

Draft Capital Programme

Appendix 2

Outline Capital Bids 2015/16 to 2018/19

Project Title	Description	2015/16			2016/17			2017/18			2018/19			TOTAL		
		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	Gross Bid Value	Grant Funding	Net Bid Value
Children & Families - New																
Primary Expansion Phase 3 - additional 3 schools	The original capital programme included 3 expansions in Phase 3. Latest projections indicate the need for an additional 3 expansions in Phase 3. This phase will cover September 2015 and September 2016. 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.	5,280		5,280	2,805		2,805	165		165			0	8,250	0	8,250
Primary Expansion Phase 4 - 4 schools	Latest projections indicate the need for a Phase 4 primary expansion programme, requiring 4 additional forms of entry. This phase will cover September 2017 and September 2018. 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.	420		420	4,200		4,200	4,200		4,200	1,680		1,680	10,500	0	10,500
Secondary Expansion	The growth in demand for primary places will progress to secondary schools and it is projected that there will be a shortfall of Year 7 places from 2018. Additional capacity has been secured through the expansion of two schools, Bentley Wood and Whitefriars and the permanent location of Avanti House will contribute to an overall increase in places. In addition, a further 6 forms of entry has been secured through the successful free school bid opening on the Heathfield School site. However, there will still be a shortfall of places from September 2020 rising to approx. 13 forms of entry in September 2023.			0			0			0	525		525	525	0	525

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SEN Expansion	There is pressure for special educational needs (SEN) provision places, which will be alleviated in the medium term as additional places will become available from 2015 following successful TBNP applications in accordance with Harrow's Special Schools and SEN Placement Planning Framework. However, in light of the projections and in light of the Government's Special Educational Needs and Disability reform agenda, consideration needs to be given to the next phase of expansion. A time limited task and finish group has been established, which will drive forward work on producing a refresh of the Harrow SEN strategy.	420		420	4,200		4,200	4,200		4,200	1,680		1,680	10,500	0	10,500
Capital Maintenance	Five years ago a comprehensive survey of all schools a significant maintenance backlog on our school premises. Since then, the majority of our High Schools and a small number of primary 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 backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance			0			0			0	1,350		1,350	1,350	0	1,350
Bulge Classes	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.			0	150		150	150		150	150		150	450	0	450
Capital Maintenance funding estimate 2018-19	Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19			0			0			0		2,000	-2,000	0	2,000	-2,000
Basic Need funding estimate 2018-19	Estimated allocation for Basic Need to contribute to schools capital programme for 2018-19			0			0			0		6,000	-6,000	0	6,000	-6,000

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Devolved Formula capital	Devolved Formula capital is an allocation of funding on a formulaic basis based on school census data collected in January each year. Local authorities are required to pass on the funding to each of its maintained schools. Voluntary Aided schools receive their allocation directly from the EFA. Local authorities have no control over this funding	361	361											361	361	0
Sub Total New Programme		6,481	361	6,120	11,355	0	11,355	8,715	0	8,715	5,385	8,000	-2,615	31,936	8,361	23,575
Existing programme rephased																
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.	7,835	7,835	0			0			0			0	7,835	7,835	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.	4,500	4,500	0	2,550	2,550	0	150	150	0			0	7,200	7,200	0
SEN Expansion Programme	Three special schools are being expanded and three mainstream schools will open additional places for pupils with special educational needs. These will be delivered by September 2015 in accordance with TBNP timescales	2,900	2,900	0			0			0			0	2,900	2,900	0
Secondary School Expansion Programme	The existing secondary expansion programme is being delivered by the successful TBNP bids to expand Bentley Wood School and extend the age range at Whitefriars Community School to fund a new secondary school. These will be delivered by September 2015 in accordance with TBNP timescales	5,480	5,480	0			0			0			0	5,480	5,480	0

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Children's Capital Maintenance Programme 2014-18	Five 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 backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance	1,350	1,350	0	1,350	1,350	0	1,350	1,350	0			0	4,050	4,050	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	0	0	0			0			0	150	150	0
School expansion programme contingency	5% contingency added to Phase 2, SEN expansion and existing secondary expansion programmes	961	961		150	150	0	60	60	0			0	1,171	1,171	0
Sub Total for Existing Programme		23,176	23,176	0	4,050	4,050	0	1,560	1,560	0	0	0	0	28,786	28,786	0
Total Children & Families		29,657	23,537	6,120	15,405	4,050	11,355	10,275	1,560	8,715	5,385	8,000	-2,615	60,722	37,147	23,575
Community, Health & Wellbeing																
Housing GF																
Disabled Facilities Grant	Grants to fund adaptations to private properties to help enable residents to remain in their existing homes	1,500	650	850	1,500	650	850	1,500	650	850	1,500	650	850	6,000	2,600	3,400
Improvement Grant	Grants to private landlords to improve the condition of their properties, generally in exchange for a lease agreement	70	0	70	70	0	70	70	0	70	70	0	70	280	0	280
Empty Property Grants	Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	250		250	250		250	250		250	250		250	1,000	0	1,000
Sub Total		1,820	650	1,170	1,820	650	1,170	1,820	650	1,170	1,820	650	1,170	7,280	2,600	4,680
Community & Culture																

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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	0	300	300	0	300	150	0	150	150	0	150	900	0	900
Central Library Refit & Library Refurbishments	Investment in library estate to be detailed and agreed in the planned library services strategy in April 2015.	0	0	0	0	0	0	1,000	0	1,000	0	0	0	1,000	0	1,000
Sub Total		300	0	300	300	0	300	1,150	0	1,150	150	0	150	1,900	0	1,900
Adults																
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	500	250	250	500	250	250	500	250	250	500	250	250	2,000	1,000	1,000
Carers Service Charges	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	0	0	0	0	0	0	200	100	100
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.	575	191	384	475	191	284	0	0	0	0	0	0	1,050	382	668
Adult Projects funded from Community Capacity Grant	A range of projects to be identified to develop community capacity with a view to reducing revenue costs on an ongoing basis	49	49	0	49	49	0	290	290	0	290	290	0	678	678	0
In-house Residential Establishments	Investment to maintain the infrastructure of the Council's internal residential and day care facilities.	100	0	100	100	0	100	100	0	100	100	0	100	400	0	400
Sub Total		1,324	540	784	1,224	540	684	890	540	350	890	540	350	4,328	2,160	2,168
Total Community, Health & Wellbeing General Fund		3,444	1,190	2,254	3,344	1,190	2,154	3,860	1,190	2,670	2,860	1,190	1,670	13,508	4,760	8,748
Resources Directorate																

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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	500		500	1,500		1,500	500		500	500		500	3,000		3,000
IT End User Hardware Refresh	Replacement of remaining desktops with thin clients where possible - rolling replacement of assets £475k pa.	475		475	475		475	475		475	475		475	1,900		1,900
IT Infrastructure Refresh	Refresh of communications infrastructure: 15-16 WAN and Telephony, 16-17 LAN	1,100		1,100	1,300		1,300			0				2,400		2,400
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.			0	300		300			0				300		300
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.	500		500	0		0	0		0				500		500
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 wifi 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.	500		500	500		500	500		500	500		500	2,000		2,000
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 2014-15. 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	316		316			0			0				316		316
West London Waste Infrastructure Loan	Loan to part finance a new energy from waste facility.	3,883		3,883	915		915							4,798		4,798
Total Resources		7,274	0	7,274	4,990	0	4,990	1,475	0	1,475	1,475	0	1,475	15,214	0	15,214
Environment & Enterprise																

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Flood Defence	Renewal of ageing drainage infrastructure to reduce the risk of flooding impact on residents, properties and business continuity.	300		300	300		300	300		300	300		300	1,200	0	1,200
Waste & Recycling	Replacement of aged, damaged and/or lost wheeled bins, as well as bins provision for new residential developments within the borough.	1,190		1,190	200		200	200		200	200		200	1,790	0	1,790
Highways Programme	Renewal and replacement of highways and footways.	5,500		5,500	4,850		4,850	4,800		4,800	4,800		4,800	19,950	0	19,950
Highways Drainage	Improvements to critical drainage areas identified in Surface Water Management Plan as required by The Flood & Water Management Act 2010.	225		225	200		200	200		200	200		200	825	0	825
Local Impementation Plan (TfL) including CPZs	Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	9,496	8,296	1,200
Parks Buildings	Improvements to parks buildings which are most in need of repair, and key strategic buildings to be made fit for purpose.	200		200	200		200	200		200	200		200	800	0	800
Parks Improvements	Improvements to parks to provide safe access and use of facilities for all.	500		500	475		475	475		475	475		475	1,925	0	1,925
Street Trees	Replacement of trees stock which poses a risk in terms of safety and potential damage to properties, and new trees planting to support Climate Change strategy.	75		75	75		75	75		75	75		75	300	0	300
Street Lighting	Replacement of aged and dangerous lighting columns as well as investment in new lighting to support Climate Change strategy.	1,500		1,500	1,500		1,500	1,500		1,500	1,500		1,500	6,000	0	6,000
Corporate Accommodation	Improvements to civic buildings to provide a safe and secure environment in which to operate its business.	246		246	231		231	155		155	155		155	787	0	787
High Priority Planned Maintenance	Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	420		420	450		450	275		275	275		275	1,420	0	1,420
Carbon Reduction (Corporate sites)	Provision of retro-fit energy efficiency measures in corporate buildings.	300		300	300		300	300		300	300		300	1,200	0	1,200
Replacement of Parks Litter Bins	Replacement of aged and damaged waste bins in parks with bins of appropriate size in the right locations.	65		65	65		65	65		65	65		65	260	0	260
Green Grid Programme	Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	343	143	200	343	143	200	343	143	200	343	143	200	1,372	572	800
Harrow on the Hill Station	Improvements to the station and surrounding area to create step free access	2,000	2,000	0	12,000	12,000	0	11,000	8,000	3,000			0	25,000	22,000	3,000
Station Road Highway and Environmental Improvements	Improvement scheme totalling £408k for which a bid has been made to the GLA High Streets fund of £190k. £8k is s106 funding and £110k has been agreed froms part of the TFL LIPprogramme shown as part of that programme	298	198	100										298	198	100

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5 Digital Audio Tape (DAT) machines	Purchase of noise nuisance recording systems to support noise investigations.	50		50			0			0			0	50	0	50
Green Gyms	Installation of outdoor gym equipment within parks to promote health and well being.	150		150	50		50	50		50	50		50	300	0	300
Harrow Card	Introduction of a discount card to support local businesses and to increase local employment opportunities.	200		200			0			0			0	200	0	200
Total Environment & Enterprise		15,936	4,415	11,521	23,613	14,217	9,396	22,312	10,217	12,095	11,312	2,217	9,095	73,173	31,066	42,107
Regeneration Programme	Regeneration Development expenditure, working towards delivery of 25 year strategy with specific Capital investment proposals to follow consultation launched in early 2015.	250	0	250	250	0	250	250	0	250	250	0	250	1,000	0	1,000
Total General Fund		56,561	29,142	27,419	47,602	19,457	28,145	38,172	12,967	25,205	21,282	11,407	9,875	163,617	72,973	90,644
HRA capital programme	Continued investment in the Council's existing housing stock, as well as the commencement of a programme of new build housing	21,259	0	21,259	11,237	0	11,237	15,315	0	15,315	9,139	0	9,139	56,950		56,950
Total Programme		77,820	29,142	48,678	58,839	19,457	39,382	53,487	12,967	40,520	30,421	11,407	19,014	220,567	72,973	147,594