

**Appendix 6 Capital Outturn 17-18**

Project Definition	Original Programme	16/17 Carry Forwards	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 18-19	Over / (Underspend)	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
MOSAIC Implementation - Adults & Children's Services	0	272	0	272	417	145	0	145	Completion of the Mosaic Implementation was delayed owing to the change of IT Support Provider to Sopra Steria. An extended process to commission, quote and carry out the works required, resulted in additional technical costs (in excess of those expected when capital funding was agreed) and the department continued to incur costs for the associated project team whilst this delay continued.
Adults Personal Social Services - Community Capacity Grant	0	0	0	0	4	4	0	4	
Capital Strategic Reviews	0	284	56	340	427	87	0	87	Relates to costs at Bedford House and additional works required in relation to kitchen and redecoration following building works.
Reform Of Social Care Funding	0	0	0	0	1	1	0	1	No
Integrated Health Model	0	85	0	85	0	(85)	85	0	carry forward represents funding for Continuation of N3 work to achieve 90% + NHS Number identifier for Adults and Childrens, together with Mosaic implementation of GP access and hospital discharge
Maintenance of Adults Properties	0	149	0	149	0	(149)	0	(149)	Overlap with in-house residential budget, variation offsets overspends on other projects
Project Infinity	2,000	0	(1,500)	500	116	(384)	370	(14)	Budget included provision for development of interfaces, migration of data and licence costs which are expected to be incurred during 2018-19 once the minimum viable product has been produced.
In-House Residential	100	100	(56)	144	7	(138)	100	(38)	Budget exists to support works to Adults premises. Plans for improvements at Milmans for 2018-19 (including roof and potential remodelling works) to support the commercial opportunity to maximise rental income to achieve MTFS savings. Consequences of not carrying forward could be potential for not realising revenue savings with modern premises.
Sancroft Care Home	5,100	0	1,452	6,552	6,197	(355)	355	0	Capital provision included funds for building extension planned at Sancroft, now expected to be delivered in 2018-19 hence the need to carry forward the funding.
Mentis Pilot	250	0	0	250	1	(249)	8	(241)	Feasibility study carried out during 2017-18 determined that the original planned works would not deliver the planned MTFS savings. Funding carried forward pending further review of scope for dementia hub. Consequences of not carrying forward could be potential for not realising revenue savings.
<b>Total Adult</b>	<b>7,450</b>	<b>891</b>	<b>(48)</b>	<b>8,293</b>	<b>7,170</b>	<b>(1,123)</b>	<b>918</b>	<b>(204)</b>	
School Amalgamation	0	600	0	600	179	(420)	420	0	Rolling programme retained for school amalgamations as and when they happen. Anticipate 2 schools will amalgamate Sept 2018
Bulge Classes	150	138	0	288	35	(252)	252	0	Rolling programme retained for school bulge classes
Schools Capital Maintenance	1,350	1,931	0	3,281	749	(2,533)	2,516	(16)	Rolling programme retained for capital maintenance. The majority of this has been earmarked to fund the Keepmoat defects schedule
Devolved Formula Non VA Schools	0	53	0	53	364	310	53	364	Ring-fenced grant belonging to schools. This is not an overspend as the grant is passed directly to schools and funded externally.
Secondary Expansions	2,625	2,017	0	4,642	294	(4,348)	4,348	0	Ring-fenced grant belonging to schools & Keepmoat dispute still not resolved
SEN Provision	1,560	4,505	(3,200)	2,865	69	(2,796)	2,796	0	Earmarked for new SEN provision & Keepmoat dispute still not resolved

## Appendix 6 Capital Outturn 17-18

Project Definition	Original Programme	16/17 Carry Forwards	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 18-19	Over / (Underspend)	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Schools Expansion Programme - Phase 1	0	220	(214)	6	22	16	0	16	
Schools Expansion Programme - Phase 2	0	2,929	0	2,929	109	(2,819)	2,819	0	Keepmoat dispute still not resolved
Schools Expansion Programme - Phase 3	3,180	6,490	0	9,670	6,043	(3,627)	3,627	0	Final phase of SEP3 will be completed in Summer Term 2018.
Schools Expansion Programme - Phase 4	1,000	0	(1,000)	0	0	0	0	0	
Pinner Wood Ground Stabilisation Works	0	0	2,860	2,860	2,979	119	0	119	Additional ground works required to complete the project
Free School Meals	0	6	0	6	0	(6)	0	(6)	
Whitmore School	0	11	(11)	0	0	0	0	0	
Hatch End MUGA	0	0	0	0	0	0	0	0	
Short Breaks	0	0	32	32	26	(6)	0	(6)	
Children's IT Development	0	743	0	743	59	(684)	684	0	This has been earmarked for continued 'tools for the trade' programme social workers and hardware and software improvements required for Mosaic across adults and children's
<b>Total School and Children</b>	<b>9,865</b>	<b>19,643</b>	<b>(1,533)</b>	<b>27,975</b>	<b>10,928</b>	<b>(17,047)</b>	<b>17,517</b>	<b>470</b>	
<b>TOTAL PEOPLE</b>	<b>17,315</b>	<b>20,534</b>	<b>(1,581)</b>	<b>36,267</b>	<b>18,098</b>	<b>(18,169)</b>	<b>18,435</b>	<b>266</b>	
<b>Environment</b>									
Carbon Reduction Programme	300	(210)	0	90	90	(0)	0	(0)	
Carbon Reduction - Schools	0	0	69	69	69	0	0	0	
Car Parks Infrastructure	20	4	0	24	16	(8)	0	(8)	
City Farm/Pinner Park Farm	0	91	0	91	2	(89)	89	0	Delay to scheme caused by on-going, protracted, negotiations with existing tenant to agree their share of costs, as per the agricultural lease arrangements, which have only now been resolved. Our ability to undertake essential works to a listed building will be put at risk if the budget is not carried forward.
Corporate Accommodation Maintenance	255	0	0	255	264	9	0	9	
Harrow On Hill Station	12,000	0	(12,000)	0	0	0	0	0	
High Priority Plan Maintenance Corporate Property	400	(102)	0	298	325	27	(27)	0	Negative slippage
Highway Drainage Improvements & Flood Defence Infrastructure	500	0	339	839	835	(4)	0	(4)	
Highway Improvement Programme	6,900	(113)	2,400	9,187	9,308	121	(121)	0	Negative slippage
Parking Management Programme	300	6	0	306	323	17	(17)	0	Negative slippage
Neighbourhood Investment Scheme	0	0	0	0	0	0	0	0	
Waste and Recycling	200	0	0	200	201	1	0	1	
Section 106 Schemes for Highways	0	0	30	30	30	0	0	0	
Street Lighting Improvement Programme	3,000	87	0	3,087	3,037	(50)	50	0	Street lighting is a rolling programme for replacing the borough's old lamp columns and replacing the lighting with more energy efficient equipment.
TfL Principal Roads	0	0	659	659	664	5	0	5	
TfL Transport Capital	2,000	(50)	(299)	1,651	1,523	(128)	0	(128)	This is not a real underspend as all TfL grant allocation has been utilised to deliver projects. The budget does not accurately reflect the actual TfL funding for the year.
Trade Waste	200	57	0	257	280	23	(23)	0	Negative slippage
Town Centre Regeneration	0	0	0	0	0	0	0	0	
Harrow Green Grid	150	60	0	210	166	(44)	54	10	
CCTV cameras and equipment at the depot	150	0	0	150	145	(5)	0	(5)	
Parks Infrastructure	875	(127)	0	748	745	(3)	0	(3)	
Parks Litter Bins	65	0	0	65	65	0	0	0	
Green Gym	50	0	0	50	50	(0)	0	(0)	
Street Litter Bins	300	0	0	300	299	(1)	0	(1)	

**Appendix 6 Capital Outturn 17-18**

Project Definition	Original Programme	16/17 Carry Forwards	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 18-19	Over / (Underspend)	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Redevelopment of Vernon Lodge	750	0	0	750	43	(707)	707	0	The scope of works to Vernon Lodge has been extended to incorporate the wider redevelopment of the site, with this scheme held back pending agreement of the wider development proposals. Carry forward of this budget is required as part of the funding for the wider redevelopment - failure to do so would adversely affect our proposals for redevelopment of this site and our ability to reduce our costs associated with homelessness provision and a failure to realise the income opportunities additional units will provide
Depot redevelopment	5,260	0	0	5,260	3,051	(2,209)	2,209	0	This is a multi year project with works already commenced on installation of the temporary accommodation to facilitate the demolition of existng buildings and subsequent new build. There was a delay in achieving planning permission on demolition and new build works due to an objection from LB Hillingdon, with full planning permission subsequently not received until February 2018. Failure to carry the budget forward will result in an inability to complete the redevelopment scheme.
<b>Total Environment</b>	<b>33,675</b>	<b>(297)</b>	<b>(8,802)</b>	<b>24,576</b>	<b>21,532</b>	<b>(3,044)</b>	<b>2,920</b>	<b>(124)</b>	
<b>Housing</b>									
Disabled Facilities Grants	2,030	0	632	2,662	2,764	102	0	102	
Empty Property Grant	480	307	(113)	674	398	(277)	158	(119)	
Improvement grant	70	128	(18)	180	90	(90)	0	(90)	
Housing Property Purchase - 100 Homes	7,500	3,512	0	11,012	11,473	460	63	523	2017-18 budget reduced by £3m to assist with pressures elsewhere in Council; if reduction £2.5m there would be capacity to accommodate carry forward; approval will permit properties to be used as temporary accomodation thereby alleviating homelessness pressures on General Fund
Housing Property Purchase - 50 Homes	9,000	0	0	9,000	0	(9,000)	9,000	0	
<b>Total Housing</b>	<b>19,080</b>	<b>3,948</b>	<b>501</b>	<b>23,529</b>	<b>14,725</b>	<b>(8,804)</b>	<b>9,221</b>	<b>417</b>	
<b>Culture</b>									
Sec 106 Banister Sport Pitch	50	40	0	90	72	(18)	18	0	Multiple year programme.
Harrow Arts Centre	1,470	0	(1,000)	470	189	(281)	281	0	Delay in commencement of scheme due to the need to provide further clarifications around the extent of works required to weatherproof the building, exacerbated by further delays due to adverse weather conditions and gaining approval on proposed materials once a contractor was appointed. The scheme has now commenced and a failure to carry forward the budget will leave works incomplete, leave the building exposed to greater damage as works to "open up" the roof have now commenced, lead to a failure to appropriately maintain and preserve a listed building and present significant reputational damage.
Headstone Manor	806	1,010	459	2,275	2,318	43	0	43	The full cost is met from grants and therefore it is not a real overspend. The budget does not accurately reflect the full funding in 17/18.
HAC/Museum - ICT	0	0	102	102	72	(29)	29	0	Delay in the completion of the project by Sopra Steria - including delay in the installing of a new phone line at Headstone Manor and Museum.
Central Library Refit/Refurb	0	0	60	60	16	(44)	44	0	Delay in the procurement of a design team for the new library. This is a multiple year project, with the new library planned to be open in early 2020.
<b>Libraries and Leisure Capital Infrastructure</b>	<b>150</b>	<b>136</b>	<b>7</b>	<b>293</b>	<b>235</b>	<b>(58)</b>	<b>57</b>	<b>(1)</b>	

**Appendix 6 Capital Outturn 17-18**

Project Definition	Original Programme	16/17 Carry Forwards	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 18-19	Over / (Underspend)	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
<b>Total Culture</b>	<b>2,476</b>	<b>1,186</b>	<b>(372)</b>	<b>3,290</b>	<b>2,901</b>	<b>(388)</b>	<b>430</b>	<b>42</b>	
<b>Total Community</b>	<b>55,231</b>	<b>4,837</b>	<b>(8,673)</b>	<b>51,395</b>	<b>39,158</b>	<b>(12,237)</b>	<b>12,571</b>	<b>334</b>	
BTP - Public Realms	0	639	(639)	0	0	0	0	0	
Capital cost of transition and transformation of ICT service	999	2,005	(1,201)	1,803	1,360	(443)	443	0	This programme of work is for a group of projects that were commissioned by the Authority with Sopra Steria at the time the ICT Services Agreement was signed with them in 2015. The projects are contractually binding and were set out to ensure the Authority's infrastructure remains in support through to 2020. Committed Expenditure relates mainly to the middleware replacement project which will result in the end-of-life JCAPS SeeBeyond product being replaced by RedHat FUSE. Also committed expenditure is for the telephony upgrade and SharePoint remediation projects that overran and will complete in 2018/19.
ITO Transformation	0	118	(102)	16	16	0	0	0	
Web Upgrade Project	0	25	(25)	0	0	0	0	0	
SAP: Financial Leger/Systems Control Imp	250	436	0	686	101	(585)	585	0	Committed projects pending approval
BTP - IT BTP Refresh - Waste Collector	0	206	120	326	261	(66)	66	0	This budget has already been committed (PO raised) for Sopra Steria to provide an Impact Assessment on the Streets & Grounds IT solution and project management support. The IA will be completed in late April to inform the final costs of the project.
BTP - Mobile & Flex	0	721	(721)	0	68	68	0	68	
ICT Infrastructure & Corporate Applications	0	86	(10)	76	2	(75)	75	0	Committed expenditure is for the MetaCompliance project that overran but will complete in 2018/19.
IT Corporate System Refresh	0	750	(318)	432	268	(164)	164	0	Committed expenditure is for the payment of delivery milestones relating to the CCPH replacement project that will complete in 2018/19.
LAA Performance Reward Grant	0	89	0	89	2	(86)	86	0	
Loan Payment - Capital	0	225	0	225	225	(0)	0	(0)	
Ongoing refresh & enhancement of ICT	2,000	1,956	901	4,857	1,200	(3,657)	3,589	(68)	Unspent budget is required to be carried forward to fund remaining contractually binding IT transformation milestones, middleware replacement, Xerox upgrade, a new solution for remote access gateway, comprehensive end-point device refresh and SharePoint remediation
Small Schemes (Council wide)	0	5,852	(2,082)	3,770	0	(3,770)	3,770	0	
FM Minor Work	0	500	0	500	467	(33)	66	34	Due to requirement to secure additional funding, undertake consultations and revise design there has been a delay in this project. Failure to carry forward will lead to cancellation of the project and may lead to returning of external funding & significant loss of reputation.
IER Grant	0	12	0	12	0	(12)	0	(12)	
My Harrow Service Account	0	268	0	268	280	12	0	12	



**Appendix 6 Capital Outturn 17-18**

Project Definition	Original Programme	16/17 Carry Forwards	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 18-19	Over / (Underspend)	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Property Investment	5,000	9,599	(5,000)	9,599	5,174	(4,425)	4,425	0	More investment options are being considered, one property acquisition is in the pipeline
HR Shared Service	0	100	0	100	0	(100)	100	0	Embedding the HR Shared Services to function effectively in Harrow requires some improvements in our IT systems specifically SAP, SIMS to SAP and Civica systems. Currently the service is unable to provide the reporting functionality to schools and services and is facing a risk of losing these commercial contracts for HR and payroll services. The budget variance is a result the timescale of the HR Shared Service embedding process.
Devolved Applications refresh	1,700	0	0	1,700	318	(1,382)	1,382	0	Unspent budget is required to be carried forward to fund upgrades to Bartec and AIMS and the replacement of the Contact Centre workflow solution.
<b>TOTAL RESOURCES</b>	<b>9,949</b>	<b>23,589</b>	<b>(9,078)</b>	<b>24,460</b>	<b>9,743</b>	<b>(14,718)</b>	<b>14,751</b>	<b>33</b>	
Station Road Highway and Environmental Improvements	0	0	0	0	(0)	(0)	0	(0)	
Artisan Studios	0	109	0	109	109	0	0	0	
Trinity Square	0	763	0	763	72	(691)	691	0	This budget relates to the construction phase of Wealdstone Square which is programmed to be completed in Autumn 2018. The project is at the Technical Design Stage (RIBA Stage 4). Design delays were caused due to unknown ownership of drainage pipes and their condition. The project is grant funded from the GLA. The consequences of not carrying the budget forward are abortive design costs and reputational damage to the council as stakeholder expectations have been set following consultation with local residents and businesses.
Mobile technology in Community Learning	0	0	30	30	0	(30)	30	0	GLA funding only received in Q4, which is to be used in 2017/18 academic year.
Regeneration Programme	46,130	9,641	0	55,771	15,074	(40,697)	422	(40,275)	This programme of works is made up of a combination of nine different capital regeneration schemes at various stages of their RIBA cycle of works. Slippage across various schemes has resulted from a combination of reasons including, design delays and value engineering requirements, procurement clarification delays, additional requirements by the LPA following planning submission, and changes to the original project scope. In 2017, a Commercial & Financial Review of the Regeneration Programme was undertaken and resulted in a revised Capital Programme budget agreed by Cabinet/Council in February 2018 and resulted in £40.275m being surplus to requirements.
<b>TOTAL Regeneration</b>	<b>46,130</b>	<b>10,513</b>	<b>30</b>	<b>56,673</b>	<b>15,255</b>	<b>(41,418)</b>	<b>1,143</b>	<b>(40,275)</b>	
<b>TOTAL GENERAL FUND</b>	<b>128,625</b>	<b>59,473</b>	<b>(19,302)</b>	<b>168,795</b>	<b>82,254</b>	<b>(86,542)</b>	<b>46,900</b>	<b>(39,642)</b>	
Housing Programme	9,139	3,254	0	12,393	7,621	(4,772)	2,793	(1,980)	Non statutory works not included in carry fwd request; underspend contributes to cost reductions required across in HRA as a result of Government imposed rent reductions
Grange Farm Redevelopment	0	7,150	0	7,150	1,751	(5,400)	5,400	0	Slippage caused by delays in planning permission which has now been granted

**Appendix 6 Capital Outturn 17-18**

Project Definition	Original Programme	16/17 Carry Forwards	Changes in Q1-Q4	Revised Budget	Outturn	Variance	Slippage to 18-19	Over / (Underspend)	Reason for Variance
	£000	£000	£000	£000	£000	£000	£000	£000	
Affordable Housing - Infill Phase 1	0	6,814	0	6,814	2,505	(4,309)	4,309	0	Slippage relates to delays in new build schemes which will increase supply of affordable accommodation
Affordable Housing - Infill Phase 2	6,099	0	0	6,099	0	(6,099)	6,099	0	Slippage relates to delays in new build schemes which will increase supply of affordable accommodation
<b>TOTAL HRA</b>	<b>15,238</b>	<b>17,219</b>	<b>0</b>	<b>32,457</b>	<b>11,877</b>	<b>(20,580)</b>	<b>18,600</b>	<b>(1,980)</b>	
<b>Total General Fund and HRA</b>	<b>143,863</b>	<b>76,691</b>	<b>(19,302)</b>	<b>201,252</b>	<b>94,130</b>	<b>(107,122)</b>	<b>65,500</b>	<b>(41,621)</b>	