

**Capital Programme 2018/19 to 2020/21**

**Appendix 1**

| Project Title   | 2018/19          |                       |                | 2019/20          |                       |                | 2020/21          |                       |                | 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><br>'Replacement, upgrades and enhancements to applications, infrastructure and end user devices, not included within the agreed supplier service charges or transformation programme  | 3,000            |                       | 3,000          | 5,000            |                       | 5,000          |                  |                       | 0              | 8,000           | 0                     | 8,000         |
| <b>Transition and Transformation - Sopra Steria</b>   | 38               |                       | 38             |                  |                       | 0              |                  |                       | 0              | 38              | 0                     | 38            |
| <b>Sub Total Transformation &amp; Technology</b>  | <b>3,038</b>     |                       | <b>3,038</b>   | <b>5,000</b>     |                       | <b>5,000</b>   |                  |                       | <b>0</b>       | <b>8,038</b>    | <b>0</b>              | <b>8,038</b>  |
| <b>IT Infrastructure refresh</b> - Essential refresh of the IT infrastructure to enable continued operation of Council services.  |                  |                       |                |                  |                       |                | 3,000            | 0                     | 3,000          | 3,000           | 0                     | 3,000         |
| <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.   | 700              |                       | 700            | 700              |                       | 700            | 1,700            | 0                     | 1,700          | 3,100           | 0                     | 3,100         |
| <b>Total Resources and Commercial Directorate</b>   | <b>3,738</b>     | <b>0</b>              | <b>3,738</b>   | <b>5,700</b>     | <b>0</b>              | <b>5,700</b>   | <b>4,700</b>     | <b>0</b>              | <b>4,700</b>   | <b>14,138</b>   | <b>0</b>              | <b>14,138</b> |
| <b>People's Directorate</b>   |                  |                       |                |                  |                       |                |                  |                       |                |                 |                       |               |
| <b>Adults</b>   |                  |                       |                |                  |                       |                |                  |                       |                |                 |                       |               |
| <b>Reform of Social Care Funding</b><br>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              | 250              | 0                     | 250            |                  |                       | 0              | 250             | 0                     | 250           |
| <b>Project Infinity</b><br>Placeholder for potential capital funding to enable further commercialisation of My Community e Purse (MCeP – self directed care) and for Our Community e Purse (OCeP – self funded care) with the expectation (subject to development of further business cases) that investment and continued partnership working with IBM will support the delivery of a revenue income stream, enabling MTFS savings to be reinstated. | 100              | 0                     | 100            |                  | 0                     | 0              |                  |                       | 0              | 100             | 0                     | 100           |
| <b>In-House Residential Establishments</b><br>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 reprovion proposals  | 100              | 0                     | 100            | 200              | 0                     | 200            |                  |                       | 0              | 300             | 0                     | 300           |
| <b>Total Adults</b>   | <b>200</b>       | <b>0</b>              | <b>200</b>     | <b>450</b>       | <b>0</b>              | <b>450</b>     | <b>0</b>         | <b>0</b>              | <b>0</b>       | <b>650</b>      | <b>0</b>              | <b>650</b>    |

|   |              |              |              |              |              |              |          |          |               |              |              |  |
|---|--------------|--------------|--------------|--------------|--------------|--------------|----------|----------|---------------|--------------|--------------|--|
| <b>Schools</b>  |              |              |              |              |              |              |          |          |               |              |              |  |
| <b>SEN Expansion</b><br>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. | 2,520        | 2,520        | 0            | 0            | 0            | 0            |          | 0        | 2,520         | 2,520        | 0            |  |
| <b>Bulge Classes</b><br>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          |          | 0        | 300           | 0            | 300          |  |
| <b>Children's Capital Maintenance Programme</b><br>Proactive and reactive programme of maintenance across the schools estate  | 1,350        |              | 1,350        | 1,350        |              | 1,350        |          | 0        | 2,700         | 0            | 2,700        |  |
| <b>Capital Maintenance funding estimate 2018-19</b><br>'Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19   |              | 2,000        | -2,000       |              |              | 0            |          | 0        | 0             | 2,000        | -2,000       |  |
| <b>Secondary Expansion</b><br>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.   | 3,650        |              | 3,650        | 5,250        | 2,625        | 2,625        |          | 0        | 8,900         | 2,625        | 6,275        |  |
| <b>Total Schools</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>0</b> | <b>0</b> | <b>14,420</b> | <b>7,145</b> | <b>7,275</b> |  |
| <b>Total People's Directorate</b>   | <b>7,870</b> | <b>4,520</b> | <b>3,350</b> | <b>7,200</b> | <b>2,625</b> | <b>4,575</b> | <b>0</b> | <b>0</b> | <b>15,070</b> | <b>7,145</b> | <b>7,925</b> |  |
| <b>Community Directorate</b>  |              |              |              |              |              |              |          |          |               |              |              |  |
| <b>Environmental Services</b>   |              |              |              |              |              |              |          |          |               |              |              |  |
| <b>Flood Defence</b><br>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><br>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.   | 150   |       | 150   | 150   |       | 150   | 150   | 0     | 150   | 450    | 0     | 450    |
| <b>Highway Programme</b><br>Renewal and replacement of highways and footways.  | 7,100 | 2,400 | 4,700 | 3,300 |       | 3,300 | 5,000 | 0     | 5,000 | 15,400 | 2,400 | 13,000 |
| <b>Highway Drainage</b><br>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><br>Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.  | 1,300 | 1,000 | 300   | 1,300 | 1,000 | 300   | 1,300 | 1,000 | 300   | 3,900  | 3,000 | 900    |
| <b>Parks Infrastructure</b><br>Prioritise parks infrastructure which are most in need of repair in order to provide safe access and use of facilities for all.   | 506   |       | 506   | 506   |       | 506   | 675   | 0     | 675   | 1,687  | 0     | 1,687  |
| <b>Street Lighting</b><br>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.  | 1,500 |       | 1,500 | 1,000 |       | 1,000 | 1,500 |       | 1,500 | 4,000  | 0     | 4,000  |
| <b>Corporate Accommodation</b><br>Improvements to corporate buildings to provide a safe and secure environment in which to operate its business.   | 155   |       | 155   | 55    |       | 55    | 255   | 0     | 255   | 465    | 0     | 465    |
| <b>High Priority Planned Maintenance</b><br>Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.  | 600   |       | 600   | 600   |       | 600   | 500   | 0     | 500   | 1,700  | 0     | 1,700  |
| <b>Carbon Reduction</b><br>Provision of retro-fit energy efficiency measures in corporate buildings.   | 100   |       | 100   | 100   |       | 100   | 50    | 0     | 50    | 250    | 0     | 250    |
| <b>Replacement of Parks litter bins</b>  | 49    |       | 49    | 0     |       | 0     |       |       | 0     | 49     | 0     | 49     |
| <b>Green Grid Programme</b><br>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><br>Improvements to the station and surrounding area to create step free access   | 3,000 | 0     | 3,000 |       |       | 0     |       |       | 0     | 3,000  | 0     | 3,000  |
| <b>Green Gym / Play Equipment</b><br>Installation of outdoor gym equipment within parks to promote health and well being.  | 38    |       | 38    | 38    |       | 38    |       |       | 0     | 75     | 0     | 75     |
| <b>CCTV Cameras and equipment at depot</b><br>Installation of parking enforcement cameras at certain locations where it is permissible to capture contraventions by cameras following Deregulation Bill.<br>Upgrade of CCTV equipment and facilities at the depot. | 150   |       | 150   | 50    |       | 50    | 50    |       | 50    | 250    | 0     | 250    |
| <b>CCTV Infrastructure</b> - this project is to upgrade the borough's CCTV infrastructure. The current infrastructure has been in place since 2001.  | 800   |       | 800   | 800   |       | 800   | 0     |       | 0     | 1,600  | 0     | 1,600  |

|  |               |              |               |               |              |               |               |              |               |               |              |               |
|--|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|
| <b>Purchase of Trade Waste Bins</b><br>Purchase of bins to support expansion of business as part of Project Phoenix  | 100           |              | 100           | 100           |              | 100           | 100           | 0            | 100           | 300           | 0            | 300           |
| <b>Car parks Infrastructure</b><br>Improvement to car parking facilities to comply with H&S requirements and to commercialise council owned car parks.   | 15            |              | 15            | 15            |              | 15            | 15            |              | 15            | 45            | 0            | 45            |
| <b>Street Litter Bins:</b> This funding is to support the provision and replacement of adequate numbers of on street litter bins, creating an environment where there are adequate numbers of bins provided to meet demand.  | 300           |              | 300           | 300           |              | 300           |               |              | 0             | 600           | 0            | 600           |
| <b>Depot redevelopment</b> - this proposal is to redevelop the Central depot to consolidate and intensify the existing site.   | 13,110        |              | 13,110        | 5,830         |              | 5,830         |               |              | 0             | 18,940        | 0            | 18,940        |
| <b>Redevelopment of Vernon Lodge &amp; Atkins House</b> - this is the redevelopment of the Council's only homelessness hostel, Vernon Lodge, to increase capacity and create purpose built accommodation that will provide capacity for the council to house its homeless. It will also provide units that can be rented to those able to afford the rental. There is £725k already in the existing budget as a contribution towards this scheme so the total cost is £11.049m | 775           |              | 775           | 8,225         |              | 8,225         | 1,324         |              | 1,324         | 10,324        | 0            | 10,324        |
| <b>Redevelopment of Rayners Lane Toilet Block</b> - refurbishment and redevelopment of this building to bring it back into use through conversion to shop/office space.  | 170           |              | 170           | 0             |              | 0             | 0             |              | 0             | 170           | 0            | 170           |
| <b>Headstone Manor - Park for People project</b> - the project will address health and safety issues with the historic moat and improve existing footpath network and car park surface to cope with additional visitors.   | 75            | 75           | 0             | 1,722         | 1,722        | 0             | 0             |              | 0             | 1,797         | 1,797        | 0             |
|  |               |              |               |               |              |               |               |              | 0             |               |              |               |
| <b>Total Environmental Services</b>  | <b>30,643</b> | <b>3,475</b> | <b>27,168</b> | <b>24,741</b> | <b>2,722</b> | <b>22,019</b> | <b>11,569</b> | <b>1,000</b> | <b>10,569</b> | <b>66,952</b> | <b>7,197</b> | <b>59,755</b> |
| <b>Community &amp; Culture</b>   |               |              |               |               |              |               |               |              |               |               |              |               |
| <b>Leisure &amp; Libraries Capital Infrastructure</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. There will be Lifecycle Gym equipment replacement in 2018/19              | 460           |              | 460           | 150           |              | 150           | 150           |              | 150           | 760           | 0            | 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.  | 800           | 0            | 800           | 1,000         | 0            | 1,000         |               |              | 0             | 1,800         | 0            | 1,800         |
| <b>Bannister Sports Centre (S106)</b>  | 904           | 904          | 0             |               |              |               |               |              | 0             | 904           | 904          | 0             |
| <b>Harrow Museum Capital Infrastructure</b> - this covers regular planned works beyond day to day maintenance revenue costs.   |               |              |               |               |              |               | 104           | 60           | 44            | 104           | 60           | 44            |
| <b>Total Community &amp; Culture</b>   | <b>2,164</b>  | <b>904</b>   | <b>1,260</b>  | <b>1,150</b>  | <b>0</b>     | <b>1,150</b>  | <b>254</b>    | <b>60</b>    | <b>194</b>    | <b>3,568</b>  | <b>964</b>   | <b>2,604</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  | 52            |              | 52            | 52            |              | 52            | 70            |              | 70            | 174           | 0             | 174           |
| <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   | 187           |              | 187           | 187           |              | 187           | 450           |              | 450           | 824           | 0             | 824           |
| <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 - 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             | 530           | 530          | 0             | 1,590         | 1,590         | 0             |
| <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.   | 746           |              | 746           |               |              | 0             |               |              | 0             | 746           | 0             | 746           |
| <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  | 6,000         |              | 6,000         |               |              | 0             |               |              | 0             | 6,000         | 0             | 6,000         |
|  |               |              |               |               |              |               |               |              |               |               |               |               |
| <b>Total Housing General Fund</b>  | <b>9,015</b>  | <b>1,180</b> | <b>7,835</b>  | <b>2,269</b>  | <b>1,180</b> | <b>1,089</b>  | <b>2,550</b>  | <b>1,180</b> | <b>1,370</b>  | <b>13,834</b> | <b>3,540</b>  | <b>10,294</b> |
|  |               |              |               |               |              |               |               |              |               |               |               |               |
| <b>Total Community Directorate</b>   | <b>41,822</b> | <b>5,559</b> | <b>36,263</b> | <b>28,160</b> | <b>3,902</b> | <b>24,258</b> | <b>14,373</b> | <b>2,240</b> | <b>12,133</b> | <b>84,354</b> | <b>11,701</b> | <b>72,653</b> |
|  |               |              |               |               |              |               |               |              |               |               |               |               |
| <b>Regeneration</b>  |               |              |               |               |              |               |               |              |               |               |               |               |
| <b>Regeneration programme</b> - feasibility work to develop options for taking forward regeneration sites.   | 250           |              | 250           |               |              | 0             |               |              | 0             | 250           | 0             | 250           |
| <b>Regeneration Programme approved Feb2017</b>   | 197,620       |              | 197,620       | 81,638        |              | 81,638        |               |              | 0             | 279,258       | 0             | 279,258       |
| <b>Amendments to Regeneration Programme to be approved February 2018 Cabinet</b>   | -126,874      |              | -126,874      | 80,482        |              | 80,482        | 35,534        |              | 35,534        | -10,858       |               | -10,858       |
| <b>Lyon Road Pop Up Restaurant and Square (GLA and S106 funded)</b> - this project is to transform an existing car park in Harrow Town Centre into a multi-function public space, improving the general environment for pedestrians and providing the opportunity for markets, particularly food markets. Any design for the new public space will look to maintain car parking spaces as part of the shared design space. | 84            | 84           | 0             | 726           | 726          | 0             | 201           | 201          | 0             | 1,010         | 1,010         | 0             |
| <b>Mobile technology in Community Learning</b> - GLA and Skill Funding Agency are funding the purchase of IT equipments to support the delivery of community learning and skills focused education.  | 20            | 20           | 0             | 0             | 0            | 0             | 0             | 0            | 0             | 20            | 20            | 0             |

|  |                |               |                |                |              |                |               |              |               |                |               |                |
|--|----------------|---------------|----------------|----------------|--------------|----------------|---------------|--------------|---------------|----------------|---------------|----------------|
| <b>Neighbourhood CIL Schemes</b> - CIL receipts can be used to fund a wide range of infrastructure including transport, schools, health and social care facilities, libraries, play areas, green spaces and sports facilities. | 800            | 800           | 0              | 0              |              | 0              | 0             |              | 0             | 800            | 800           | 0              |
| <b>Total Regeneration</b>  | <b>71,900</b>  | <b>904</b>    | <b>70,996</b>  | <b>162,846</b> | <b>726</b>   | <b>162,120</b> | <b>35,735</b> | <b>201</b>   | <b>35,534</b> | <b>270,480</b> | <b>1,830</b>  | <b>268,650</b> |
| <b>Total General Fund</b>  | <b>125,330</b> | <b>10,983</b> | <b>114,347</b> | <b>203,905</b> | <b>7,253</b> | <b>196,653</b> | <b>54,808</b> | <b>2,441</b> | <b>52,367</b> | <b>384,042</b> | <b>20,676</b> | <b>363,366</b> |
| <b>Housing Revenue Account</b>   |                |               |                |                |              |                |               |              |               |                |               |                |
| <b>Housing Revenue Account capital programme</b> - Continued investment in the Council's existing housing stock, as well as the commencement of a programme of new build housing   | 2,739          |               | 2,739          | 19,883         |              | 19,883         | 13,836        |              | 13,836        | 36,458         | 0             | 36,458         |
| <b>Total HRA</b>   | <b>2,739</b>   |               | <b>2,739</b>   | <b>19,883</b>  |              | <b>19,883</b>  | <b>13,836</b> | <b>0</b>     | <b>13,836</b> | <b>36,458</b>  |               | <b>36,458</b>  |
| <b>Total General Fund + HRA</b>  | <b>128,069</b> | <b>10,983</b> | <b>117,086</b> | <b>223,788</b> | <b>7,253</b> | <b>216,535</b> | <b>68,644</b> | <b>2,441</b> | <b>66,203</b> | <b>420,500</b> | <b>20,676</b> | <b>399,824</b> |