

## Appendix 1

## Capital Programme 2017/18 to 2019/20

Project Title	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 Bid Value	External Funding £000	Net Bid Value
<b>Resources and Commercial Directorate</b>												
<b>Ongoing refresh &amp; enhancement of ICT</b>												
'Replacement, upgrades and enhancements to applications, infrastructure and end user devices, not included within the agreed supplier service charges or transformation programme	2,000		2,000	3,000		3,000	5,000		5,000	10,000		10,000
<b>Transition and Transformation - Sopra Steria</b>	999		999	193		193			0	1,192		1,192
<b>Sub Total Transformation &amp; Technology</b>	<b>2,999</b>		<b>2,999</b>	<b>3,193</b>		<b>3,193</b>	<b>5,000</b>		<b>5,000</b>	<b>11,192</b>		<b>11,192</b>
<b>Transforming Financial Management</b>												
Enhanced reporting and system integration	250		250							250		250
<b>Property Investment Portfolio</b>												
Acquisition of properties to provide an investment income	5,000		5,000							5,000		5,000
<b>Devolved Applications Refresh</b> -In order to maintain external compliance and to support the deployment of new applications a roadmap has been agreed with Sopra Steria to keep the IT infrastructure up to date. This will result in the need to upgrade line of business applications (owned by the services) in order for them to remain compatible and maintain external compliance.	1,700		1,700	1,700		1,700	1,700		1,700	5,100		5,100
<b>Total Resources and Commercial</b>	<b>9,949</b>	<b>0</b>	<b>9,949</b>	<b>4,893</b>	<b>0</b>	<b>4,893</b>	<b>6,700</b>	<b>0</b>	<b>6,700</b>	<b>21,542</b>	<b>0</b>	<b>21,542</b>
<b>People's Directorate</b>												
<b>Adults</b>												
<b>Reform of Social Care Funding</b>												
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	250		250	250		250
<b>Project Infinity</b>												
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 reprieve from Roxborough (£500k) - MCEP (PA_26) - commercialisation - OCEP (PA_27), Community Wrap (PA_28), TCEP (PA_29) - support for exploration of new commercialisation opportunities	2,000		2,000	1,000		1,000	0		0	3,000		3,000

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<b>In-House Residential Establishments</b> 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	0	0	0	0	0	0	100	0	100
<b>Sancroft Care Home</b> - This proposal is to enhance the provision of the Sancroft Care Home, which will secure the availability of beds to the Council and offer the flexibility to incorporate more beds. This will reduce the pressure on the purchasing budget. The Council has received £1.452m over the last three years for Community Capacity, which has not been utilised at present and which is being held in case the costs exceed £5.1m. If this is the case, the capital budget can be increased by the sum of £1.452m. If costs are contained at £5.1m the grant will still be applied to reduce borrowing costs.	5,100	0	5,100				5,100	0		5,100	0	5,100
<b>Mentis Pilot</b> – An Integrated & Holistic Approach to Dementia Care. This project is placeholder as this is subject to the development of a full business case (including confirmation of reconfiguration works to existing ASC premises) and is the subject of a bid for NWL STP Transformation Funding. Harrow will utilise an existing building (Milmans) to pilot the dementia hub. Capital investment is needed to convert and adapt the building to deliver the aspirations of the Mentis Project.	250		250				250			250	0	250
<b>Total Adults</b>	<b>7,450</b>	<b>0</b>	<b>7,450</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>250</b>	<b>0</b>	<b>250</b>	<b>8,700</b>	<b>0</b>	<b>8,700</b>
<b>Schools</b>												
<b>SEN Expansion</b> 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.	1,560		1,560	2,520	2,520	0	4,080	0	0	2,520	2,520	1,560

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<b>Bulge Classes</b> 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	150		150	150		150	450	0	450
<b>Children's Capital Maintenance Programme</b> Proactive and reactive programme of maintenance across the schools estate	1,350	1,350	0	1,350		1,350	1,350		1,350	4,050	1,350	2,700
<b>Capital Maintenance funding estimate 2018-19</b> 'Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19			0		2,000	-2,000				0	2,000	-2,000
<b>Primary Expansion Phase 4</b> 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.	1,000	197	803	0		0				1,000	197	803
<b>Primary Expansion Phase 3 - 5 schools</b> Phase 3 will deliver 5 additional Reception forms of entry by September 2016 at expanded schools.	3,180	150	3,030			0				3,180	150	3,030
<b>Secondary Expansion</b> 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.	2,625	-2,625	5,250	3,650		3,650	5,250		2,625	11,525	0	11,525
<b>Total Schools</b>	<b>9,865</b>	<b>-928</b>	<b>10,793</b>	<b>7,670</b>	<b>4,520</b>	<b>3,150</b>	<b>6,750</b>	<b>2,625</b>	<b>4,125</b>	<b>24,285</b>	<b>6,217</b>	<b>18,068</b>
<b>Total People directorate</b>	<b>17,315</b>	<b>-928</b>	<b>18,243</b>	<b>8,670</b>	<b>4,520</b>	<b>4,150</b>	<b>7,000</b>	<b>2,625</b>	<b>4,375</b>	<b>32,985</b>	<b>6,217</b>	<b>26,768</b>

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<b>Community Directorate</b>												
<b>Environmental Services</b>												
<b>Flood Defence</b> Renewal of ageing drainage infrastructure to reduce the risk of flooding impact on residents, properties and business continuity.	300		300	300		300	300		300	900	0	900
<b>Waste &amp; Recycling</b> 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	600	0	600
<b>Highway Programme</b> Renewal and replacement of highways and footways.	6,900	2,400	4,500	7,100	2,400	4,700	4,400		4,400	18,400	4,800	13,600
<b>Highway Drainage</b> 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	600	0	600
<b>Local Implementation Plan (LIP) including CPZ schemes</b> Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.	2,300	2,000	300	2,300	2,000	300	2,300	2,000	300	6,900	6,000	900
<b>Parks Infrastructure</b> Prioritise parks infrastructure which are most in need of repair in order to provide safe access and use of facilities for all.	875		875	675		675	675		675	2,225	0	2,225
<b>Street Lighting</b> 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	1,000		1,000	5,500	0	5,500
<b>Corporate Accommodation</b> Improvements to corporate buildings to provide a safe and secure environment in which to operate its business.	255		255	155		155	55		55	465	0	465
<b>High Priority Planned Maintenance</b> Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	400		400	600		600	600		600	1,600	0	1,600
<b>Carbon Reduction</b> Provision of retro-fit energy efficiency measures in corporate buildings.	300		300	100		100	100		100	500	0	500
<b>Replacement of Parks litter bins</b>	65		65	65		65	0		0	130	0	130

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<b>Green Grid Programme</b> Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	150	0	150	150	0	150	150	0	150	450	0	450
<b>Harrow on the Hill Station</b> Improvements to the station and surrounding area to create step free access	12,000	12,000	0	11,000	8,000	3,000			0	23,000	20,000	3,000
<b>Green Gym / Play Equipment</b> Installation of outdoor gym equipment within parks to promote health and well being.	50		50	50		50			50	150	0	150
<b>CCTV Cameras and equipment at depot</b> 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			50	350	0	350
<b>Purchase of Trade Waste Bins</b> Purchase of bins to support expansion of business as part of Project Phoenix	200		200	100		100			100	400	0	400
<b>Car parks Infrastructure</b> Improvement to car parking facilities to comply with H&S requirements and to commercialise council owned car parks.	20		20	20		20			20	60	0	60



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<b>Leisure &amp; Libraries Capital Infrastructure 14-18</b> - 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	150		150	460		460	150		150	760		760
<b>Central Library Refit &amp; Library Refurbishments</b> - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.				500		500				500		500
<b>Headstone Manor</b> - 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.	806	806	0	142	142	0				948	948	0
<b>Bannister Sports Centre (S106)</b>	50	50	0	904	904	0				954	954	0
<b>Central Library Refit &amp; Library Refurbishments</b> - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.				300		300	1,000		1,000	1,300		1,300
<b>Harrow Arts Centre CB9 - roof repairs</b>	1,470		1,470	77		77	53		53	1,600		1,600
<b>Total Community &amp; Culture</b>	<b>2,476</b>	<b>856</b>	<b>1,620</b>	<b>2,383</b>	<b>1,046</b>	<b>1,337</b>	<b>1,203</b>	<b>0</b>	<b>1,203</b>	<b>6,062</b>	<b>1,902</b>	<b>4,160</b>
<b>Housing General Fund</b>												
<b>Better Care Fund - Disabled Facilities Grant</b> - 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	4,500	1,950	2,550
<b>Improvement Grants</b> - Grants to private landlords to improve the condition of their properties, generally in exchange for a lease agreement	70		70	70		70	70		70	210		210
<b>Empty Properties Grants</b> - 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	750		750

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<b>Property Purchase Initiative</b> - 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.	7,500		7,500				7,500		7,500
<b>Better Care Fund - Disabled Facilities Grant</b> CB 10- Grants to fund adaptations to private properties to help enable residents to remain in their existing homes - Includes assumed use of additional DFG grant to fund additional works - no net cost to the Council as additional works grant funded. Linked to income generation proposal for Home Improvement Agency.	530	530	0	530	530	0	1,590	1,590	0
<b>Empty Properties Grants</b> - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	200		200				200		200
<b>Empty Property Initiative</b> - to bring empty/vacant property into use which may require Compulsory Purchase Order. The intention being to purchase property and then re-sell.	30		30	746		746	776		776
<b>New Bid - Extension to Property Purchase Initiative</b> - funding for the purchase of an additional 50 properties on the open market for the council to use as Temporary accommodation; providing good quality temporary accommodation and reducing the overall net cost to the Council of B & B accommodation	9,000		9,000	6,000		6,000	15,000		15,000
<b>Total Housing General Fund</b>	19,080	1,180	17,900	9,096	1,180	7,916	30,526	3,540	26,986
<b>Total Community Directorate</b>	55,231	18,436	36,795	49,554	14,626	34,928	124,668	36,242	88,426
<b>Regeneration</b>									
<b>Regeneration programme</b> - feasibility work to develop options for taking forward regeneration sites.	250		250	250		250	500		500
<b>Feasibility, design and land assembly for regeneration sites</b>	24,075		24,075				24,075		24,075



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Addition as Per Cabinet Report in May 2016 ( May Council) and January 2017 (Feb Council)	21,805		21,805	197,620		197,620	81,638		81,638	301,063		301,063
<b>Total Regeneration</b>	<b>46,130</b>	<b>0</b>	<b>46,130</b>	<b>197,870</b>	<b>0</b>	<b>197,870</b>	<b>81,638</b>	<b>0</b>	<b>81,638</b>	<b>325,638</b>	<b>0</b>	<b>325,638</b>
<b>Total General Fund</b>	<b>128,625</b>	<b>17,508</b>	<b>111,117</b>	<b>260,987</b>	<b>19,146</b>	<b>241,841</b>	<b>115,221</b>	<b>5,805</b>	<b>109,416</b>	<b>504,833</b>	<b>42,459</b>	<b>462,374</b>
<b>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</b>	9,139		9,139	8,639		8,639	8,639		8,639	26,417		26,417
<b>Homes For Harrow HRA infill development programme</b>	6,099		6,099							6,099		6,099
<b>Total HRA</b>	<b>15,238</b>		<b>15,238</b>	<b>8,639</b>		<b>8,639</b>	<b>8,639</b>		<b>8,639</b>	<b>32,516</b>		<b>32,516</b>
<b>Total General Fund + HRA</b>	<b>143,863</b>	<b>17,508</b>	<b>126,355</b>	<b>269,626</b>	<b>19,146</b>	<b>250,480</b>	<b>123,860</b>	<b>5,805</b>	<b>118,055</b>	<b>537,349</b>	<b>42,459</b>	<b>494,890</b>