWOs in major developments referable to the Mayor of London and, specially, if within the wards identified as having a special need. Proposed development in adjoining wards might be acceptable if they are within a 20-minute walk time of one of the above wards.

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

As recognised by Policy 46 of the City Plan, the council and the MPS will continue to work together as part of the planning application process to “ensure that potential security-related vulnerabilities have been identified, assessed and, where necessary, addressed in a manner that is appropriate and proportionate”.



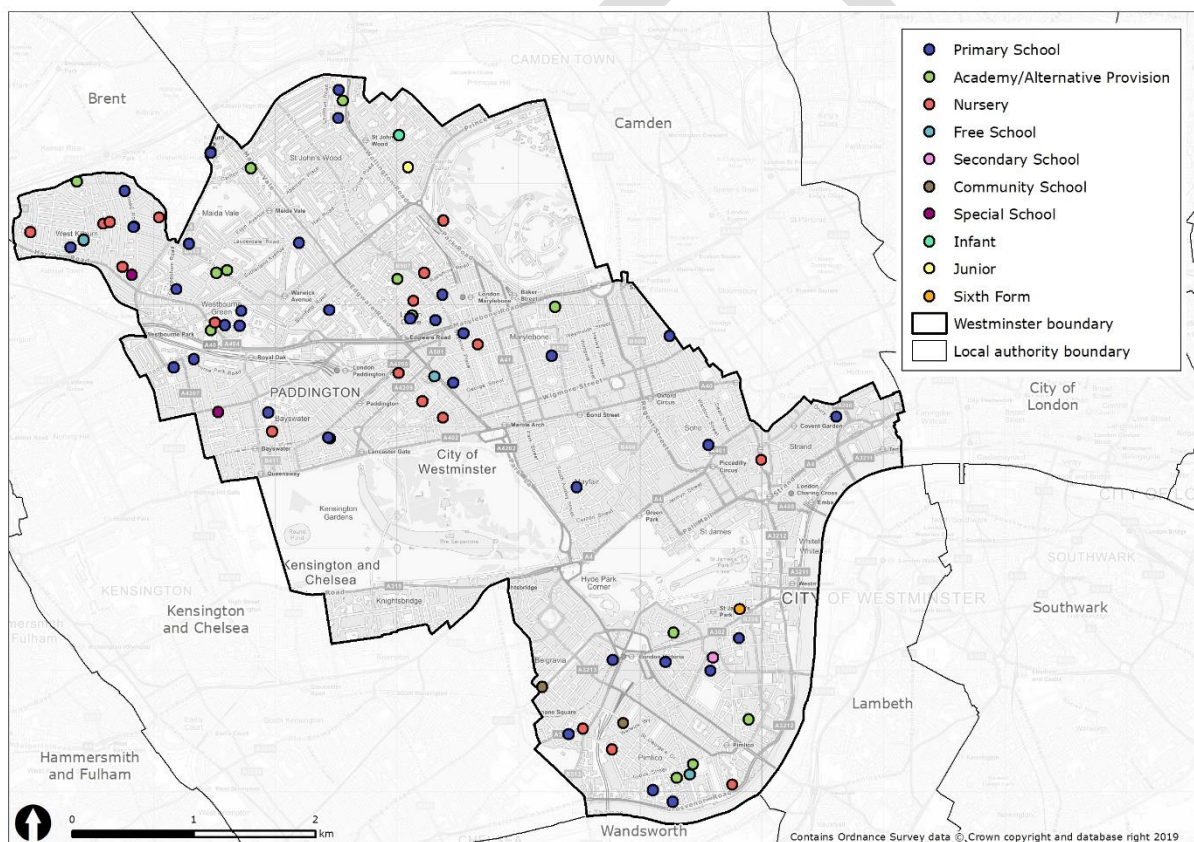
### 3.3 Education

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

Currently, Westminster City Council manages (see Figure 5):

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

Figure 5 Education infrastructure



#### 3.3.1 Early years provision

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

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

- Nurseries;
- Nursery classes in primary schools (3 to 4-year olds);
- Out of school clubs; and
- Registered individual childminders.

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

### **3.3.2 Primary and secondary education**

There are 41 primary schools with 9,698 school places and 11 secondary schools with 8,077 school places in Westminster City Council. The council's School Organisation and Investment Strategy (2018) (SOIS) aims to provide sufficient school places to respond to changes in demand.

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

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

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

### **3.3.3 Special education needs and disabilities (SEND)**

The demand for places for pupils with special education needs and disabilities (SEND) has risen by 22% since 2010 in London according to the report 'Do the Maths 2017' (London Councils). Pressure on SEND places has been compounded by rapidly changing characteristics of SEND pupils. Needs become increasingly complex, requiring more specialist provision. In January 2018, there were 1035 resident children with Education, Health and Care plans (EHCs).

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

### **3.3.4 Adult, further and higher education**

There are twelve schools/academies, six 6<sup>th</sup> form, four Further Education Colleges, and one skills centre within Westminster. Together they offer a broad range of courses at all levels for 16-19-year olds, giving progression routes to Higher Education, training and employment.

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

As recognised by Policy 19 in the City Plan, these universities provide a significant source of employment and contribute towards a highly skilled workforce. These institutions are likely to need to upgrade, and / or provide additional teaching and research facilities over the upcoming years to satisfy the demand.

### 3.4 Parks, sport and leisure

Westminster's open and green spaces (including the Royal Parks) together with a large number of green features such as green roofs, green walls and trees make Westminster a greener and healthier place. They are not only relevant at a local scale but also contribute to London's National Park City status.

#### 3.4.1 Parks and open space

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

Open space in Westminster<sup>9</sup> is both publicly and privately owned (see Figure 6) and it is therefore vital that the council works together with its partners to maintain and when possible enhance it. The Royal Parks provide a large proportion (close to 80% of Westminster's green space) of the green open space, but a wide range of other partners also manage over 200 identified parks, squares gardens and other open spaces across the city, ranging from large, multi-functional areas such as Paddington Recreation Ground to small ornamental gardens, squares and 'pocket parks'. Westminster also benefits from and contributes to a wide range of other open spaces such as:

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

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

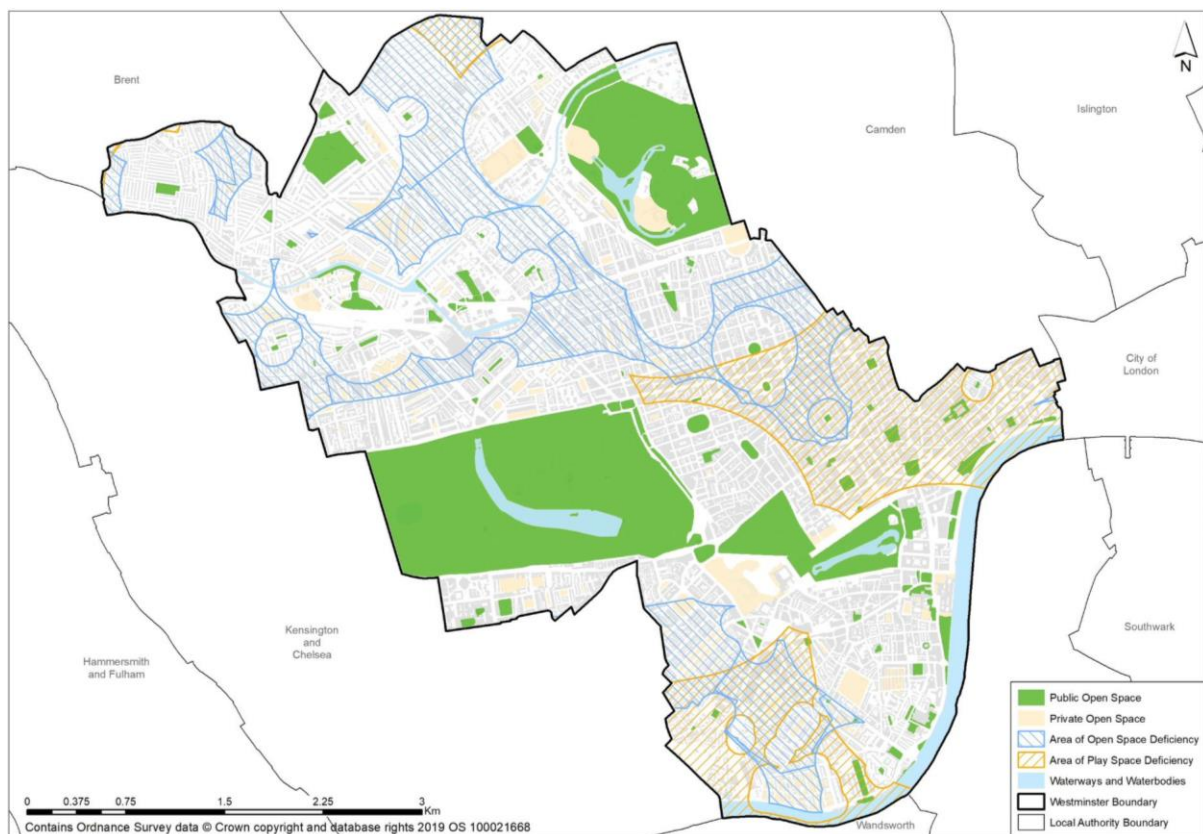
However, only 57% of the audited spaces are openly accessible to the public and some areas have clear open space deficiencies including Abbey Road ward, Warwick Way ward, Marylebone and the very central West End (see Figure 6).

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

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



*Figure 6 Open Space and Play Space Deficiency*

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

### The Royal Parks

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

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

Given the size and complexity of the built element of the Royal Parks' estate, there is a significant maintenance liability and key infrastructure challenges that the charity faces and keeps under constant review. The charity is also reviewing projects that

may release some sites for public use through new commercial activities that would be ancillary and essential to a park.

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

### 3.4.2 City greening

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

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

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

The council also acknowledges that space for new tree planting and other green measures in parks and streets is limited. The council's aim is to find innovative ways to provide new trees and greening opportunities whilst maintaining and protecting the existing green infrastructure. The council will also seek to maintain and protect existing trees throughout the public realm, including providing replacement trees when possible, when trees have to be removed to enable development. The council will continue to work with developers (and make use of Section 106 and CIL moneys) and the Mayor of London to maintain and enhance Westminster's green features and ensure they contribute positively to the city's green network and townscape.

The council has however committed through the "A Partnership Approach to Open Spaces and Biodiversity in Westminster" strategy to try to make a positive contribution to Westminster's greening when possible and, especially, to tree planting. The council will, for instance, use the government's Urban Tree Challenge Fund to plant new trees. The council will always also consider green infrastructure as part of all its major place-shaping projects and regeneration strategies and help deliver ideas like the Church Street Green Spine. The council will also continue to support partners and external projects such as the Wild West End project<sup>10</sup>.

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

### 3.4.3 Sport facilities and play space

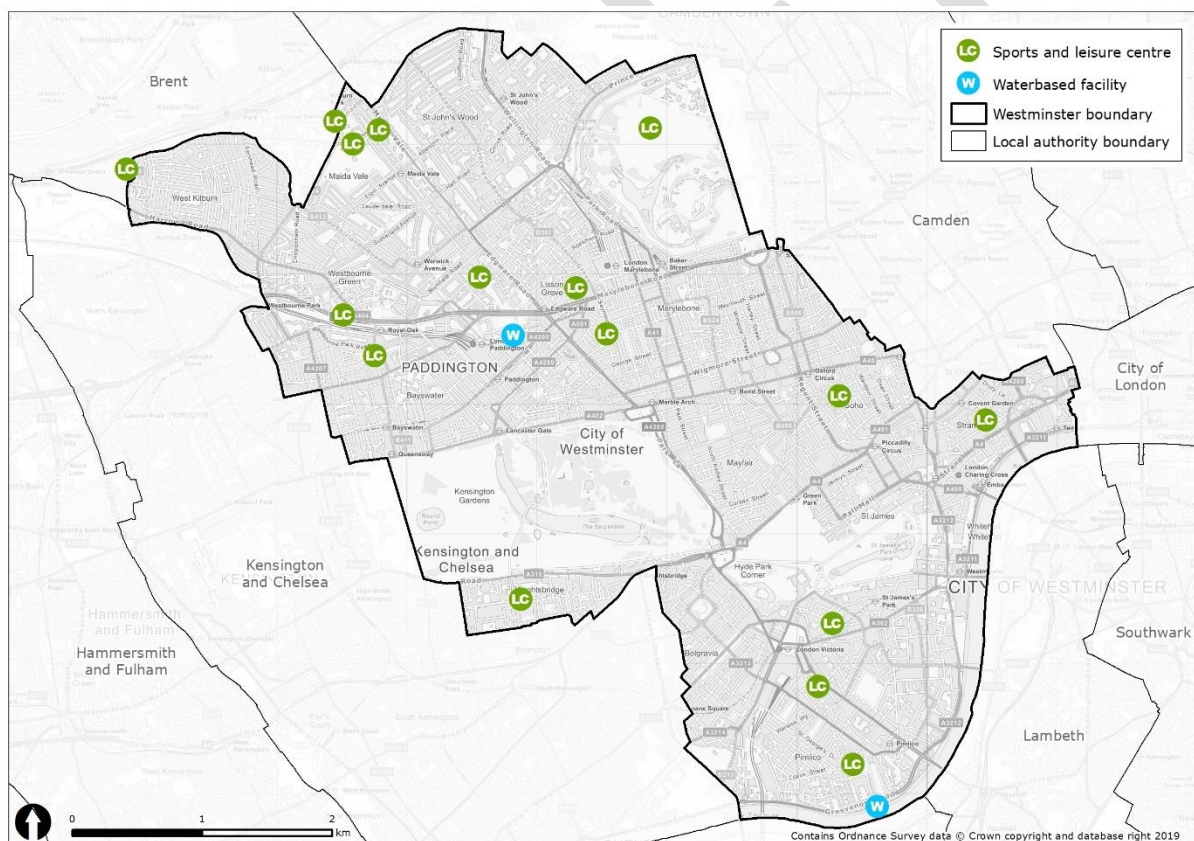
Sports centres, playing pitches and all types of play spaces provide opportunities for physical activity and leisure that contribute to a healthier community. In Westminster, a large number of sports centres and play spaces are publicly-owned but a wide range of privately-owned facilities and spaces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

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

Currently, Westminster has:

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

*Figure 7 Sports and leisure centres*



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

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

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

The City Plan (see policy 18) supports the protection of existing facilities and improvements to the current provision when the infrastructure serves an identified need. These include sports and leisure facilities but also swimming pools, outdoor playing pitches and multi-use games areas. Sports and leisure centres are not the only types of infrastructure that will help deliver an Active Westminster. Outdoor play space also contributes to it. In this sense, the City Plan also promotes and protects children's playgrounds and promoted the delivery of play space, both as part of new developments (see policy 35) and across the city, especially in areas of identified Play Space Deficiency (see Figure 7).

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

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



### 3.5 Utilities and waste

#### 3.5.1 Water supply and wastewater

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

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

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

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

#### 3.5.2 Flood risk management

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

The council's draft "Strategic Flood Risk Assessment" (SFRA) provides an assessment of all sources of flooding, taking account of the impacts of climate change. This informed the City Plan to include policies to manage flood risk, including in Surface Water Hotspots and by improving drainage. It also safeguards existing flood risk infrastructure and seeks to secure improvements.

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

#### 3.5.3 Energy

The local electricity network in Westminster is operated by UK Power Networks (UKPN). The gas distributor in Westminster is Cadent Gas<sup>11</sup>. There are also several district heating networks in Westminster.

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<sup>11</sup> Cadent Gas has not responded to information requests regarding this IDP.

The key challenges for energy provision meeting carbon reduction targets, increased electrification of heating demand and providing adequate energy supply to support development. The council is preparing a Carbon Reduction Strategy which will set out how carbon reduction will be achieved. Utilisation of the carbon offset fund will support this activity.

### **Local electricity network**

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

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

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

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

### **District Heating Networks**

The Pimlico District Heating Undertaking (PDHU) is the largest district heating network in London which is operated by the council. PDHU operates a strategy to manage and maintain the existing facility using two gas fired combined heat and power (CHP) engines and three gas boilers. The ambition is to further decarbonise the network using low carbon initiatives.

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

Other heating networks in Westminster are currently mainly planned around communal boilers on private estates. The networks are of a smaller scale than PDHU. However, development in the proximity to these networks provide opportunities to connect to and expand the networks. This is particularly the case in the Church Street area where significant regeneration provides opportunities to develop a network of scale. There are also opportunities to connect different networks with each other and provide new networks.

The Decentralised Energy Masterplan (2014) identified opportunities for new or expanded local networks, including Victoria, east of Oxford Street, Soho, Paddington

Basin, Church Street and across the city border to South Kilburn in Brent. An update of the Decentralised Energy is anticipated.

#### **3.5.4 Digital infrastructure**

The “UK Digital Strategy (2017)” sets out the importance of providing world class digital infrastructure to improve connectivity, investing £1 billion to accelerate investment in, and roll-out of next generation digital infrastructure including 5G and full fibre broadband. Whilst superfast broadband coverage lags behind in Westminster, the city has better full fibre coverage compared with the rest of the UK<sup>12</sup>. The council has the ambition to deliver full coverage of fibre connectivity by 2021 and use this to support the rollout of 4G/5G connectivity.

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

To futureproof digital connectivity, developers should provide full fibre, or fibre to premise wherever possible. New builds are encouraged to register early with infrastructure providers.

#### **3.5.5 Recycling and waste**

The council’s “Municipal Waste Strategy (2016-2031)” sets out how municipal waste will be managed in Westminster. The strategic focus is on waste reduction and recycling in the city. Contracts to manage waste have recently been extended until 2024. The Government published a new “National Waste Strategy” in 2018 which sets out new ways of managing and funding waste disposal. A review of the “Municipal Waste Strategy” in light of these changes and expiring contracts is anticipated during 2021.

The City Plan protects small scale waste management facilities in the city, including an in-vessel composter, street cleaning depots and micro recycling facilities. New development is expected to enhance these facilities where appropriate and provide adequate waste management facilities. This may require area specific solutions such as the amalgamation of waste storage.

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

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<sup>12</sup> Superfast broadband coverage in Westminster is 88% versus 96% in the UK, and full fibre coverage is 31,4% versus 9.7% in the UK (source: Think Broadband statistics as of 22<sup>nd</sup> October 2019)

The council is upgrading its waste fleet to convert them from diesel to electric in light of the Ultra-Low Emission Zone (ULEZ) and the council's greener and cleaner ambitions. Small street cleaning vehicles have already replaced. Waste trucks and large cleansing vehicles are also being converted to low emission options. This will contribute to improved air quality in the city.

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## 4 Funding overview and delivery strategy

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

### 4.1 Funding overview

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

*Table 1 Funding overview*

	Total costs	Funding identified	Funding gap
<b>Public realm and transport</b>	£375,336,000	£241,355,000	£133,981,000
<b>Health and community services</b>	£29,988,000	£1,050,000	£28,938,000
<b>Education</b>	£21,384,000	£18,570,000	£2,814,000
<b>Parks, sport and leisure</b>	£43,237,000	£11,003,000	£32,234,000
<b>Utilities and waste</b>	£84,778,000	£67,100,000	£17,678,000
<b>TOTAL</b>	<b>£554,723,000</b>	<b>£339,078,000</b>	<b>£215,645,000</b>

The projects identified in Appendix 1 account for a total cost of £554,723,000. This includes infrastructure projects that are fully or partly funded by delivery partners.

The funding gap identified is £215,645,000. This is because there is uncertainty in identifying funding sources, particularly beyond the short-term. This funding gap can be addressed by a number of funding mechanisms, as set out in the delivery strategy below.

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

### 4.2 Delivery strategy

Infrastructure is delivered through a range of delivery partners. Some types of infrastructure are privately funded. The council or other governmental organisations have a statutory responsibility to provide some services. The council can utilise a range of funding sources to help deliver infrastructure and close the funding gap identified for the plan period.

## Community Infrastructure Levy

The council implemented its Community Infrastructure Levy (CIL) charge in 2016<sup>13</sup>. CIL is a charge on development to help fund infrastructure. It will be charged on liable developments, where a charge per square metre of new floorspace will be applied.

The council's CIL Spending Policy Statement (2017) allocates CIL to different types of infrastructure as set out below:

*Table 2 Strategic CIL allocation policy*

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

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

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

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

## Planning obligations

Also known as Section 106 agreements, planning obligations<sup>14</sup> are used by the council to mitigate site-specific impacts of development to make it acceptable in planning terms. Planning obligations are used to fund infrastructure to mitigate the impacts that are directly related to a development. They may also include financial contributions to pooled funds to address issues such as local employment, carbon offsetting and affordable housing provision.

The council is expected to review its Planning Obligations Supplementary Planning Document following the adoption of the City Plan.

<sup>13</sup> More information on CIL, including Westminster's CIL charging schedule and CIL Spending Policy Statement (2017) can be found on [the council's website](#).

<sup>14</sup> More information on planning obligations can be found on [the council's website](#).

## **Capital Programme**

The council's capital programme includes a number of infrastructure schemes which are funded from a variety of sources, including S106 and CIL. However, in many cases, gaps in funding for infrastructure projects have to be covered via borrowing or other council resources. If the council were unable to utilise S106 or CIL then there would be an even greater need to fund infrastructure projects via borrowing, which could limit the council's ability to carry out infrastructure schemes.

The council's capital programme is split between the General Fund and the Housing Revenue Account (HRA). The HRA programme focuses on social and affordable housing and the GF programme is related to all other council services – but does also include housing.

### **Other funding sources**

The council will maximise the utilisation of other funding sources including Government and GLA grants, private funding and other funds, where appropriate. Where infrastructure is funded and provided by external providers the council will work in partnership with delivery partners to ensure infrastructure is delivered in a co-ordinated way, where necessary.

### **Infrastructure Funding Statement**

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

## Appendix 1: Infrastructure schedule

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT1	Multiple	Ebury Bridge external environment	Churchill Ward	Improvements to pedestrian routes, site furniture, MUGA, landscaping, water features, CCTV installation, lighting and installation of trees as part of Ebury Bridge regeneration.	2021	2028	£ 15,695,000	£ -	£ 15,695,000	WCC
PRT2	Public realm	Albermale Street Public Realm Improvements	West End	A public realm schemes to improve the pedestrian environment including wider footways and a high-quality pallet of materials.	2020	2023	£ 8,000,000	£ -	£ 8,000,000	Developers and landowners
PRT3	Public realm	Berkeley Square North Side Public Realm Scheme	West End	A public realm scheme to increase pedestrian footways and crossing points to the Square.	2019	2019	£ 4,754,000	£ 4,754,000	£ -	Developers and landowners
PRT4	Public realm	Bond Street Public Realm	West End	A major public realm scheme to upgrade this iconic street providing a better pedestrian experience in high quality materials.	2018	2019	£ 3,819,000	£ 3,819,000	£ -	Developers, BID, WCC
PRT5	Public realm	Christchurch Gardens	St James	A scheme which includes hard and soft landscaping to rejuvenate the garden into a welcoming public space.	2019	2020	£ 3,500,000	£ 3,500,000	£ -	WCC, S106
PRT6	Walking and cycling	Cycling Scheme Programme	City-wide	Programme of schemes which improve the cycling experience in the city, from parking provision to new routes.	Ongoing		£ 1,950,000	£ 1,950,000	£ -	Multiple sources

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT7	Public realm	Public realm schemes - developer programme	City-wide	The council works with a number of 3rd parties to deliver public realm improvements across the city. These can be in relation to redevelopment or aspirations to enhance the look, feel and operation of streets and spaces.	Ongoing		£ 6,000,000	£ 6,000,000	£ -	Developers, S106
PRT8	Highways and bridges	East Mayfair Public Realm	West End	A programme of work is underway to upgrade the historic streets of Mayfair and improve the traffic movements.	Ongoing		£ 2,044,000	£ 2,044,000	£ -	WCC, BIDs, developers and landowners
PRT9	Public realm	Hanover Square Public Realm	West End	A major public realm scheme to enhance the square and accommodate the new Elizabeth Line station.	2018	2020	£ 2,010,000	£ 2,010,000	£ -	S106, WCC, BID and landowners
PRT10	Public realm	Hyde Park Ward Pedestrian Improvements	Hyde Park	The aim of the Hyde Park Ward Pedestrian Improvement Scheme is to introduce improvements to the current highway infrastructure for vulnerable road users, and improve the quality of public realm for the community.	2019	2020	£ 484,000	£ 378,000	£ 106,000	CIL, WCC
PRT11	Public realm	Queensway Public Realm	Bayswater Lancaster Gate	A public realm scheme to provide a better pedestrian environment including pavement widening, rationalisation of on street activity and upgrading materials.	2019	2020	£ 10,600,000	£ 10,600,000	£ -	WCC, S106

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT12	Multiple	Annual Asset Improvement Programme	City-wide	An annual programme of improvements across Westminster's assets including carriageway, footways, lighting, drainage and structures which promotes innovation.	Ongoing		£ 15,000,000	£ 15,000,000	£ -	WCC, public bodies
PRT13	Public realm	Security and safety	City-wide	Measures are introduced in areas of high footfall to protect pedestrians.	Ongoing		£ 13,000,000	£ 6,500,000	£ 6,500,000	WCC, external stakeholders
PRT14	Highways and bridges	Transport scheme programme	City-wide	The council implement a number of schemes in response to transport; these include local safety schemes, junction improvements, pedestrian crossings and wayfinding initiatives.	Ongoing		£ 6,500,000	£ 6,500,000	£ -	CIL, TfL
PRT15	Public realm	Villiers Street Public Realm	St James	A public realm scheme to improve this busy street.	2021	2022	£ 6,000,000	£ -	£ 6,000,000	WCC, external stakeholders
PRT16	Highways and bridges	EV Infrastructure	City-wide	A programme of infrastructure to promote electric vehicles throughout Westminster to support resident and visitors and improve air quality.	Ongoing		£ 1,500,000	£ 300,000	£ 1,200,000	WCC

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT17	Public realm	Rupert and Beak Street Public Realm	West End	A public realm scheme to improve the street including widening footways, crossing and lighting improvements in high quality materials.	2020	2020	£ 1,180,000	£ -	£ 1,180,000	Landowners
PRT18	Public realm	Princes Street Public Realm	West End	A public realm scheme to improve the pedestrian environment in this key location as pedestrians exit the Hanover Square Elizabeth Line station and head east into the West End.	2019	2021	£ 2,600,000	£ -	£ 2,600,000	S106, landowners
PRT19	Public realm	Berkeley Square South Public Realm Scheme	West End	A public realm scheme to increase pedestrian footways and crossing points to the Square in keeping with improvements made to a north of the Square.	2020	2024	£ 9,700,000	£ -	£ 9,700,000	S106, developers and landowners

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT20	Public realm	Oxford Street District	West End, Marylebone High Street, Bryanston and Dorset Square, Hyde Park	<p>Westminster City Council has a long term and ambitious vision for the Oxford Street District that will strengthen its world-renowned status as a great place to live, work and visit.</p> <p>The Oxford Street District project will be delivering a comprehensive programme of changes to improve and enhance the district as a global destination with thriving residential neighbourhoods, successful businesses and an unrivalled visitor experience.</p> <p>The coherent and district-wide strategy responds to the big challenges the district faces and will ensure that Oxford Street retains its reputation as the nation's favourite high street.</p>	2018	2022	£ 233,000,000	£ 150,000,000	£ 83,000,000	WCC, CIL, S106, private sector
PRT21	Public realm	Strand Aldwych	St James's	Removal of the Aldwych gyratory, creation of 2-way traffic on Aldwych and a new civic space on Strand between Lancaster Place and Surrey Street. These physical enhancements enable a new cultural learning quarter for the surrounding world-class cultural and educational institutions to collaborate in the public realm, curating an activation programme including outdoor labs for research and development, and maker space.	2021	2023	£ 28,000,000	£ 28,000,000	-	WCC, CIL, external stakeholders
PRT22	Public realm	Maida Hill Market Place - Harrow Road Place Plan	Maida Hill	A strategy for the market square and its environs is being developed. Short, medium and long-term projects will be developed and delivered over a three-year period.	2020	2023	TBC	TBC	TBC	



Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT23	Multiple	Harrow Road Canal Side - Harrow Road Place Plan	Maida Hill, Westbourne and Queens Park	Following on from a successful meanwhile intervention permanent public realm schemes will be delivered that help deliver the Place Plan objectives and support wider WCC initiatives such as the delivery of Canalside Enterprise Space.	2020	2023	TBC	TBC	TBC	
PRT24	Walking and cycling	Liveable Neighbourhoods Strategy - Harrow Road Place Plan	Maida Hill, Westbourne and Queens Park	Development and delivery of projects focusing on increased walking and cycling.	2020	2025	TBC	TBC	TBC	
PRT25	Walking and cycling	North Paddington Permeability Strategy - Paddington Place Plan	Various	A series of projects along the Westway to address its severing effect in the area. Aimed at delivering better walking and cycling permeability to the north and south of the Westway and tie key good growth areas in the NWEDA	2020	2025	TBC	TBC	TBC	
PRT26	Multiple	Paddington Place Plan	Various	A series of projects in and around the Paddington Opportunity Area and surroundings to address ongoing issues around movement and permeability and supporting good growth.	2020	2040	TBC	TBC	TBC	
PRT27	Multiple	Victoria Place Plan	Various	A series of projects in and around the Victoria Opportunity Area and surroundings to address ongoing issues and supporting good growth aspirations of the City Plan.	2020	2040	TBC	TBC	TBC	
PRT28	Multiple	Riverfront - Northbank and Thames Path	Various	A series of projects along the riverfront and surroundings to address ongoing issues around access and continuity and supporting aspirations of the City Plan.	2020	2030	TBC	TBC	TBC	

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
PRT29	Multiple	Soho Place Plan	Various	A series of projects in Soho to address ongoing issues around and supporting aspirations of the City Plan.	2020	2030	TBC	TBC	TBC	
HCS1	Community and family centres	Family Hub / Bessborough	Tachbrook	Creation of a family hub building in Pimlico to provide a point in the community where they can access help and information.	2018	2019	TBC	TBC	TBC	
HCS2	Community and family centres	Family Hub / Portman	Church Street	Improvement of the Portman Building to provide a family hub to provide a point in the community where they can access help and information.	2019	2020	TBC	TBC	TBC	
HCS3	Community and family centres	Family Hub / Queen's Park	Queen's Park	Creation of a family hub building at Queens Park Children's Centre to provide a point in the community where they can access help and information.	2019	2020	TBC	TBC	TBC	WCC
HCS4	Libraries	Library self-service open access solutions (Smart Open)	City-wide	Tried and tested technology now exists to provide customer-activated access to libraries. This provides opportunities to extend opening hours, create new self-service spaces, increase commercial activity, increase library and community events, enhance partnership working and use staff hours more effectively.	2019	2021	£ 400,000	£ -	£ 400,000	WCC

Project Information					Phasing		Funding			
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HCS5	Libraries	Nova Library	St James's	This is a potential project for a new library at Nova as part of Nova 3 Masterplan, the developer is Land Securities. The background is that as part of the Nova development of Bressenden Place, a library was to be provided under a Section 106 Agreement to the Council	2020	2024	£ 5,000,000	£ -	£ 5,000,000	S106, WCC
HCS6	Libraries	Marylebone Library	Bryanston and Dorset Square	Involves the construction of a new library in underutilised areas of the existing Seymour Leisure Centre to ensure that the allocation for Marylebone Library CMR is kept in the capital programme.	2019	TBC	£ 6,229,000	£ -	£ 6,229,000	WCC
HCS7	Cemeteries	Cemeteries Infrastructure	Outside Westminster	Scheme allows for the maintenance of the cemeteries. Additionally, this capital scheme allows for the construction of new access pathways into additional burial spaces.	2019	2025	£ 376,000	£ -	£ 376,000	WCC
HCS8	Health facilities	Beachcroft Care Home	Maida Vale	Redevelopment of a redundant pupil referral unit in Maida Vale to provide 84 bed care home.	2019	2023	£ 750,000	£ 750,000	£ -	CIL
HCS9	Multiple	Church Street Good Growth – Triangle Project	Church Street	The scheme will deliver flexible space for enterprise, arts and community uses, support the existing cultural and business offer and strengthen the historic market.	2019	2020	£ 2,100,000	£ 150,000	£ 1,950,000	WCC
HCS10	Multiple	Warwick Community Hall	Westbourne Green	Redevelopment of Warwick Community Hall to re-provided community hall and nursery.	2020	2022	£ 2,400,000	£ -	£ 2,400,000	WCC

Project Information					Phasing		Funding			
Ref	Category	Project	Ward	Description	Start	Finish	Total Cost over Plan Period	Total Funding identified	Funding Gap	Funding sources
HCS11	Workspace	Places of Work Programme	City-wide	Programme to create two new enterprise spaces and improve five existing spaces.	2020	2021	£ 150,000	£ 150,000	£ -	WCC
HCS12	Health facilities	Ebury Bridge pharmacy re-provision	Churchill Ward	Re-provision of a pharmacy as part of Ebury Bridge regeneration.	2024	2028	£ 390,000	£ -	£ 390,000	WCC
HCS13	Community and family centres	Ebury Bridge community rooms	Churchill Ward	Provision of community rooms as part of Ebury Bridge regeneration.	2021	2023	£ 1,557,000	£ -	£ 1,557,000	WCC
HCS14	Health facilities	Lilestone Street Health and Wellbeing Hub	Church Street	Development of a new Civic office with a combined Health and Wellbeing centre.	2022	2024	TBC	TBC	TBC	TBC
HCS15	Health facilities	Cavendish Health Centre and Marylebone Health Centre	Marylebone High Street	Relocation of both practices to Moxon Street.	TBC	TBC	£ 290,000	£ -	£ 290,000	TBC
HCS16	Health facilities	The Newton Medical Centre and the Garway Medical Practice	Bayswater	Expansion and development of Newton Medical Centre's current Diocese of London site and the relocation of Garway (from West London CCG) to Newton Medical Centre.	TBC	TBC	£ 2,740,000	£ -	£ 2,740,000	TBC
HCS17	Health facilities	Wellington Health Centre and Little Venice	Regent's Park	Relocation of the Wellington Health Centre into new premises being developed in Lodge Road by Cecil Housing Association. Potential merger of Wellington and Little Venice.	TBC	TBC	£ 2,900,000	£ -	£ 2,900,000	TBC

Project Information					Phasing		Funding			
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HCS18	Health facilities	North Westminster Primary Centre	Various	In partnership with Diocese of London and Blueland Developments an opportunity potentially exists to redevelop a church location in North Westminster. Redevelopment of hall and nursery at St Mark's Church to include 2 GP practices.	TBC	TBC	£ 3,125,000	£ -	£ 3,125,000	TBC
HCS19	Workspace	Ebury Bridge workspace provision	Churchill Ward	Provision of workspaces with café as part of Ebury Bridge regeneration.	2024	2028	£ 1,581,000	£ -	£ 1,581,000	WCC
EDU1	Education	King Solomon Academy Expansion 2	Church Street	As part of the WCC school's expansion programme: King Solomon Academy (KSA) will expand from 60 to 90 places per year group.	2019	2024	£ 5,536,000	£ 3,187,000	£ 2,349,000	Basic Needs Grant, WCC
EDU2	Education	Pimlico Acedemy Expansion 2	Tachbrook	As part of the WCC schools expansion programme: Pimlico Academy will expand from 210 to 240 places per year group.	2019	2023	£ 7,300,000	£ 6,835,000	£ 465,000	Basic Needs Grant, WCC
EDU3	Education	St Georges Expansion Project (secondary school programme Phase 1)	West End	St George's: provision of additional form of entry as per phase 1 (150 places) of Secondary School Expansion Strategy.	2019	2021	£ 8,548,000	£ 8,548,000	£ -	Basic Needs Grant and St Georges RC School
PSL1	Sports facilities and play space	Sports & Leisure- New Centres	City-wide	New facilities offering good quality equipment, helps to keep people active by attracting residents and users to use the latest in sports and leisure equipment at local facilities.	2021	2022	£ 500,000	£ -	£ 500,000	WCC



Project Information					Phasing		Funding			
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PSL2	Sports facilities and play space	Health and Wellbeing Projects	City-wide	To promote access to sports and physical activity opportunities, a number of capital projects will be delivered across the City to improve the quality and provision of sporting facilities.	2019	2025	£ 4,246,000	£ 1,744,000	£ 2,502,000	WCC
PSL3	Sports facilities and play space	Sports & Leisure- Sayers Croft	Outside Westminster	Sayers Croft include investment to the accommodation buildings, site infrastructure and adventure activities. Installation of a climbing tower and zip wire.	2019	2025	£ 915,000	£ 250,000	£ 665,000	WCC
PSL4	Sports facilities and play space	Playgrounds Minor Works	City-wide	For the repair and replacement of playground equipment and related infrastructure in 17 playgrounds in the council's parks and open spaces.	2019	2025	£ 300,000	£ -	£ 300,000	WCC
PSL5	Sports facilities and play space	Seymour Leisure Centre Refurbishment	Bryanston and Dorset Square	Refurbishment and reconfiguration of the existing accommodation at Seymour leisure centre (SLC).	2023	2024	£ 18,770,000	£ -	£ 18,770,000	WCC
PSL6	Sports facilities and play space	Moberly and Jubilee Sport Centres	Queen's Park	Redevelopment of the Moberly and Jubilee Sports Centres to bring a major improvement and an increase in the amount of sports and leisure facilities in the Queens Park area.	2019	2022	£ 4,069,000	£ 4,069,000	£ -	WCC, GLA Grant, private funding
PSL7	City greening	Church Street Green Spine	Church Street	Providing access to green infrastructure and it creates a green corridor through the heart of the ward and forms strategic links through and around the area, helping to connect Church Street into surrounding districts.	2019	2021	£ 7,230,000	£ 3,680,000	£ 3,550,000	S106, CIL, TfL

Project Information					Phasing		Funding			
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PSL8	Parks and open space	Open Spaces Greener Places	City-wide	This programme supports the Council's policy document "A Partnership Approach to Open Spaces and Biodiversity in Westminster", published in March 2019. The funding will help to deliver the aspirations of the document's Action Plan. The programme offers the opportunity to bid for funding to deliver relevant projects that further the Action Plan's priorities.	2019	2021	£ 1,210,000	£ 1,060,000	£ 150,000	WCC
PSL9	City greening	Street Trees (new planting programme)	City-wide	The council sets aside funds to increase the number of trees within the city.	Ongoing		£ 200,000	£ 200,000	£ -	WCC
PSL10	City greening	Greening Improvements to Hall Place	Little Venice	Greening and landscape improvements to Hall Place. Landscape improvements will be delivered in phases, the first of which will be completed as part of the Parsons North programme. Progressing the Greening Improvements of Hall Place completes the remain public works.	2019	2023	£ 4,450,000	£ -	£ 4,450,000	WCC
PSL11	Sports facilities and play space	Ebury Bridge fitness/recreational facility	Churchill Ward	Provision of a fitness/Recreational facility as part of Ebury Bridge regeneration.	2024	2028	£ 1,347,000	£ -	£ 1,347,000	WCC
UAW1	Energy	West End sub-station	West End	Establishment of the West End Substation.	2020	2025	£ 40,000,000	£ 40,000,000	£ -	UKPN

Project Information					Phasing		Funding			
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UAW2	Energy	Leicester Square sub-station	St James's	Leicester Square Transformer Replacement.	2020	2024	£ 15,000,000	£ 15,000,000	£ -	UKPN
UAW3	Energy	Church Street District Heating Network (DHN)	Church Street	The project is for the purchase and installation of the heat network (underground pipes), connections to buildings and two energy centres to be located within new buildings that are part of the regeneration programme (likely to be Lilestone Street Development and Church Street A, B and C).	2019	2025	£ 17,108,000	£ 8,900,000	£ 8,208,000	CIL, S106, WCC
UAW4	Digital infrastructure	Connect Westminster (WEP - Broadband)	City-wide	The projects scope is to provide microfinance for firms to cover the capital costs of an ultrafast broadband connection.	2019	2021	£ 2,020,000	£ 1,100,000	£ 920,000	ERDF Fund
UAW5	Waste	Zero Emission Vehicles Procurement - Street Cleansing	City-wide	To procure zero emission electric street cleansing small vehicles to contribute to the City Councils air quality objectives.	2020	2021	£ 4,500,000	£ -	£ 4,500,000	CIL, WCC
UAW6	Energy	Electrical infrastructure	City-wide	A programme of work to upgrade and improve lighting and electrical provision across the city.	Ongoing		£ 2,100,000	£ 2,100,000	£ -	WCC
UAW7	Energy	Ebury Bridge high voltage cable removal	Churchill Ward	Diversion of EHV cable off site as part of Ebury Bridge regeneration.	2021	2023	£ 4,050,000	£ -	£ 4,050,000	WCC

# **CITY PLAN**

**2019 – 2040**



City of Westminster