



City of Westminster

# Agenda

## Budget Task Group

Cllr Melvyn Caplan (Chairman), Cllr David Boothroyd, Cllr Tony Devenish, Cllr Peter Freeman, Cllr David Harvey, Cllr Adam Hug and Cllr Karen Scarborough

**Date / Time**

18:30, Thursday 16<sup>th</sup> January 2020

**Location**

Room 18.12, City Hall, 64 Victoria Street

**Contact**

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[ahardy1@westminster.gov.uk](mailto:ahardy1@westminster.gov.uk)

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<b>Item 1</b>	<b>Welcome and Apologies</b>	Cllr Melvyn Caplan
<b>Item 2</b>	<b>Declarations of interest</b>	Cllr Melvyn Caplan
<b>Item 3</b>	<b>The 2020/21 Capital Budget</b>	
	a) 2020/21 Capital Budget Overview (p3)	Gerald Almeroth
	b) Adult Social Care and Public Health (p9)	Bernie Flaherty
	c) Children and Family Services (p13)	Sarah Newman
	d) City Management and Communities (p18)	Sara Sutton
	e) Growth, Planning and Housing – General Fund (p25)	Barbara Brownlee
	f) Westminster Housing Investments Limited (p30)	
	g) Growth, Planning and Housing – Housing Revenue Account (p37)	
	h) Finance and Resources (p42)	Gerald Almeroth

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# Budget and Performance Task Group

## CAPITAL STRATEGY 2020/21 to 2024/25

Thursday 16<sup>th</sup> January 2020



# Agenda

- Overview
  
- Financial summary
  
- ELT summaries:
  - *Adults*
  - *Children's*
  - *City Management & Communities*
  - *Growth, Planning and Housing – General Fund*
  - *GPH - Westminster Housing Investments Limited*
  - *GPH - Housing Revenue Account*
  - *Finance & Resources*



## Overview (1)

This capital strategy will deliver a range of benefits which aim to achieve *City for All* objectives, including:

- New and replacement affordable homes;
- Improvements to existing homes;
- Improved public spaces, transport, pedestrian environment and infrastructure;
- Green initiatives;
- Well-maintained and efficiently managed operational property.



## Overview (2)

The report outlines:

- General Fund (GF) - detail on proposed expenditure and income budgets for the 5 years from 2020/21 to 2024/25
- Summarised future years GF expenditure and income budgets from 2024/25 to 2033/34
- Housing Revenue Account (HRA) – detail on key schemes in the proposed budget for 2020/21 and summarised view of the 5 and 30 year plans



## Financial Summary (1)

The General Fund capital programme covers four areas of expenditure:

- **Development (£1,269m gross expenditure)** – large scale construction projects that enable delivery of affordable housing and improved public realm.
- **Major Strategic Investment Acquisitions (£269m gross expenditure)** - where the council acquires properties to enable the development of key strategic sites for future regeneration and investment opportunities.
- **Efficiency (£15m gross expenditure)** – these schemes are funded by Flexible use of Capital Receipts (FCR) and qualifying projects must produce ongoing revenue savings or transform service delivery.
- **Operational (£912m gross expenditure)** – these schemes are related to day to day activities that will ensure the Council meets its statutory requirements.
- **Total gross expenditure - £2,464m**



## Financial Summary (2)

- The table below summarises the capital programme by executive directorate:

	Forecast	Five Year Plan					Future Years to 2033/34	Total
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000		
<b>Expenditure</b>								
Adults' Services	500	883	200	-	-	-	-	1,583
Children's Services	10,945	17,740	8,460	800	500	-	-	38,445
City Management & Communities	61,321	78,085	128,885	80,635	36,814	31,775	1,005	418,520
Finance and Resources	40,525	20,335	36,241	134,100	33,032	24,910	526,728	815,871
Growth, Planning & Housing	90,333	81,558	160,184	147,610	142,209	40,361	249,397	911,652
FCR	13,508	1,075	-	-	-	-	-	14,583
Westminster Housing Investment Ltd	11,911	44,538	68,676	36,176	6,499	-	95,807	263,607
<b>Total Expenditure</b>	<b>229,043</b>	<b>244,214</b>	<b>402,646</b>	<b>399,321</b>	<b>219,054</b>	<b>97,046</b>	<b>872,937</b>	<b>2,464,261</b>
<b>Funding</b>								
External Funding	(79,421)	(73,236)	(61,318)	(35,787)	(19,682)	(17,422)	(100)	(286,966)
Capital Receipts	(117)	(30,803)	(7,630)	(62,642)	(8,700)	(64,018)	(492,168)	(666,078)
<b>Total Funding</b>	<b>(79,538)</b>	<b>(104,039)</b>	<b>(68,948)</b>	<b>(98,429)</b>	<b>(28,382)</b>	<b>(81,440)</b>	<b>(492,268)</b>	<b>(953,044)</b>
<b>Borrowing Requirement</b>	<b>149,505</b>	<b>140,175</b>	<b>333,698</b>	<b>300,892</b>	<b>190,672</b>	<b>15,606</b>	<b>380,669</b>	<b>1,511,217</b>





## Financial Summary (3)

- The table below summarises external funding (from 2019/20 to 2033/34) , by funding source:

	Adults £000	Children's £000	CMC £000	F&R £000	GPH £000	Total £000
Affordable Housing Fund Contributions	-	-	-	-	(62,044)	(62,044)
Community Infrastructure Levy (CIL)	-	(631)	(4,605)	-	(4,366)	(9,602)
Disabled Facilities Grant	-	-	(8,917)	-	-	(8,917)
DfE Basic Needs Grant	-	(11,358)	-	-	(419)	(11,777)
DfE Schools Condition Allocation	-	(2,373)	-	-	-	(2,373)
DoH Community Capacity Grant	(1,583)	-	-	-	-	(1,583)
Education Funding Agency (EFA) Grant	-	(10,301)	-	-	-	(10,301)
GLA Other Loan	-	-	-	-	-	-
Other Grants and Contribution	-	(1,851)	(11,451)	-	(10,475)	(23,777)
Section 106 Contributions	-	(3,630)	(17,802)	-	(550)	(21,982)
Section 278 Contributions	-	-	(96,007)	-	-	(96,007)
Transport for London (TfL) Grant	-	-	(26,662)	-	(100)	(26,762)
External Contributions	-	-	(6,517)	-	(5,324)	(11,841)
<b>Total External Funding</b>	<b>(1,583)</b>	<b>(30,144)</b>	<b>(171,961)</b>	<b>-</b>	<b>(83,278)</b>	<b>(286,966)</b>



## Financial Summary (4)

- The table below summarises the capital receipts by project:

	Forecast	Five Year Plan					Future	Total
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Years to 2033/34 £000	
Huguenot House Redevelopment	-	-	-	-	-	-	(44,269)	(44,269)
Beachcroft	(117)	(24,053)	-	-	-	-	-	(24,170)
Leisure Review - Development	-	-	-	-	-	-	(125,000)	(125,000)
Lisson Grove Programme	-	-	-	-	(8,700)	(40,300)	(81,100)	(130,100)
Moberley Sports Centre Redevelopment	-	(6,750)	(1,500)	(5,250)	-	-	-	(13,500)
Westmead	-	-	-	(33,002)	-	-	-	(33,002)
Church Street Acquisitions	-	-	-	-	-	-	(118,439)	(118,439)
Luxborough	-	-	(2,520)	-	-	-	-	(2,520)
WHIL Schemes	-	-	-	-	-	(23,718)	(123,360)	(147,078)
Luton Street	-	-	(3,610)	(24,390)	-	-	-	(28,000)
<b>Total Capital Receipts</b>	<b>(117)</b>	<b>(30,803)</b>	<b>(7,630)</b>	<b>(62,642)</b>	<b>(8,700)</b>	<b>(64,018)</b>	<b>(492,168)</b>	<b>(666,078)</b>

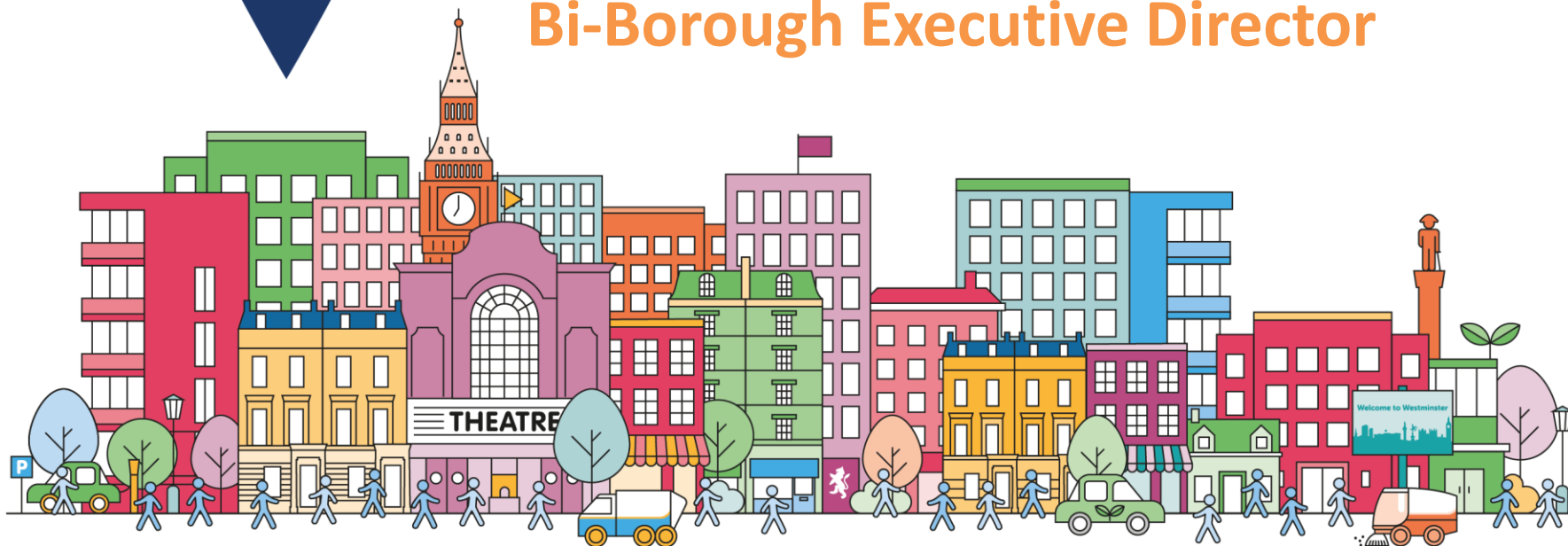




# Budget and Performance Task Group

## ADULT SOCIAL CARE & PUBLIC HEALTH

**BERNIE FLAHERTY,**  
**Bi-Borough Executive Director**



## Adult Social Care & Public Health - 5 Year Capital Programme

The gross capital expenditure forecast for 2020/21 to 2024/25 is £1.083m (net £0m). An overview of the Adult Social Care & Public Health capital budget is shown below:

Grouping	5 Year Gross Expenditure £m	5 Year Income £m	5 Year Net Budget £m
Lupus Street	0.247	(0.247)	-
Framework-I upgrade to Mosaic	0.566	(0.566)	-
Health Integration	0.200	(0.200)	-
Mobile Working	0.070	(0.070)	-
<b>Total Capital Programme</b>	<b>1.083</b>	<b>(1.083)</b>	-



## Adult Social Care & Public Health - 2020/21 Capital Programme

The gross capital expenditure budget for 2020/21 is £0.883m (net £0.000m). An overview is shown below:

Grouping	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
Lupus Street	0.247	(0.247)	-	-
Framework-I upgrade to Mosaic	0.366	(0.366)	-	-
Health Integration	0.200	(0.200)	-	-
Mobile Working	0.070	(0.070)	-	-
<b>Total Capital Programme</b>	<b>0.883</b>	<b>(0.883)</b>	-	-



## ***Adult Social Care & Public Health – Key Projects***

The five year capital programme for Adult Social Care & Public Health from 2020/21 to 2024/25 has a gross budget of £1.083m (£0m net). Some of the key projects over this period are highlighted below:

- **Lupus Street (£0.247m gross, £0m net):** The proposal is to remodel the existing building to provide a six (6) bedded residential property which will be used to deliver an intermediate care service.
- **Framework-I upgrade to Mosaic (£0.566m gross, £0m net):** Reprourement of the Adult Social Care - Care Management System (currently Mosaic), improvements and implementation of all new Mosaic releases. The gross budget is fully funded.
- **Health Integration (£0.200m gross, £0m net):** The aim of this project is to create further integration between social care, health and care providers through better information sharing using an existing digital platform (Care Information Exchange).

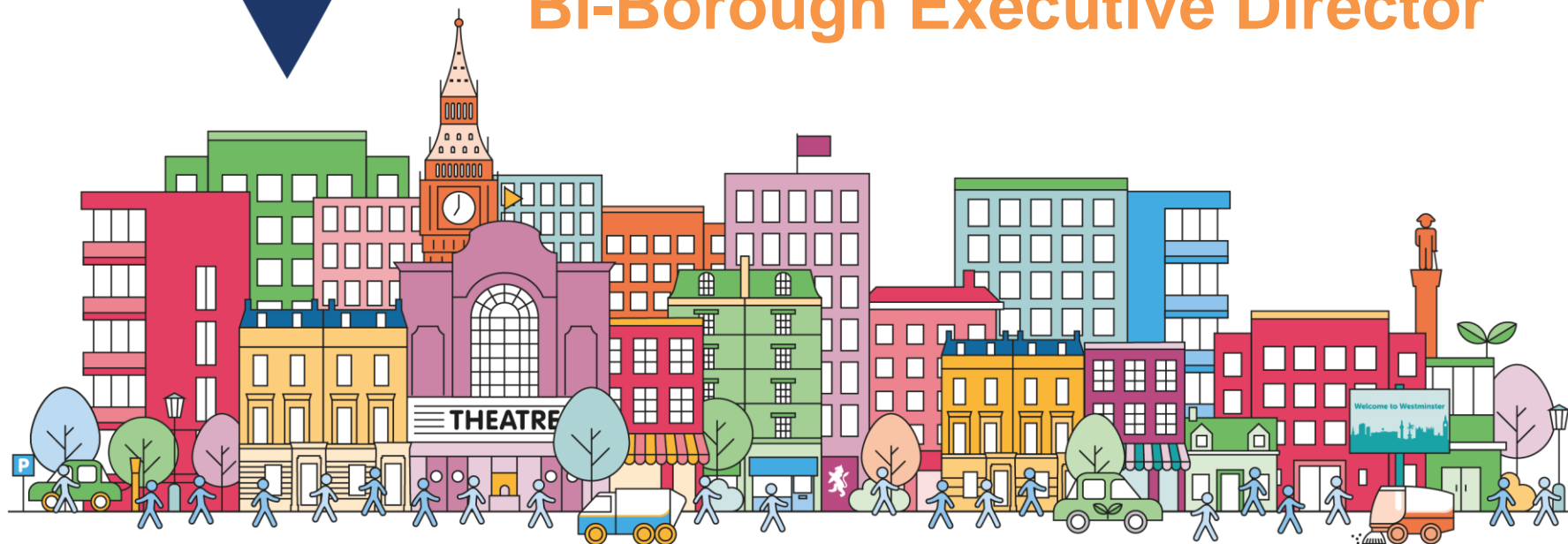




# Budget and Performance Task Group

## Children and Family Services

**Sarah Newman**  
**Bi-Borough Executive Director**



## Children and Family Services - 5 Year Capital Programme

The gross capital expenditure forecast for 2020/21 to 2024/25 is £27.500m (net £5.256m). An overview of the Children and Family Services capital budget is shown below:

Grouping	5 Year Gross Expenditure £m	5 Year Income £m	5 Year Net Budget £m
School Expansions and Special School Re-Site	20.656	(19.124)	1.532
School Maintenance and Asset Enhancements	4.198	(2.758)	1.440
Children's Social Care Projects	2.646	(0.362)	2.284
<b>Total Capital Programme</b>	<b>27.500</b>	<b>(22.244)</b>	<b>5.256</b>





## Children and Family Services - 2020/21 Capital Programme

The gross capital expenditure forecast for 2020/21 is £17.740m (net £3.996m). An overview is shown below:

Grouping	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
School Expansions and Special School Re-Site	13.356	(11.824)	1.532	-
School Maintenance and Asset Enhancements	2.058	(1.558)	0.500	1.731
Children's Social Care Projects	2.326	(0.362)	1.964	1.314
<b>Total Capital Programme</b>	<b>17.740</b>	<b>(13.744)</b>	<b>3.996</b>	<b>3.045</b>



## ***Children and Family Services – Key Projects (1)***

The five-year capital programme by Children and Family Services from 2020/21 to 2024/25 has a gross budget of £27.500m (£5.256m net). Some of the key projects over this period are highlighted below:

- **St Marylebone Bridge Special School (£11.233m gross, £1.532m net) –** Reprovision of the school building at Wilberforce Primary Academy site, expanding from 60 to 70 places. The work is due to commence in 2020/21 and complete in 2021/22. It is funded by an Education and Skills Funding Agency grant of £9.701m.
- **Pimlico Academy (£7.300m gross, £0m net) –** The Academy is due to expand from 210 to 240 places per year group. The council's contribution is budgeted at £7.300m; this is to be funded by a mixture of Basic Need Grant and S106 payments. This project is being developed in collaboration with the Academy, but is still at an early exploratory stage.
- **King Solomon Academy Expansion (£1.973m gross, £0m net) –** The King Solomon Academy expansion will be completed in 2020/21 and will create an additional 30 places per year group, rising from 60 to 90 places (150 in total when full).



## ***Children and Family Services – Key Projects (2)***

- **Social Care System Replacement (£0.800m gross, £0.800m net)** - The replacement will allow Children and Family Services to implement a new ambitious solution that enables mobile working and improves productivity. The continued investment in technologies to deliver flexible, real-time updated care information will allow the service to ensure resources are targeted effectively at the front-line.
- **Special Educational Needs Capital Programme (£1.158m gross, £0.000m net)**  
– Various capital projects to improve the learning experiences of children with SEN, especially those on the autistic spectrum. This programme will utilise Special Provision Capital Funding.





# Budget and Performance Task Group

## City Management and Communities

Sara Sutton,  
Executive Director



## City Management & Communities - 5 Year Capital Programme

The gross capital expenditure forecast for 2020/21 to 2024/25 is £356.194m (net £218.885m). An overview of the City Management and Communities capital budget is shown below:

Grouping	5 Year Gross Expenditure £m	5 Year Income £m	5 Year Net Budget £m
City Highways - Planned Preventative Maintenance and structural works	74.036	(1.565)	72.471
Waste	47.200	-	47.200
City Highways – Public Realm schemes	136.102	(104.219)	31.883
Other asset maintenance/improvements*	19.377	(0.600)	18.777
City Highways – transport schemes	39.084	(23.305)	15.779
Digital solutions	6.255	-	6.255
Housing Improvements	9.140	(7.620)	1.520
Seymour Leisure Centre (Marylebone Library)	25.000	-	25.000
<b>Total Capital Programme</b>	<b>356.194</b>	<b>(137.309)</b>	<b>218.885</b>

\*Other asset maintenance/ improvements includes works to leisure facilities, public conveniences, libraries, ceremony facilities, parks and cemeteries.



## City Management & Communities - 2020/21 Capital Programme

The gross capital expenditure forecast for 2020/21 is £78.085m (net £39.173m). An overview of the 2020/21 capital budget is shown below:

Grouping	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
City Highways - Planned Preventative Maintenance and structural works	18.914	(0.455)	18.459	14.586
City Highways – Public Realm schemes	36.328	(30.710)	5.618	5.618
Other asset maintenance/improvements *	6.143	(0.200)	5.943	3.695
Waste	3.140		3.140	0.720
City Highways – transport schemes	9.392	(6.023)	3.369	1.746
Digital solutions	2.340		2.340	0.100
Housing Improvements	1.828	(1.524)	0.304	0.304
<b>Total Capital Programme</b>	<b>78.085</b>	<b>(38.912)</b>	<b>39.173</b>	<b>26.769</b>

\* Other asset maintenance/ improvements includes works to leisure facilities, public conveniences, libraries, ceremony facilities, parks and cemeteries.



# City Management & Communities – Key Projects (1)

The five year capital programme for City Management and Communities from 2020/21 to 2024/25 has a gross budget of £356.194m (£218.885m net). Some of the key projects over this period are highlighted below:

- **Planned Preventative Maintenance (PPM) and Structural Works** (£74.036m gross, £72.471m net) – annual programme to ensure highways assets (e.g. roads, bridges, pavements) remain safe and efficient.
- **Waste Fleet Procurement** (£46.500m gross expenditure) – the procurement of a new fleet of waste vehicles as well as the purchase of zero emission electric street cleansing vehicles to serve the Oxford Street area.



## City Management & Communities – Key Projects (2)

**Public Realm Improvement Schemes** (£136.102m gross, £31.883m net) – a programme of works to deliver well managed and high quality public realm improvement schemes across the City. Key projects include:

- **Westminster Ceremonial Streetscapes** (£27.996m gross) which integrates public realm improvements with embedded protective measures.
- **Queensway Streetscapes** (£10.230m gross) which will augment the public space between Bayswater Road and Westbourne Grove/ Bishop's Bridge Road.
- **Berkeley Square South** – (£9.700m gross) which upgrades footways and crossing points at the southern point of the square and surrounding streets.
- **Grosvenor Square Public Realm Scheme** – (£14.100m gross) which includes upgrading pedestrian facilities and upgrade of the public realm.





## City Management & Communities – Key Projects (3)

- **Other asset maintenance and improvements** (£19.377m gross, £18.777m net). This category mainly covers works on leisure facilities (£10.428m gross) and public conveniences (£4.000m gross). The other schemes cover libraries, ceremony facilities, parks and cemeteries.
- **City Highways – transport schemes** (£39.084m gross, £15.779m net). £15.084m gross relates to the Transport for London funded Local Implementation Plan (LIP), Electric Vehicles Infrastructure (£12.690m gross) and London Cycle Grid (£5.850m gross). The other schemes in this category promote improved road safety, better traffic management.



## City Management & Communities – Key Projects (4)

- **Digital Solutions** (£6.255m gross and net). This category covers a number of innovative digital projects across the directorate e.g. using new technology to generate more accurate and up to date data on highways asset conditions.
- **Housing Improvements** (£9.140m gross, £1.520m net). The Disabled Facilities Grant (£7.620m gross) is the most significant project in this category. This provides essential adaptations to enable residents to remain independent in their homes.
- **Seymour / Marylebone Library re-location** (£25.000m gross expenditure) – Renovation and modernisation of Grade II Listed Seymour Leisure Centre including significant works to the pool. This also includes the provision of a permanent co-located Marylebone library replacing the current temporary provision including commercial opportunities. This project is still subject to approval of the business case.





# Budget and Performance Task Group

## Growth, Planning & Housing

**Barbara Brownlee**  
**Executive Director**



# GPH General Fund - 5 Year Capital Programme

The gross capital expenditure forecast for 2020/21 to 2024/25 is £571.922m (net £403.038m). An overview of the GPH capital budget is shown below:

Grouping	5 Year Gross Expenditure £m	5 Year Income £m	5 Year Net Budget £m
Place Shaping	187.602	(0.825)	187.602
Economy	23.450	(7.600)	15.850
Development	240.290	(137.319)	102.971
Acquisitions	74.047	0.000	74.047
Housing	46.533	(23.140)	23.393
<b>Total Capital Programme</b>	<b>571.922</b>	<b>(168.884)</b>	<b>403.038</b>



# GPH General Fund - 2020/21 Capital Programme

The gross capital expenditure forecast for 2020/21 is £81.558m (net £31.058m). An overview of the 2020/21 capital budget is shown below:

Grouping	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
Place Shaping	21.973	(0.545)	21.428	12.012
Economy	12.235	(5.100)	7.135	1.244
Development GF	14.939	(35.465)	(20.526)	23.301
Acquisitions GF	10.628	0.000	10.628	8.183
Housing GF	21.783	(9.390)	12.393	12.109
<b>Total Capital Programme</b>	<b>81.558</b>	<b>(50.500)</b>	<b>31.058</b>	<b>53.747</b>



# ***GPH – Key Projects (1)***

The five year capital programme for GPH from 2020/21 to 2024/25 has a gross budget of £571.922 (£403.038m net). Some of the key projects over this period are highlighted below:

- **Oxford Street District (£137.500m gross expenditure)** – Phase 2 includes over 30 place-based projects aimed at improving and enhancing the district as a place to live while securing its future as a global destination.
- **Lisson Grove Programme – (£131.825m gross expenditure)** – Part of the Church Street Masterplan, the programme will re-provide the current Lisson Grove offices at a new Civic, Health and Wellbeing hub alongside new homes.
- **Huguenot House (£60.124m gross expenditure)** – The Council is continuing to consult with residents and stakeholders on the renewal of Huguenot House considering all options including full redevelopment, continued maintenance, refurbishment.



## ***GPH – Key Projects (2)***

- **Church Street Acquisitions (£43.815m gross expenditure)** – Strategic Acquisitions on the Church Street sites B and C as identified in the Church Street Masterplan.
- **Strand Aldwych (£30.767m gross expenditure)** - Major Public Realm and traffic management improvements to the gyratory to create more space for collaboration, investment and change, as well as new safe routes for pedestrians.
- **Westmead (£28.051m gross expenditure)** – Proposed redevelopment of the Westmead site following re-provision of the existing care home at Beachcroft.
- **Targeted Housing for Vulnerable Households (£22.000m gross expenditure)** - This is a bespoke purchase programme in Out of Borough locations, delivering good quality affordable housing for households with limited expectation of longer-term housing.

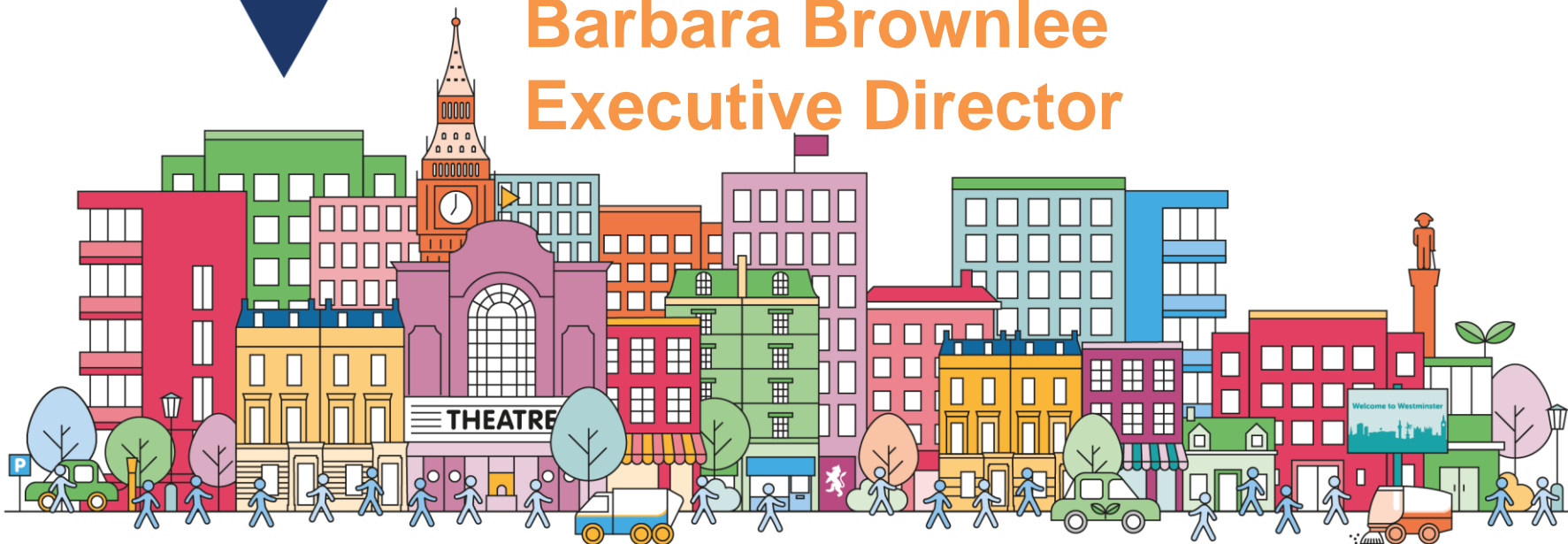




# Budget and Performance Task Group

## Westminster Housing Investments Limited

**Barbara Brownlee**  
**Executive Director**





## WHIL - 5 Year Capital Programme

The table below shows the total to be lent by the Council to WHIL for 2020/21 to 2024/25 as £127.889m, of which £23.718m will be repaid during this period.

In addition, the Council will lend £28.000m to the Luton Street LLP, a partnership between WHIL and a third party developer for delivery of the Luton Street development, which will be repaid on completion.

In the 5 year period the Council will lend a total of £155.889m to WHIL and its LLP, of which £51.718m will be repaid in that period. A total of £104.171m will remain outstanding at the end of 2024/25.

Grouping	5 Year Gross Expenditure £m	5 Year Income £m	5 Year Net Budget £m
WHIL	127.889	(23.718)	104.171
Luton Street GF Investment	28.000	(28.000)	-
<b>Total</b>	<b>155.889</b>	<b>(51.718)</b>	<b>104.171</b>



## WHIL - 2020/21 Capital Programme

The table below shows the total to be loaned by the Council to WHIL for 2020/21 as £29.475m and a further £15.063m to the Luton Street LLP, a total of £44.538m.

Grouping	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
WHIL	29.475	-	29.475	11.911
Luton Street GF Investment	15.063	-	15.063	0.000
<b>Total Capital Programme</b>	<b>44.538</b>	<b>-</b>	<b>44.538</b>	<b>11.911</b>



## WHIL – 5 Year Business Plan

In addition to loans received from the Council, WHIL will generate income through grants, sales receipts and ongoing rental income from retained properties.

The table below sets out the schemes included in the WHIL Business Plan, the budgeted expenditure in 2020/21 to 2024/25, and the capital income expected to be generated by those schemes.

Scheme	5 Year Gross Expenditure £m	5 Year Gross Income £m	5 Year Net Budget £m
Warwick	58.844	(58.636)	0.208
Development Opportunities	47.274	(22.391)	24.883
Luton Street	32.187	(49.883)	(17.696)
Ebury Phase 2	19.432	-	19.432
Acquisitions	60.154	(4.617)	55.537
<b>Total Capital Expenditure</b>	<b>217.891</b>	<b>(135.527)</b>	<b>82.364*</b>

\*The net WHIL BP budget is lower than the net Council borrowing for the 5 year period, relating to a number of costs excluded from this table, as they are not budgeted for on a scheme by scheme basis. These costs include: staffing, legal and financial advice, contingencies, interest expense and corporation tax.



# WHIL - 2020/21 Business Plan

The Council's loan funding of WHIL is only part of the funding to be received by the company. It will also receive grants and generate income from sales and ongoing rental income from retained properties.

The table below sets out the schemes included in the WHIL Business Plan for 2020/21, the forecast expenditure in 2019/20 and the income to be generated by those schemes.

Scheme	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
Warwick	3.633	(6.600)	(2.967)	1.063
Development Opportunities	7.468		7.468	-
Luton Street	14.140		14.140	10.848
Acquisitions	13.622	(4.256)	9.366	-
<b>Total Capital Expenditure</b>	<b>38.863</b>	<b>*(10.856)</b>	<b>28.007</b>	<b>11.911</b>

\* This comprises Affordable Housing Fund, GLA grant and stage payments on social units from the HRA.



## WHIL – Key Projects (1)

The five year capital programme for WHIL from 2020/21 to 2024/25 has a gross budget for loans of £155.889m (£104.171m net). The total gross scheme expenditure of WHIL in this period is £217.891m, which will be funded by Council loans, grants and sales of completed homes.

The schemes included in the WHIL business plan are outlined below:

- **Warwick (£58.844m gross expenditure)** – Development of 300 Harrow Road providing new homes, a nursery, a community hall and enterprise space.
- **Development Opportunities (£47.274m gross expenditure)** – Placeholder scheme (to be identified) for the WHIL to explore opportunities outside of the Council's existing pipeline.
- **Luton Street (£32.187m gross expenditure)** – Investment and funding in the Luton Street LLP partnership with LinkCity to deliver 171 new homes at Luton Street and Fisherton Street.
- **Ebury Phase 2 (£19.432m gross expenditure)** – One of options under consideration for Ebury Phase 2 is for the scheme to be delivered by WHIL in partnership with a third party developer



## ***WHIL – Key Projects (2)***

The remaining schemes included in the WHIL business plan are:

- **Jubilee Phase 2 Acquisitions (£10.220m gross expenditure)**
- **Luxborough Acquisitions – (£2.520m gross expenditure)**
- **Ebury Phase 1 Acquisitions (£6.663m gross expenditure)**
- **Luton Street Acquisitions (£15.052m gross expenditure)**
- **HRA schemes Intermediate Acquisitions (£22.299m gross expenditure)**
- **GF schemes Intermediate Acquisitions (£3.400m gross expenditure)**

These schemes relate to the purchase of completed intermediate and/or market homes for the purpose of letting at intermediate or full market rent levels.





# Budget and Performance Task Group

## Growth, Planning & Housing – Housing Revenue Account

**Barbara Brownlee**  
**Executive Director**



## HRA - 5 Year Capital Programme

The gross capital expenditure forecast for 2020/21 to 2024/25 is £895.989m. An overview of the HRA capital budget is shown below:

5 Year Gross Expenditure and Funding	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	5-year Total £m
<b>Grouping</b>						
<b>Expenditure:</b>						
Total Major Works	46.368	39.713	40.821	40.655	37.86	205.417
Total Regeneration	97.841	154.824	115.365	52.351	50.399	470.78
Total Other Schemes	42.77	52.851	40.459	32.779	50.933	219.792
<b>Total Programme</b>	<b>186.979</b>	<b>247.388</b>	<b>196.645</b>	<b>125.785</b>	<b>139.192</b>	<b>895.989</b>
<b>Funding:</b>						
Capital Receipts	51.956	98.607	48.561	46.208	62.714	308.046
Grants	3.536	6.095	3.094	3.430	-	16.155
AHF	84.488	84.770	50.759	34.340	20.750	275.107
Lessee Contributions	7.900	9.928	10.205	10.164	9.465	47.662
Major Repairs Allowance	24.608	23.579	24.194	24.678	25.171	122.23
Borrowing	14.491	24.409	59.832	6.965	21.092	126.789
<b>Total Funding</b>	<b>186.979</b>	<b>247.388</b>	<b>196.645</b>	<b>125.785</b>	<b>139.192</b>	<b>895.989</b>





## HRA – Key Projects (1)

The five year capital programme for the HRA from 2020/21 to 2024/25 has a gross budget of £895.989m. Some of the key projects over this period are highlighted below:

- **Major Works (£212.319m gross expenditure)** – This represents works on existing housing stock, covering areas such as electrical major repairs, external decorations, aids and adaptations, voids, fire precautions, lifts and kitchens and bathrooms.
- **Ebury Bridge and acquisitions (£176.246m gross expenditure)** – Ebury Bridge Estate is located in Victoria on Ebury Bridge road. The scheme aims to bring about long-term physical, economic and social sustainability of the area, and to create a high quality, mixed use urban neighbourhood that is attractive to residents and visitors.
- **Church Street and acquisitions (£131.566m gross expenditure)** – Westminster City Council is committed to transforming the quality of life of residents in the Church Street area. The masterplan seeks to deliver real change for the community by creating great places, opportunities for a healthy and prosperous lifestyle, new homes and more jobs.
- **Cosway, Ashbridge and Ashmill (£46.227m gross expenditure)** – Cosway Street is the Development of residential units for private sale. It is located in the Church Street Ward and forms part of the Church Street Master plan. The development is linked via a planning submission with the 100% affordable Ashbridge and Ashmill developments to deliver a combined policy compliant proposition.



## HRA – Key Projects (2)

- **Carlton Dene (£44.449m gross expenditure)** – The project comprises of the redevelopment of an existing residential care home (alongside Westmead, part of the GF capital programme) and one block of 9 apartments (Peebles House) to provide new housing for older people, specialist housing for people with learning disabilities, affordable housing, and private for sale housing.
- **Lisson Arches (£29.346m gross expenditure)** – Lisson Arches is located in the Church Street Ward and forms part of the Church Street Master plan. This is a development of 44 sheltered accommodation flats with an additional 14 private units. The project also includes light industrial space at ground floor level to be used as a social enterprise space.
- **Parsons North (£24.390m gross expenditure)** – Parsons North is located in the Little Venice Ward and is the development of 60 new residential units. Construction is currently underway on the scheme.



## HRA – Key Projects (3)

- **Infills programme (£10.138m gross expenditure)** – The scheme seeks to develop smaller sites, such as garages and sheds broken down by packages of works. Expenditure covers the build out of package 8 sites and feasibility and development of package 9 sites.
- **West End Gate (£9.221m gross expenditure)** – Acquisition of 130 Affordable units from the Berkeley West End Gate Development. These units will be used to re-home tenants as part of the Church Street Master plan and are essential to the overall Church Street strategy, as detailed in the Strategic fit section. The budget reflects a series of payments on valuation with final payment expected to be made in 2021/22.

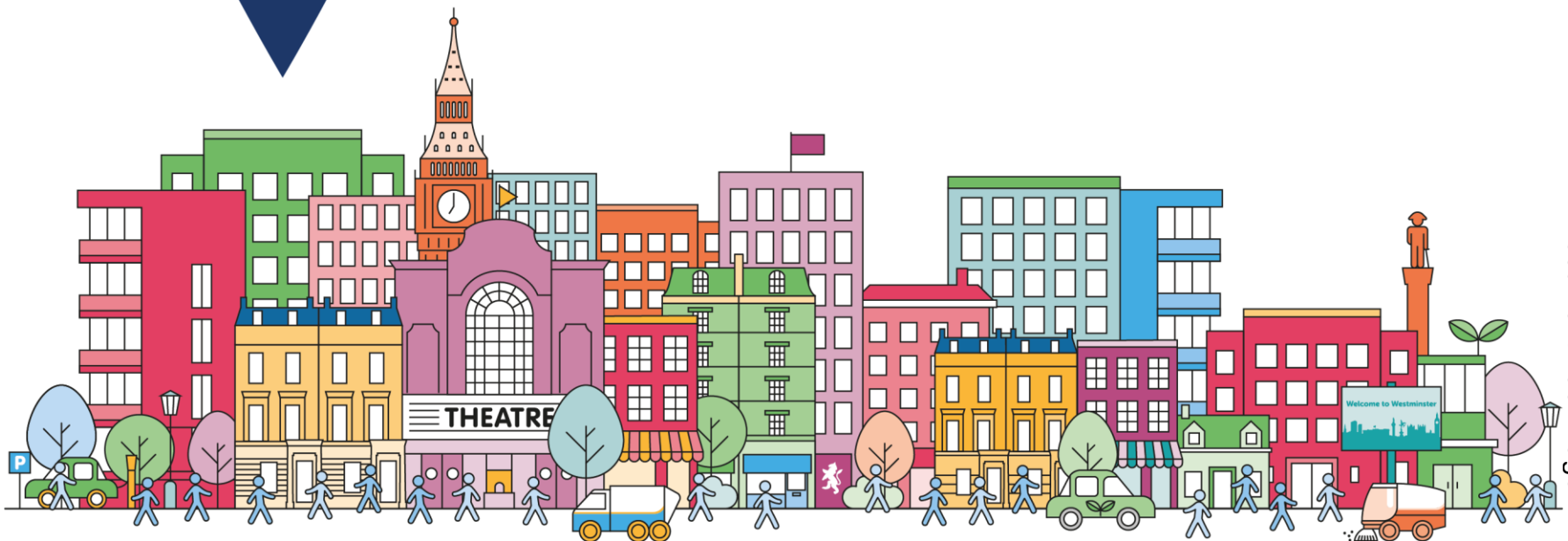




# Budget and Performance Task Group

## Finance and Resources

Gerald Almeroth, Executive Director



## Finance & Resources- 5 Year Capital Programme

The gross capital expenditure forecast for 2020/21 to 2024/25 is £248.618m. An overview of the Finance & Resources capital budget is shown below:

Grouping	5 Year Gross Expenditure £m	5 Year Income £m	5 Year Net Budget £m
Property Investments	100.000	-	100.000
Operational Property Maintenance	18.750	-	18.750
End User Computing	3.200	-	3.200
Investment in Commercial Properties	6.750	-	6.750
Lisson Grove Refurbishment	5.017	-	5.017
Nova Library	5.000	-	5.000
Digital Transformation	5.000	-	5.000
Capital Contingency	90.609	-	90.609
Refurbishment of Coroners Court	2.788	-	2.788
Combined Other Projects	11.504	-	11.504
<b>Total</b>	<b>248.618</b>	<b>-</b>	<b>248.618</b>



## F&R General Fund - 2020/21 Capital Programme

The gross capital expenditure forecast for 2020/21 is £20.335m. An overview is shown below:

Grouping	2020/21 Gross Expenditure £m	2020/21 Gross Income £m	2020/21 Net Budget £m	2019/20 Net Forecast £m
Operational Property Maintenance	3.750	-	3.750	2.517
End User Computing	0.380	-	0.380	0.431
Refurbishment of Coroners Court	1.073	-	1.073	0.090
Investment in Commercial Properties	1.000	-	1.000	-
Capital Contingency	2.370	-	2.370	10.000
Digital Transformation	2.500	-	2.500	-
Lisson Grove Refurbishment	4.917	-	4.917	1.983
Combined Other Projects	4.345	-	4.345	5.504
Property Investments	-	-	-	20.000
<b>Total Capital Programme</b>	<b>20.335</b>	<b>-</b>	<b>20.335</b>	<b>40.525</b>



## F&R– Key Projects (1)

The five year capital programme for F&R from 2020/21 to 2024/25 has a gross budget of £248.618m. Some of the key projects over this period are highlighted below:

- **Property Investments (£100.000m gross expenditure)** – investment fund to facilitate the acquisition of investment properties of strategic importance
- **Operational Property Maintenance (£18.750m gross expenditure)** – undertake planned, emergency works or latent defects for various buildings managed by the Council
- **End User Computing (£3.200m gross expenditure)** – refresh & breakage replacement of Council laptops and desktop computers. In addition, the project covers peripheral refresh and specialist IT accessory purchases
- **Capital Contingency (£90.609m gross expenditure)** – contingency for the overall capital programme
- **Investment in Commercial Properties (£6.750m gross expenditure)** – to set aside capital monies to reinvest into the Investment Property Portfolio. To maintain existing revenue streams in between lease events and rent reviews, to maximise the potential to achieve rental growth and to further enhance the reputation of the City Council as a preferred Landlord



## ***Finance & Resources – Key Projects (2)***

- **Nova Library (£5.000m gross expenditure)** – new library at Nova as part of Nova 3 Masterplan. As part of the Nova development of Bressenden Place, a library was to be provided under a Section 106 Agreement to the Council
- **Lisson Grove Refurbishment (£5.017m gross expenditure)** – the refurbishment of Lisson Grove office is to provide a modern and agile working environment for Council staff
- **Digital Transformation (£5.000m gross expenditure)** – to support the Customer Experience and Digital Programme
- **Refurbishment of Coroners Court (£2.788m gross expenditure)** – modern accommodation to reflect the HM Coroner’s (Inner West London) requirements. This project is required for compliance with the Coroners and Justice Act 2009

