

Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			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	External Funding £000	Net Bid Value
Resource Directorate															
Ongoing refresh & enhancement of ICT 'Replacement, upgrades and enhancements to applications, infrastructure and end user devices, not included within the agreed supplier service charges or transformation programme	2,000	0	2,000	2,000	0	2,000	3,000	0	3,000	5,000	0	5,000	12,000	0	12,000
Transition and Transformation - Sopra Steria	1,400		1,400	999		999	193		193			0	2,592		2,592
Transition and Transformation - Council	100		100			0			0			0	100		100
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.	300	0	300		0	0		0	0		0	0	300	0	300
Sub Total Transformation & Technology	3,800	0	3,800	2,999	0	2,999	3,193	0	3,193	5,000	0	5,000	14,992	0	14,992
Transforming Financial Management Enhanced reporting and system integration	270		270	250		250							520		520
HR Shared Service 'This scheme will invest in ICT systems to enable the sharing of the Council's HR Services including HR case work, employee relations, payroll and HR administration with Buckinghamshire County Council. The shared service will maintain and improve services to both Council's and their existing customers e.g. schools and colleges and is expected to deliver revenue savings for Harrow of £250k	100		100										100		100
MyHarrow Account & Website enhancements and upgrade	440		440										440		440
West London Waste Infrastructure Loan Loan to part finance a new energy from waste facility.	915		915										915		915
Property Investment Portfolio Acquisition of properties to provide an investment income	15,000		15,000	5,000		5,000							20,000		20,000
Total Resources	20,525	0	20,525	8,249	0	8,249	3,193	0	3,193	5,000	0	5,000	36,967	0	36,967
People Directorate															
Adults															
Reform of Social Care Funding The second phase of the Care Act in relation to the Care Accounts has been delayed until 2020. The originally approved funding is therefore pushed back to 2019/20 pending further guidance on next steps. The funding will be used to support the implementation, including building new information system(s) to support the requirements including self-assessment tools.	0	0	0	0	0	0	0	0	0	250	0	250	250	0	250

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Project Infinity Subject to development of commercial business cases, placeholder for potential capital funding for: - Sancroft (PA_9) - funding to support service renegotiation (£150k) - Bedford House (PA_15) - redesign of property to accommodate re-provision from Roxborough (£500k) - MCEP (PA_26) - commercialisation - OCEP (PA_27), Community Wrap (PA_28), TCeP (PA_29) - support for exploration of new commercialisation opportunities	1,650	540	1,110	2,540	540	2,000	1,540	540	1,000	540	540	0	6,270	2,160	4,110
In-House Residential Establishments Investment to maintain the infrastructure of the Council's internal residential and day care facilities. Requirement ceases post 2018/19 linking to revenue MTFS service re-provision proposals	100	0	100	100	0	100	0	0	0	0	0	0	200	0	200
Total Adults	1,750	540	1,210	2,640	540	2,100	1,540	540	1,000	790	540	250	6,720	2,160	4,560
Schools												0			
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.	4,200	4,200	0	4,200		4,200	1,680		1,680			0	10,080	4,200	5,880
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.	150	150	0	150		150	150		150	150		150	600	150	450
Capital Maintenance funding estimate 2018-19 'Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19			0			0		2,000	-2,000			0	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		6,000	-6,000			0	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	390	390							0			0	390	390	0
Children's Capital Maintenance Programme Proactive and reactive programme of maintenance across the schools estate	1,350	1,350	0	1,350	1,350	0	1,350		1,350	1,350		1,350	5,400	2,700	2,700
Primary Expansion Phase 4 Phase 4 primary expansion programme, requiring 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.			0	2,935	2,132	803	1,680		1,680			0	4,615	2,132	2,483
Primary Expansion Phase 3 - 5 schools Phase 3 will deliver 5 additional Reception forms of entry by September 2016 at expanded schools.	9,555	9,555	0	1,580	150	1,430			0			0	11,135	9,705	1,430
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.	525		525	5,250		5,250	5,250		5,250	2,625		2,625	13,650	0	13,650
Total Schools	16,170	15,645	525	15,465	3,632	11,833	10,110	8,000	2,110	4,125	0	4,125	45,870	27,277	18,593
Total People directorate	17,920	16,185	1,735	18,105	4,172	13,933	11,650	8,540	3,110	4,915	540	4,375	52,590	29,437	23,153
Community Directorate															
Environmental Services															
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		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. On-going improvement works at CA site.	200		200	200		200	200		200	200		200	800		800
Highway Programme Renewal and replacement of highways and footways.	4,750		4,750	4,700		4,700	4,700		4,700	5,400		5,400	19,550		19,550
Highway Drainage Improvements to critical drainage areas identified in Surface Water Management Plan as required by The Flood & Water Management Act 2010.	200		200	200		200	200		200	200		200	800		800

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Local Implementation Plan (LIP) including CPZ schemes Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.	2,311	2,011	300	2,300	2,000	300	2,300	2,000	300	2,300	2,000	300	9,211	8,011	1,200
Parks Infrastructure Prioritise parks infrastructure which are most in need of repair in order to provide safe access and use of facilities for all.	675		675	675		675	675		675	675		675	2,700		2,700
Street Lighting Replacement of aged and dangerous lighting columns as well as investment in new lighting to support Climate Change strategy and to provide variable lighting solutions.	3,000		3,000	1,500		1,500	1,500		1,500	1,500		1,500	7,500		7,500
Corporate Accommodation Improvements to corporate buildings to provide a safe and secure environment in which to operate its business.	231		231	155		155	155		155	155		155	696		696
High Priority Planned Maintenance Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	575		575	400		400	600		600	600		600	2,175		2,175
Carbon Reduction Provision of retro-fit energy efficiency measures in corporate buildings.	300		300	300		300	100		100	100		100	800		800
Replacement of Parks litter bins	65		65	65		65	65		65	0		0	195		195
Green Grid Programme Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	293	143	150	293	143	150	293	143	150	293	143	150	1,172	572	600
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
Green Gym / Play Equipment Installation of outdoor gym equipment within parks to promote health and well being.	50		50	50		50	50		50	50		50	200		200
CCTV Cameras and equipment at depot Installation of parking enforcement cameras at certain locations where it is permissible to capture contraventions by cameras following Deregulation Bill. Upgrade of CCTV equipment and facilities at the depot.	150		150	150		150	150		150	150		150	600		600
Purchase of Trade Waste Bins Purchase of bins to support expansion of business as part of Project Phoenix	400		400	200		200	100		100				700		700
Car parks Infrastructure Improvement to car parking facilities to comply with H&S requirements and to commercialise council owned car parks.	20		20	20		20	20		20	20		20	80		80
Total Environmental Services	15,520	4,154	11,366	23,508	14,143	9,365	22,408	10,143	12,265	11,943	2,143	9,800	73,379	30,583	42,796
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 (including software upgrade) and there will be Lifecycle Gym equipment replacement in 2018/19	300	0	300	150	0	150	460	0	460	150	0	150	1,060	0	1,060
Central Library Refit & Library Refurbishments - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.	0	0	0	1,500	1,000	500	0	0	0	0	0	0	1,500	1,000	500
Headstone Manor - Assumptions around the S106 funding are still under negotiation and the timing of delivery cannot yet be confirmed. This assumes that further Council funding will be required.	5,190	4,620	570	0	0	0	0	0	0	0	0	0	5,190	4,620	570
Harrow Arts Centre - Loan to new Trust. A new extension to the Elliott Hall to replace the existing one, containing a 240 seat, 2 screen independent cinema, lettable spaces, new box office and café/bar area etc. This is expected to generate the revenue income which will see the facility become self sustaining within 2 years. External funding target of £2.8m to be raised by new Trust.	1,000		1,000	0		0	0		0	0		0	1,000	0	1,000
Total Community & Culture	6,490	4,620	1,870	1,650	1,000	650	460	0	460	150	0	150	8,750	5,620	3,130
Housing General Fund															
Better Care Fund - 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 Grants - 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 Properties Grants - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	400	150	250	400	150	250	400	150	250	400	150	250	1,600	600	1,000
Property Purchase Initiative - Purchase of 100 properties on the open market for the Council to use as Temporary Accommodation. This will provide better quality housing for families currently housed in short-term unsatisfactory Bed & Breakfast accommodation, and in doing so will reduce the overall net cost to the Council. £7.5m is estimated to be spent in 2015-16, but will need to be slipped if this is not possible.	15,000		15,000	7,500		7,500			0			0	22,500	0	22,500
Total Housing General Fund	16,970	800	16,170	9,470	800	8,670	1,970	800	1,170	1,970	800	1,170	30,380	3,200	27,180
Total Community Directorate	38,980	9,574	29,406	34,628	15,943	18,685	24,838	10,943	13,895	14,063	2,943	11,120	112,509	39,403	73,106
Regeneration															
Regeneration programme - feasibility work to develop options for taking forward regeneration sites.	250		250	250		250	250		250				750	0	750
Feasibility, design and land assembly for regeneration sites	1,000		1,000	24,075		24,075							25,075	0	25,075

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Haslam House redevelopment - demolition of the existing ex-children's home and replacement with new-build rented housing.	4,850		4,850										4,850	0	4,850
New Regeneration Projects - Estimated costs in 2016/17 of projects being developed	12,958		12,958	TBC		TBC	TBC		TBC	TBC		TBC	12,958	0	12,958
Total Regeneration	19,058	0	19,058	24,325	0	24,325	250	0	250	0	0	0	43,633	0	43,633
Cross Cutting Investment in Infrastructure	5,000		5,000										5,000		5,000
Total General Fund	101,483	25,759	75,724	85,307	20,115	65,192	39,931	19,483	20,448	23,978	3,483	20,495	250,699	68,840	181,859
Housing Revenue Account capital programme - Continued investment in the Council's existing housing stock, as well as the commencement of a programme of new build housing	23,850	1,565	22,285	15,238	1,018	14,220	9,139	70	9,069	9,139	70	9,069	57,366	2,723	54,643
Homes For Harrow HRA infill development programme	1,700		1,700	1,800		1,800							3,500	0	3,500
Total HRA	25,550	1,565	23,985	17,038	1,018	16,020	9,139	70	9,069	9,139	70	9,069	60,866	2,723	58,143
Total General Fund + HRA	127,033	27,324	99,709	102,345	21,133	81,212	49,070	19,553	29,517	33,117	3,553	29,564	311,565	71,563	240,002