

Appendix 5 – Capital Programme 2020/21

Project Definition	Original Programme	Realignment 20/21 budget in 19/20	19/20 Carry Forwards	Changes in Q1-Q4	2020/21 Revised Budget	Outturn	Variance	Slippage to 2021/22	(Over/underspend)	LBH	External/HR A	Write offs to revenue therefore creating a credit on capital	Reason for variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital cost of transition and transformation of ICT service	0	0	159	(85)	74	73	(1)	0	(1)	(1)			Budget no longer required – scheme complete
ICT Infrastructure & Corporate Applications	0	0	0	0	0	0	0	0	0	0			
IT Corporate System Refresh	0	0	0	0	0	0	0	0	0	0			
ICT Re-Commissioning	0	0	1,044	0	1,044	1,037	(6)	0	(6)	(6)			Budget no longer required – scheme complete
Ongoing refresh & enhancement of ICT	3,000	0	4,448	(1,765)	5,682	3,480	(2,202)	(2,201)	(1)	(1)			Funds required for various projects completion in 2021/22 which straddle two financial years, the main projects are as follows : Data centre, move to new new office hub, systems migration to cloud, wifi across the council buildings.
Devolved Applications refresh	1,700	0	927	(1,192)	1,436	598	(838)	(838)	0	0			Due to delays caused by COVID, projects delivery is delayed, the project will not be completed until Q3 next financial year.
SAP: Financial Leger/Systems Control Imp	0	0	56	(56)	0	0	0	0	0	0			
Waste Collector	0	0	25	0	25	0	(25)	(25)	0	0			Scheme to continue in 2021/22
ABAVUS	0	0	513	0	513	297	(216)	(216)	0	0			Due to covid-related delays, this project is expected to continue until July 2021. We have been unable to work with frontline staff due to Covid restrictions.
LAA Performance Reward Grant	0	0	59	0	59	0	(59)	(59)	0	0			Grant funded scheme to continue in 2021/22
Other Schemes (Council wide)	0	0	2,204	(2,204)	0	0	0	0	0	0			
IER Grant	0	0	0	0	0	0	0	0	0	0			
FM Minor Work	0	0	0	0	0	0	0	0	0	0			
Property Investment	0	0	94,407	(94,407)	0	0	0	0	0	0			
HR Shared Service	0	0	65	(65)	0	0	0	0	0	0			
Enterprise Resource Planning System	1,500	0	2,362	2,245	6,107	4,517	(1,590)	(1,590)	0	0			The Dynamics project will complete in July 2021
Legal Case Management System	0	0	0	41	41	41	0	0	0	0			
TOTAL RESOURCES	6,200	0	106,268	(97,487)	14,981	10,044	(4,938)	(4,930)	(8)	(8)	0	0	
Commissioning and Environment & Culture													
Car Parks Infrastructure	15	0	4	0	19	17	(1)	(1)	0	0			Required for completion of work
City Farm/Pinner Park Farm	0	0	0	0	0	0	0	0	0	0			
Corporate Accommodation Maintenance	0	0	174	(117)	57	53	(5)	(4)	(1)	(1)			See note below for High Priority Planned Maintenance
High Priority Plan Maintenance Corporate Property	855	0	248	117	1,220	485	(736)	(727)	(9)	(9)			High Priority Planned Maintenance (£731k). Works in some buildings were delayed due to site visits not being able to take place under lockdown restrictions. The service has commissioned condition survey recently to inform the planned maintenance works in future. The carry forward budget will supplement 2021/22 capital programme to deliver the programme of works.

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Highway Drainage Improvements & Flood Defence Infrastructure	500	0	0	0	500	450	(50)	(50)	0	0			Flood Defence (£50k). Required for completion of work. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
Highway Improvement Programme	5,000	0	0	37	5,037	5,037	0	0	0	0			
Parking Management Programme	300	0	0	0	300	294	(6)	0	(6)	(6)			Small underspend in various parking schemes.
Neighbourhood Investment Scheme	0	0	0	0	0	0	0	0	0	0			
Waste and Recycling	150	0	7	0	157	143	(14)	(14)	(1)	(1)			CA site infrastructure (£14k). The budget is set aside for the construction of a canopy to protect the dry recyclables bay in 2021/22, once the planning application is approved.
Section 106 Schemes for Highways	0	0	0	0	0	0	0	0	0	0			
Street Lighting Improvement Programme	1,000	0	0	0	1,000	1,000	(0)	0	(0)	(0)			
TfL Principal Road Maintenance	0	0	0	0	0	0	0	0	0	0			
TfL Transport Capital	1,291	0	0	(761)	530	530	(0)	0	(0)		(0)		
Trade Waste	100	0	138	0	238	163	(76)	(76)	0	0			Waste bins (£76k). Bin orders were placed but the delivery was delayed due to long lead in time from the manufacturers.
Town Centre Regeneration	0	0	0	0	0	0	0	0	0	0			
Harrow Green Grid	150	0	67	0	217	217	(0)	0	(0)	(0)			
CCTV cameras and equipment at the depot	50	0	0	0	50	5	(45)	(50)	5	5			Required for completion of work. CCTV installation delayed due to consultation.
CCTV Infrastructure	0	0	1,265	(1,246)	18	18	0	0	(0)	(0)			
Parks Infrastructure	675	0	276	0	951	767	(184)	(149)	(35)	(35)			Parks Infrastructure (£149k). Funding was allocated to works at various parks during the year. The works were put on hold due to lockdown restrictions, but they are now being undertaken and will be completed in 2021/22.
Parks Litter Bins	0	0	0	0	0	0	0	0	0	0			
Green Gym	0	0	0	0	0	0	0	0	0	0			
Parks Playground Improvement	250	0	123	0	373	327	(46)	(46)	0	0			Playground improvement (£46k). Resurfacing works to playgrounds were delayed due to the pandemic.
Street Litter Bins	0	0	29	0	29	29	(0)	0	(0)	(0)			
Harrow Weald Toilet Block	0	0	149	0	149	80	(69)	(69)	0	0			The pandemic had slowed down the works, but they are now resumed and will be completed in 2021/22. The redeveloped buildings are expected to generate a rent income which has been assumed in the existing MTFS with a saving of £36k profiled in 2021/22.
Redevelopment of Rayners Lane Toilet Block	0	0	71	0	71	(99)	(170)	(170)	0	0			Rayners Lane toilet block (£170k). The project is no longer going ahead as approval was obtained for the disposal of this asset at Cabinet March 2021. The funding is proposed to be repurposed to top up the Leisure and Libraries Infrastructure Fund in 2021/22 as additional projects have since been identified since the approval of the Capital Programme.

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Redevelopment of Vernon Lodge & Atkins House	1,324	0	7,858	(9,177)	5	(591)	(596)	0	(596)	0		(596)	The project is no longer going ahead as the revised business case indicated that it is not financially viable. Costs incurred in previous years are abortive, and therefore written off to revenue account, hence creating a credit sum in the capital account in 2020/21.
Vehicle Procurement	0	0	7,659	(7,234)	425	0	(425)	(425)	0	0			Vehicle procurement (£425k). The budget was set aside for the replacement of mechanical sweepers, which was delayed as options were explored to encourage the move to greener fleet.
Depot Redevelopment	5,650	0	8,921	0	14,571	10,503	(4,069)	(4,069)	0	0			Depot redevelopment (£4.068m). The redevelopment work is ongoing and based on the latest construction completion timeline, the project is scheduled to be completed in 2021/22. There was a MTFS target of £681k in 2020/21 associated with this project. This was not achieved and was reversed as part of the 2021/22 MTFS process.
Headstone Manor - Park for People Project	0	0	897	0	897	739	(158)	(158)	0	0			Headstone Manor Park for People project (£158k). The project is externally funded. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
Probation Centre	3,000	0	2,000	(5,000)	0	0	0	0	0	0			
Wealdstone Major Transport Infrastructure	2,700	0	0	(1,700)	1,000	1,000	0	0	0	0			
Headstone Manor Flood Alleviation Scheme	1,218	0	0	400	1,618	1,148	(470)	(470)	0	0			Flood Alleviation project (£470k). The project is externally funded. The delay in completing the projects was due to the pandemic and winter weather which makes it unsuitable for site works.
NIS - Kenton West	0	0	0	0	0	0	0	0	0	0			
Bannisters Former Civil Defence Building	0	0	348	0	348	41	(306)	(306)	0	0			The pandemic had slowed down the works, but they are now resumed and will be completed in 2021/22. The redeveloped buildings are expected to generate a rent income which has been assumed in the existing MTFS with a saving of £36k profiled in 2021/22.
Unmanned Aerial Vehicles	0	0	400	(400)	0	0	0	0	0	0			
Sec 106 Banister Sport Pitch	0	0	1,159	0	1,159	880	(279)	(279)	0	0			Bannister Sports Centre (£228k). The delay in completing the 3G Artificial Grass Pitch Works was due to timetabling of works with the grass pitch works and remedial works required to the pitch surface. Pitch works are a planning condition requirement relating to the redevelopment of Harrow View West. Harrow Weald pavilion (£50k). There was a delay in completing the electrical works due to the need to install a new meter.
Harrow Arts Centre	1,021	0	1,110	0	2,131	1,295	(836)	(836)	0	0			Harrow Arts Centre (£870k). This project is externally funded. The works are ongoing, and the construction of new build will commence following planning approval. The project is scheduled to complete in 2021/22.
Headstone Manor	0	0	0	0	0	0	0	0	0	0			

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HAC/Museum - ICT	0	0	0	0	0	0	0	0	0	0			
Central Library Refit/Refurb	0	0	1,009	53	1,062	1,062	0	0	0	0			
Refurbishment of 3 Libraries	150	0	150	(300)	0	0	0	0	0	0			
Libraries and Leisure Capital Infrastructure	150	0	232	(53)	329	165	(165)	(163)	(1)	(1)			Leisure and Libraries Infrastructure (£163k). Various improvement works at libraries and Hatch End pool are ongoing. The lead in time required to order materials and contractor staff resource issues had delayed the completion of these projects.
Harrow Arts Centre Capital Infrastructure	300	0	0	0	300	266	(34)	(34)	0	0			See note above for Harrow Art Centre
Harrow Museum Capital Infrastructure	104	0	0	(60)	44	41	(3)	(3)	0	0			Required for completion of work
Total Commissioning and Environment & Culture	25,953	0	34,291	(25,440)	34,804	26,063	(8,741)	(8,098)	(643)	(47)	0	(596)	
Housing													
Disabled Facilities Grants	2,030	(75)	14	337	2,306	1,058	(1,248)	(398)	(850)	(850)			DFGs (£398k)-Mandatory grant adaptations were delayed due to access to properties not being able to take place due to lockdown restrictions but are now being undertaken and will be completed in 2021/22. As a result of lockdown restrictions , £850k of the budget was underspent in 2020/21.
Empty Property Grant	450	0	0	(330)	120	101	(19)	0	(19)	(19)			Budget not required-scheme complete.
Improvement grant	0	0	0	0	0	0	0	0	0	0			
Housing Property Purchase - 100 Homes	0	0	24	3	27	27	(0)	0	(0)	(0)			
Housing Property Purchase - 50 Homes	0	0	7,387	(305)	7,082	5,314	(1,767)	(958)	(809)	(809)			Property Acquisition Programme (£958k) This is for the completion of the acquisition and works to the remaining 3 properties of the programme, which will conclude in 2021/22. The remaining £809k is unspent as a result of the pandemic where lockdown restrictions prevented further properties from being sourced.
Total Housing	2,480	(75)	7,425	(295)	9,535	6,500	(3,035)	(1,356)	(1,679)	(1,679)	0	0	
Enterprise and Planning													
New Planning IT system	0	0	875	0	875	385	(490)	(490)	0	0			Planning IT replacement (£490k). There was a delay in the procurement exercise, which has now been concluded. The project will move to implementation stage with completion anticipated in 2021/22.
Harrow High Street Fund	1,000	0	737	(1,387)	350	201	(148)	(136)	(13)		(13)		Harrow High Street Fund (£136k). This project is CIL funded. The delay in completion was due to changes made to the High street programme during the year, the delay in cycle routes delivery, and a late start of the consultation programme on the local centres. The budget is part of a multiyear allocation and so the budget carry forward can be used to continue scheme delivery in 2021/22.
Neighbourhood CIL Schemes	0	0	157	0	157	59	(99)	(84)	(15)		(15)		Neighbourhood CIL projects (£84k). The delivery of approved projects in various wards in 2020/21 will continue in 2021/22.

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Integrated Health Model	0	0	85	(85)	0	0	0	0	0	0			
Assistive Technology	500	0	0	(245)	255	230	(25)	(25)	(0)	(0)			Assistive Technology slippage due to delays in the implementation and review of the Assistive Technology pilot.
In-House Residential	125	0	55	(105)	75	52	(23)	(16)	(7)	(7)			Slippage relates to the Wiseworks Ridgeway project which will be completed in 2021/22.
Total Adults	625	0	140	(435)	330	281	(49)	(41)	(8)	(8)	0	0	
Healthy Pupil Capital Fund	0		78	0	78	69	(9)	(9)	0	0			Healthy Pupils Capital Fund ring fenced grant
Total Public Health	0	0	78	0	78	69	(9)	(9)	0	0	0	0	
Children													
School Amalgamation	0	10	544	176	730	76	(654)	(654)	0	0	0	0	Amalgamation works delayed due to Covid-19
Bulge Classes	0	0	552	(552)	0	0	0	0	0	0	0	0	
Schools Capital Maintenance	0	0	1,939	1,325	3,264	1,014	(2,250)	(2,245)	(5)	0	(5)		Capital maintenance works delayed due to Covid-19
Devolved Formula Non VA Schools	0	0	53	0	53	0	(53)	(53)	0	0	0	0	Ringfenced grants for schools
Secondary Expansions	0	0	13,233	(13,233)	0	0	0	0	0	0	0	0	
SEN Provision	621	0	5,965	(6,512)	75	10	(65)	(69)	4	0	4		Ringfenced grants for school expansion to support projects in 2021/22
Schools Expansion Programme - Phase 2	0	0	1,266	(1,148)	118	95	(23)	(23)	0	0	0	0	Ringfenced grants for school expansion to support projects in 2021/22
Schools Expansion Programme - Phase 3	0	0	0	0	0	0	0	0	0	0	0	0	Ringfenced grants for school expansion to support projects in 2021/22
Hatch End MUGA	0	0	0	0	0	0	0	0	0	0	0	0	
Childrens IT Development	0	0	264	0	264	42	(222)	(222)	0	0			Funding slipped to support projects in 2021/22
Day respite Provision	400	0	0	(400)	0	0	0	0	0	0	0	0	
Childrens Services Buildings Programme Works	100		0	0	100	58	(42)	(42)	0	0			Children's Centres works delayed due to Covid-19
Total Children	1,121	10	23,817	(20,344)	4,603	1,295	(3,309)	(3,307)	(2)	0	(1)	0	
TOTAL PEOPLE	1,746	10	24,034	(20,779)	5,011	1,645	(3,366)	(3,357)	(9)	(8)	(1)	0	
TOTAL GENERAL FUND	42,773	(125)	200,384	(170,769)	72,263	42,059	(30,204)	(20,684)	(9,520)	(1,741)	(28)	(7,750)	
Housing Programme	5,725	(621)	5,213	(4,713)	5,604	3,793	(1,811)	(1,811)	0	0			Relates to slippage of £1.759m for compliance & safety works for existing council houses identified in 2020/21 to be completed in 2021/22 and £0.052m earmarked for the mandatory housing IT system replacement.
NSAP-Next Steps Accommodation Programme	0	0	0	1,100	1,100	0	(1,100)	0	(1,100)	(500)	(600)		Next Steps Accommodation Programme funding secured via the GLA of £1.1m to acquire 5 x studio flats on the open market in Harrow. The allocation was only confirmed in Autumn 2020 and by then property prices had increased and the service were unable to source suitable vacant studio flats at an affordable price. After discussion with the GLA, it was agreed to hand back the grant allocation and submit a bid in 21/22 to acquire vacant 1 bed properties which are more widely available.

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Grange Farm Phase 1 & Phase 2	12,553	(240)	3,523	(5,651)	10,185	4,558	(5,628)	(5,628)	0	0			The pandemic slowed down the scheme works but these have now resumed and will continue in 2021/22 to enable demolition prior to construction of new homes.
Affordable Housing	5,252		315	(2,207)	3,360	2,938	(423)	(423)	0	0			relates to BCHFL which, combined with Grange Farm, will contribute towards the overall programme approved by Council 11 th February 2021 to deliver some six hundred and sixty new homes across the Borough
Affordable Housing - Infill Phase 2	0		0	0	0	0	0	0	0	0			
Gayton Road	0		0	0	0	0	0	0	0	0			
Other Schemes	12,768	275	6,294	(17,008)	2,329	1,249	(1,079)	(1,079)	0	0			relates to BCHFL which, combined with Grange Farm, will contribute towards the overall programme approved by Council 11 th February 2021 to deliver some six hundred and sixty new homes across the Borough
TOTAL HRA	36,298	(586)	15,345	(28,479)	22,578	12,537	(10,041)	(8,941)	(1,100)	(500)	(600)	0	
Total General Fund and HRA	79,071	(711)	215,729	(199,248)	94,841	54,596	(40,245)	(29,625)	(10,620)	(2,241)	(628)	(7,750)	