
CAPITAL PROGRAMME 2015-16 TO 2017-18

**Presented to the Council
4th March 2015**

COUNCILLOR NICHOLAS PAGET-BROWN
Leader of the Council

NICHOLAS HOLGATE
Town Clerk

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3. CAPITAL PROGRAMME 2015-16 TO 2017-18

3.1 EXECUTIVE SUMMARY

3.1.1 This report sets out the Council's £250 million capital investment programme for 2015-16 onwards, which will deliver key projects including:

- Pembroke Road development;
- the new Barlby and Special Education Needs Schools;
- a rebuilt Marlborough Primary School and redevelopment of the remainder of the site;
- a rebuilt North Kensington Library and Youth Centre with additional commercially let space;
- redevelopment of Fox Primary School,
- refurbishment of Grenfell Tower; and
- a Bi-borough Hub School replacing the current Pupil Referral Unit.

3.1.2 The Council draws a broad distinction between its investment in services and remunerative schemes that either deliver savings or increase income. Remunerative schemes are expected to repay funding over time.

3.1.3 Full details of the funding are set out in Table 2, paragraphs 3.5.9 to 3.5.20 and the **Capital Programme Book Appendix 2** of this report.

3.2 RECOMMENDATIONS

3.2.1 Council is recommended to:

(a) Approve the Capital Programme, including the associated expenditure and funding, subject to confirmation of any external resources, as summarised in **Table 2** and set out in detail in the **Capital Programme Book, Annex I** including:

- The overall 2015-16 Capital Programme subject to further specific Cabinet approval for schemes still in final development; and
- the inclusion of schemes starting in 2016-17 and 2017-18 for overall financial planning purposes.

- (b) Note that where external funding is not confirmed, any scheme approved will be subject to review in the event that the external funding differs from that assumed in the programme.
- (c) In line with the Council's financial planning parameters, the total remaining reserves are forecast to be at the minimum level of 30 per cent of forecast gross spending at the end of 2018. Please see **Chart 1, paragraph 3.5.18** and the **Capital Programme Book Appendix 2**.
- (d) As set out in the **Capital Programme Book Appendix 2, Section 5**, note that the Council uses the Capital Financing Requirement Method (Option 2) to calculate a prudent level of Minimum Revenue Provision (MRP) for capital spending not yet funded prior to 1 April 2008 and the Asset Life Method (Option 3) for capital spending not yet funded after the 1 April 2008.
- (e) Agree the forecast Capital Financing Requirement as a result of the proposed Capital Programme, in accordance with the requirements of the Prudential Code, as set out in **paragraph 3.5.19** and the **Capital Programme Book Appendix 3, Table 9**.
- (f) Agree the calculation of the General Fund Minimum Revenue Provision for debt repayment in 2015-16 and to make no provision in respect of the HRA in 2015-16 as set out in **paragraph 3.6.4** and **paragraph 3.6.6**.
- (g) Agree the affordability and sustainability of the revenue impact of the capital programme on the Council Tax, in accordance with the requirements of the Prudential Code, as set out in **paragraph 3.6.5** and the **Capital Programme Book Appendix 3 (Table 10, paragraph 1.4 and paragraph 1.5)**.
- (h) Agree that the HRA capital investment is limited to the surplus funds it can generate to ensure sustainability, unless opportunities to build additional dwellings can be realised when borrowing up to the Government's debt ceiling will be permitted, as set out in **paragraph 3.5.5** and **paragraph 3.6.6**.

3.3 REASONS FOR DECISION

- 3.3.1 The Capital Programme is substantial and an integral part of the Council's business and financial planning. Under the Council's Constitution, Cabinet and thereafter full Council are required to approve the capital programme each year. All capital projects over the Council's key decision threshold come back to Cabinet for final decision.

- 3.3.2 The Council has a duty under section 3(1) of the Local Government Act 2003 to determine and keep under review how much money it can afford to borrow. Section 3(5) of the Local Government Act 2003 provides that the Secretary of State may by regulations make provision about the performance of that duty.
- 3.3.3 Regulations made by the Secretary of State require the Council to have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA regarding the affordability of the Capital Programme. The Prudential Code requires the consideration of matters including the implications for the Council Tax, prudence and the long-term implications of any external borrowing.

3.4 BACKGROUND

- 3.4.1 The proposed programme entails capital investment of £250 million. It covers the three years to 2015-16 to 2017-18, although several projects continue into later years.
- 3.4.2 The programme is focused on enhancing education, improving the quality of life in the poorest parts of the Royal Borough and generating significant savings to protect services.
- 3.4.3 The previous capital programme was £160 million requiring £130 million of Council funding. The new programme requires £219 million of Council funding. A comparison with previous programmes is set out in **Table 1** below:

Table 1: Comparison with Previous Programmes

Capital Programme	Cost £m	Council Funding £m
2015-16 to 2017-18	250	219
2014-15 to 2016-17	160	130
2013-14 to 2015-16	170	124
2012-13 to 2014-15	180	143

3.5 PROPOSAL AND ISSUES

Capital Strategy and Major New Schemes

- 3.5.1 The major schemes that the Council could readily fund from its own resources to transform services and the streetscape have either been completed or are underway. The Council now faces a period of more constrained funding. The Capital Programme will accordingly extend to:

- a relatively small number of schemes that will realise significant improvements to services;
- a range of schemes that will deliver significant savings or increase income; and
- schemes where the Council can realise the value of its assets both to rebuild existing facilities and generate resources to fund service investment.

3.5.2 The Council has two major schemes included in the programme for the first time:

- **Barlby School and Special Education Need Schools**, to provide, on the existing Barlby School site, a new Special School to provide local learning and respite care and the replacement of existing buildings.
- **North Kensington Library and Youth Centre**, the relocation of the current North Kensington Library and Youth Centre to new purpose built buildings together with accommodation for a new Leaving Care facility.

SUMMARY OF THE CAPITAL PROGRAMME

3.5.3 A breakdown of the programme by service and source of funding is shown in **Table 2** below.

Table 2: Capital Programme by Service

Service	2015-16 £'000	2016-17 £'000	2017-18 £'000	Later Years £'000	Total £'000
Adult Social Care	2,602	3,000	0	0	5,602
Children's Services	24,667	33,075	22,160	6,500	86,402
Environment, Leisure and Resident's Services	4,831	3,905	2,819	155	11,710
Housing Services	655	555	555	0	1,765
Housing Revenue Account	23,959	15,350	17,250	0	56,559
Library, Archives and Heritage Services	829	0	0	0	829
Planning and Borough Development	0	0	0	0	0
Transport and Technical Services	3,287	4,176	1,110	0	8,573
Corporate Services	23,088	26,420	28,590	40	78,138
Total Spending	83,918	86,481	72,484	6,695	249,578
External Funding	9,714	14,048	6,433	455	30,650
Housing Revenue Account Funded	21,334	14,250	16,250	0	51,834
Reserves	43,837	14,638	8,356	6,240	73,071
Capital Receipts	9,033	34,545	445	0	44,023
Internal Borrowing	0	9,000	31,000	0	40,000
External Borrowing	0	0	0	0	0
Funding to be Determined	0	0	10,000	0	10,000
Total Council (Internal) Funding	74,204	72,433	66,051	6,240	218,928
Total Funding	83,918	86,481	72,484	6,695	249,578

3.5.4 **Table 3** below summarises the key changes between the 2014-15 and 2015-16 programmes including:

- New General Fund schemes, such as rebuilding Barlby School and building a new Special Educational Needs School, North Kensington Library and Youth Centre and the additional funding required for Pembroke Road potential redevelopment.
- 2017-18 Housing Revenue Account (HRA) capital investment is included for the first time. Together with re-phasing of existing schemes and increases to existing programmes, gross investment in the HRA will increase by £23 million, around £21 million on a net basis.
- Slippage and re-phasing of projects moves an estimated £21 million of expenditure from 2014-15 to 2015-16.
- A net increase of £42 million to the cost of schemes within the main programme.

Table 3: Change between the 2014-15 and 2015-16 Capital Programmes

	Cost £m	Council Funding £m
2014-15 Programme	160.4	130.3
Spending incurred in 2014-15	-84.7	-70.0
	75.7	60.4
New General Fund schemes	84.3	83.1
Existing General Fund schemes requesting more money	42.2	40.9
Existing General Fund schemes requesting less money	-0.5	-0.2
Rolling programme changes	3.6	2.4
HRA programme changes	23.2	20.9
Re-phasing with no change in outturn cost	21.1	11.6
2015-16 Programme	249.6	218.9
Net Change	89.2	88.6

- 3.5.5 Spending on HRA schemes does not represent a call on the Council's resources, but reflects a prudent use of funds held by the HRA. New spending is largely limited to maintaining the Decent Homes Standard, works required for health and safety reasons and undertaking necessary structural repairs. However, if suitable opportunities arise to convert unused office space or underused communal areas of a residential building to dwellings, the Council may spend additional money to deliver additional dwellings.

Delivery of Existing Major Schemes

- 3.5.6 Large existing schemes are discussed, by service, below:

Cross Service

- a. **Kensington Aldridge Academy and Kensington Leisure Centre** is a new secondary school and re-built leisure centre. There is a shortage of secondary school places in the north of the Royal Borough. The new academy will help rectify this and as a non-denominational school, will provide a greater choice of school to residents living in the area. The leisure centre will provide excellent new sports and leisure facilities to residents in the north of the Royal Borough.

- b. **Marlborough Primary School and Denyer Street Depot** – the Marlborough Primary School buildings are old and in need of replacement, whereas the adjacent Denyer Street Depot is under-used. The Council is proposing to rebuild the school and to facilitate redevelopment of the remainder of the site.
- c. **Central Library Condition Works** – this project will ensure that the fabric of the building and its services are fit for purpose for another 20 years. It will also create much improved office provision within the non-operational areas of the building.

Children's Services

- d. **Fox Primary School Redevelopment** – the school is over-subscribed with long waiting lists and is in need of redevelopment.

Corporate Services

- e. **Pembroke Road potential redevelopment**– a major scheme to regenerate the Pembroke Road area to provide new dwellings and space for commercial and community use.

Rolling Programmes

- 3.5.7 Rolling programmes are annual cash-limited budgets that allow services to progress small capital schemes that address their service priorities. They can be either enhancements, structural maintenance or more significant schemes to improve services. A summary of rolling programmes is set out in **Table 4** below.

Table 4: Rolling Programmes

Rolling Programmes	2015-16 £'000	2016-17 £'000	2017-18 £'000
Children's Services	640	640	640
Corporate Services	150	150	150
Environment, Leisure and Residents' Services	1,175	1,175	1,175
Housing Services	655	555	555
Transport and Technical Services	1,200	1,050	1,050
Total	3,820	3,570	3,570

Pipeline Schemes

- 3.5.8 The Council is considering a number of projects that may appear in future years' capital programmes. No decision has been taken to proceed with such schemes and they are not sufficiently advanced to

include in the programme. The most potentially significant pipeline schemes are outlined below:

- Canalside House Redevelopment, the relocation of existing tenants and the redevelopment of the existing site.
- Kensington Conference and Events Centre, the upgrade and expansion of the existing facilities.
- Leighton House Museum Phase 3, to create new facilities within the Perrin Wing (disabled access, visitor facilities, stores and study rooms) and to reveal the original historic fabric of the building that was buried within them. The future of this project is dependent on a successful bid for Heritage Lottery Funding.

Financing the Programme

- 3.5.9 The total capital spending and funding sources for all services from 2015-16 onwards is set out in the **Capital Programme Book Appendix 2**.

External Resources

- 3.5.10 Capital funding from external resources, which includes grants received from the Government and contributions from third parties, for example, Section 106 funds, will total £31 million.

Council Funding

- 3.5.11 Council funding is provided from statutory capital funding, such as capital receipts and borrowing (although the Council chooses not to borrow); resources that the Council has specifically set aside to pay for capital schemes i.e. the Capital Expenditure Reserve; other reserves and contributions from the Council's revenue budget.
- 3.5.12 The Council draws a broad distinction between its service investment, remunerative schemes that either produce savings or increase income, and those schemes which are self-funding:
- Investment in services is funded from capital and revenue resources and the Council will continue to fund such schemes that are necessary to maintain and enhance services.
 - Remunerative schemes that either deliver savings or increase income are funded from the Council's reserves. The funding is "lent" to the scheme and is repaid, at least in nominal terms, as savings or income permits.
 - Schemes where the Council can realise the value of its assets both to rebuild existing facilities and generate surplus income are self-funding.

3.5.13 Use of the Council's reserves to fund remunerative schemes will generate a better rate of return than relatively risk-free investments in the Government's Debt Management Office can currently provide. Repayment of the reserve draw-downs will ensure that the Council's reserves are replenished in nominal terms and that they continue to ensure the Council's financial resilience.

3.5.14 The Car Parking Reserve can be used to fund legally eligible revenue and capital expenditure, such as highways maintenance, from surpluses received from on-street parking operations.

Affordability

3.5.15 The main programme can be funded from the Council's resources without recourse to borrowing. Total Council reserves are forecast to fall from £186 million at 31 March 2014 to £105 million at 31 March 2018. This forecast is highly speculative and depends on assumptions about asset value release which may not materialise or be lower than forecast and the enforcement of the current cash envelope for capital investment.

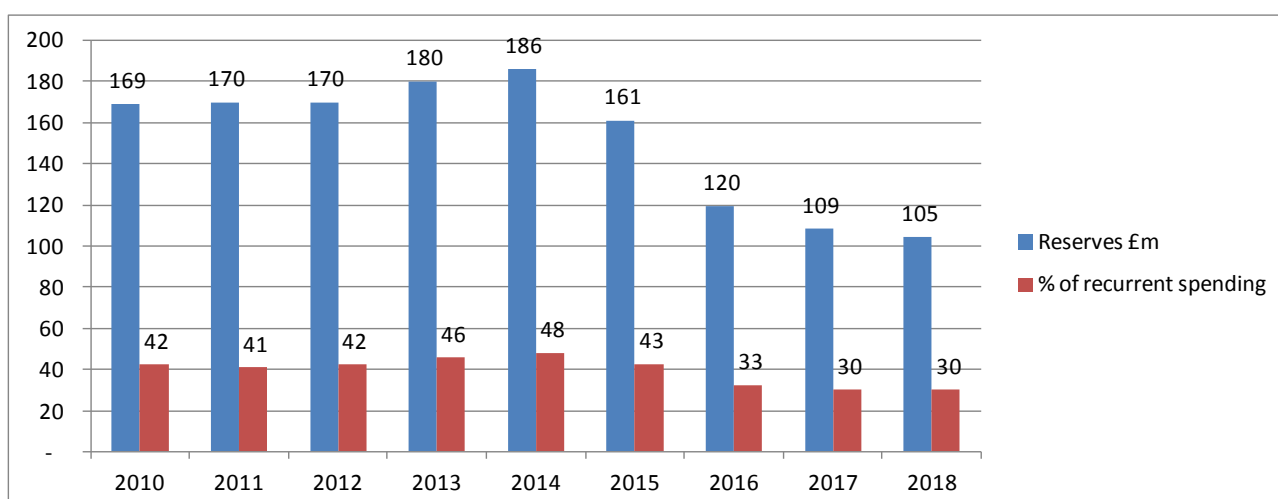
3.5.16 The projected cost of the current pipeline schemes (outside the capital programme) requires an additional £24 million of Council funding. The Council should be able to fund all these projects without recourse to borrowing but would exhaust the Council's reserves below the limit set as at least down to the limit set out in the Council's Medium Term Financial Strategy¹.

3.5.17 The Council assesses the affordability of the capital programme based on the overall level of its reserves and an assessment of the level of income generated by remunerative and self-funding schemes used to replenish reserves.

3.5.18 **Chart 1** below forecasts that the programme as proposed leaves an overall reserve balance of £105 million (which includes the working balance of £10 million) including forecast capital returned by remunerative projects to end 2018.

¹As set out in the Revenue Budget and Council Tax 2015-16 elsewhere on the Cabinet agenda.

Chart 1: Forecast Level of Reserves



Borrowing

3.5.19 The underlying need to borrow for capital purposes, after all other sources of capital financing available are taken into account is the 'Capital Financing Requirement' (CFR). The Council intends to rely on external funding and internal resources to fund the programme, as set out in **Table 5 of the Capital Programme Book Appendix 2 (Total Funding)** and will only increase its General Fund CFR to:

- fund schemes of exceptional long-term strategic importance to the Council; or
- cover for temporary cash requirements pending an earmarked capital receipt.

3.5.20 The HRA is permitted by the Government to borrow a further £11.4 million because at the inception of self-financing, the Council chose not to increase the level of its HRA debt to that the Government expected. The HRA will only borrow up to this limit to build additional housing.

Value Added Tax (VAT)

3.5.21 The Council pays close attention to its VAT arrangements, particularly its "partial exemption ratio". Ordinarily, entities cannot reclaim VAT incurred in the provision of VAT-exempt activities, known as "exempt input VAT". VAT exempt activities include the letting of properties to third parties. However, HM Revenue & Customs (HMRC) operates a scheme that allows individual local authorities to reclaim exempt input VAT as long as the total amount does not exceed 5 per cent of their overall VAT liability. If this ratio is exceeded, a local authority cannot recover exempt input VAT for that financial year and must repay any exempt input VAT already repaid to it by HMRC. A breach would potentially cost the Council £2 million.

- 3.5.22 HMRC may permit a “one-off” or “occasional” breach provided that the seven-year average is below the 5 per cent threshold and that the likelihood of further breaches is low. Ordinarily, the Council does not risk breaching the ratio. However, significant capital investment to generate rental income has increased the level of exempt input VAT incurred by the Council. The Council opted to tax Kensington Town Hall this financial year which has brought the forecast position below 5 per cent for 2014-15.
- 3.5.23 The Council will take action to reduce the risk of a breach in 2015-16 and future years if required.

Monitoring the Capital Programme

- 3.5.24 Given that capital programme investment is at levels which will release the reserves down to levels regarded as a prudent minimum, updates on overall affordability on the programme will be included in the quarterly budget monitoring reports to Cabinet in May/June, July, October and February each year.

3.6 OPTIONS AND ANALYSIS

- 3.6.1 Cabinet may amend the composition and financing of the programme as presented in this report.
- 3.6.2 Furthermore, general approval of the programme as presented in this report does not authorise individual schemes to proceed unless they require no further approval i.e. that they are either too small to require a Key Decision or a Key Decision authorising the scheme has already been taken. Cabinet may therefore amend the programme as individual schemes are brought to it.

Impact on the General Fund and Council Tax

- 3.6.3 As there is no planned borrowing over the next three years, the revenue effect of the programme on the General Fund and Council Tax is limited to the loss of interest income as reserves are applied to fund expenditure. Borrowing, rather than using reserves, incurs external interest costs and a further statutory minimum provision for debt repayment. It is therefore beneficial to use reserves, where available, rather than borrowing.
- 3.6.4 The Council’s proposed Minimum Revenue Provision (MRP) for the repayment of General Fund debt incurred prior to this programme is set out in **Table 9 of the Capital Programme Book Appendix 3**. In 2015-16, the MRP will be £1 million.
- 3.6.5 The effect of the 2015-16 Capital Programme on the Band D Council Tax is equal to that for the 2014-15 Capital Programme, as set out in **Table 10 of the Capital Programme Book Appendix 3**.

Impact on the Housing Revenue Account (HRA)

- 3.6.6 In accordance with previous decisions, it is not proposed to make any provision for debt repayment as this would further reduce the already limited available capital resources. To ensure sustainability, HRA capital investment is limited to the surpluses that it can generate.

3.7 CONSULTATION

- 3.7.1 Individual schemes are subject to consultation with residents, businesses and partners as appropriate. The programme itself has been drawn up with input from services, Members and partners.

3.8 EQUALITY IMPLICATIONS

- 3.8.1 The Council's buildings provide services to residents with a wide range of backgrounds and abilities. The Council's Corporate Equalities Policy commits the Council to making all Council buildings accessible where practicable. The Capital Programme includes a number of schemes that will improve accessibility or replace buildings where this is difficult. The implications of individual projects are either included in the Capital Budget Reports submitted to the Scrutiny Committees or will be included in more detail in the relevant Key Decision reports.

3.9 INFORMATION, COMMUNICATIONS AND TECHNOLOGY (ICT) IMPLICATIONS

- 3.9.1 There are no information, communication and technology (ICT) implications arising from this report.

3.10 LEGAL IMPLICATIONS

- 3.10.1 The Council has a duty under section 3(1) of the Local Government Act 2003 to determine and keep under review how much money it can afford to borrow. Section 3(5) of the Local Government Act 2003 provides that the Secretary of State may by regulations make provision about the performance of that duty. Regulations made by the Secretary of State require the Council to have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA regarding the affordability of the Capital Programme. The Prudential Code requires the consideration of matters including the implications for the Council Tax, prudence and the long-term implications of any external borrowing.

3.11 FINANCIAL AND RESOURCES IMPLICATIONS

3.11.1 The financial and resources implications are set out elsewhere in this report.

Nicholas Holgate
TOWN CLERK

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report

Capital programme bid submissions, autumn 2014.

Contact officer:

Ms Jess Laing, Corporate Finance Manager, The Royal Borough of Kensington and Chelsea,
020 7361 2427 jess.laing@rbkc.gov.uk

CAPITAL PROGRAMME 2015-16 TO 2017-18

APPENDIX 1

OTHER IMPLICATIONS

1. Impact on the Environment

- 1.1 The Council's Environment Strategy sets out how the Council will demonstrate leadership in developing sustainable solutions to environmental problems. This includes how the Council can influence good practice from its suppliers and contractors through procurement policies and the application of whole life costing. Individual schemes will address these requirements in the reports and Key Decisions seeking authorisation for the scheme to proceed.

APPENDIX 2

CAPITAL PROGRAMME FUNDING

1. FUNDING

Introduction

- 1.1 The funding for the capital programme is shown in **Table 5** below. Total spending less capital grants and contributions, use of reserves and capital receipts leaves a balance to be funded from borrowing, which is also known as the 'Capital Financing Requirement'. The programme requires no borrowing. The Council may, if required, temporarily internally borrow to fund spending ahead of capital receipts being realised.

Table 5: Total Funding

General Fund	2015-16 £'000	2016-17 £'000	2017-18 £'000	Later Years £'000	Total £'000
Total Spending	59,959	71,131	55,234	6,695	193,019
Funded from external funding	8,777	13,348	5,733	455	28,313
Net Balance (from Council Funding)	51,182	57,783	49,501	6,240	164,706
Use of Reserves	43,837	14,638	8,356	6,240	73,071
Use of Capital Receipts	7,345	34,145	145	0	41,635
Use of Internal Borrowing	0	9,000	31,000	0	40,000
Funding to be decided	0	0	10,000	0	10,000
Balance = external borrowing required	0	0	0	0	0

Housing Revenue Account (HRA)	2015-16 £'000	2016-17 £'000	2017-18 £'000	Later Years £'000	Total £'000
Total Spending	23,959	15,350	17,250	0	56,559
Funded from external funding	937	700	700	0	2,337
Net Balance (from HRA Funding)	23,022	14,650	16,550	0	54,222
Use of self-funding	21,334	14,250	16,250	0	51,834
Use of capital receipts	1,688	400	300	0	2,388
Balance = external borrowing required	0	0	0	0	0

Total Spending	83,918	86,481	72,484	6,695	249,578
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2. EXTERNAL RESOURCES

Capital Grants and Contributions

- 2.1 Expenditure in the programme that is conditional on external funding has been set in line with the latest information. Revisions may be necessary if this funding reduces. Some funding for schools capital expenditure is included in the Dedicated Schools Grant. Details of grants and contributions associated with specific bids are shown in **Table 6** below.

Table 6: Grants and contributions

External Funding	2015-16 £'000	2016-17 £'000	2017-18 £'000	Later Years £'000	Total £'000
Grants					
Department for Education	1,066	750	750	0	2,566
Disabled Facilities Grant	310	310	310	0	930
	1,376	1,060	1,060	0	3,496
Contributions					
Developers (Section 106)	5,441	12,062	5,173	455	23,131
Tenants	1,000	0	0	0	1,000
Transport for London	325	911	200	0	1,436
Other Authorities	1,572	15	0	0	1,587
	8,338	12,988	5,373	455	27,154
Total External Funding	9,714	14,048	6,433	455	30,650

3. INTERNAL RESOURCES

Capital Receipts

- 3.1 Capital receipts (sales proceeds from the sale of assets) can only be used to fund capital investment and for no other purpose. Capital receipts from the sale of land and property held within the HRA ring-fence can only be released for capital investment in local regeneration and/or housing as required by statute and regulation.

Reserves

- 3.2 The reserves will be released flexibly to fund capital investment but in the first instance where other funding sources have not been identified. Please see reserves forecast **Table 7** overleaf.

Table 7: General Fund Reserves

General Fund Reserves	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Balance brought forward	186.0	161.3	119.9	108.8
Revenue contributions in	10.5	5.5	5.5	5.5
Property income contributions	1.0	2.0	3.0	4.0
Other reserve releases	-5.0	-5.0	-5.0	-5.0
Released to fund capital expenditure	-31.2	-43.8	-14.6	-8.4
Balance carried forward	161.3	119.9	108.8	104.9

4. Borrowing

- 4.1 There are two types of borrowing allowed under the Prudential Code for Capital Finance: supported borrowing and self-financed borrowing.

Supported borrowing is where the Council receives revenue support grant to finance borrowing up to a specified limit hence the borrowing is supported. There has been no allocation of supported borrowing by government since 2011-12.

Self-financed or 'Prudential' borrowing is borrowing in excess of the supported borrowing limit and is allowed under the Prudential Code provided that it is affordable. Self-financed borrowing has revenue implications because the Council has to meet the interest and repayment costs of the borrowing from its own resources.

Self-financed or 'Prudential' Borrowing

- 4.2 The Council's policy is that its Capital Financing Requirement may increase in line with Government supported borrowing, but that borrowing in excess of this level will only be considered to fund:
- schemes of exceptional long-term strategic importance to the Council;
 - spend to save or to support mainly self-financing projects;
 - to cover temporary cash requirements pending an earmarked capital receipt; and, if required,
 - to lever in external support for the most important local priorities.

5. Minimum Revenue Provision for Debt Repayment

- 5.1 The Local Authorities (Capital Financing and Accounting) (England) (Amendment) Regulations 2008 require that *"a local authority shall calculate for the current financial year an amount of Minimum Revenue Provision (MRP) that it considers to be prudent"*. This is the amount set aside from revenue for the repayment of debt principal relating to the General Fund only.
- 5.2 The proposed revenue provision for debt repayment is shown in **Table 8** below. The final amounts charged will vary in line with the final capital expenditure and financing outturn for 2014-15 when this is known. This assumes no internal borrowing. Any internal borrowing will increase these costs if the capital receipts are received after the relevant assets for which the borrowing is incurred are completed. The Council's policy is to depreciate assets from the 1 April after the date of completion.

Table 8: Budgeted Revenue Provision for Debt Repayment

Provision for Debt Repayment	2013-14 £'000	2014-15 £'000	2015-16 £'000	2016-17 £'000	2017-18 £'000
Historic capital debt	1,038	984	933	883	847
Ex-ILEA debt*	304	310	316	0	0
Total Minimum Revenue Provision	1,342	1,294	1,249	883	847

*The Council manages debt relating to the former Inner London Education Authority on behalf of inner London.

- 5.3 The requirement for "prudent" provision for debt repayment is to ensure that debt is repaid over a period that is either reasonably commensurate with the period over which the capital expenditure provides benefits or provided for by the time the debt has to be repaid.
- 5.4 For capital expenditure incurred prior to 1 April 2008, guidance allows local authorities to select one of four options to ensure prudent provision for debt repayment:
- Regulatory Method - MRP is equal to the amount determined in accordance with the 2003 Regulations (as amended), as if they had not been revoked by the 2008 Regulations ("Option 1" in the guidance).

- Capital Financing Requirement Method - MRP is equal to 4 per cent of the Capital Financing Requirement as derived from the balance sheet at the end of the preceding financial year ("Option 2" in the guidance).
- Asset Life Method - MRP is determined by reference to the life of the asset for which the borrowing is undertaken by equal instalment method or annuity method ("Option 3" in the guidance).
- Depreciation Method - MRP is to be equal to the provision required in accordance with depreciation accounting for new borrowing ("Option 4" in the guidance).

5.5 The Council has used the CFR method to calculate the MRP for capital expenditure incurred prior to 1 April 2008 because it is the simplest method to use. Therefore, it is proposed that the Council continues to do so.

5.6 For capital expenditure incurred since 1 April 2008 and which does not form part of Government Supported Capital Expenditure, Government guidance allows local authorities to select only the Asset Life Method or Deprecation Method to calculate the MRP. It is proposed that the Asset Life Method is used by the Council to calculate the MRP for capital expenditure incurred after 1 April 2008 because the Council has no supported borrowing allocation and the method provides the Council with the following benefits:

- It is more cost effective: MRP is provided for new assets only in the year following that in which they become operational and for existing assets, only in the year after the capital expenditure is incurred. Therefore the Council's considerable capital investment in new and existing assets will not increase the MRP before the benefits of the investment are felt by residents.
- Each year, the MRP provided for assets owned via a finance lease will be equal to the amount that is provided to write down the liability. This is transparent and will eliminate the risk of the Council "double counting" the cost of the lease in its accounts.

APPENDIX 3

PRUDENTIAL INDICATORS

Introduction

- 1.1 Local Authority Prudential Indicators are set out in the CIPFA Prudential Code as required by the Local Government Act 2003. They form part of an integrated approach to capital investment decision-making that takes into account affordability and the implications for external borrowing.

Capital Financing Requirement

- 1.2 The borrowing requirement, known as the Capital Financing Requirement (CFR) resulting from the proposed Capital Programme is set out in **Table 9** below.

Table 9: Forecast Capital Financing Requirement

	Housing Revenue Account £m	General Fund £m	Total £m
Closing balance 2013-14	210	33	243
Less Minimum Revenue Provision	0	-1	-1
Closing balance 2014-15	210	32	242
Less Minimum Revenue Provision	0	-1	-1
Closing balance 2015-16	210	30	241
Less Minimum Revenue Provision	0	-1	-1
Closing balance 2016-17	210	29	240
Less Minimum Revenue Provision	0	-1	-1
Closing balance 2017-18	210	29	239

- 1.3 There is no additional external borrowing required to fund the capital programme. The programme is forecast to be fully funded from external and internal resources with potentially temporary internal borrowing ahead of expected capital receipts.

General Fund Affordability

- 1.4 **Table 10** overleaf shows the affordability of the Capital Programme for the General Fund, in terms of the marginal impact on the Council Tax and the share of the total budget taken up by capital financing costs. This is compared to the equivalent figures in the previous capital programme.

Table 10: General Fund Affordability

Affordability for the General Fund	Actual 2013-14 £'000	Forecast 2014-15 £'000	Forecast 2015-16 £'000	Forecast 2016-17 £'000	Forecast 2017-18 £'000
Interest on historic debt	56	56	56	56	56
Minimum Revenue Provision	1,342	1,294	1,249	883	847
Interest loss on use of cash balances	0	84	120	342	370
Total Financing Cost	1,398	1,435	1,425	1,281	1,274
Change year-on-year £		37	-10	-144	-7
Cost per Council Tax Band D Equivalent	£15	£16	£15	£14	£14
Ratio of financing cost to net revenue stream	1%	1%	1%	1%	1%
Last published capital programme (2014-15 to 2016-17)					
Cost per Council Tax Band D Equivalent	£14	£13	£9	£9	
Ratio of financing cost to net revenue stream	1%	1%	1%	1%	

Housing Revenue Account Affordability

- 1.5 Future levels of HRA capital expenditure will need to be determined as part of the annual capital and revenue budgets setting.

Other Prudential Indicators

- 1.6 Other Prudential Indicators relating to treasury management and external debt are set out in the Treasury Management Strategy elsewhere on this Cabinet agenda.

The Royal Borough of Kensington and Chelsea

Annex 1 Service Capital Programme 2015-16 to 2017-18

Explanatory Notes

CAPITAL PROGRAMME 2015-16 TO 2017-18 NOTES

Presentation of the Council's Capital Programme

The Capital Programme is shown for each of the Council's Service Groups with schemes being shown in alphabetic order by project title and then by budgeted start year. Projects are assigned a Programme Status as described below.

Inclusion of schemes in 2015-16 gives authority to proceed subject to confirmation of the:

- business case;
- external resources;
- firmer planning and cost estimates; and
- appropriate Key Decision.

'Later Years' are provisional and their inclusion of new starts in these years gives authority to plan for the future schemes.

The Programme schedules show for each project actual spend to 31 March 2014 and estimates for 2014-15 and future years.

For each Service Group, the sources of capital funding for each year's programme is shown i.e. external funding (e.g. capital grants and contributions); internal funding (e.g. specific capital reserves) or corporate funding (e.g. capital receipts and funding from the Capital Expenditure Reserve).

Budget Status:

All schemes require a funding release before an expenditure commitment is made, normally through a Key Decision. The detailed project list in **Annex 1** marks with a tick those individual schemes in 2015-16 that are assumed to have authority to spend. This includes those that have already achieved a Key Decision and those delegated to officers as too small to require a Key Decision. Rolling programmes (marked with a tick) are also treated as having a budget release for the coming financial year, so that officers can commit expenditure as schemes are readied. The Programme includes a global provision for future years. Schemes with no tick in 2015-16 require further work before approval to commit expenditure is granted.

Financial Conventions:

- (i) Capital costs relate to items which give a long-term benefit to the Council.
- (ii) Revenue costs are items of a recurring nature e.g. running costs for new premises or equipment and financing costs.
- (iii) All costs are shown at outturn prices.

Programme Stages

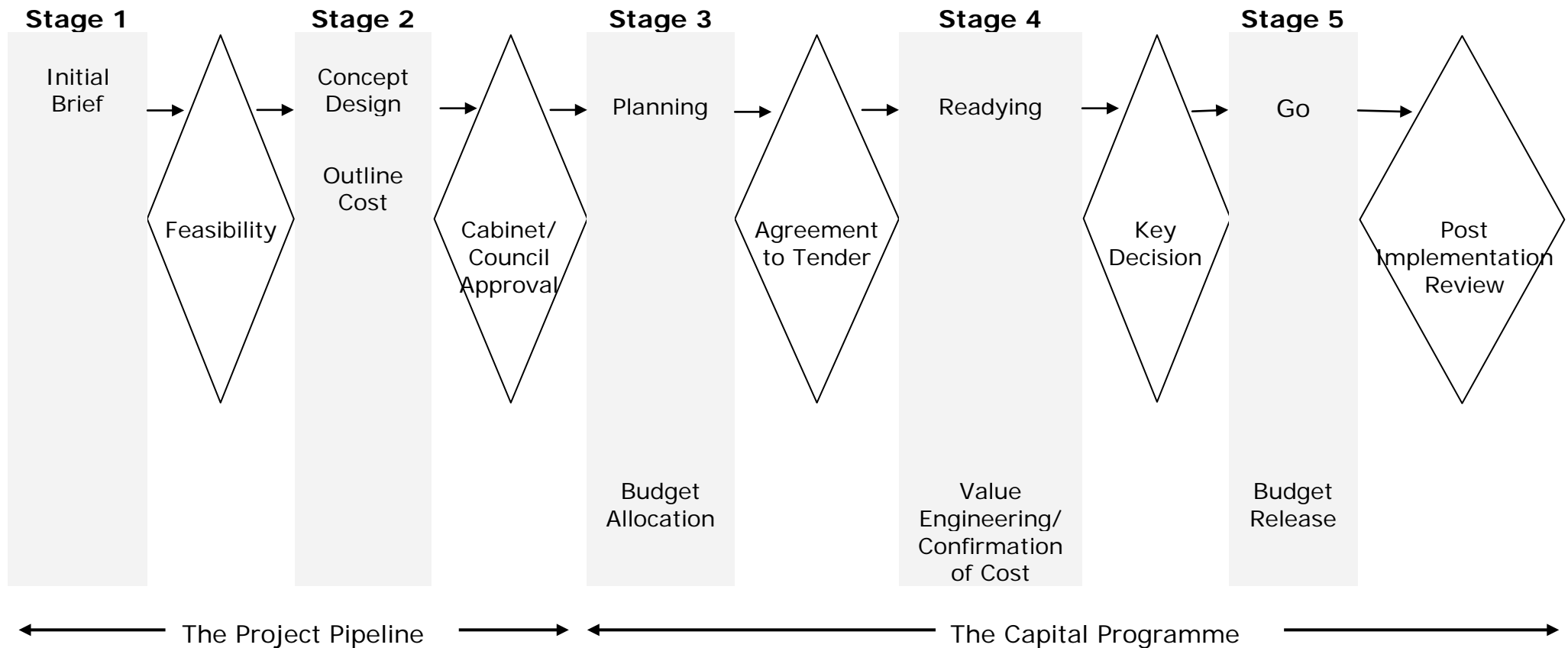
The progress of a capital scheme is divided into six stages, based on the Royal Institute of British Architects (RIBA) schema that records the lifecycle of a property project from initial feasibility to post implementation review. The Council amalgamates these as shown below:

Council Stages

Stage Description	RBKC Stage
<i>Pipeline</i> Initial Project Brief	1
Concept Design including outline costs	2
<i>Planning</i> (Developed Design including costs)	3
<i>Readying</i> (Technical Design up to tender acceptance)	4
<i>Go</i> (Requires a key decision to agree project and release budget)	5
<i>Completed</i>	6

A scheme is formally included in the Programme and funded when it reaches stage 3. Schemes at stages 1 and 2 tend to be larger schemes and are described as 'pipeline'. As they are still under development, they are not included in the Programme until more information is available and a decision has been taken to proceed. Smaller schemes are usually included in the relevant rolling programme.

CAPITAL SCHEMES PROGRESSION



CAPITAL PROGRAMME 2015-16 to 2017-18

ADULT SOCIAL CARE

[✓ = Authority to spend]

Adult Social Care

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Corporate Property Services													
Ellesmere House Snagging Works	Post completion snagging works	2013/14	43	245 ✓	0	0	0	0	288	0	288	0	5
Piper House Refurbishment	Complete internal remodelling to provide supported living and registered care accommodation.	2012/13	1,592	61 ✓	0	0	0	0	1,653	350	1,260	43	5
SUB TOTAL			1,635	306	0	0	0	0	1,941	350	1,548	43	
Managed by Service Group													
Assessment System for Community Care (ASCC)	To improve the current ASCC to reflect new business and legislative requirements	2006/07	966	18 ✓	0	0	0	0	984	136	146	702	5
Chamberlain House Refurbishment	Re-provision of the Miranda Barry Day Centre located within the ground floor of Ellesmere House to Chamberlain House, St Charles Centre for Health & Wellbeing.	2014/15	0	91 ✓	0	0	0	0	91	91	0	0	5
eCommerce Facility for Tri-Borough ASC Porta	Implementation of eCommerce functionality to the existing ASC Portal to support and extend the existing Market Place already in place.	2014/15	0	80 ✓	0	0	0	0	80	80	0	0	5

[✓ = Authority to spend]

Adult Social Care

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Ellesmere House - Ground Floor	Reconfiguration of the ground floor of Ellesmere House into approximately 21 nursing beds.	2014/15	0	200 ✓	900 ✓	0	0	0	1,100	1,100	0	0	4
Frameworki Mobile Working	The development of an IT infrastructure and mobile device software and the purchase of 100 suitable mobile devices, which will allow social workers to update Frameworki case records in the field.	2014/15	0	0	302 ✓	0	0	0	302	302	0	0	5
Tri-Borough E-monitoring System	Procurement of a Tri-Borough electronic call monitoring system to support the planned new homecare contract. The system will record the actual amount of care delivered rather than that commissioned and pay based on actuals.	2014/15	0	150 ✓	0	0	0	0	150	150	0	0	5
SUB TOTAL			966	539	1,202	0	0	0	2,707	1,859	146	702	
TOTALS **			2,601	845	1,202	0	0	0	4,648	2,209	1,694	745	

** TOTALS above exclude other schemes yet to go to tender which amount to £1,400 in 2015/16 and £3,000 in 2016/17 - all Council funded.

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Adult Social Care	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Government Grant	136	0	0	0	0	0	136
Contributions Other	350	521	1,202	0	0	0	2,073
TOTAL	486	521	1,202	0	0	0	2,209
INTERNAL FUNDING							
Other Reserves	1,370	324	0	0	0	0	1,694
TOTAL	1,370	324	0	0	0	0	1,694
CORPORATE FUNDING							
General Resources	745	0	1,400	3,000	0	0	5,145
TOTAL	745	0	1,400	3,000	0	0	5,145
TOTAL COUNCIL FUNDING (Internal and Corporate)	2,115	324	1,400	3,000	0	0	6,839
TOTAL ALL SOURCES OF FUNDING	2,601	845	2,602	3,000	0	0	9,048

CAPITAL PROGRAMME 2015-16 to 2017-18

CHILDREN'S SERVICES

[✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Corporate Property Services													
Barlby School New SEN Facility	Creation of a new SEN unit at Barlby School will necessitate 3 separate works projects at The Making Place, Kensal House And Waynflete Square and moves of both direct and indirect Council operational services (FCS FAST team and Full of Life).	2012/13	220	17 ✓	0	0	0	0	237	0	0	237	5
Bi-Borough Hub School	Closure of the pupil referral unit at Latimer Road and the establishment of a Bi-Borough Hub School on the site of the current Bridge Academy in Hammersmith and Fulham.	2015/16	0	0	50	3,000	3,150	0	6,200	0	6,200	0	3
Colville Primary Classroom Relocation	The relocation of 1½ form of entry Reception classrooms to ground floor teaching, in order to address a shortcoming of the organisational arrangements within the building which was identified by Ofsted in the most recent Inspection.	2012/13	458	17 ✓	0	0	0	0	475	0	0	475	5
Cremorne Riverside Centre Pontoon	The pontoon at the Cremorne Riverside centre is at the end of its usable life and requires replacement. This pontoon allows staff and users safe access into the Thames in their Kayaks and canoes.	2014/15	0	23 ✓	0	0	0	0	23	0	0	23	5
East Row-Whistler Walk Childrens Home Replacement	Project to replace Whistler Walk childrens Home	2012/13	2,338	158 ✓	64 ✓	0	0	0	2,560	0	0	2,560	5

[✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Fox Primary School Redevelopment	Redevelopment of the Fox Primary School site to increase capacity and to create a 2 Form Entry, plus S.E.N. Facilities (up to 20 places) + CPD/Staff Training Centre (up to 60 places).	2013/14	113	484 ✓	5,536	2,905	262	0	9,300	1,363	0	7,937	5
Holland Park School Redevelopment	Project management, design team fees and anticipated construction costs for the redevelopment of Holland Park School. It is expected that these will be fully funded through capital receipts from the sale of the Southern site	2008/09	82,338	900 ✓	512 ✓	0	0	0	83,750	400	73,449	9,901	5
Kensington Academy	Construction of a new academy at the site currently occupied by the North Kensington Leisure Centre. This is part of the wider KALC project aiming to deliver a new Academy and Leisure Centre in North Kensington. Also see bid 535 and 582	2012/13	17,462	9,853 ✓	685 ✓	0	0	0	28,000	16,509	9,487	2,004	5
Marlborough Primary School and Denyer Street	Redevelopment of of Marlborough Primary School and new commercial premises	2013/14	258	1,584 ✓	6,500 ✓	16,600	5,058	500	30,500	20,500	9,600	400	5
Middle Row School Redevelopment	Redevelopment of Middle Row Primary School with enhanced Nursery and Special Education Needs provision.	2012/13	10,418	1,537 ✓	140 ✓	0	0	0	12,095	8,378	3,703	14	5

[✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Parkwood Hall School Fire Doors	Replacement of fire doors and door sets at Parkwood Hall School following a fire risk assessment.	2013/14	149	8	0	0	0	0	157	157	0	0	5
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2014/15	0	40 ✓	0	0	0	0	40	0	0	40	R
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2015/16	0	0	40 ✓	0	0	0	40	0	0	40	R
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2016/17	0	0	0	40 ✓	0	0	40	0	0	40	R
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2017/18	0	0	0	0	40	0	40	0	0	40	R

[✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2014/15	0	739 ✓	0	0	0	0	739	739	0	0	R
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2015/16	0	0	600 ✓	0	0	0	600	600	0	0	R
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2016/17	0	0	0	600 ✓	0	0	600	600	0	0	R
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2017/18	0	0	0	0	600	0	600	600	0	0	R
St Quintin-Premises Improvement	To redevelop St Quintin Family Centre to provide facilities to operate as phase 2 Children's Centre and a centre for Children with Disabilities (part replacement for the Little House).	2007/08	3,437	108 ✓	0	0	0	0	3,545	837	20	2,688	5

[✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
St.Anne's Nursery Re-location to Avondale Primary	Relocation of St. Anne's Nursery School to Avondale Primary School and to federate with the existing Avondale nursery provision.	2014/15	0	100 ✓	1,200	650	50	0	2,000	0	0	2,000	5
SUB TOTAL			117,191	15,568	15,327	23,795	9,160	500	181,541	50,683	102,459	28,399	
Managed by Service Group													
Children's Services Case Recording System	Procurement of a Tri-Borough externally hosted third party case recording system for use by the social workers and other professionals in Children's Services, replacing existing in house systems.	2015/16	0	0	150	280	0	0	430	0	0	430	3
Early Intervention and Prevention	The project will deliver information systems to enable the first signs of vulnerability to be detected and relevant professionals to be notified, and then allow practitioners to plan, record and monitor interventions and outcomes.	2010/11	308	18 ✓	0	0	0	0	326	0	0	326	5
Education Management System Replacement	A Tri-Borough Education Management system to cover School Admissions, Exclusions and Pupil Support, Special Education Needs and other local authority provided school services.	2015/16	0	0	190	0	0	0	190	0	0	190	4
Stronger Families - ICT Foundation	Family and Children's Services is undertaking a business transformation programme, Stronger Families that has three threads that will require a set of ICT tools to be available to ensure that the business case itself can be achieved.	2011/12	142	47 ✓	0	0	0	0	189	0	0	189	5
SUB TOTAL			450	65	340	280	0	0	1,135	0	0	1,135	

[✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
TOTALS **			117,641	15,633	15,667	24,075	9,160	500	182,676	50,683	102,459	29,534	

** Excludes Other Schemes yet to go to tender: 2015-16 £9million, 2016-17 £9million, 2017-18 £13million, Later Years £6million totaling £37million.

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Children's Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Government Grant	21,251	6,169	1,066	750	750	0	29,986
Contributions Other	197	161	4,404	11,262	4,373	300	20,697
TOTAL	21,448	6,330	5,470	12,012	5,123	300	50,683
INTERNAL FUNDING							
Earmarked Capital Receipts	78,745	5,472	10,146	16,338	12,835	200	123,736
Other Reserves	1,623	1,537	140	0	0	0	3,300
Revenue Contributions	423	0	0	0	0	0	423
TOTAL	80,791	7,009	10,286	16,338	12,835	200	127,459
CORPORATE FUNDING							
General Resources	15,402	2,294	8,911	4,725	4,202	6,000	41,534
TOTAL	15,402	2,294	8,911	4,725	4,202	6,000	41,534
TOTAL COUNCIL FUNDING (Internal and Corporate)	96,193	9,303	19,197	21,063	17,037	6,200	168,993
TOTAL ALL SOURCES OF FUNDING	117,641	15,633	24,667	33,075	22,160	6,500	219,676

CAPITAL PROGRAMME 2015-16 to 2017-18

ENVIRONMENT, LEISURE AND RESIDENT'S SERVICES

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Corporate Property Services													
Avondale Park Amenity Building	A bespoke new single story building to replace the existing toilet and mess room buildings.	2012/13	831	9 ✓	0	0	0	0	840	0	840	0	5
Chelsea Sports Centre Changing Room Repairs	Repairs to the primary steel beams supporting the roof/floor structure of the female changing room following an injury to a member of the public in 2012.	2015/16	0	0	200	0	0	0	200	0	0	200	3
Holland Park - New Ecology Centre	This project is for the building of a new ecology centre at Holland Park with funding from KCEL.	2011/12	488	42 ✓	0	0	0	0	530	310	120	100	5
Holland Park Stable Yard Improvements	The ecology centre is moving out of the Stable Block and the Bi-borough Parks Police teams will be moving into the space. This space, together with office accommodation for the Parks and Leisure services staff needs to be refurbished.	2014/15	0	150 ✓	0	0	0	0	150	0	0	150	5
Kensington Leisure Centre - New Building	Construction of a new leisure centre at the site currently occupied by the North Kensington Leisure Centre. This is part of the wider KALC project aiming to deliver a new Academy and Leisure Centre in North Kensington. Also see bid 535 and 463.	2013/14	11,285	16,830 ✓	885 ✓	400 ✓	0	0	29,400	0	23,213	6,187	5

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Lots Road Depot	Operations at Cremorne Wharf need to be re-housed in order to facilitate the handover of the site to Thames Water who will pay rent for its use. Formerly known as Bagleys Lane and Chelsea Creek.	2013/14	158	1,211 ✓	31 ✓	0	0	0	1,400	0	0	1,400	5
South Kensington Station Flower Kiosk	Construction of a new flower kiosk for South Kensington Station forecourt.	2014/15	0	100 ✓	0	0	0	0	100	0	0	100	4
SUB TOTAL			12,762	18,342	1,116	400	0	0	32,620	310	24,173	8,137	
Managed by Service Group													
Gunnersbury Cemetery Improvement Scheme	In support of the longevity of the Cemeteries service this will deliver new burial space and a new office building.	2015/16	0	0	300	700	0	0	1,000	0	0	1,000	3
Holland Park Public Toilets	Improvements to the quality of the toilet facilities but also to extend them into the area of the stable yard building currently used as a changing room for the sports pitch (This is completely underused and wasted space).	2015/16	0	0	150	200	0	0	350	0	0	350	3
Asset Improvement Plans	A rolling programme for asset improvement works and projects that is intended to enhance the department's diverse and numerous facility and grounds portfolio.	2014/15	0	631 ✓	0	0	0	0	631	0	0	631	R

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Asset Improvement Plans	A rolling programme for asset improvement works and projects that is intended to enhance the department's diverse and numerous facility and grounds portfolio.	2015/16	0	0	300	0	0	0	300	0	0	300	R
Asset Improvement Plans	A rolling programme for asset improvement works and projects that is intended to enhance the department's diverse and numerous facility and grounds portfolio.	2016/17	0	0	0	300	0	0	300	0	0	300	R
Asset Improvement Plans	A rolling programme for asset improvement works and projects that is intended to enhance the department's diverse and numerous facility and grounds portfolio.	2017/18	0	0	0	0	300	0	300	0	0	300	R
Athlone Gardens and Wornington Green	Landscaping and other works associated are required for the phased transition of parkland provision for the Wornington Green Estate to transfer the existing Athlone Gardens site within the proposed new Wornington Green development.	2011/12	106	50	300	0	1,544	0	2,000	0	0	2,000	5
Chelsea Sports Centre - Gym Extension	This scheme is to increase the floor area, relocate the Gym from its current location to the Dance Studio and extend it to create a new much larger 50 station gym.	2011/12	506	850 ✓	0	0	0	0	1,356	0	0	1,356	5

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Chelsea Sports Centre Wetside Improvements	Major improvements to the wetside changing rooms, pool area, and ceiling lantern to bring them up to the quality of the new gym and dryside changing.	2015/16	0	0	300	1,200	0	0	1,500	0	0	1,500	3
Disability Discrimination Act Works - Leisure	Planned Programme of essential & desirable Disability and Discrimination Act works to meet legislative requirements and to increase accessibility to parks, and cemeteries for people with disabilities.	2013/14	134	102 ✓	0	0	0	0	236	0	0	236	R
Emslie Horniman's Pleasance Improvement	The project will deliver a new children's playground, a new multi-use games area, refurbishment of the public toilets and catering kiosk, improvements to the Voyse Garden, and general landscaping improvements throughout the park.	2011/12	536	29 ✓	0	0	0	0	565	0	565	0	5
FINAL ACCOUNTS	This item consolidates the outstanding payments for completed projects.	2013/14	1,592	12	0	0	0	0	1,604	0	0	1,604	5
Golborne Bridge Heritage Corner	The junction of Elkstone Road and Golborne Road, at the north side of Golborne bridge is to be enhanced by new streetscape improvements and the development of the under used area into a heritage corner.	2013/14	38	12 ✓	0	0	0	0	50	50	0	0	5

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Gunnersbury & Hanwell Cemeteries - Resurfacing	Repairing and re-surfacing the existing path and driveway networks at both cemeteries to a satisfactory standard of finish and appearance and fulfilling the councils H&S obligations to visitors.	2012/13	286	214 ✓	0	0	0	0	500	0	0	500	5
Holland Park Tennis Courts	The project is to replace the fencing and resurface the four tennis courts at Holland Park.	2012/13	188	32 ✓	0	0	0	0	220	0	0	220	5
Kingsdown Close Streetscape Improvements	This project aims to improve the large pedestrian junction of Kingsdown Close and Lancaster Road	2013/14	140	56 ✓	0	0	0	0	196	196	0	0	5
Ladbroke Grove Mainline Railway Bridge Enhancement	These proposed environmental improvements to Ladbroke Grove Network Rail Bridge are to transform the bridge into a lively gateway to the borough from the North	2013/14	93	425 ✓	0	0	0	0	518	518	0	0	5
Little Wormwood Scrubs Development - Phase 2	Improvement works to Little Wormwood Scrubs	2014/15	0	400	0	0	0	0	400	0	0	400	3

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Opera Holland Park - Revised Site Entrance	Revised entrance to the site between the cafe and outdoor seating area.	2014/15	0	0	100	0	0	0	100	0	0	100	3
Opera Holland Park - Temporary Structures	Improving the functionality and aestheticism of the theatre structures.	2014/15	0	0	700	0	0	0	700	0	0	700	3
Opera Holland Park - Temporary Toilet Facilities	Acquisition of temporary toilet facilities.	2014/15	0	0	180	0	0	0	180	0	0	180	3
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2014/15	0	1,168 ✓	0	0	0	0	1,168	0	1,168	0	R
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2015/16	0	0	675	0	0	0	675	0	675	0	R

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2016/17	0	0	0	675	0	0	675	0	675	0	R
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2017/18	0	0	0	0	675	0	675	0	675	0	R
Paths and Fencing Improvements	Improvements relating to St. Mary Abbots railings, St. Luke's Gardens - internal railing, Cremorne Gardens - resetting the cobbles, St. Lukes Gardens - resurfacing paths, Redcliffe Square - resurfacing.	2014/15	0	0	280	0	0	0	280	0	0	280	3
Public Art	Public Art commissioned by the Art Advisory Panel and funded from S106 contributions from developers	2011/12	100	120 ✓	100	100	100	155	675	675	0	0	5
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2014/15	0	322 ✓	0	0	0	0	322	0	0	322	R

[✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2015/16	0	0	200	0	0	0	200	0	0	200	R
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2016/17	0	0	0	200	0	0	200	0	0	200	R
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2017/18	0	0	0	0	200	0	200	0	0	200	R
Sports Centres Planned Refurbishment Programme	To carry out additional works that were not included in the original Sports Centres Planned Maintenance Programme (2005/10) but where a latent need has been identified following recent Customer Satisfaction surveys.	2014/15	0	464	0	0	0	0	464	0	0	464	R
Sports Pitch Improvements	Enhancement to the quality of the playing surfaces at Avondale Park, Holland Park and Kensington Memorial Park.	2014/15	0	0	130	130	0	0	260	0	0	260	3
SUB TOTAL			3,719	4,887	3,715	3,505	2,819	155	18,800	1,439	3,758	13,603	
TOTALS			16,481	23,229	4,831	3,905	2,819	155	51,420	1,749	27,931	21,740	

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Environment, Leisure and Resident's Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Transport for London	271	493	0	0	0	0	764
Contributions Other	410	120	100	100	100	155	985
TOTAL	681	613	100	100	100	155	1,749
INTERNAL FUNDING							
Earmarked Capital Receipts	10,774	12,439	0	0	0	0	23,213
Car Parking Reserve	1,299	1,248	675	675	675	0	4,572
Other Reserves	146	0	0	0	0	0	146
TOTAL	12,219	13,687	675	675	675	0	27,931
CORPORATE FUNDING							
General Resources	3,581	8,929	4,056	3,130	2,044	0	21,740
TOTAL	3,581	8,929	4,056	3,130	2,044	0	21,740
TOTAL COUNCIL FUNDING (Internal and Corporate)	15,800	22,616	4,731	3,805	2,719	0	49,671
TOTAL ALL SOURCES OF FUNDING	16,481	23,229	4,831	3,905	2,819	155	51,420

CAPITAL PROGRAMME 2015-16 to 2017-18

HOUSING SERVICES

[√ = Authority to spend]

Housing Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Service Group													
Barlby Road and Chesterton Road	To provide two family flats, one being three bedroom and the other a four bedroom flat.	2013/14	115	29	0	0	0	0	144	144	0	0	5
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is offset by government subsidy.	2014/15	0	555	0	0	0	0	555	310	100	145	R
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is offset by government subsidy.	2015/16	0	0	555	0	0	0	555	310	100	145	R
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is offset by government subsidy.	2016/17	0	0	0	455	0	0	455	310	0	145	R
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is offset by government subsidy.	2017/18	0	0	0	0	455	0	455	310	0	145	R

Housing Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Private Sector Renewal Grants	Within the new Private Sector Renewal Strategy, provide assistance to residents to improve the energy efficiency of their homes, improve home security and alleviate unfitnes and disrepair.	2014/15	0	100	0	0	0	0	100	0	0	100	R
Private Sector Renewal Grants	Within the new Private Sector Renewal Strategy, provide assistance to residents to improve the energy efficiency of their homes, improve home security and alleviate unfitnes and disrepair.	2015/16	0	0	100	0	0	0	100	0	0	100	R
Private Sector Renewal Grants	Within the new Private Sector Renewal Strategy, provide assistance to residents to improve the energy efficiency of their homes, improve home security and alleviate unfitnes and disrepair.	2016/17	0	0	0	100	0	0	100	0	0	100	R
Private Sector Renewal Grants	Within the new Private Sector Renewal Strategy, provide assistance to residents to improve the energy efficiency of their homes, improve home security and alleviate unfitnes and disrepair.	2017/18	0	0	0	0	100	0	100	0	0	100	R
Regeneration RSL	Registered Social Landlord (RSL) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2014/15	0	347	0	0	0	0	347	0	0	347	R
SUB TOTAL			115	1,031	655	555	555	0	2,911	1,384	200	1,327	
TOTALS			115	1,031	655	555	555	0	2,911	1,384	200	1,327	

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Housing Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Government Grant	0	310	310	310	310	0	1,240
Contributions Other	115	29	0	0	0	0	144
TOTAL	115	339	310	310	310	0	1,384
INTERNAL FUNDING							
Other Reserves	0	100	100	0	0	0	200
TOTAL	0	100	100	0	0	0	200
CORPORATE FUNDING							
General Resources	0	592	245	245	245	0	1,327
TOTAL	0	592	245	245	245	0	1,327
TOTAL COUNCIL FUNDING (Internal and Corporate)	0	692	345	245	245	0	1,527
TOTAL ALL SOURCES OF FUNDING	115	1,031	655	555	555	0	2,911

CAPITAL PROGRAMME 2015-16 to 2017-18

HOUSING REVENUE ACCOUNT

[✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Service Group													
Buy Back of Former Council Dwellings	Two leaseholders of former Council dwellings have indicated to the Council the intention to sell their properties. Under the terms of the lease the leasehold has to give the Council first opportunity to buy back the dwelling.	2014/15	0	800	1,500	0	0	0	2,300	0	2,300	0	H
Edenham Way - Housing Revenue Account	Development of the Edenham Way site for housing.	2014/15	0	238 ✓	209	0	0	0	447	0	447	0	H
Electric Charge Points (OLEV)	The TMO, on behalf of the Council, and Thriev Ltd jointly applied for central government grant funding to install electric charge points from the Office of Low-Emission Vehicles (OLEV).	2014/15	0	206 ✓	0	0	0	0	206	206	0	0	H
Elm Park Gardens	This scheme aims to develop basements to be used for social housing whilst funding the development work through the sale of some of the redeveloped basements.	2005/06	4,742	30 ✓	0	0	0	0	4,772	0	4,772	0	5
General provision for HRA Regeneration	Where a Key Decision is taken to incur costs on a particular scheme, costs will be identified separately within the Capital Programme. For works where no such Key decision has been taken, the intention is to use a general regeneration provision.	2015/16	0	0	250	250	250	0	750	0	750	0	H

[✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Greaves Tower	Investment in delivery of affordable homes at Greaves Tower	2012/13	211	5 ✓	0	0	0	0	216	116	100	0	5
Grenfell Tower	Investment in works on the Lancaster West Estate, to deliver major improvements to the fabric of Grenfell Tower, new homes and improved accessible office space.	2012/13	691	5,309 ✓	4,300 ✓	0	0	0	10,300	0	10,300	0	5
Hidden Homes	Provision to fund current work on hidden homes initiatives and Investment in delivery of affordable homes.	2015/16	0	23 ✓	1,000	1,000	1,000	0	3,023	2,100	923	0	H
Holmefield House	Investment in delivery of affordable homes at HolmefieldHouse	2012/13	489	64 ✓	0	0	0	0	553	116	437	0	5
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2014/15	0	9,759 ✓	0	0	0	0	9,759	0	9,759	0	H

[✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2015/16	0	0	14,000	0	0	0	14,000	0	14,000	0	H
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2016/17	0	0	0	14,000	0	0	14,000	0	14,000	0	H
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2017/18	0	0	0	0	16,000	0	16,000	0	16,000	0	H
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2013/14	130	49 ✓	0	0	0	0	179	0	29	150	R
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2014/15	0	250 ✓	100 ✓	0	0	0	350	0	29	321	R

[✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2015/16	0	0	150	100	0	0	250	0	0	250	R
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2016/17	0	0	0	0	0	0	0	0	0	0	R
Silchester Garages	Development of the Silchester Garage site in the north of the Borough for the provision of 63 units of affordable housing.	2013/14	581	1,326 ✓	1,037 ✓	0	0	0	2,944	0	2,944	0	5
Traffic Management Order Signage and Lining Works	London Councils advise that all local authorities should now create traffic management orders using the Road Traffic Regulation Act 1984 in order to control parking areas on private land in their ownership.	2014/15	0	155	0	0	0	0	155	0	155	0	H
Treverton	Investment in delivery of affordable homes	2015/16	0	280 ✓	1,075 ✓	0	0	0	1,355	0	1,355	0	H

[✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Whistler Walk Child Services Office Conversion	Conversion Work to Child Services offices at Whistler Walk	2013/14	2	403 ✓	338 ✓	0	0	0	743	519	224	0	3
SUB TOTAL			6,846	18,897	23,959	15,350	17,250	0	82,302	3,057	78,524	721	
TOTALS			6,846	18,897	23,959	15,350	17,250	0	82,302	3,057	78,524	721	

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Housing Revenue Account	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Government Grant	0	206	0	0	0	0	206
Contributions Other	232	282	937	700	700	0	2,851
TOTAL	232	488	937	700	700	0	3,057
INTERNAL FUNDING							
Earmarked Capital Receipts	6,482	6,855	1,438	300	300	0	15,375
Other Reserves	29	9,788	14,000	14,000	16,000	0	53,817
Revenue Contributions	2	1,496	7,334	250	250	0	9,332
TOTAL	6,513	18,139	22,772	14,550	16,550	0	78,524
CORPORATE FUNDING							
General Resources	101	270	250	100	0	0	721
TOTAL	101	270	250	100	0	0	721
TOTAL COUNCIL FUNDING (Internal and Corporate)	6,614	18,409	23,022	14,650	16,550	0	79,245
TOTAL ALL SOURCES OF FUNDING	6,846	18,897	23,959	15,350	17,250	0	82,302

CAPITAL PROGRAMME 2015-16 to 2017-18

LIBRARY, ARCHIVE AND HERITAGE SERVICES

[✓ = Authority to spend]

Library, Archives and Heritage Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Corporate Property Services													
Central Library Condition Works	The condition of the fabric of Central Library is deteriorating badly. A Condition Survey in 2009 highlighted necessary works including roofing, water penetration, heating and ventilation, entrance doors , lifts and toilets.	2012/13	786	2,885 ✓	829 ✓	0	0	0	4,500	0	0	4,500	5
Library Condition Projects	Library Condition Projects building works to address issues at various Libraries highlighted in Suitability Surveys.	2013/14	748	19 ✓	0	0	0	0	767	0	0	767	R
SUB TOTAL			1,534	2,904	829	0	0	0	5,267	0	0	5,267	
TOTALS			1,534	2,904	829	0	0	0	5,267	0	0	5,267	

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Library, Archives and Heritage Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CORPORATE FUNDING							
General Resources	1,534	2,904	829	0	0	0	5,267
TOTAL	1,534	2,904	829	0	0	0	5,267
TOTAL COUNCIL FUNDING (Internal and Corporate)	1,534	2,904	829	0	0	0	5,267
TOTAL ALL SOURCES OF FUNDING	1,534	2,904	829	0	0	0	5,267

CAPITAL PROGRAMME 2015-16 to 2017-18

TRANSPORT AND TECHNICAL SERVICES

[✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Service Group													
Chelsea Bridge Repainting & Refurbishment	Our Thames bridges have a cyclical painting, relighting and routine refurbishment programme in the region of 7/8 years. The scaffolding when erected also allows for a special/principal inspection of the bridge.	2014/15	0	50 ✓	100	2,226	60	0	2,436	536	1,900	0	3
Golborne Road Area Improvement	This scheme is to undertake a major programme of works resulting from the traffic and socio economic study of the area. It is assumed that any works may not attract major Transport for London(TfL) funding but some minor TfL allocations are possible	2014/15	0	100 ✓	780	870	0	0	1,750	250	1,500	0	3
Highways I.T. System	Implementation of a new highways network management system in RBKC.	2013/14	0	250	67	0	0	0	317	0	0	317	3
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2014/15	0	778 ✓	0	0	0	0	778	120	658	0	R
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2015/16	0	0	300	0	0	0	300	50	250	0	R

[✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2016/17	0	0	0	250	0	0	250	0	250	0	R
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2017/18	0	0	0	0	250	0	250	0	250	0	R
London Cycle Hire Scheme - Phase 3	The Mayor of London recently announced his plans to implement Phase Three of the London Cycle Hire Scheme, which includes expanding the scheme in the Borough to include about 23 docking stations with an additional eight as contingency sites.	2015/16	0	0	400	0	0	0	400	0	0	400	3
Services on the Web	Provision of online services within the Environmental Health service	2014/15	0	40 ✓	0	0	0	0	40	0	0	40	4
Stanley Bridge	Stanley Bridge is a railway bridge located on the King's Road near Lots Road. General maintenance works are to be undertaken and an investigation of leaking water which may result in the replacement of the waterproofing system on the bridge deck.	2014/15	13	30 ✓	740	30	0	0	813	400	413	0	3

[✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2014/15	0	790 ✓	0	0	0	0	790	200	590	0	R
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2015/16	0	0	900	0	0	0	900	200	700	0	R
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2016/17	0	0	0	800	0	0	800	200	600	0	R
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2017/18	0	0	0	0	800	0	800	200	600	0	R
SUB TOTAL			13	2,038	3,287	4,176	1,110	0	10,624	2,156	7,711	757	
TOTALS			13	2,038	3,287	4,176	1,110	0	10,624	2,156	7,711	757	

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Transport and Technical Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Transport for London	0	320	325	911	200	0	1,756
Contributions Other	0	15	370	15	0	0	400
TOTAL	0	335	695	926	200	0	2,156
INTERNAL FUNDING							
Car Parking Reserve	0	1,413	2,125	3,250	910	0	7,698
Other Reserves	13	0	0	0	0	0	13
TOTAL	13	1,413	2,125	3,250	910	0	7,711
CORPORATE FUNDING							
General Resources	0	290	467	0	0	0	757
TOTAL	0	290	467	0	0	0	757
TOTAL COUNCIL FUNDING (Internal and Corporate)	13	1,703	2,592	3,250	910	0	8,468
TOTAL ALL SOURCES OF FUNDING	13	2,038	3,287	4,176	1,110	0	10,624

CAPITAL PROGRAMME 2015-16 to 2017-18

CORPORATE SERVICES

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Managed by Corporate Property Services													
74 Golborne Road - Change of Use	Conversion of office space to retail unit and residential units.	2014/15	0	400	0	0	0	0	400	0	0	400	3
Air Conditioning System Replacement	Replacement of existing R22 refrigerant systems at various buildings in order to comply with EU Regulation 2037/200 on ozone depleting substances and thereby enable RBKC to minimise the replacement cost implications and operational disruption.	2014/15	0	250	0	0	0	0	250	0	0	250	3
Asset Management Plans	Minor property works to be undertaken by Total Facilities Management service provider Amey. Transferred from Environment, Leisure and Resident's Services.	2014/15	0	131	0	0	0	0	131	0	0	131	R
Asset Management Plans	Minor property works to be undertaken by Total Facilities Management service provider Amey. Transferred from Environment, Leisure and Resident's Services.	2015/16	0	0	150	0	0	0	150	0	0	150	R
Asset Management Plans	Minor property works to be undertaken by Total Facilities Management service provider Amey. Transferred from Environment, Leisure and Resident's Services.	2016/17	0	0	0	150	0	0	150	0	0	150	R

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Asset Management Plans	Minor property works to be undertaken by Total Facilities Management service provider Amey. Transferred from Environment, Leisure and Resident's Services.	2017/18	0	0	0	0	150	0	150	0	0	150	R
Carlyle Building Fabric and Mechanical Plant	This project seeks to replace the roof, windows, gutters, life expired mechanical plant and internal areas which have suffered from water damage and general deterioration as a result of historically deferred maintenance.	2015/16	0	0	1,250	0	0	0	1,250	1,000	0	250	3
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2011/12	495	391 ✓	0	0	0	0	886	0	26	860	R
Edenham Way - General Fund	Development of the Edenham Way site for housing.	2014/15	0	357 ✓	314 ✓	0	0	0	671	0	0	671	3
Kensington Town Hall Engineering Work	To ensure that plant and equipment for Kensington Town Hall is suitable and sufficient for the beneficial use of the buildings including enabling works for other schemes.	2014/15	0	150 ✓	1,100	630	0	0	1,880	0	0	1,880	5

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
KTH Air Handling Units	The replacement of old air handling units with a new, energy efficient and more environmentally friendly air handling units, which will be more reliable.	2015/16	0	0	373 ✓	0	0	0	373	0	0	373	3
KTH Boilers and Central Heating Plant	The replacement of old boilers and central heating plant with new, energy efficient and more environmentally friendly boilers and central heating plant, which will be more reliable.	2015/16	0	0	1,000	0	0	0	1,000	0	0	1,000	3
KTH Busbars Installation	The replacement of old aluminium mains cables with a new system of busbars to provide a new electrical mains services infrastructure, incorporating the use of power perectors	2012/13	6	300 ✓	884	0	0	0	1,190	0	0	1,190	5
KTH Car Park Improvements	Parking and Property are currently reviewing the model for generating the best net revenue for the Council.	2015/16	0	0	250	0	0	0	250	0	0	250	3
KTH Lift Refurbishment Works	There are 12 lifts within the Kensington Town Hall complex with the majority undergoing a refurbishment in 2001 to 2003 and some had internal car upgrade works carried out under the recent SPACE project. A major refurbishment is now required.	2014/15	0	240 ✓	400 ✓	0	0	0	640	0	0	640	3

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
KTH Replacement of Chillers	The replacement of old chillers with new, energy efficient and more environmentally friendly chillers, which will be more reliable. This work is planned to be on completion of the Space Program.	2015/16	0	0	1,500	0	0	0	1,500	0	0	1,500	3
KTH Roof Survey and Repairs	The survey of the existing roof coverings and structure and replacement where necessary of defective and worn out roofing with new, better insulated, energy efficient and more environmentally friendly materials, which will be more reliable.	2015/16	0	0	300	0	0	0	300	0	0	300	3
KTH-Room G29 Location Improvement Works	Improvement works to the area known as G29 and bringing it in line with current space standards for Kensington Town Hall. This includes an open plan office area, a meeting room, kitchen improvements, toilets, air conditioning units and lighting.	2015/16	0	0	500	0	0	0	500	0	0	500	3
Malton Road Hub	Improvement and rationalisation of the operational property. Formerly known as Westway Improvement Works.	2012/13	302	3,560 ✓	188 ✓	0	0	0	4,050	0	0	4,050	5
Pembroke Rd Council Offices Internal Refurbishment	Areas of the 1st floor of the council offices where licensing and SITA are situated require refurbishment to keep it up to a good standard for the next five years.	2014/15	0	200 ✓	0	0	0	0	200	0	0	200	5

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
RBKC Energy Saving Projects Programme	As part of the commitment to reduce the CO2 emissions and energy costs, a range of projects across the buildings have been identified. These include LED Lighting, insulation, and plant upgrades to reduce CO2 by up to 14%.	2014/15	0	300 ✓	1,100	600	0	0	2,000	0	0	2,000	3
Tabernacle - Landlord Premises Costs	Council contribution for the structural elements of building maintenance	2014/15	0	89 ✓	0	0	0	0	89	0	0	89	4
Westway Information Centre-Strip Out Shell Core	Current staff occupying WIC will be moved to the new Malton Road Hub and the building will be closed in May 2014. This bid relates to shell and core work to prepare the building for being let commercially.	2014/15	0	150 ✓	200 ✓	0	0	0	350	0	0	350	5
SUB TOTAL			803	6,518	9,509	1,380	150	0	18,360	1,000	26	17,334	
Managed by Service Group													
Council Website Refresh and Content Management	To upgrade the internet content management system. Renamed from "Internet Content Management System - new"	2013/14	107	296 ✓	0	0	0	0	403	0	53	350	5
Data Centres - Power Management	Distribute additional electrical power, cooling and UPS protection for Kensington Town Hall and Pembroke Road Data Centres, creating the capability to provide Data Centre services to other boroughs and improving the efficiency of the infrastructure.	2015/16	0	0	40	0	0	0	40	0	0	40	3

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Data Storage and Netbackup	The purchase and implementation of data storage management software. This allows files that have not been accessed for a set period of time to be archived. This includes renewal of the Netbackup setup.	2013/14	284	106 ✓	40 ✓	40 ✓	40 ✓	40	550	0	400	150	5
ICT Infrastructure Revisions	This project will examine and potentially implement the use of alternative newer technology for RBKC fundamentals in the future. Formerly ICT Infrastructure re-structure. Work is being done across the Tri-Boroughs.	2014/15	0	100 ✓	300	0	0	0	400	0	0	400	5
Infrastructure Replacement - Corporate Servers	Replace out of warranty hardware (servers) used by One World, the Website (Http), Corporate SQL cluster and Corporate Citrix environment.	2011/12	46	11 ✓	11 ✓	0	0	0	68	0	0	68	5
Office Accommodation (SPACE)	Re-design of Kensington Town Hall office accommodation including the modernisation of the mechanical and electrical services. Includes cavity wall insulation and replacement of windows.	2010/11	22,055	2,210 ✓	49 ✓	0	0	0	24,314	100	1,971	22,243	5
Removable Media Control	Implementation of a solution for controlling the use of removable media devices, such as USB sticks, MP3 Players and digital cameras. This supports securing GCSx network access.	2011/12	16	0	34	0	0	0	50	0	50	0	5

[✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2015/16 - 2017/18 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Sharepoint & Email Linkage Software	Investigate, select and install software to make it easy for users to store emails in SharePoint rather than Personal PST files and to replace email attachments with links to documents in SharePoint.	2015/16	0	0	155	0	0	0	155	0	0	155	3
SharePoint Infrastructure and Enhancements	This comprises: [1] Common Tri-Borough Intranet, [2] Extranet, [3] Enhanced information security, [4] Business Intelligence Platform, [5] Information and Records Management, [6] Upgrade to the next version (SharePoint 2013)	2014/15	0	82 ✓	100	0	0	0	182	0	0	182	5
SUB TOTAL			22,508	2,805	729	40	40	40	26,162	100	2,474	23,588	
TOTALS **			23,311	9,323	10,238	1,420	190	40	44,522	1,100	2,500	40,922	

** Excludes Other Schemes yet to go to tender: Exp to 31 March 2014 £0.479million, 2014-15 £1.346million, 2015-16 £12.85million, 2016-17 £25million, 2017-18 £28.4million. Other Schemes yet to go to tender included in the capital programme commencing 2015-16 total £66.25million.

SERVICE GROUP SUMMARY OF FUNDING

Service Group/ Funding Source	Exp to 31 March 2014	2014/15	2015/16	2016/17	2017/18	Later Years	Total
Corporate Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Contributions Other	100	0	1,000	0	0	0	1,100
TOTAL	100	0	1,000	0	0	0	1,100
INTERNAL FUNDING							
Earmarked Capital Receipts	0	0	7,000	13,000	20,000	0	40,000
Other Reserves	1,996	460	44	0	0	0	2,500
TOTAL	1,996	460	7,044	13,000	20,000	0	42,500
CORPORATE FUNDING							
General Resources	21,694	10,209	15,044	13,420	8,590	40	68,997
TOTAL	21,694	10,209	15,044	13,420	8,590	40	68,997
TOTAL COUNCIL FUNDING (Internal and Corporate)	23,690	10,669	22,088	26,420	28,590	40	111,497
TOTAL ALL SOURCES OF FUNDING	23,790	10,669	23,088	26,420	28,590	40	112,597