

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
<b>ENVIRONMENT AND ENTERPRISE</b>													
Flood Defence 2014 - 2018	Changing climate trends clearly indicate in an increase in severe rainfall events. It is essential, both from a legislative, safety and business continuity perspective, to invest long-term in renewal of an ageing drainage infrastructure. Failure to do so will increase the likelihood of flooding impact on individuals, properties and business continuity.	300		300	300		300	300		300	300		300
Waste & Recycling 2014 - 2018	The Waste Service requires a rolling stock of wheeled bins to replace damaged and lost 240 litre wheeled bins within the current collection scheme. Bins become damaged as they become older and the plastic teeth which ensure the bins remain on the hoist when lifted become weaker due to age deterioration. There is also a requirement to provide bins to new developments within the borough once they are completed.	200		200	200		200	200		200	200		200
Highways Programme 2014 - 2018	With a current gross replacement cost of over £700m, the highway is Harrow's largest asset, with 445 lane based km of non-principal road lengths and 900km of footways. The highway is the critical network that facilitates the functioning of the transport system and ultimately, the community. Its condition affects every resident, business and person living in or passing through the borough.	5,500		5,500	5,500		5,500	5,500		5,500	5,500		5,500
Highways Drainage 2014 - 2018	Coupled with the necessary investment in flood defence works, substandard highway drainage at numerous borough-wide locations is also the cause of frequent highway flooding. Harrow's highway drainage network comprises over 20,000 gullies and approximately 100km of below-ground piped drains, most of which was built in the 1930's during the development of London's suburbs.	225		225	225		225	225		225	225		225
Capital 14/15-17/18 - TFL Local Implementation Plan Programme (incl CPZ)	To deliver the transport projects and initiatives identified in the Transport Local Implementation Plan (LIP) over the four year period from 2014/15 - 2017/18. TfL provide external grant to fund the delivery of the LIP programme of investment. Harrow contribute to the LIP programme by supporting the delivery of parking management schemes.	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300

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Parks Buildings 2014 - 2018	Harrow's building assets in parks and open spaces have suffered from under-investment, under-maintenance and under-use for many years. There are serious concerns with the potential safety of a significant number of buildings through failure of electrical systems, water ingress through roofs and asbestos management concerns.	200		200	200		200	200		200	200		200
Parks Improvements 2014 - 2018	Harrow's parks and open spaces are an ageing asset that have suffered from under-investment, under-maintenance and consequential under-use for many years. The majority of parks infrastructure is reaching the end of its life. This programme addresses the worst areas of deterioration to protect the park and provide safe access and use of facilities for users. Harrow is already committed to parks renewal through improvement in maintenance standards.	500		500	500		500	500		500	500		500
Street Trees 2014 - 2018	Due to the age of the tree population, underlying clay soil geology and restricted root zone in highway situations many trees are high risk both in terms of safety and potential damage to property. In addition, much of our tree stock was planted in the 1930s and trees of this age do not respond well to the stress of an urban environment, placing our tree stock into a higher risk category.	50		50	50		50	50		50	50		50
Street Lighting 2014 - 2018	Through Harrow's Highway Asset Management Plan (HAMP), the asset value and lighting investment needs for the future are identified. This helps identify asset age, condition and replacement costs, providing the framework for rational assessment of assets in determining lighting investment needs, based on a set of weighted priority scores.	1,500		1,500	1,500		1,500	1,500		1,500	1,500		1,500
CCTV Crime Reduction cameras 14/15	Cost effective provision of additional cameras on street for crime, disorder and to a lesser extent, enforcement purposes.	575		575			0			0			0
Corporate Accommodation 14/15	Ongoing annual planned maintenance for the Civic Centre and other Corporate Business Office Accommodation and Environmental Management.	433		433	246		246	231		231	155		155

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High Priority Planned Maintenance 14/15	High Priority Planned Maintenance for Corporate Property (excluding schools and the Civic Centre). The outstanding high priority maintenance requirements for Condition D (life expired and/or serious risk of imminent failure) is over £5m for corporate properties, excluding schools and the civic centre complex. The condition of the corporate property has been identified as part of the stock condition survey.	430		430	570		570	700		700	275		275
Carbon Reduction (Corporate)	Programme to retrofit corporate buildings with energy efficiency measures	300		300	300		300	300		300	300		300
Carbon Reduction (Schools)	Installation of energy saving measures in schools to reduce carbon emissions	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0	1,000	1,000	0
Replacement of Parks Litter Bins 2014 - 2015	Waste bins in Parks are quite aged, in very poor condition and are insufficient in numbers, contributing toward debris strewn in park areas. The ideal size would be 165 litres made of cast iron and animal proof, purchased and fixed for approx. £1k each. It is estimated that 400 are required over the four years of the programme.	100		100	100		100	100		100	100		100
Green Grid Programme - 2014 - 2018	A programme providing an umbrella for cross Council, multi partner engagement in the efficient management of spending to improve Harrows Green Infrastructure, as part of the delivery of the spatial vision for the borough set out in the statutory development plan.	343	143	200	343	143	200	343	143	200	343	143	200
Harrow on Hill Station	Collaboration with TfL on a project to enhance quality of and provide step free platform access to Harrow on the Hill station and bus station. The Council contribution levers in £22m of investment by TfL.	100		100	2,000	2,000	0	12,000	12,000	0	11,000	8,000	3,000
Neighbourhood Investment Schemes	Each ward is provided with an equal sum which can be spent by ward members in a variety of ways on asset improvement.	210		210	210		210	210		210	210		210
<b>ENVIRONMENT AND ENTERPRISE TOTAL</b>		<b>14,340</b>	<b>3,217</b>	<b>11,123</b>	<b>15,618</b>	<b>5,217</b>	<b>10,401</b>	<b>25,733</b>	<b>15,217</b>	<b>10,516</b>	<b>24,232</b>	<b>11,217</b>	<b>13,015</b>
<b>CHILDREN AND FAMILIES</b>													

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School Expansion Phase 2 Programme 2014-16	This project is the second phase of the School Expansion Programme and will involve the permanent expansion of 12 primary schools and the associated capital works. Two of the project will be delivered through the Priority Schools Building Programme and will have little or no budget. The remaining 10 are delivered using Basic Need and Targeted Basic Need funding from the EFA. There is a deadline for the delivery of the TBNP-funded schools of September 2015.	13,720	13,720	0	7,450	7,450	0			0			0
School Expansion Programme Phase 1 2014/15	This project is the completion of the first phase of the School Expansion Programme comprising the permanent expansion of 7 primary schools. Three of the schools are part of the Priority School Building Programme which will be delivered by the EFA. Of those, two were developed outside the programme, and continue to have budget against them in order to top up the government funded project if required. Four of the projects are complete, and there are therefore now only three remaining projects,	8,370	8,370	0			0			0			0
School Expansion Phase 3 Programme 2014/16	The latest round of projections are showing yet another increase in the final expected sustainable peak in primary numbers. There will be further analysis before Phase 3 is taken forward, but based on current projection it would lead to a further 3 expansions being required. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions. Without scoping based on specific schools, an estimate of £2.5m is being allowed for each of 3 expansions.	300	300	0	3,000	3,000	0	3,000	3,000	0	1,200	1,200	0
SEN Expansion Programme	SEN strategy is still under consideration. However, a number of successful SEB bids were made under TBNP, and these projects are now listed. It is expected currently that this will be the extent of the programme.	6,600	6,600	0	3,600	3,600	0			0			0

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Secondary School Expansion Programme	Following the significant growth in our primary population, the numbers are expected to filter through to the secondary schools. Secondary expansion strategy is still under development, but we have been successful in two TBNP bids for secondary expansion/new school, and for the purposes of the bids, some basic assumptions have been made to enable a projected requirement for the entire programme. This includes assuming a final additional Primary expansion of 26 forms of entry, with 85% filtering	9,200	9,200	0	4,525	4,525	0	500	500	0	5,000	5,000	0
Children's Capital Maintenance Programme 2014-18	Four years ago a comprehensive survey of all schools revealed an £85m maintenance backlog on our school premises. Since then, the majority of our High Schools have transferred to academy status, and recently the condition of some of our primary schools has led to them being accepted on a national programme for school rebuilds. However, a significant backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance	1,300	1,300	0	1,300	1,300	0	1,300	1,300	0	1,300	1,300	0
Bulge Classes 2014-18	The pupil numbers in Harrow have risen rapidly in recent year, particularly at primary intake level. This has given rise to the School Expansion Programme which is covered in other bids. However, until permanently expanded schools are available, the short term measure has been to provide 'bulge classes' in multiple schools across the borough. These are where an additional form of entry are placed in a particular year which then passes through the school without being followed by additional classes.	150	150	0	150	150	0	150	150	0			0
School Amalgamations 2014-16	Harrow has a policy to amalgamate what was previously known as first and middle (now sometimes known as infant and junior) schools in Harrow to become primary schools with one set of governance. When schools amalgamate, it is necessary to physically rearrange parts of the schools to allow them to function (e.g. admin, reception, entrance arrangements etc). These projects are the capital works to the remaining six schools in Harrow which require amalgamation.	700	700	0	700	700	0			0			0

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Feasibility Studies 2014/15	As strategies reveal the areas of work that are needed such as for the school expansion programme or SEN expansions, it is necessary to carry out feasibility studies to establish options and provide outline costs before we can ascertain the funding requirement which allows us to plan and bid accordingly. This funding is for all feasibility studies which are necessary in advance of specific project proposals and business cases.	50	50	0	50	50	0	50	50	0	50	50	0
<b>CHILDREN &amp; FAMILIES TOTAL</b>		<b>40,390</b>	<b>40,390</b>	<b>0</b>	<b>20,775</b>	<b>20,775</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>7,550</b>	<b>7,550</b>	<b>0</b>
<b>COMMUNITY, HEALTH AND WELLBEING</b>													
Leisure & Libraries Capital Infrastructure 14-18	Capital to be invested in a targeted programme to improve the infrastructure of the Council's leisure and library facilities. There is a high risk, particularly with Harrow Leisure Centre, that failure to maintain the infrastructure will inevitably lead to a building closure if a major fault occurs and be a risk to leisure income. The libraries' self service kiosks will also need to be refreshed by 2016-17.	300		300	300		300	300		300	150		150
Replacement sports pitches at Bannister Stadium	Replacement of sports pitches lost from Kodak site at Bannister Stadium to be funded from s106 from Kodak site development.	1,000	1,000	0									
Reform of Social Care funding	The Capital funding will be used to support the implementation of the Dilnot Commission and build new information system(s) to support the requirements including self-assessment tools to mitigate the large increase in demand for assessment and financial modelling.	250	125	125	575	288	287	475	238	237	125	63	62
Residential Service Personalisation	The Capital Investment is required to develop new and adapt existing Case Management Systems and the online Social Care Marketplace 'My Community ePurse' to accommodate the requirements of Residential Personal Budgets.			0	250		250	250		250			0

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Integrated Health Model	Develop a connection to the Health N3 Secure Network Integrating IT systems (MOSAIC and Jade) to develop an integrated care record across health and social care Development of buildings (existing or new) to allow the set up of shared treatment facilities for health and social care IT infrastructure to support a move to 24/7 availability of care	250	125	125	500	250	250	500	250	250	500	250	250
Carers Services Changes	The investment will include the development of a Resource Allocation System for Informal Carers and new Information & Advice on-line systems. An On-line self assessment system will also be required to manage the scale of demand likely to approach the Council.	100	50	50	100	50	50	100	50	50			0
Mosaic Implementation 14/15 – Adults and Children's Services	The purpose of this project is to implement Corelogic's next generation case management system, Mosaic, replacing Framework-i. The project will include business process reengineering across both Children's and Adults Directorates as well as implementation of, and migration to, Mosaic. Financial aspects of the system will also be re-designed to take into account changes to statutory returns.	250		250			0			0			0
Empty properties grant and private sector initiatives 2014/15 to 2017/18	This is a project proposal for approval of £800k capital funding over the 4 year 2014/15 to 2017/18 capital programme (£200k per annum). £150k is requested annually to bring approximately 25 private sector empty properties in Harrow back into use by offering renovation grants to landlords (for up to 70% of renovation costs) in exchange for nomination rights to the Council. The properties would be used to house homeless households and those in emergency B & B accommodation. A further £50k p.a. is proposed for private sector initiatives to be developed to prevent homelessness and save on the B & B cost.	200		200	200		200	200		200	200		200
DFG 14/15	Delivery of adaptations vulnerable residents of the borough, for owner occupiers, RSL and private tenants.	1,500	510	990	1,500	510	990	1,500	510	990	1,500	510	990
Renovation Grants 14/15	To support the delivery of the disabled facilities grant programme	70		70	70		70	70		70	70		70

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Quality Outcomes for People with Dementia	Building on the innovative work started at Milmans the project aims to develop dementia-friendly solutions to be interoperable with existing services and technologies, such as connectivity between informal and existing 'formal' care networks, such as telecare.	150		150	50		50	50		50	50		50	
In-house Residential Establishments	Investment to maintain the infrastructure of the Council's internal residential and day care facilities.	100		100	100		100	100		100	100		100	
<b>COMMUNITY, HEALTH AND WELLBEING TOTAL</b>		<b>4,170</b>	<b>1,810</b>	<b>2,360</b>	<b>3,645</b>	<b>1,098</b>	<b>2,547</b>	<b>3,545</b>	<b>1,048</b>	<b>2,497</b>	<b>0</b>	<b>2,695</b>	<b>823</b>	<b>1,872</b>
<b>RESOURCES</b>														
IT Corporate systems refresh	Refresh of Corporate IT Systems, SAP CRM replacement £500k, 16-17 Exchange to SaaS £750k, Sharepoint to SaaS £250k. Every Year Business IT Systems £500k	1,300		1,300	500		500	1,500		1,500	500		500	
IT End User Hardware Refresh	Replacement of remaining desktops with thin clients where possible - £125k in 14-15 then rolling replacement of assets £475k pa.	125		125	475		475	475		475	475		475	
IT Infrastructure Refresh	Refresh of communications infrastructure: 15-16 WAN and Telephony, 16-17 LAN			0	1,100		1,100	1,300		1,300			0	
IT BTP Refresh	Refresh of hardware for past BTP projects as included in original project cost models. Ongoing benefits realised through original implementation are dependent upon systems continuing to function.	213		213			0	300		300			0	
Minerva Transition Costs	Project Minerva is investigating options for transforming business processes for Resources. Estimated £500k on exit from the Capita contract to acquire assets at their book value. Costs of new systems have been included in the IT Corporate Systems proposal.			0	500		500	0		0			0	
IT improvement projects	Ongoing additions and enhancements to the IT services as required by changing business requirements. In previous years this has funded security improvements, iPad infrastructure, Member's email solution, additional wife etc. Evolving requirements for future years include further security improvements around protective marking,, system monitoring and system segregation, and improvements to conferencing facilities and mobile telephony to support new ways of working.	750		750	500		500	500		500	500		500	



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IT Mobile and Flex	Mobile and Flex provides collaboration software and paperless working solutions in support of mobile and flexible working along with change management training and consultancy. The systems will have been delivered in 2013-14. This bid is for the continuation of the roll out of those system and training to users in the following two years. The priority and importance of this project has increased as a result of increased accommodation pressures	401		401	316		316			0			0
<b>RESOURCES TOTAL</b>		<b>2,789</b>	<b>0</b>	<b>2,789</b>	<b>3,391</b>	<b>0</b>	<b>3,391</b>	<b>4,075</b>	<b>0</b>	<b>4,075</b>	<b>1,475</b>	<b>0</b>	<b>1,475</b>
<b>GENERAL FUND CAPITAL BIDS TOTAL</b>		<b>61,689</b>	<b>45,417</b>	<b>16,272</b>	<b>43,429</b>	<b>27,090</b>	<b>16,339</b>	<b>38,353</b>	<b>21,265</b>	<b>17,088</b>	<b>35,952</b>	<b>19,590</b>	<b>16,362</b>
<b>HOUSING REVENUE ACCOUNT</b>													
HRA 14/15-17/18	The figures are taken from the 30 year HRA business plan which was approved by cabinet on 20 June 2013. This demonstrated that the HRA is in a sound financial position following the introduction of self financing, and has sufficiently strong revenue streams to support both a significant investment programme in the stock and the commencement of a programme of building new affordable housing. The programme is based on information from the stock condition and ensures the programme continues	7,527		7,527	7,827		7,827	8,412		8,412	9,139		9,139
Affordable Housing		2,000		2,000	4,400		4,400			0			0
<b>HRA TOTAL</b>		<b>9,527</b>	<b>0</b>	<b>9,527</b>	<b>12,227</b>	<b>0</b>	<b>12,227</b>	<b>8,412</b>	<b>0</b>	<b>8,412</b>	<b>9,139</b>	<b>0</b>	<b>9,139</b>
<b>TOTAL PROGRAMME</b>		<b>71,216</b>	<b>45,417</b>	<b>35,326</b>	<b>67,883</b>	<b>27,090</b>	<b>40,793</b>	<b>55,177</b>	<b>21,265</b>	<b>33,912</b>	<b>54,230</b>	<b>19,590</b>	<b>34,640</b>