
The Mayor of London's Capital Spending Plan 2024-25

February 2024

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Background

- 1.1. The Mayor is required, under section 122 of the Greater London Authority (GLA) Act 1999 (the 'GLA Act'), each financial year to prepare a capital spending plan for each functional body of the GLA Group which for 2023-24 will be: the Mayor's Office for Policing and Crime (MOPAC); the London Fire Commissioner (LFC), Transport for London (TfL); the London Legacy Development Corporation (LLDC); and the Old Oak and Park Royal Development Corporation (OPDC). The capital spending plans for the core Greater London Authority's expenditure are also included within this final plan so that the proposed capital expenditure for the entire GLA Group is presented in one place.
- 1.2. The statutory procedure under section 123 of the GLA Act requires the Mayor to send a copy of the draft plan to the London Assembly and each of the functional bodies before 15 January each year, inviting them to submit written comments to him within 21 days. The draft capital spending plan was included in section 9 of the Mayor's consultation document on his draft consolidated budget which was issued on 19 December 2023 and the statutory consultation requirement was met as part of that process. Before approving this final capital spending plan, the Mayor considers any comments submitted as part of the budget consultation process and makes such revisions as he sees fit, having had regard to the responses made.
- 1.3. An updated version of the capital spending plan for the GLA Group was included in the Mayor's final draft consolidated document presented to the London Assembly on 22 February 2024. The final draft consolidated budget was approved without amendment by the Assembly.
- 1.4. The capital spending plan for the forthcoming financial year has to be sent to the Secretary of State (Department for Levelling-Up, Housing and Communities) before 28 February and copies sent to the Assembly and the functional bodies.

Capital Spending Plan

- 1.5. The prescribed format of the capital spending plan and its contents are set out in section 122 of the GLA Act 1999, as amended by the Local Government Act 2003. The plan is to be in four sections, which the Act describes in some detail. The four parts can be categorised as follows:

Section A – a statement of the resources each functional body will have for capital expenditure by virtue of capital grants and capital receipts.

Section B – a statement of the resources each functional body will have for capital expenditure by virtue of borrowing or other financing mechanisms.

Section C – a statement for each functional body of total expenditure for capital purposes that the Mayor expects the body to incur and the total amounts which the Mayor expects to be treated as borrowing in the year because of section 8(2) of the Local Government Act 2003.

Section D – a breakdown of this total capital spending showing how much the Mayor expects the body to meet out of capital grants, its capital receipts, amounts to be met from borrowing and how much out of revenue.

1.6. Set out below is a summary of the key deliverables in the Mayor’s capital spending plan over the period from 2024-25 to 2027-28:

- GLA capital expenditure of £6.376 billion on the Affordable Homes Programme and core capital programme spend of £611.7 million (of which £377.8 million relates to LLDC, £70.2 million for TfL and £1.3 million for OPDC). Other key items include environment expenditure of £41.3 million of which £12.6 million is attributable to the Sustainable Warmth/Home Upgrade Programme, skills programme expenditure of £59.1 million, economic expenditure of £62.3 million (of which, £19.3 million is the UK Shared Prosperity Fund)
- transforming and consolidating the Metropolitan Police Service (MPS) by investing £481.7 million in property and estates enhancements, £320.9 million in digital policing, £117.4 million in optimising contact and response, and £134.6 million in Counter Terrorism Police Headquarters (NCTPHQ) investments
- investing £189.1 million by 2027 for the maintenance and replacement of the London Fire Commissioner’s buildings, fleet and IT assets and some limited sustainability works and new developments such as the new HQ project and infrastructure to support carbon net zero
- TfL will, subject to DfT funding – as well as further progressing fleet replacements, renewals and tube line modernisations – deliver accessibility schemes, externally funded Royal Docks improvement works, work to upgrade Elephant & Castle station, fund decarbonisation of its operational buildings and offices, as well as continuing to invest in reducing emissions from its bus fleet. Having constrained its investment in capital renewals to between £400 million and £600 million per year for the last five years, against an estimated steady state requirement of around £1 billion per year, the renewals investment plan builds up to a sustained level of around £925 million
- spending of around £490.4 million by the LLDC including £196.6 million for construction and completion of the East Bank educational and cultural district in the Queen Elizabeth Olympic Park, £178 million of section 106 infrastructure works, planning, design and other costs to deliver housing developments
- expenditure of £200 million by OPDC to finance land acquisition, infrastructure and enabling works and associated due diligence costs for the purpose of accelerating OPDC’s target of 1,100 homes within its development area, by 31 March 2029. In addition £37.3 million expenditure is programmed for heat networks.

1.7. The table overleaf sets out the Mayor’s statutory capital spending plan for 2024-25 which totals £4.4 billion. This includes the spending plans for the GLA for completeness although they are not required to be included under section 122 of the GLA Act.

1.8. The GLA’s Final Draft CSP, and authorised and operating borrowing limits, are set out overleaf.

Table 1 – Final Statutory Capital Spending Plan 2024-25

Section		GLA	MOPAC	TfL	LFC	LLDC	OPDC
		£m	£m	£m	£m	£m	£m
	Total external capital grants	951.6	46.0	133.7	0.0	50.5	52.8
	Opening balance of capital receipts	645.0	0.0	0.0	0.0	0.0	0.0
	Total capital receipts during the year	0.0	11.9	148.2	0.0	69.4	0.0
A	Total capital grants/receipts	1,596.6	57.9	281.9	0.0	119.9	52.8
	Minimum s.120(1) grant	0.0	0.0	0.0	0.0	0.0	0.0
	Total borrowings during the year	15.8	282.6	514.2	37.9	5.0	53.3
	Total credit arrangements during the year	0.0	0.0	0.0	0.0	0.0	0.0
B	Total borrowings, credit arrangements or temporary use of cash balances	15.8	282.6	514.2	37.9	5.0	53.3
	Total capital expenditure anticipated during the year	1,546.4	340.5	2,285.2	37.9	128.6	106.1
	Total amounts which may be treated as borrowing in the year because of section 8(2) of the Local Government Act 2003	0.0	0.0	0.0	0.0	0.0	0.0
C	Total capital spending for the year	1,546.4	340.5	2,285.2	37.9	128.6	106.1
	Funding: capital grants and contributions	1,427.4	46.0	133.7	0.0	50.5	52.8
	Funding: capital receipts/reserves	22.8	11.9	648.5	0.0	18.9	0.0
	Financing: borrowings and credit arrangements	15.8	282.6	514.2	37.9	5.0	53.3
	Funding: revenue contributions	80.4	0.0	988.8	0.0	54.2	0.0
D	Total funding and financing	1,546.4	340.5	2,285.2	37.9	128.6	106.1

N.B. Estimates of capital receipts are those made by functional bodies

- 1.9. Although the statutory capital spending plan has to be approved by the Mayor, each body is responsible for preparing and approving its own detailed capital spending programme. The following sections provide a breakdown of the five functional bodies' proposed programmes along with those of the core GLA.
- 1.10. Set out below is a summary of the Mayor's Capital Plan to 2027-28. Overall the GLA Group will be investing around £428.2 more in 2024-25 than the forecasted spend for 2023-24.
- 1.11. The programme for 2024-25 is £4,444.6 million which declines to £4,127.5 million in 2025-26, largely as a result of forecast reductions in rolling stock and signalling expenditure.

Table 2 – Summary of Capital Spending Plans from 2023-24 to 2027-28

	2023-24	2024-25	2025-26	2026-27	2027-28	5 year
Summary of the capital plan 2023-24 to 2027-28	Forecast £m	Plan £m	Plan £m	Plan £m	Plan £m	Total £m
GLA	1,299.5	1,546.4	1,637.7	1,694.2	912.6	7,090.4
MOPAC	335.6	340.5	254.5	249.2	253.6	1,433.4
TfL	2,045.4	2,285.2	2,074.2	2,119.8	2,387.6	10,912.2
LFC	29.2	37.9	52.4	41.1	28.5	189.1
LLDC	222.5	128.6	58.7	34.2	46.4	490.4
OPDC	84.2	106.1	50.0	0.0	0.0	240.3
Total capital expenditure	4,016.4	4,444.6	4,127.5	4,138.5	3,628.7	20,355.8

- 1.12. The Mayor will also approve the borrowing limits and prudential indicators for 2024-25 for each functional body as part of a separate Mayoral Decision in March 2024. The limits and indicators agreed will have regard to the capital spending plans set out in this document.
- 1.13. Please note that some of the tables in this capital spending plan may not sum exactly due to rounding.

Mayor's Office for Policing and Crime

- 2.1. The Mayor's Office for Policing and Crime (MOPAC) works on behalf of Londoners to hold the Metropolitan Police Service (MPS) to account and improve the provision of criminal justice services across the capital.
- 2.2. MOPAC's detailed five-year capital plan of £1,433.4 million over the period 2023-24 to 2027-28, can be summarised, as follows:
- Property Services – broadly split between estates transformation work (the Central Estates and Transforming the Workplace programmes), and essential maintenance of the estate through Business As Usual (BAU) and forward works activity
 - Fleet Services – the MPS maintains a fleet of approximately 5,000 vehicles. The majority of proposed capital investment relates to the purchase of new vehicles (the Vehicle Replacement Programme) with smaller amounts spent on areas such as telematics and electric charging infrastructure
 - Digital Policing – investment across core IT infrastructure (e.g. networks, hosting, maintenance, application and service upgrades), IT replacement (e.g. laptops) and contributions to national IT programmes (e.g. the Home Office's Emergency Services Network ESN/ESMCP)
 - Counter Terrorism Policing HQ (CTPHQ) – investment in data, technology and transformational activity in support of the strategic priority of 'Protecting London from Terrorism'. Much investment in this space is sensitive and further detail cannot be set out in this document, however from a funding perspective all CTPHQ expenditure is matched by ring-fenced grants or third-party contributions
 - Transformation – investment in major change programmes including Optimising Contact and Response and Transforming Investigations and Prosecutions.
- 2.3. Table 3 overleaf summarises the current proposed capital programme and spending plans against likely funding sources including affordable borrowing levels.
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Table 3 – MOPAC Capital Spending Plan

MOPAC	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
PSD- Forward Works and BAU	40.2	46.1	66.3	42.5	66.0
Fleet	35.4	35.0	36.2	27.3	31.9
Digital Policing	68.1	67.3	59.6	66.6	59.3
CTPHQ	53.5	36.4	20.6	24.0	26.0
Met Operations- Covert and Forensics	8.8	11.5	5.5	9.2	6.4
Optimising Contact and Response	62.2	51.8	0.3	3.0	0.0
Transforming Investigation and Prosecution	37.2	13.1	6.0	6.0	6.0
Operational Support Services	0.5	28.3	0.0	0.0	0.0
Learning and Professionalism Transformation	0.5	1.0	0.5	0.5	0.0
TD Flexible Service Portfolio	5.4	7.3	5.6	1.2	0.4
PSD- Central Estates Programme	16.4	26.4	29.4	5.5	0.0
PSD- Transforming the Workplace	7.4	13.1	22.6	54.4	45.5
Other transformation	0.0	3.0	2.0	9.0	12.0
Total Expenditure	335.6	340.5	254.5	249.2	253.6
<i>Funding</i>					
Capital Grants & Third Party Contributions	63.1	46.0	29.8	32.1	30.6
Revenue Contributions	3.7	0.0	12.3	3.3	3.3
Capital Receipts	15.3	11.9	0.8	10.9	1.0
Borrowing	253.5	282.6	211.6	202.9	218.7
Total funding	335.6	340.5	254.5	249.2	253.6

2.4. The MOPAC capital financing costs in its approved revenue budget are set out in the table below.

Table 4 – MOPAC Capital Financing Costs

Capital financing costs	2024-25	2025-26	2026-27
	£m	£m	£m
Minimum revenue provision for debt repayment	94.5	121.6	142.1
External interest	55.0	52.0	50.8
Total	149.5	173.6	192.9

London Fire Commissioner

- 3.1. The London Fire Commissioner is responsible for fire and rescue services in London and it supports the London boroughs and the Corporation of London in their emergency planning roles.
- 3.2. LFC's detailed five-year CSP of £189.1 million over 2023-28 allows for improvement and replacement of the Commissioner's buildings, fleet and IT assets and some limited sustainability works and new developments such as the new HQ project and infrastructure to support carbon net zero.
- 3.3. Table 5 below summarises the current proposed capital programme and spending plans against likely funding sources including affordable borrowing levels.

Table 5 - LFC Capital Spending Plan

LFC	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
<i>Expenditure</i>					
IT projects	5.4	13.4	8.0	5.1	4.7
Major refurbishments	-0.1	3.8	22.3	24.5	14.9
New developments	1.2	1.5	0.0	0.0	0.0
Minor works	4.4	8.2	6.6	0.8	0.1
Sustainability works	9.4	8.3	5.9	6.3	6.3
Appliance Bay doors	0.7	1.0	2.0	0.1	0.0
Fire Brigade fleet re-procurement	2.4	1.6	7.3	4.0	2.5
Operational Equipment	5.8	0.0	0.0	0.0	0.0
Communications	0.0	0.1	0.3	0.3	0.0
Total expenditure	29.2	37.9	52.4	41.1	28.5
<i>Funding</i>					
Capital receipts	0.2	0.0	11.3	0.0	0.0
Revenue Contributions	7.8	0.0	0.0	0.0	0.0
Borrowing	21.2	37.9	41.1	41.1	28.5
Total funding	29.2	37.9	52.4	41.1	28.5

- 3.4. The LFC's capital financing costs in its approved revenue budget are shown in the table below.

Table 6 – LFC Capital Financing Costs

Capital financing costs	2024-25	2025-26	2026-27
	£m	£m	£m
Provision for repayment of debt	12.7	16.5	19.4
External interest	3.1	4.5	6.2
Total	15.8	21.0	25.6

Transport for London

4.1. Transport for London (TfL) is responsible for the planning, delivery and day-to-day operation of the capital's public transport system, including London's buses, Underground and Overground, the Docklands Light Railway (DLR), Tramlink and London River Services. It is also responsible for managing the Congestion Charge, maintaining London's main roads and traffic lights, regulating taxis, making London's transport more accessible and promoting walking and cycling initiatives.

4.2. Total capital expenditure for 2024-25 will be £2,285.2 million including the Crossrail construction programme and Places For London. The key investment areas in 2024-25 include:

- Piccadilly line rolling stock - £712.1 million
- DLR fleet replacement (including HIF funded elements) - £219.6 million
- Modernisation of Circle, District, Hammersmith and City and Metropolitan lines - £77.8 million
- East London Line Upgrade: Housing Infrastructure Fund (HIF) funded - £30 million
- Safe and Healthy Streets - £112.3 million (£150 million Healthy Streets spend including operating expenditure)
- Crossrail construction programme - £42.9 million
- Renewals £761 million
- Toilets on the TfL estate £3 million per annum.

4.3. TfL's capital spending is financed from seven main sources:

- government grant for rolling stock and signalling replacement, with assumed amounts beyond 2024-25 fares and ticket income
- charges under the road user charging schemes (Congestion Charge, LEZ and ULEZ)
- secondary revenue (such as advertising and property rentals)
- third-party funding for specific projects
- surplus revenue resource through the business rates devolution
- prudential borrowing and related financing (including bond issuances, and the Green Finance Fund).

4.4. Table 7 below summarises the current proposed capital programme and spending plans against likely funding sources including affordable borrowing levels.

Table 7 – TfL Capital Spending Plan

TfL	Forecast	Budget	Plan	Plan	Plan
	Outturn				
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Crossrail construction programme	62.7	42.9	0.0	0.0	0.0
Rolling stock and signalling replacement	756.2	937.0	688.4	549.6	714.8
Enhancements	371.3	377.4	322.2	341.2	364.4
Transport Trading Limited Properties	104.7	166.9	213.6	304.0	308.4
Renewals	750.5	761.0	850.0	925.0	1,000.0
Total capital expenditure	2,045.4	2,285.2	2,074.2	2,119.8	2,387.6
Capital receipts	141.4	148.2	157.1	125.5	161.0
Capital grants & Third Party Organisations	866.4	87.7	404.1	343.9	446.1
Borrowing	126.0	514.2	54.3	702.7	103.0
Crossrail contributions from GLA/DfT	68.0	46.0	0.0	0.0	0.0
Revenue Contributions	954.4	988.8	1,218.2	1,403.4	1,656.5
Working Capital and Reserve Movements	-110.8	500.3	240.5	-455.7	21.0
Total funding	2,045.4	2,285.2	2,074.2	2,119.8	2,387.6

Rail and Underground

4.5. Capital projects relating to London Underground and Rail are shown in the tables below:

Table 8 - London Underground capital plan

London Underground	Forecast	Budget	Plan	Plan	Plan
	Outturn				
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Four Lines Modernisation	105.1	77.8	44.9	0.0	0.0
Deep Tube upgrade programme	423.4	635.1	545.7	532.4	706.5
Northern line Extension	0.0	0.1	1.4	0.0	0.0
Major station upgrades	23.5	14.0	20.6	18.2	25.2
World Class Capacity	5.9	8.7	6.5	0.0	0.0
London Underground Other	69.8	75.0	57.9	35.2	55.9
London Underground renewals	401.4	384.0	413.3	483.9	592.7
Total expenditure	1,029.1	1,194.7	1,090.3	1,069.7	1,380.3

Table 9 – TfL Rail capital plan

Rail	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
DLR rolling stock	235.8	219.6	104.0	22.2	7.5
London Overground	31.0	36.2	25.7	18.7	11.2
Trams	23.9	29.5	22.3	46.7	64.1
Barking Riverside extension	-4.5	0.1	0.1	0.1	0.1
Other Rail	30.0	35.7	51.6	87.3	86.5
Total expenditure	316.2	321.1	203.7	175.0	169.4

Surface Transport

4.6. Capital projects relating to Surface Transport are shown in the table below:

Table 10 - TfL Surface Transport capital plan

Surface	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Buses	49.2	29.8	39.7	42.9	54.6
Streets	177.6	216.9	193.0	180.8	202.8
Other Surface	165.1	154.9	187.3	180.8	78.9
Total expenditure	391.9	401.6	420.0	404.5	336.3

Corporate Directorates

4.7. Capital projects relating to Corporate Directorates within TfL are shown in the table below, net and gross of Crossrail.

Table 11 - TfL Corporate final capital plan

Corporate	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Customer Experience	119.0	112.0	98.0	83.7	101.6
Commercial Development projects	104.7	166.9	213.6	304.0	308.4
Other Corporate investment	21.8	46.0	48.6	82.9	91.6
Corporate expenditure excluding Crossrail	245.5	324.9	360.2	470.6	501.6
Crossrail construction	62.7	42.9	0.0	0.0	0.0
Corporate expenditure including Crossrail	308.2	367.8	360.2	470.6	501.6

TfL Capital Financing

4.8. TfL's financing costs included in its approved revenue budget in respect of capital expenditure are shown in the table below.

Table 12 – TfL Capital Financing Costs

Capital financing costs	2024-25	2025-26	2026-27
	£m	£m	£m
Provision for repayment of debt	54.1	63.9	63.9
External interest	558.0	647.3	685.8
Total	612.1	711.2	749.7

London Legacy Development Corporation

- 5.1. The London Legacy Development Corporation ('the Legacy Corporation' or LLDC) is responsible for promoting and delivering physical, social, economic and environmental regeneration in the Queen Elizabeth Olympic Park (QEOP) and surrounding area. In particular, the Legacy Corporation aims to maximise the legacy of the Olympic and Paralympic Games, by securing high-quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its direct control and supporting and promoting the aim of increased social mobility in surrounding communities.
- 5.2. Since the London 2012 Olympic and Paralympic Games, LLDC has delivered the transformation of the Park and venues from their Olympic to their legacy configuration. LLDC also works in partnership to bring forward regeneration schemes, schools and housing to further the transformation of east London enabled by the London 2012 Games. Further work includes delivering East Bank, a new cultural and educational district, new social and transport infrastructure, and working with the host boroughs and other partners to create economic opportunity and support local people and businesses. LLDC also retains legal ownership of the London Stadium and its operations, which, largely due to the contracts negotiated by the previous Mayor, continues to impose costs on LLDC and the GLA Group.
- 5.3. LLDC's detailed five-year capital spending plan (CSP) of £490.4 million over 2023-28 can be summarised as follows:
- construction and completion of the East Bank educational and cultural district at Stratford Waterfront of £197 million
 - repayable loans to BBC-UAL towards the cost of their East Bank buildings of £32 million (net of repayments to LLDC)
 - section 106 infrastructure works and planning, design and other costs to deliver housing developments, including required equity to invest in the Stratford Waterfront and Bridgewater and Pudding Mill Lane residential development joint ventures of £178 million
 - London Stadium, Park and venue lifecycle and other capital projects, including hostile vehicle mitigation on the Park, of £50 million.
- 5.4. The LLDC's Capital Plan to 2027-28, is set out in Table 13 overleaf.
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Table 13 - LLDC Capital Spending Plan

Draft capital plan	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
<i>Expenditure</i>					
East Bank	171.3	22.9	0.8	0.8	0.8
Development	17.5	44.1	55.3	29.2	32.3
Stadium	4.4	8.8	3.8	6.2	5.9
Park and Venues	9.6	3.1	2.1	1.8	4.4
Regeneration	0.1	0.0	0.0	0.0	0.0
Finance, Commercial and Corporate Services	3.6	6.9	0.3	-0.7	-0.8
Corporation Tax and Contingency	6.4	5.4	1.3	1.8	8.7
Adjustment for BBC/UAL loan*	9.6	37.4	-4.9	-4.9	-4.9
Total expenditure	222.5	128.6	58.7	34.2	46.4
<i>Funding</i>					
Capital Receipts	2.6	18.9	48.9	13.9	102.5
Capital Grants & Third Party Contributions	30.7	50.5	7.7	0.0	0.0
Borrowing	99.7	5.0	-2.9	-12.6	-59.7
GLA Grant	89.5	54.2	5.0	32.9	3.6
Total funding	222.5	128.6	58.7	34.2	46.4

*Cash timing adjustments for BBC and UAL (University of Arts London) loan.

5.5. LLDC's planned capital financing costs included in its approved revenue budget are summarised below.

Table 14 - LLDC Capital financing costs

Capital financing costs	2024-25	2025-26	2026-27
	£m	£m	£m
Provision for repayment of debt	0.0	0.0	0.0
External interest	16.3	16.4	16.3
Total	16.3	16.4	16.3

As a mayoral development corporation, LLDC's business model assumes debt incurred in relation to capital expenditure will be repaid from post-development disposal proceeds. The Legacy Corporation's board ensures current borrowing levels remain prudent with regard to expected rece

Old Oak and Park Royal Development Corporation

- 6.1. The Old Oak and Park Royal Development Corporation (OPDC) is the MDC established to deliver the strategic regeneration opportunity for the Old Oak and Park Royal Opportunity Area.
 - 6.2. The new HS2, Elizabeth Line and Great Western interchange station at Old Oak Common is due to open within the next decade, bringing significant transport connectivity between Old Oak and central London, Heathrow, the West country and Birmingham. OPDC is utilising its planning and regeneration powers to ensure that these benefits are maximised.
 - 6.3. This budget has been prepared at a pivotal time for OPDC, as the organisation moves from strategic planning into delivery. In 2023-24, OPDC submitted its outline business case for 'Old Oak West' (OOW), prepared jointly with DfT, DLUHC, Network Rail, HS2 and Homes England, to organise the government-owned landholdings around HS2's Old Oak Common Station into a comprehensive regeneration programme, creating a new mixed-use urban centre of around 9,000 homes and 2.5 million square feet of workspace and positive discussions are ongoing. In parallel, informed by an inclusive local engagement programme, OPDC has prepared a Supplementary Planning Document to support the delivery of OOW.
 - 6.4. In parallel with seeking funding from the DLUHC Land Fund, OPDC is working with Homes England (HE) to jointly develop an Outline Business Case to government setting out OPDC's delivery strategy for the consolidation of land owned by the Department for Transport (DfT), and controlled by Network Rail and HS2, into a single entity. As part of the development of the business case, OPDC and HE are also working closely with senior officials from DLUHC, the Infrastructure and Projects Authority (IPA), local government and DfT on options for delivery.
 - 6.5. To spur the delivery of OOW, the corporation has secured a combined total of £140.0 million capital funding. This includes £54.0 million from DLUHC's Brownfield, Infrastructure and Land (BIL) fund and £50.0 million from the Mayor's Land Fund to assemble land for new housing and employment, which has enabled several key sites to be acquired in the heart of its development zone. OPDC was also awarded £36.0 million from the Department for Energy, Security and Net Zero (DESNZ) Green Heat Network Fund to kick-start an innovative new heat recovery network utilising waste heat from local data centres.
 - 6.6. OPDC's Capital Plan to 2027-28 is set out in Table 15 overleaf.
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Section 6: Old Oak and Park Royal Development Corporation

Table 15 – OPDC Capital Spending Plan

OPDC	Forecast Outturn 2023-24 £m	Budget 2024-25 £m	Plan 2025-26 £m	Plan 2026-27 £m	Plan 2027-28 £m
<i>Expenditure</i>					
Heat Network	1.3	36.0	0.0	0.0	0.0
Land Assembly	82.9	70.1	50.0	0.0	0.0
Total expenditure	84.2	106.1	50.0	0.0	0.0
<i>Funding</i>					
Capital Grants & Third Party Contributions	36.2	52.8	0.0	0.0	0.0
GLA Grant	1.3	0.0	0.0	0.0	0.0
Borrowing	46.7	53.3	50.0	0.0	0.0
Total funding	84.2	106.1	50.0	0.0	0.0

Greater London Authority

- 7.1. The GLA is a strategic authority with a London-wide role to design a better future for the capital. The Mayor of London sets a citywide vision of improvement, develops strategies, policies and investment programmes to realise the vision and provides funding and encouragement to help make it a reality. The London Assembly holds the Mayor to account by examining his decisions and actions to ensure he delivers on his promises to Londoners.
- 7.2. The GLA's detailed five-year CSP of £7.090 billion over 2023-28 can be summarised as follows:
- housing expenditure £6.376 billion which is primarily the Affordable Home Programme
 - environment expenditure of £41.3 million of which £12.6 million is attributable to the Sustainable Warmth/Home Upgrade Programme
 - skills programme expenditure of £59.1 million including Skills for Londoners £40.3 million
 - economic expenditure of £62.3 million including £19.3 million UK Shared Prosperity Fund and
 - other GLA Core spend of £611.7 million of which £377.8 million is for LLDC, £70.2 million for TfL and £1.3 million for OPDC.
- 7.3. The table overleaf summarises the GLA's capital spending plan from 2024-25 to 2027-28 and includes the 2023-24 forecast outturn for comparison.
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Table 16 - GLA Capital Spending Plan

GLA: Mayor	Forecast Outturn	Budget	Plan	Plan	Plan
	2023-24	2024-25	2025-26	2026-27	2027-28
	£m	£m	£m	£m	£m
Affordable Homes Programme (2021-26)	238.0	703.2	1,037.3	1,112.0	833.0
Affordable Homes Programme (2016-23)	272.8	118.3	60.2	49.4	30.3
Building Safety Fund	362.0	421.0	400.0	400.0	0.0
Community Housing Fund	10.7	7.3	9.1	2.6	0.0
Good Growth Fund	10.2	0.0	0.0	0.0	0.0
Marginal Viability Fund	15.0	20.6	0.0	0.0	0.0
DLUHC Land Fund	15.0	36.7	43.9	17.3	0.0
Single Homelessness Accommodation Programme	14.0	60.5	0.0	0.0	0.0
Skills for Londoners	8.8	20.9	4.9	0.0	0.0
UK Shared Prosperity Fund	4.6	19.3	0.0	0.0	0.0
SWHUG Programme 1	12.6	0.0	0.0	0.0	0.0
Crossrail (Elizabeth line)	48.5	0.0	0.0	0.0	0.0
Northern Line Extension	7.5	0.0	0.0	0.0	0.0
OPDC Heat Network	1.3	0.0	0.0	0.0	0.0
Elephant & Castle Roundabout	4.8	4.8	2.1	2.1	0.4
Enterprise Zone – Royal Docks	15.0	15.8	8.2	8.2	15.3
LLDC Grant funding	89.0	50.1	5.0	32.9	3.6
LLDC Joint ventures	3.9	10.7	39.2	18.7	24.1
LLDC Loan funding	95.9	0.0	0.0	0.0	0.0
LLDC Solar Membrane	0.5	4.2	0.0	0.0	0.0
Other Projects	69.4	53.2	27.9	51.1	6.0
Total expenditure	1,299.5	1,546.4	1,637.7	1,694.2	912.6
Borrowing	111.0	15.8	8.2	8.2	15.3
Capital grants and third-party contributions	997.2	1,427.4	1,558.4	1,583.4	863.7
Capital receipts	13.9	22.8	48.2	53.6	24.1
Revenue Contributions	177.5	80.4	22.9	49.1	6.5
Total funding	1,299.5	1,546.4	1,637.7	1,694.2	912.6

7.4. The GLA's capital financing costs in its approved revenue budget are set out below.

Table 17 – GLA Capital financing costs

Capital financing costs	2024-25	2025-26	2026-27
	£m	£m	£m
Provision for repayment of debt	254.0	324.0	338.3
External interest	154.4	145.1	135.5
GLA: Mayor Total	408.4	469.1	473.8

Appendix A Capital Strategy

The Mayor is required to prepare a long-term capital strategy every year for each of the GLA's functional bodies. The intention of the Capital Strategy is to drive the Mayor's capital investment ambition, whilst ensuring the sustainable long-term delivery of services. The benefits of preparing a Capital Strategy are that it provides a clear framework for investment decisions, aligns capital plans to the Mayor's priorities and promotes transparency and accountability. The Mayor's strategy sets out a detailed Capital Spending Plan every year for the five years from 2023-24 which is set out in sections 1 to 7 of this document and then an indicative high-level capital plan for a further fifteen years.

The GLA's shortfall between its capital spending need and likely level of resource is on average over £7.4 billion per annum from 2028-29 onwards. This is before the inclusion of any currently unfunded and unadopted climate measures associated with achieving the Mayor's aim for net zero carbon emissions by 2030. The shortfall principally results from the level of affordable housing required to achieve the aim set out in the London Plan of half of all new homes built being genuinely affordable. In addition, the gap arises from the bold ambitions for London set out in the Mayor's London Environment Strategy and the assumption that there will be a continued need to invest in regeneration and skills at least at current levels, but presently there are no confirmed resources for such programmes.

The following table summarises the GLA and each functional body's high-level capital spending need for the subsequent fifteen years. These estimates are based on many detailed assumptions, set out in the individual Capital Strategies for the GLA and functional bodies. However, it shows that on average over the fifteen-year period, the Mayor has a capital spending need on average of some £11.2 billion every year from 2028-29 onwards. Just over 97 per cent of this spending need arises from housing and transport.

Summary of Capital strategy for GLA Group for 2028-29 to 2042-43

Outturn prices	Years	Years	Years	Total
	6 to 10	11 to 15	16 to 20	6 to 20
	2028-29	2033-34	2038-39	2028-29
	to 2032-33	to 2037-38	to 2042-43	to 2042-43
	£m	£m	£m	£m
Greater London Authority				
Housing	20,840.6	24,500.0	24,500.0	69,840.6
Environment	177.8	173.8	173.0	524.5
Skills	140.0	150.0	160.0	450.0
Economy	52.0	52.0	52.0	156.0
Global City and Culture	2.9	2.9	2.9	8.6
Other	15.3	15.3	13.1	43.6
Sub-total GLA	21,228.5	24,893.9	24,901.0	71,023.4
MOPAC				
Transformation	278.0	289.4	285.8	853.3
Maintenance	740.8	675.4	710.2	2,126.4
Sub total MOPAC	1,018.9	964.8	996.0	2,979.7
TfL				
Rolling Stock and Signalling Replacement	2,600.0	12,000.0	7,700.0	22,300.0
Enhancements	3,915.0	9,815.0	11,415.0	25,145.0
Renewals	8,000.0	12,600.0	18,500.0	39,100.0
Places for London	2,000.0	2,400.0	2,800.0	7,200.0
Sub-total TfL	16,515.0	36,815.0	40,415.0	93,745.0
LFC				
Estate ICT and fleet maintenance	150.0	154.5	161.7	466.2
Sub total LFC	150.0	154.5	161.7	466.2
LLDC				
Construction, infrastructure and lifecycle (excl stadium)	41.8	6.6	0.0	48.4
Stadium	19.0	3.3	0.0	22.3
Sub-total LLDC	60.8	9.9	0.0	70.7
OPDC				
Infrastructure	0.0	0.0	0.0	0.0
Sub total OPDC	0.0	0.0	0.0	0.0
TOTAL GLA GROUP	38,973.2	62,838.1	66,473.7	168,285.0

The following table shows the GLA and each functional body's total spending need over years five to twenty after allowing for the likely level of capital resources available and illustrates the scale of likely shortfall. Although this analysis is again subject to many assumptions set out in the individual Capital Strategy documents, it shows that the scale of capital need far outweighs the likely level of capital resources that under existing government policy the Mayor is likely to receive.

GLA Capital Spending Plan Shortfall from 2028-29 to 2042-43

Outturn prices	Years	Years	Years	Total
	6 to 10 2028-29 to 2032- 33 £m	11 to 15 2033-34 to 2037- 38 £m	16 to 20 2038-39 to 2042- 43 £m	6 to 20 2028-29 to 2042- 43 £m
Greater London Authority				
Spending need	21,228.5	24,893.9	24,901.0	71,023.4
Likely funding	1,180.6	68.5	10.8	1,259.9
Sub total GLA shortfall	20,047.9	24,825.4	24,890.2	69,763.5
MOPAC				
Spending need	1,018.9	964.8	996.0	2,979.7
Likely funding	215.7	278.2	228.9	722.8
Sub total MOPAC shortfall	803.2	686.6	767.1	2,256.9
LFC				
Spending need	150.0	154.5	161.7	466.2
Likely funding	0.0	0.0	0.0	0.0
Sub total LFC shortfall	150.0	154.5	161.7	466.2
TfL				
Spending need	16,515.0	36,815.0	40,415.0	93,745.0
Likely funding	13,215.0	18,315.0	24,515.0	56,045.0
Sub total TfL shortfall	3,300.0	18,500.0	15,900.0	37,700.0
LLDC				
Spending need	60.8	9.9	0.0	70.7
Likely funding	60.8	9.9	0.0	70.7
Sub total LLDC shortfall	0.0	0.0	0.0	0.0
OPDC				
Spending need	0.0	0.0	0.0	0.0
Likely funding	0.0	0.0	0.0	0.0
Sub total OPDC shortfall	0.0	0.0	0.0	0.0
Total GLA Group shortfall	24,301.1	44,166.6	41,719.0	110,186.6
