
***THE ROYAL BOROUGH OF
KENSINGTON AND CHELSEA***

CAPITAL PROGRAMME 2011/12 – 2013/14

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Capital Programme 2011/12 – 2013/14

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Report from Cabinet to Council 2 March 2011 (paragraph 2)

2 CAPITAL PROGRAMME 2011/12 – 2013/14

2.1 Introduction

2.1.1 The proposed Capital Programme entails investment of £155 million, requiring £60 million of council funding, for the three year programme period and later years. This compares to the last published capital programme for 2010/11 onwards agreed by Council in March 2010 of £191 million spending requiring £69 million of Council funding.

2.1.2 A comparison of the proposed programme with those in previous years is set out in **The Capital Programme Book Appendix 1** and full details of Business Group capital programmes are set out in **The Capital Programme Book Annex 1**.

2.1.3 The proposals to continue to invest on this scale, despite the financial challenges facing the public sector, reflect:

- the benefit of completing work already in progress: by value, 47 per cent of the Programme is already under way e.g. the Council wishes to complete the Exhibition Road project in time for the 2012 Olympics;
- the intrinsic merits of projects that will, for example, contribute to the educational attainment of children in the borough;
- securing matching receipts, notably in the case of the re-building of Holland Park School; and
- the Council's financial strength, particularly through its capital reserves, which allows it to finance this programme without additional borrowing whilst retaining some capacity for additional capital investment at the end of the programme in accordance with its long term financial strategy.

2.1.4 Bids have been subjected to scrutiny, firstly by an independent officer panel and then by the Cabinet Member for Finance and Information Technology and the Cabinet Member for Housing and Property. The Cabinet Member for Finance and Information Technology emphasised to all Business Groups the need for their bids to be realistic in the present financial situation. Where costs have not yet been committed Business Groups have been requested to try to reduce the cost of schemes below the budgeted level, avoid over-specification of works and ensure that scheme costs are not excessive.

2.1.5 The Programme is prepared in accordance with the Capital Strategy 2010/11 – 2012/13. A summary of the Capital Strategy objectives

together with the Council Aims and Community Strategy Goals are provided in **The Capital Programme Book Appendix 2**.

2.1.6 There are a number of projects that may appear in future years' capital budgets but which are at an exploratory stage and therefore not yet sufficiently advanced to be included in the 2011/12 – 2013/14 programme. These are described as 'pipeline' schemes. They are shown in **The Capital Programme Book Appendix 3** with best estimates of the likely cost. This could amount to a further £88 million of capital expenditure of which £52 million would need to be funded from Council resources (both reserves and from recurrent income).

2.1.7 A breakdown of the Programme by Business Group and source of funding is shown in **Table 1** distinguishing the Housing Revenue Account (HRA) from other investment by the Housing, Health and Adult Social Care Business Group.

Table 1: Capital Programme by Business Group

Business Group	2011/12 £'000	2012/13 £'000	2013/14 £'000	Later Years £'000	Total £'000
Family and Children's Services	34,049	27,321	9,467	2,036	72,873
Housing, Health and Adult Social Care					
Housing and Health - HRA	8,170	7,134	7,134	100	22,538
Housing and Health - General Fund	2,494	2,125	914	0	5,533
Total HHASC	10,664	9,259	8,048	100	28,071
Planning and Borough Development	197	210	60	50	517
Transport, Environment and Leisure	17,489	6,146	4,230	930	28,795
Corporate Services	7,330	6,921	8,953	1,290	24,494
Total Expenditure	69,729	49,857	30,758	4,406	154,750
EXTERNAL FUNDING					
Grants and Contributions	6,560	2,654	6,050	1,100	16,364
Earmarked Capital Receipts	30,982	21,971	3,352	1,036	57,341
HRA Major Repairs Allowance/Reserve	7,583	6,834	6,834	0	21,251
Dedicated Schools Grant - Capital	600	0	0	0	600
Total External Funding	45,725	31,459	16,236	2,136	95,556
COUNCIL FUNDING					
Capital Expenditure Reserve	11,613	14,608	11,130	1,572	38,923
Car Parking Reserve	9,224	2,209	2,705	80	14,218
Other Reserves	2,268	890	387	518	4,063
Revenue Contributions	650	441	50	0	1,141
Usable Capital Receipts	249	250	250	100	849
New Borrowing *	0	0	0	0	0
Total Council Funding	24,004	18,398	14,522	2,270	59,194
TOTAL ALL SOURCES OF FUNDING	69,729	49,857	30,758	4,406	154,750

* this is what is referred to elsewhere in the report as the capital financing requirement

2.1.8 Pipeline bids for Kensington Academy and Kensington Leisure Centre are dependent upon each other to proceed and the impact of including these bids in the main programme is shown in **Table 2** below.

Table 2: Inclusion of Kensington Academy and Kensington Leisure Centre

	Total External Funding £'000	Total Council Funding £'000	Total Expenditure £'000
Main Programme Total Excluding Kensington Academy and Leisure Centre	95,556	59,194	154,750
Adjust for Pipeline Bids			
Kensington Academy	17,600	9,000	26,600
Kensington Leisure Centre	0	20,000	20,000
Adjusted Main Programme Total	113,156	88,194	201,350

2.1.9 The Capital Programme for the Housing Revenue Account (HRA) is managed by the Tenant Management Organisation on behalf of the Council. The Programme has reduced following the ending of supported borrowing. The lower level of resources requires the Programme to be limited to schemes already in contract, required for decent homes compliance or necessary for health and safety reasons.

2.1.10 The Council's ability to increase capital resources will depend on the extent to which additional debt is allowable and affordable under the self-financing regime. Options considered within the Stock Options Review are being progressed and may result in capital receipts being realised that can be ploughed back into the Capital Programme.

2.1.11 The draft Programme is summarised by service area in **The Capital Programme Book Appendix 4**. **The Capital Programme Book Appendix 5** deals with accessibility projects and **The Capital Programme Book Annex 1** details the full draft Programme.

2.2 THE MAIN SCHEMES

2.2.1 **Table 3** sets out the main individual schemes that each have a total cost of more than £1 million and paragraph 2.5 describes some of them in more detail. This table also summarises changes to the cost and call on Council funding of schemes compared to the 2010/11 Capital Programme. Schemes starting in 2013/14 are normally new to the three year Programme. The table also shows the programme stage of each scheme. Please see the notes in **The Capital Programme Book Annex 1** for an explanation of how a scheme is assigned a programme stage.

2.2.2 The £10.9 million increase in the call on council funding includes £9.8 million of new bids (Marlborough Primary School, Warwick Road Primary School, Athlone Gardens and Wornington Green and Chelsea Bridge).

2.2.3 Members are asked to agree to the inclusion in the Programme of each of the main schemes, with particular emphasis on new or more expensive schemes. Cabinet is invited to identify those schemes that it wishes to consider collectively before individual Cabinet Members commit to a Key Decision to proceed.

Table 3: Main General Fund Schemes Costing More Than £1 million

Main Spending Start Year	Business Group/ Scheme	Estimated expenditure to 31 March 2011	Latest Estimated Cost	Previous Estimated Cost	Change in Council Funding	Total Council Funding	Programme Stage
		£'000	£'000	£'000	£'000	£'000	
<u>Family and Children's Services</u>							
2007/08	36 Oxford Gardens Basement	1,140	1,140	892	248	1,140	Go
2005/06	Chelsea Academy Development	10,323	10,323	9,711	612	10,323	Go
2008/09	Chelsea Academy Sponsorship Costs	4,900	4,900	4,900	0	4,900	Go
2007/08	Children's Centre Capital	1,623	1,623	1,565	0	0	Go
2008/09	Holland Park School Redevelopment	22,245	79,988	80,120	-132	4,165	Go
2010/11	NEW Marlborough Primary School Expansion Phase 1	2,000	2,000		2,000	2,000	Go
2008/09	Play Pathfinder	1,991	1,991	1,923	0	0	Go
2007/08	Premises Improvement - St Quintin	3,131	3,131	2,556	378	2,494	Go
2008/09	Private, Voluntary, Independent Grants	2,059	2,059	1,924	0	0	Go
2011/12	NEW Warwick Road Primary School	0	10,250		4,250	4,250	Planning
<u>Housing, Health and Adult Social Care</u>							
2004/05	Ellesmere Main Scheme	10,812	10,941	10,898	-378	1,107	Go
2009/10	Piper House Refurbishment	69	1,653	1,510	143	1,303	Planning
<u>Transport, Environment and Leisure Services</u>							
2009/10	Albert Bridge Major Structural Repairs	4,518	7,180	7,000	150	1,900	Go
2010/11	NEW Athlone Gardens and Wornington Green	200	2,000		2,000	2,000	Go
2013/14	NEW Chelsea Bridge Repainting & Refurbishment	0	1,600		1,600	1,600	Planning
2003/04	Exhibition Road - Design, PR and Research	2,469	2,593	2,593	0	1,338	Go
2008/09	Exhibition Road - Stage 2	12,414	21,830	21,801	29	9,179	Go
2009/10	Little Wormwood Scrubs Development - Phase 1	800	1,000	1,000	0	600	Go
<u>Corporate Services</u>							
2010/11	Office Accommodation (SPACE)	1,886	23,835	23,835	0	23,835	Readying
TOTAL		82,580	190,037	172,228	10,900	72,134	

Notes

- The figures above show the total scheme cost including earlier years and more detail is provided in Annex 1. Earlier years are not included in Table 1.
- The table summarises the change in total forecast cost and total council funding. Costs for the 2011/12 – 2013/14 programme are the difference between columns for **Latest Estimated Cost** and **Estimated Costs to 31 March 2011**.

2.2.4 Schemes that rely on external finance e.g. Transport for London (TfL) funding, will be scaled to the actual grant received when these are notified at a later date.

2.2.5 There are a number of projects that deserve special mention due to their size, complexity or financing issues:

Family and Children's Services

- a. **Holland Park School Redevelopment** is a capital investment to redevelop the whole of the Holland Park School site, to provide a new school and dispose of part of the site for private residential development. The capital cost includes the provision of temporary facilities to enable the school to continue to operate whilst construction is underway, the construction of a new school and outdoor facilities. It is expected that the capital receipt from the sale of the southern site will more than cover the capital costs of the redevelopment. Council funding of £4.2 million relates to initial design costs.
- b. **Marlborough Primary School Phase 1** (new bid) includes £2 million to acquire the lease from Kensington and Chelsea College, who occupy half the building. This is required to enable the school to be expanded to two form entry. A notional £1.4 million has been included in the pipeline to remodel/refurbish the school to accommodate the additional pupil numbers. The eventual scheme cost is expected to be significantly less than this following detailed design and cost engineering.
- c. **Warwick Road Primary School** (new bid) is now included from the pipeline at £10.3 million funded from a S.106 contribution of £6 million and council funding of £4.3 million.

Housing, Health and Adult Social Care

- d. **Piper House Refurbishment** learning disability residential service is no longer considered to be fit for purpose by the Care Quality Commission and fails to meet the national minimum standards for care homes. Internal remodelling of Piper House would provide the opportunity to increase the number of wheelchair accessible units to prevent people (of all ages) having to be accommodated outside the Royal Borough and provide more appropriate services for young people with complex needs who are moving towards adult services.

The remodelled scheme would be run by an external organisation with a projected annual saving of £80,000 compared to the current running cost. A tendering exercise is underway to secure preferred providers for other supported housing provision in the Royal Borough and it is envisaged that this will achieve a lower hourly rate. A future service at Piper House ought to reflect these new market prices and therefore result in a higher savings figure. The alternative accommodation for these young people is likely to be residential care outside London, which would be purchased at a higher unit cost than that envisaged for the remodelled house.

Transport, Environment and Leisure Services

- e. **Albert Bridge major structural repairs** and relighting commenced in early 2010 and will be completed in the autumn of 2011. Transport for London (TfL) is contributing 75 per cent of the £7.2 million costs. The TfL contribution is related to the structural works with the Royal Borough paying for the repainting and lighting. While the project is likely to remain within overall budget, the apportionment between the two elements may result in increased Council costs. Therefore a further £140,000 has been allocated and is more than matched by reductions elsewhere.
- f. **Athlone Gardens and Wornington Green** (new bid) where following agreement to the overall scheme in February 2010, the Wornington Green development will require the current Athlone Gardens site and £2 million of Council funding has been included for interim facilities this year and construction of a new park in phases over the coming years.
- g. **Chelsea Bridge Repainting and Refurbishment** (new bid) is the cyclical painting and lighting overhaul in 2013/14 at a cost of £1.6 million, funded by the council.
- h. The current flagship project is **Exhibition Road**. Stage 1, the reversal of the one-way system at South Kensington is completed and the transformational single surface paving works at this major London site are scheduled for completion in 2012, which will create a significant pedestrian area capable of staging major outdoor street events.
- i. **Little Wormwood Scrubs Phase 1** is on site at an approved cost of £1 million including the award of £400,000 from the Mayor for London. Phase 2 could start in 2012/13 and will include works to the buildings.

Corporate Services

- j. The **Office Accommodation (SPACE) Programme** is tasked with saving money by reducing costs, achieving external income from letting spare accommodation and implementing business change that will protect or improve service standards, but with lower operating costs. The project received Member approval at Cabinet in February 2009, setting a budget of £20.835 million in consideration of the full business case. The £3 million energy reduction insulation works programme has been consolidated into this bid.

Rolling Programmes

- 2.2.6 Rolling programmes are annual cash-limited allocations to allow the Business Groups to progress small schemes that address their priorities.

They can be recurring enhancements and structural maintenance or more significant schemes to improve services.

2.2.7 Rolling programmes for expenditure on **schools condition and suitability works** are brought in line with the amount made available annually from Dedicated Schools Grant and schools with substantial balances will in future be asked to contribute to capital projects.

2.2.8 A summary of each Business Group’s rolling programme is set out in **Table 4** below and full details of all rolling programmes are shown in **The Capital Programme Book Appendix 6**.

Table 4: General Fund Rolling Programmes

Rolling Programmes	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Family and Children's Services	5,567	1,300	1,275	1,115
Housing, Health and Adult Social Care	1,542	1,040	870	870
Planning and Borough Development	18	27	50	50
Transport, Environment and Leisure	4,183	3,546	2,621	2,410
Corporate Services	674	380	380	380
	11,984	6,293	5,196	4,825

Investment in Information Technology

2.2.9 The capital programme includes IT bids totalling £2.7 million as follows:

- There has been a significant growth in data storage over recent years, which is expected to continue when paper is converted to electronic storage as part of the office accommodation Space Programme. Additional investment is therefore required to manage data capture, storage and retrieval to support this demand.
- The Space Programme also introduces new flexible and more mobile ways of working, which require the investment in technology aimed at making communication, collaboration and sharing information with anyone, anywhere, easier.
- As staff work whilst on site across the Royal Borough, the opportunity for losing electronic equipment or having them stolen increases. Additional security measures are therefore required to protect the Council’s data from loss or theft, both at the network access and individual device level and to comply with Government data security standards.
- The introduction of a proprietary software system to store and manage all traffic management and an upgrade of the Council’s existing Geographical Information System (GIS).

- Technology tools to support the implementation of the Family and Children’s Services business transformation programme, Stronger Families.
- The Libraries Service is specifically looking at joining a consortium which would use one library management system (LMS) shared by many authorities, thereby saving on costs but increasing stock availability for customers.
- The replacement of an existing Adult Social Care Case Management System in order to meet the future requirements of the Personalisation agenda.

2.2.10 In accordance with statute and accounting guidance, only expenditure that is directly related to the purchase and implementation of software and hardware is included in the capital programme.

2.3 HOUSING REVENUE ACCOUNT (HRA)

2.3.1 Schemes that relate to the Housing Revenue Account are as shown in **Table 5** below.

Table 5: Housing Revenue Account Schemes

Bid Title	2011/12 £'000	2012/13 £'000	2013/14 £'000	Later Years £'000
HRA Main Scheme	7,633	6,884	6,884	0
Elm Park Gardens Basements	48	0	0	0
Office Construction - Blantyre Tower	240	0	0	0
Regeneration (Rolling Programme)	249	250	250	100
	8,170	7,134	7,134	100

HRA Main Scheme

2.3.2 Following the ending of supported borrowing, the only ongoing external funding available for the HRA Main Programme is the Major Repairs Allowance, which in 2010/11 was £6,834,000. A similar amount has been assumed in subsequent years.

2.3.3 Due to this reduction in capital resources, the Programme to be limited to schemes already in contract, required for decent homes compliance or necessary for health and safety reasons.

2.3.4 A stock condition survey in 2010 confirmed that a substantial level of investment is needed over the next 30 years. Resources to undertake these works are not currently available; it is hoped that the

implementation of self financing will help to address this funding shortfall although the terms of the debt settlement have not yet been confirmed.

Other HRA Schemes

2.3.5 Projects that deserve special mention due to their size, complexity or financing issues are:

- a. **Elm Park Gardens Basements** is a scheme to redevelop basements for use as social housing, whilst funding the development work through the sale of some of the redeveloped basements. The project is substantially complete in 2010/11.
- b. **Office Construction – Blantyre Tower** is a project to be funded by the Tenant Management Organisation for a new administration office.
- c. **Regeneration rolling programme** projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live. Finance is provided by capital receipts.
- d. The **Social Housing Energy Saving Programme** (SHESP) aims to help social landlords insulate hard to treat cavity walls, which would not normally have been filled under the Decent Homes programme, thereby making more homes much more energy efficient. This project is planned to be complete in 2010/11.

2.4 FINANCING THE PROGRAMME

2.4.1 The total capital spending and funding sources for all Business Groups from 2011/12 onwards are summarised in **Table 6** overleaf.

Table 6: Summary of Business Group Bids and Funding Sources

Business Group	2011/12 £'000	2012/13 £'000	2013/14 £'000	Later Years £'000	Total £'000
Family and Children's Services					
External Resources	30,934	22,421	8,352	2,036	63,743
Council Funding	3,115	4,900	1,115	0	9,130
TOTAL	34,049	27,321	9,467	2,036	72,873
Housing and Health - HRA					
External Resources	7,871	6,834	6,834	0	21,539
Council Funding	299	300	300	100	999
TOTAL	8,170	7,134	7,134	100	22,538
Housing and Health - General Fund					
External Resources	501	644	265	0	1,410
Council Funding	1,993	1,481	649	0	4,123
TOTAL	2,494	2,125	914	0	5,533
Housing, Health and Adult Social Care					
External Resources	8,372	7,478	7,099	0	22,949
Council Funding	2,292	1,781	949	100	5,122
TOTAL	10,664	9,259	8,048	100	28,071
Planning and Borough Development					
External Resources	150	150	0	0	300
Council Funding	47	60	60	50	217
TOTAL	197	210	60	50	517
Transport, Environment and Leisure Services					
External Resources	5,669	1,410	785	0	7,864
Council Funding	11,820	4,736	3,445	930	20,931
TOTAL	17,489	6,146	4,230	930	28,795
Corporate Services					
External Resources	0	0	0	100	100
Council Funding	7,330	6,921	8,953	1,190	24,394
TOTAL	7,330	6,921	8,953	1,290	24,494
All Business Groups					
External Resources	45,725	31,459	16,236	2,136	95,556
Council Funding	24,004	18,398	14,522	2,270	59,194
TOTAL	69,729	49,857	30,758	4,406	154,750

External Resources

2.4.2 Capital funding from external resources includes capital receipts, grants and contributions, the HRA Major Repairs Allowance and ring-fenced Dedicated Schools Grant. Please see **The Capital Programme Book Appendix 7, Table 12** and **The Capital Programme Book Appendix 7, Table 15** for further details.

2.4.3 A capital receipt from the sale of the Southern Site at Holland Park School, over and above that required to fund the cost of the rebuilt school, is due in 2013. Some of this may be needed to fund the affordable housing requirement at Freston Road. This cost may be supplemented in the future by potential planning/sales overage payments received from the developer, but could be reduced by penalties in the very unlikely event that there is a late hand-over of the site.

Council Funding

2.4.4 Council funding is provided from the Council's own General Fund reserves, mainly the Capital Expenditure Reserve and Car Parking Reserve.

2.4.5 The Capital Expenditure Reserve is used to fund the Council's long term capital investment and therefore key to delivering the Capital Programme. The Programme assumes that annual revenue contributions continue to be made to capital spending at the current level of £5.5 million and that £40 million will be used to fund capital expenditure and revenue costs associated with capital expenditure from 2011/12. The projected balance in the reserve is £28 million at the end of 2013/14 as set out in **The Capital Programme Book Appendix 7, Table 13**.

2.4.6 The Car Parking Reserve can be used to fund eligible expenditure, both capital and revenue, from surpluses received from on street parking operations. The Council's projected use of the Car Parking Reserve is £14 million over the three years of the Programme, with a balance of £15 million remaining in the reserve at the end of 2013/14 as set out in **The Capital Programme Book Appendix 7, Table 14**. This assumes that current budgeted income levels can be maintained and charges increased where feasible.

2.4.7 Resources could fall further as pipeline schemes are added to the programme in the future e.g. if the Kensington Academy were to proceed together with the Kensington Leisure Centre (both at the current indicative costs) this would require additional council funding of £29 million, exhausting the Capital Expenditure Reserve.

2.4.8 To help judge the affordability of the Capital Programme, the Council sets a test of maintaining minimum balances of £15 million in each of the Capital Expenditure Reserve and Car Parking Reserve at the end of the third year of the Programme. The Capital Programme, as currently proposed, passes this test.

Borrowing

2.4.9 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'. The Council's policy is that an increase in the Capital Financing Requirement 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.

2.4.10 **The Capital Programme Book Appendix 7, Paragraph 3a** notes that there is no allocation of supported borrowing for 2011/12 or 2012/13 in the latest settlement announcement. Due to the use of external funding and the internal resources available, the Council has no additional Capital Financing Requirement in respect of the General Fund and Housing Revenue Account arising from the Capital Programme, as shown in **Table 1**.

2.5 AFFORDABILITY AND REVENUE COST

General Fund

2.5.1 As there is no planned borrowing over the next three years, the revenue effect of the Programme on the General Fund is limited to the loss of interest income as internal reserves are applied to fund expenditure. Borrowing, rather than using reserves, incurs external interest costs and a further statutory minimum provision for debt repayment in the following financial year in the case of the General Fund. It is therefore beneficial to use reserves, where available, rather than borrowing.

2.5.2 The Council's proposed Minimum Revenue Provision (MRP) for the repayment of General Fund debt incurred prior to this Programme is set out in **The Capital Programme Book Appendix 7, Table 16**. It summarises the calculation of the total budgeted revenue provision for debt repayment for 2011/12 which amounts to £1.5 million.

2.5.3 The effect of the 2011/12 Capital Programme on the Band D Council Tax in both 2011/12 and 2012/13 is neutral compared with the projections in the 2010/11 Capital Programme, as shown in **The Capital Programme Book Appendix 8, Table 18**. In approving the previous Capital Programme, Cabinet indicated that when the ratio of financing cost to budget requirement exceeded 6.7 per cent, this should 'trigger' an even more careful consideration of the affordability of the Programme. The ratio over the next two financial years is 2 per cent.

Housing Revenue Account (HRA)

- 2.5.4 The revenue impact on the HRA depends on subsidy levels and there is little or no scope for unsubsidised capital expenditure due to the statutory constraints on rent increases and the anticipated HRA deficit.
- 2.5.5 In accordance with previous decisions, it is not proposed to make any Minimum Revenue Provision for debt repayment for the HRA as this would further reduce the already limited available capital resources.

2.6 TREASURY MANAGEMENT

- 2.6.1 The annual Treasury Strategy describes how finance for the Capital Programme will be managed and sets the related Treasury Management Prudential Indicators.

2.7 LEGAL AND PERSONNEL ISSUES

- 2.7.1 The Council must satisfy itself that it meets the requirements of the Prudential Code¹ for affordability e.g. implications for the Council Tax, prudence and sustainability (long-term implications of external borrowing).
- 2.7.2 The Capital Programme includes a number of schemes to upgrade and improve the property portfolio of the Business Groups. This will improve the built environment for both service users and staff.

2.8 DIVERSITY IMPLICATIONS

- 2.8.1 The Council's buildings provide services to customers and clients with a wide range of backgrounds and abilities. The Council's Equality Scheme and Action Plan commits the Council to improving the accessibility of its buildings. The Capital Programme therefore includes a number of schemes designed to achieve these improvements. The implications of individual projects are either included in the Capital Budget Reports submitted to the Overview and Scrutiny Committees or will be included in more detail in the relevant Key Decision Reports.
- 2.8.2 The Council made a commitment that all its buildings with public areas will have costed accessibility audits and planned follow up actions by March 2010. The list of buildings with poor access as at November 2010 is set out in **The Capital Programme Book Appendix 5**. Improvement proposals are listed together with the likely change in grading.

¹ Introduced by Section 3(5) of the Local Government Act 2003 in England and Wales

2.9 ENVIRONMENT SUSTAINABILITY

- 2.9.1 The Council's 'Environment Strategy - For a More Sustainable Future - 2006 – 2011' 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.
- 2.9.2 All capital bids are required to describe how the objectives of the Environment Strategy will be met and how the scheme explicitly takes account of its own impact on the environment, both within and outside the Royal Borough.

2.10 RECOMMENDATIONS

The Cabinet is requested to:

- (a) Approve the Capital Programme, including the associated expenditure and funding, subject to confirmation of any external resources where relevant, as summarised in **Table 1, The Capital Programme Book Appendix 4** and **The Capital Programme Book Appendix 6** and set out in detail in **The Capital Programme Book Annex 1**, including:
- revisions to the 2010/11 capital budget;
 - inclusion of schemes for 2011/12, being the first year of the three year Capital Programme, set out in **Table 1**, subject to further specific approval being required for schemes not yet approved, as highlighted in **Table 3** or as otherwise decided by Members; and
 - inclusion of schemes starting in 2012/13 and 2013/14 for planning purposes only.
- (b) Note that where external funding is not yet certain, any scheme approved will be subject to review in the event that the confirmed external funding differs from than that assumed in the Programme.
- (c) Note the pipeline schemes not yet included in the Programme, as set out in **paragraph 2.1.6** and **The Capital Programme Book Appendix 3**.
- (d) As referred to in **The Capital Programme Book Appendix 7, Paragraph 1(a)**, determine that capital receipts in respect of non-dwelling HRA sales be treated as reduced in accordance with the Local Authorities (Capital Finance and Accounting)(England) Regulations 2003 up to the value of the available capital allowance.
- (e) Note the grading applied to the accessibility to buildings, as set out in **The Capital Programme Book Appendix 5**.

- (f) Note the retention of minimum balances of at least £15 million in each of the Capital Expenditure Reserve and the Car Parking Reserve at the end of 2013/14.
- (g) Agree that revenue costs associated with capital schemes can be funded from revenue contributions to the Capital Expenditure Reserve as set out in **paragraph 2.4.5 and the Capital Programme Book, Appendix 9.**
- (h) As set out in **The Capital Programme Book Appendix 7, paragraph 4c**, the Council uses the CFR Method (Option 2) to calculate a prudent level of MRP for capital expenditure prior to 1 April 2008 and the Asset Life Method (Option 3) for capital expenditure after to 1 April 2008.
- (i) Recommend to Council the calculation of the General Fund Minimum Revenue Provision for debt repayment in 2011/12 and to make no provision in respect of the HRA in 2011/12 as set out in **paragraph 5.2 and paragraph 2.5.5 and the Capital Programme Book, Appendix 7, paragraph 46.**
- (j) Agree the 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 2.4.10 and The Capital Programme Book Appendix 8, Table 17.**
- (k) Agree the affordability and sustainability of the revenue impact of the Programme on the Council Tax and the Housing Revenue Account, in accordance with the requirements of the Prudential Code, as set out in **paragraph 2.5.3 – 2.5.5 and The Capital Programme Book Appendix 8, Table 18 and Table 19.**
- (l) Agree the capital strategy at **The Capital Programme Book Annex 2.**

Nicholas Holgate
Executive Director for Finance, Information Systems and Property

Background Papers:

Property Strategy
Capital Programme 2010/11 – 2012/13
Scheme bid submissions

Contact Officer:

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APPENDIX 1

COMPARISON WITH PREVIOUS YEARS PROGRAMMES

- a) A comparison of the draft programme with previous programmes is set out in **Table 7** below¹.

Table 7: Comparison with Previous Programmes

Capital Programme	Cost £m	Council Funding £m
2011/12 - 2013/14 (draft)	155	60
2010/11 - 2012/13	191	69
2009/10 - 2011/12	205	76
2008/09 - 2010/11	206	163

- b) The comparison of the draft programme with the previous year's programme expenditure for 2011/12 onwards is set out in detail below.

Table 8: Comparison with Previous Year's Programme

	Total Spend £m	Council Funding £m
Draft Programme - 2011/12 onwards	154.7	59.8
Previous Capital Programme 2011/12 onwards	106.4	38.6
Difference	48.3	21.2
Explained by:		
2010/11 slippage into 2011/12	23.4	10.2
New bids over £250,000		
Rolling Programmes for 2013/14	3.6	2.8
HRA Main Programme for 2013/14	6.9	0.0
Main programme bids	17.3	10.6
	51.2	23.6
Other changes (net)	-2.9	-2.4
	48.3	21.2

¹ The significant reduction in Council funding between the 2008/09 and 2009/10 programmes is largely due to the reporting of the capital receipt from the sale of the southern site to cover the capital costs of the construction of Holland Park School rather than temporary borrowing pending construction as previously assumed.

- c) The previous capital programme ('Previous Capital Programme 2011/12 onwards') comprised the following:

Table 9: Previous Programme

Previous Capital Programme 2011/12 onwards	Total Spend £m	Council Funding £m
Office Accommodation (SPACE) including Energy Reduction Insulation Works	18.2	18.2
Exhibition Road	5.2	2.0
Little Wormwood Scrubs Development - Phase 2	1.3	1.3
Albert Bridge Major Structural Repairs	1.9	0.7
Piper House Refurbishment	0.8	0.4
Holland Park School Redevelopment	43.6	0.0
Primary Capital Programme	3.3	0.0
	74.3	22.6
Schemes up to £1 million	3.0	2.7
Rolling Programmes	15.8	13.3
Housing Revenue Account - Main Scheme	13.3	0
	106.4	38.6

- d) New bids over £250,000 (new to the main capital programme) included in the draft capital programme 2011/12 – 2013/14 are as follows:

Table 10: New Bids Over £250,000

Schemes over £250,000	Total Spend £m	Council Funding £m
Warwick Road Primary School	10.3	4.3
Athlone Gardens and Wornington Green	1.8	1.8
Chelsea Bridge Repainting & Refurbishment	1.6	1.6
Gunnersbury & Hanwell Cemeteries - Resurfacing	0.7	0.7
Stronger Families - ICT Foundation	0.6	0.6
GIS Asset Survey and update of software systems	0.4	0.4
Kensington Town Hall Solar Panels	0.5	0.5
Pelham Street - Traffic Management Scheme	0.5	0.3
Symons Street - Road Layout & Streetscape	0.5	0.3
Holland Park - New Ecology Centre	0.4	0.1
	17.3	10.6

- e) Key points include:

- The call on council funding between the last programme and the draft programme detailed here has reduced from £69 to £60 million.

- A substantial part of the increase between the programmes (when comparing like-with-like) - £23.4 million - is slippage on existing projects.
- The previous capital programme's rolling programme bids totalled £27 million (comparing like-with-like). This has been reduced to £17 million in this draft programme. The council funding has reduced from £22 million to £13 million.

APPENDIX 2

THE COUNCIL AIMS, COMMUNITY STRATEGY GOALS AND CAPITAL STRATEGY OBJECTIVES

THE COUNCIL AIMS

Ref	Council Aims	This means:
R1	Responding to our residents	<ul style="list-style-type: none"> • Putting residents first • Listening to and responding to all of our residents • Providing clear information on our services, activities and ambitions • Recognising the diverse needs, ambitions and backgrounds of our residents • Championing residents' interests
R2	Really good services	<ul style="list-style-type: none"> • Providing services that are well-led and well-managed • Setting ambitious and clear goals • Keeping well-informed, being willing to learn and ready to improve • Working successively with our partners
R3	Renewing the legacy	<ul style="list-style-type: none"> • Delivering high quality buildings and public spaces – from schools and libraries to housing and parks • Removing clutter from our streets and using high quality materials to improve our environment • Working with partners to make the Royal Borough more attractive • Using our planning powers to protect the Royal Borough's character and improve its appearance

COMMUNITY STRATEGY GOALS 2008 - 2018

Ref	Our Goal	The Council and its partners will work to:
C1	Environment and Transport A borough with an environment and amenities which enhance the quality of life of the whole community and which is aware of, prepared for and able to meet the challenges presented by climate change.	Protect and improve the Royal Borough's environment; deliver services and work with local people day by day to make the borough a pleasant and safe place to be in; improve local transport management, services and networks, and encourage and provide for alternative travel opportunities to car-use; promote energy efficiency, recycling, waste minimisation and the reduction of pollution; and tackle the causes of climate change that arise from the activities of those living and working in the Royal Borough and take action to adapt to the unavoidable effects of climate change that are likely to occur.
C2	Culture, Arts and Leisure A borough where everyone has the opportunity to enjoy its public parks and open spaces and a diverse range of high quality cultural, artistic and leisure activities.	Encourage active participation in, and develop new audiences for arts and cultural activity; develop excellence in artistic practice; encourage literacy, reading and lifelong learning for people's economic good and cultural and personal development; improve the quality and accessibility of sports and leisure provision for all in the Royal Borough; encourage participation in physical activities; and improve the quality and accessibility for all of the public open space within the Royal Borough.
C3	Safer Communities A borough where people live their lives free from crime and the fear of crime.	Ensure that residents are, and feel, secure in their homes and daily lives; catch and convict offenders, stop them from re-offending and ensure that victims are properly supported; tackle the use of illegal drugs and the misuse of alcohol; and reduce the numbers of young people involved in crime and disorder either as victims or perpetrators.
C4	Health and Social Care A borough where everyone has the opportunity to lead a healthy and independent life and can access information, advice and support when they need it and in ways that make sense to them.	Improve and protect the overall health of people living in the borough and reduce inequalities in health; improve the experience of patients, carers and users of local health and social care services and offer greater choice of service; increase residents' choice and control to improve independence and quality of life; improve the quality and access offered by local health and social care services; and help children and young people to stay safe and be healthy.

C5	Homes and Housing A borough with outstanding quality of housing, across all tenures, which is sustainable and enables a diverse population to live as part of the same community.	Improve the quality of housing across all tenures; increase the type and number of homes to build mixed, balanced and sustainable communities; provide a range of housing and support options to prevent homelessness and promote mobility; ensure continuous improvement in the delivery and performance of housing and support services; and improve the energy efficiency of dwellings and encourage sustainable development.
C6	Community, Equality and Inclusivity A borough where all local people feel acceptance by the wider community, and where everyone can access the services that they need.	Improve the way that partners inform, communicate with, involve and consult local residents; improve the relevance and accessibility of local services to residents and other service users; and support and develop community life and leadership in the Royal Borough.
C7	Achieving Potential A borough with outstanding services that is a great place for children and young people to live and to reach their full potential.	Ensure children and families have opportunities to enjoy and achieve; and support children and families to make a positive contribution and achieve economic well-being.
C8	Work and Business A borough which enjoys stable levels of economic growth and employment, with the benefits of increasing prosperity enjoyed across the borough.	Create and maintain an attractive and vibrant business environment in the borough; and improve the employment prospects of residents including young people and parents, creating opportunities and tackling those barriers which make it difficult for certain groups to gain or retain employment.

CAPITAL STRATEGY OBJECTIVES 2010 – 2013

Ref	Capital Planning, Asset Management and Financial Objectives	
	Capital Planning Objectives	
1	To contribute to the well-being of the residents of the Royal Borough by maintaining and enhancing: the built environment; parks and open spaces; the streetscape; community safety and amenity; the heritage of the area; the Council's environmental responsibilities.	
2	To support the flagship developments that have a major impact on the social, economic and the environmental objectives of the Council.	
3	To influence the location and type of public transport facilities in the borough, notably rail improvements, and contribute to better travel choices in walking and cycling that are safe, easy and attractive.	
4	To improve the Royal Borough's social housing through estate renewal, diversifying ownership and fostering retail and other services.	
5	To enable residents, especially those with special needs, to live with as much independence as possible.	
6	To provide information technology and systems that support the efficient and effective operation of services, and widen access to those services.	
	Asset Management Objectives	
7	To plan for the long-term property needs of the Council's services portfolio, so that the Council can meet the service needs of the future.	
8	To maximise the use of assets in meeting current and future service (and cross-cutting) needs, by ensuring that over time operational premises are: maintained in a satisfactory condition; sufficient and suitable for their purpose; sufficiently accessible; safe and secure; in an appropriate location; and reviewed regularly to ensure that they continue to meet service needs.	
9	To ensure that existing and new assets deliver services in an efficient, cost effective, and sustainable manner, in particular by ensuring that premises and other assets are: efficient in terms of property management; intensively used and reviewed to detect opportunities for the acquisition, rationalisation, disposal, and/or sharing of property assets; and increasingly efficient in overall resource use, identifying sustainability improvements where appropriate.	
	Financial Objectives	
10	To generate an optimum financial return from assets with a commercial element.	
11	To re-invest non-Housing Revenue Account (HRA) capital receipts from the disposal of freehold property in other long-term assets for the Council, except where there is an overriding service objective or economic case.	
12	To use external sources of funding, where these further the Council's objectives, and act in partnership with other agencies where this is beneficial.	

Note: The references above are used to associate specific bids reported in **Annex 1**.

APPENDIX 3

PIPELINE SCHEMES

Business Group / Scheme	Start Year	Total Cost £'000	Council Funding £'000
<u>Appraisal/ Concept (Stage 1)</u>			
<u>Family and Children's Services</u>			
New Central Library Condition Works	2013/14	3,000	3,000
Kensington Academy	Later years	26,600	9,000
New Marlborough Primary School Expansion Phase 2	2011/12	1,400	1,400
New Middle Row and St Mary's School Redevelopment	2011/12	18,647	2,183
St Marks Children's Home	Later years	2,000	2,000
Whistler Walk Childrens Home Replacement	Later years	2,000	2,000
		53,647	19,583
<u>Transport, Environment and Leisure Services</u>			
Golborne Road Area Improvement	2012/13	1,750	1,750
Hornton Street Public Conveniences	2011/12	180	180
Leighton House Museum Phase 3	2011/12	3,100	2,050
		5,030	3,980
<u>Corporate Services</u>			
ICT Infrastructure re-structure (phase 1)	2013/14	400	400
Internet Content Management System - new	2014/15	350	350
New Kensington Town Hall Boilers and Central Heating Plant	2014/15	1,000	1,000
New Kensington Town Hall Busbars Installation	2012/13	650	650
New Kensington Town Hall Replacement of Chillers	2014/15	1,500	1,500
New Kensington Town Hall Roof Survey and Repairs	2012/13	300	300
Unified Communications	2012/13	210	210
		4,410	4,410
TOTAL STAGE 1 (APPRAISAL/CONCEPT)		63,087	27,973
<u>Strategic Brief/ Outline Cost (Stage 2)</u>			
<u>Transport, Environment and Leisure Services</u>			
Acklam Road and Malton Road - Westway improvements	2013/14	150	0
Chelsea Sports Centre - Gym Extension	2011/12	1,850	750
Ireton Lodge	2013/14	800	800
New Kensington Leisure Centre - New Building	2014/15	20,000	20,000
Ladbroke Grove Mainline Railway Bridge Enhancement	2012/13	460	0
		23,260	21,550
<u>Corporate Services</u>			
New Council Archives Rationalisation	2011/12	400	400
New Infrastructure - Netbackup	2011/12	150	150
New Infrastructure Replacement - Corporate Servers	2011/12	68	68
New Kensington Town Hall Air Handling Units	2011/12	560	560
New Learning Management System Replacement	2011/12	50	50
New Property Management Information System	2011/12	500	500
New Residential Portfolio Renovations	2011/12	200	200
New Shop Front Refurbishments	2011/12	60	60
New Southern Row Business Centre Refurbishment	2011/12	80	80
		2,068	2,068
TOTAL STAGE 2 (STRATEGIC BRIEF/OUTLINE COST)		25,328	23,618
TOTAL PIPELINE SCHEMES		88,415	51,591

Major Pipeline Schemes

Family and Children's Services

- The **Central Library refurbishment** (£16 million) has been removed from the pipeline and replaced with a bid for the essential condition works required to keep the building properly maintained and operational, at a cost of £3 million.
- **Kensington Academy** has been awarded £17.6 million by the Secretary of State for Education and is included in the academy programme. It is currently in the pipeline as a £26.6 million scheme of which £17.6 million will be Government funded and £9.0 million Council funded.
- **Marlborough Primary School Phase 1** includes £2 million to acquire the lease from Kensington and Chelsea College, who occupy half the building. This is required to enable the school to be expanded to two form entry. A notional £1.4 million has been included in the pipeline as **Marlborough Primary School Phase 2** to remodel/refurbish the school to accommodate the additional pupil numbers. The eventual scheme cost is expected to be significantly less than this following detailed design and cost engineering.
- **Middle Row and St Mary's School** – is an £18.7 million scheme to rebuild / redevelop the schools with shared facilities. This is part funded from the primary capital programme (£8.3 million) and a further £8.2 million from capital receipts and developer contributions leaving a requirement of £2.2 million of council funding.
- **St Mark's Children's Home** is included for remodelling the existing residential units at £2 million of council funding.
- **Whistler Walk** replacement children's home is included at £2 million for delivery of the preferred option following a feasibility study which will look at a number of options.

Housing, Health and Adult Social Care

- The Capital Programme does not include any provision for capital expenditure arising from the **Stock Options Review**. External resources may need to be found to support such schemes.

Transport, Environment and Leisure Services

- Although no specific scheme for **Golborne Road** has emerged, the Council still has ambitions and the pipeline scheme of £1.75 million is retained to deliver a scheme that might be approved in the future.
- **Hornton Street Public Conveniences** is to improve the Hornton Street facilities and installing a special needs changing facility for people with profound and multiple disabilities that are unable to use standard accessible toilets.
- The rebuilding of **Ireton Lodge** has been deferred to at least 2013/14 with only the demolition of the existing lodge included in the current programme.
- A new **Kensington Leisure Centre** is included at £20 million although this depends on the Kensington Academy proceeding.
- **Leighton House Museum Phase 3** - the refurbishment of the Perrin Wing is dependent on further investigations, the best use of the space in terms of strategic objectives, the business case, running costs and funding.
 - Some pipeline schemes form part of the regeneration of North Kensington. **Ladbroke Grove Railway** and **Westway improvements** using TfL funding are possible projects for 2012/13 and 2013/14.
- **Brompton Cemetery** - the transfer of Brompton Cemetery to the Council is unlikely to proceed as envisaged and therefore the scheme has been removed from the pipeline.

Corporate Services

- **Council Archives Rationalisation** involves: a major overhaul of the Council's archives provision, including space rationalisation; improving and upgrading the facility; and the purchase of new equipment.
- **ICT Infrastructure re-structure (phase 1)** is an alternative way of delivering IT services to the desktop.
- **Infrastructure – Netbackup** is the review of infrastructure backups leading to the procurement and implementation of either a replacement solution or new hardware.
- **Internet Content Management System** is the replacement of hardware and software that enables management of content on the Council's Internet site.

- **Kensington Town Hall plant and services** are a number of projects totalling £4.0 million are included as the central heating boiler and chillers reach the end of their serviceable life and need replacing.
- **Unified Communications** is the strategy to bring together e-mail, instant messaging, presence, voice and video to support remote working and new ways of working introduced by the SPACE programme.
- The **Property Management Information System** is a project to select and implement a single system to manage the Council's property portfolio.
- **Residential Portfolio Renovations** are to be implemented in order to bring the properties up to a standard where they can be let at market rentals. There are also a number of small commercial property refurbishments designed to improve market rental.

APPENDIX 4

CAPITAL PROGRAMME BY SERVICE AREA

Business Group	2011/12 £'000	2012/13 £'000	2013/14 £'000	Later Years £'000	Total £'000	Share %
Family and Children's Services						
Childrens Centres	0	0	0	0	0	0.0
Education - Non-schools	0	0	0	0	0	0.0
Family Service Property	275	150	150	0	575	0.4
Libraries	200	0	0	0	200	0.1
New Schools	31,934	25,671	8,352	2,036	67,993	43.9
Other Schools Spending	1,025	1,125	965	0	3,115	2.0
Resources	615	375	0	0	990	0.6
TOTAL	34,049	27,321	9,467	2,036	72,873	47.1
Housing, Health and Adult Social Care						
Adult Social Care	1,394	1,255	44	0	2,693	1.7
Environmental Health	60	0	0	0	60	0.0
Housing - HRA	8,170	7,134	7,134	100	22,538	14.6
Housing - Non-HRA	1,040	870	870	0	2,780	1.8
TOTAL	10,664	9,259	8,048	100	28,071	18.1
Planning and Borough Development	197	210	60	50	517	0.3
Transport, Environment and Leisure Services						
Arts and Museums	0	0	0	0	0	0.0
Highways and Streetscene	14,428	3,440	2,955	30	20,853	13.5
Parks	2,441	1,846	1,275	900	6,462	4.2
Sports Centres	495	75	0	0	570	0.4
Waste, Cemeteries and Markets	125	785	0	0	910	0.6
TOTAL	17,489	6,146	4,230	930	28,795	18.6
Corporate Services						
Environment/ Climate Change	530	0	0	0	530	0.3
Financial Services	0	0	0	0	0	0.0
General Services	6,300	6,821	8,953	1,015	23,089	14.9
Information Systems	500	100	0	0	600	0.4
Property Services	0	0	0	275	275	0.2
TOTAL	7,330	6,921	8,953	1,290	24,494	15.8
TOTAL	69,729	49,857	30,758	4,406	154,750	100

APPENDIX 5

ACCESSIBILITY AND PLANNED CAPITAL WORKS TO COUNCIL PROPERTIES

Property	Grading	Comments (2007/2011 capital works)	Likely Revised Grading
Kensington Town Hall	EXCELLENT	Customer Service Centre now open	
Pembroke Road Council Offices - Mini Reception Area	EXCELLENT	New mini reception fully Part M and DDA compliant	
Cremorne Riverside Centre (excluding Cremorne Gardens)	EXCELLENT	New build complete	
Kensington Leisure Centre	EXCELLENT	Programmed access improvements now complete	
Crown Wharf Car Compound	EXCELLENT	Recent works completed	
Alec Clifton-Taylor Memorial Garden/St Mary Abbott	GOOD	Parks access improvements scheduled 2012/13	EXCELLENT
Avondale Park & Sports Ground	GOOD	Improvement Works now planned 2011/12	EXCELLENT
Brompton Library	GOOD		
Chelsea Common	GOOD	No improvements planned - very small site	
Chelsea Embankment Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Cluny Mews Gardens	GOOD	Arms required to existing seating otherwise good. Parks access improvements planned 2012/13	GOOD
Colville Square Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Dovehouse Green	GOOD	Parks access improvements scheduled 2012/13	GOOD
Earls Court Station WC's	GOOD		
Gloucester Road Toilets (autoloo and disabled)	GOOD	Autoloo and stand alone disabled WC considered together	
Holland Park (Including Playgrounds, Cafe, Ice House/Orangery/Ecology reception area, WC's and Theatre)	GOOD	Holland Park toilets now refurbished. Café access ramps replaced. Induction loops installed to Stable Yard reception and Opera booking office. Further works planned 2011/12	EXCELLENT
Ifield Road Playground	GOOD	Parks access improvements scheduled 2012/13	GOOD
Kensington High Street Bus Shelter Autoloo	GOOD		
Lonsdale Road Autoloo	GOOD		
North Kensington Library	GOOD		
Notting Hill Gate Bus Shelter Autoloo	GOOD		
Powis Square Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Redcliffe Square Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Roper's Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Royal Avenue Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Social Workers Office, Greaves Tower	GOOD		
Sunbeam Gardens	GOOD	Parks access improvements scheduled 2012/13	GOOD
Tavistock Park	GOOD	Parks access improvements scheduled 2012/13	GOOD
Tavistock Piazza Autoloo	GOOD		
Westway Centre (Epics - Ground Floor Only)	GOOD	New lift installed	
Westway Information & Aid Centre	GOOD		
Kensal Library	GOOD	Public access is now to ground floor only	

Canalside Activities Centre	GOOD	Built 1996 and fully accessible - formal audit required	
Connexions Centre - Freston Road	GOOD	Built post 1991 - Part M compliant. Formal audit required. Leasehold expiry means relocation within 3 yrs.	
Lancaster Youth Club	GOOD	Accessible, but improvements required. Formal audit required	
Little Wormwood Scrubs	GOOD	New addition - audit required. New seating required. Inclusive adventure playground. Disabled Parking provided but not Part M compliant. No WC's on site at all. Level access throughout park- being resurfaced.	
Athlone Gardens	FAIR	Parks Access improvements scheduled 2011/12	GOOD
Chelsea Old Town Hall (Reception/Halls, Library, Register Office& Social Services)	FAIR	Register Office, halls and SS office have good access; the library has insufficient lift access to upper parts. Disabled WC to main halls area is required. General signage requires improvement.	
Emslie Horniman Pleasance	FAIR	Parks access improvements scheduled 2011/12	GOOD
Gunnersbury Cemetery (Buildings)	FAIR	Works due to take place to reception, chapel and remote WC blocks Jan 2011. Planned improvements to pathways 2011/12	GOOD
Hornton Street Public Convenience Kensington Memorial Park	FAIR	Programme of improvement works ongoing. New disabled WC installed, but only operative in summer months.	GOOD
Lancaster Green	FAIR		GOOD
Royal Hospital South Grounds	FAIR	Parks access improvements scheduled 2012/13	GOOD
Social Services Neighbourhood Team Office - Grenfell Tower	FAIR	No plans at present - possible relocation. TMO site.	
St Luke's Gardens	FAIR	Major works completed 2008. New accessible WC building due for completion 2010	EXCELLENT
Westbourne Grove Public Convenience	FAIR	Access improvement works commencing March 2008.	GOOD
Westfield Park	FAIR	Parks access improvements scheduled 2011/12	GOOD
Portobello Market Managers Office	FAIR	Some improvement works undertaken, but further works required including external ramp and improvements to reception area. Unable to clarify current position with TELS	
84 Pembroke Road	FAIR	Due for vacation - leasehold. Internal change In level to reception area	
Bevington Road Public Convenience	POOR	Underground location means it is not possible to provide full disabled access	
Central Library	POOR	Major refurbishment on hold Programme of improvement works ongoing. Chair lift installed to sports hall, reception and changing areas improved. Lift to first floor now unlikely. New external ramp to be installed 2011/12	
Chelsea Sports Centre	POOR		FAIR

Cremerne Gardens (Excluding Riverside Centre)	POOR	Parks access improvements scheduled 2011/12	GOOD
Hanwell Cemetery - Buildings	POOR	New disabled WC unit being installed April 2011. Bid for pathway re-surfacing in train for 2011/12	GOOD
Leighton House Museum	POOR	Current phase 2 works provide no access improvements, but full accessibility being considered as part of Phase 3	GOOD
Linley Sambourne House	POOR	Listed building and design make this very difficult to improve	
Notting Hill Gate Library	POOR	English Heritage has rejected the latest set of proposals for platform lift. Ramp not feasible.	
Sloane Square Autoloo	POOR	Planned upgrade postponed	
Kensington Church Street Autoloo (Lancer Square)	POOR	Generic audit undertaken; it is a non-disabled autoloo	
Golborne Youth Centre	POOR	Steps to front entrance, poor quality disabled access to rear entrance. A TMO property	
South Kensington Autoloo	POOR	Planned upgrade postponed - overtaken by South Kensington remodelling works	

Basic access needs are defined as:

- 'The ability for ambulant and non ambulant disabled persons to be able to freely and safely enter onto and around the public areas of a building without interference or obstruction by physical barriers.
- Clear and appropriate signage and lighting should be provided and reception areas freely available for use.
- Busy public reception areas should be fitted with an induction loop.
- Where public toilets are provided, at least one suitably equipped disabled WC is to be provided also.
- A dedicated parking space or a suitable drop off point should be available within the immediate vicinity of the building if reasonably practicable.'

Explanation of Grading:

Poor Accessibility

The Public areas of the building do not fulfil basic access needs and no acceptable alternative means of providing the service is offered.

Fair Accessibility

All Public areas of the building fulfil the majority of basic access needs but additional measures may be necessary to achieve this objective or an acceptable means of providing the service in an alternative method is offered if required.

Good Accessibility

All basic access needs are fulfilled or an acceptable alternative method of providing the service is available if required.

Excellent Accessibility

All basic access needs are met and exceeded.

APPENDIX 6

GENERAL FUND ROLLING PROGRAMMES

Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Family and Children's Services					
Fair Funding Schools Allocation	Schools capital allocations calculated by formula and 100% funded through the Standards Fund.	741	0	0	0
Family Services Condition	Planned maintenance designed to ensure that FCS Family Services' buildings (primarily children's homes) provide a safe and healthy environment in which services can be delivered.	300	100	75	75
Family Services Suitability	Capital improvements in response to the results of Asset Management Plan suitability surveys.	335	75	75	75
General Access	Works to improve access to school buildings.	50	50	50	0
Lift Installations	Works to install lifts at Royal Borough school buildings - meeting requirements of the Disability Discrimination Act.	320	0	0	0
Minor Emergency Works	A rolling contingency sum for emergency works and a provision to enable emergency repair/improvement projects to be carried out.	95	100	110	0
Non School Education Buildings	Planned maintenance designed to ensure that FCS non-school buildings (primarily libraries) provide a safe and healthy environment in which services can be delivered.	1,000	150	150	150
Non School Buildings Suitability	Capital improvements in response to the results of Asset Management Plan suitability surveys. Building works to address issues at various FCS non-school buildings as highlighted in suitability Ssurveys and 'Fit for Purpose' assessments by service managers.	660	75	75	75
Nursery/ Primary Schools Condition	Works to address necessary and prioritised works highlighted within asset management plans.	1,500	550	540	540
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of Asset Management Plan suitability surveys. Building works to address issues at various primary and nursery schools highlighted in suitability surveys.	100	50	50	50

Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
School Kitchens	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.	84	40	40	40
Secondary Schools Condition	Planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	22	10	10	10
Special Schools Condition	Planned maintenance designed to ensure that our special schools provide a safe and healthy environment in which teaching and learning can be delivered.	360	100	100	100
	TOTAL	5,567	1,300	1,275	1,115
Housing, Health and Adult Social Care					
Disabled Facilities Grant	Eligible works to the private stock in the Royal Borough with expenditure offset by government subsidy.	408	425	425	425
Lets Rent	Refurbishment of properties in accordance with the LETS RENT Strategy which will then become available for letting to people in housing need in the Royal Borough.	19	0	0	0
Premises Improvement Programme Adult's Services	A variety of renewal and refurbishment projects to Social Services - Adult's premises.	434	0	0	0
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 unfitness and disrepair.	446	400	230	230
Regeneration RSL	Registered Social Landlord regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	235	215	215	215
	TOTAL	1,542	1,040	870	870
Planning and Borough Development					
Local Enhancement Schemes	A number of local enhancement schemes have been identified in the various Conservation Area Proposal Statements, such as garden square railings and mews arches.	18	27	50	50

Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Transport, Environment and Leisure					
Disability Discrimination Act Works - Leisure	Planned Programme of essential and desirable Disability and Discrimination Act works to meet legislative requirements and to increase accessibility to parks, and cemeteries for people with disabilities.	117	86	71	0
North Kensington Environmental Project	Environmental and community engagement initiatives in North Kensington, as part of the North Kensington Environment Project.	250	245	165	200
Parks Strategy and Development Plan	The implementation of the strategy and capital investment 10 year plan covering all parks.	707	1,075	675	675
Sports Centres Planned Refurbishment Programme	Additional works that were not included in the original Sports Centres Planned Maintenance Programme (2005/10) and where a latent need has been identified following recent customer satisfaction surveys.	256	495	75	0
Street Scene Improvements - Boroughwide Programme	To review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	1,051	850	1,050	800
Transport Action Plans - TfL Funded	Road safety and environmental measures for specific schemes that Transport for London (TfL) have agreed to fund.	850	645	185	185
Transport Action Plans - Car Parking Reserve Funded	Funded from the Car Parking Reserve, general schemes that the Council wishes to implement but will not attract Transport for London funding.	648	0	250	250
WM&L Asset Management Plans	Essential maintenance emanating from the stock condition surveys.	304	150	150	300
	TOTAL	4,183	3,546	2,621	2,410
Corporate Services					
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	674	380	380	380
	TOTAL - ALL BUSINESS GROUPS	11,984	6,293	5,196	4,825

APPENDIX 7

CAPITAL PROGRAMME FUNDING

1 External Resources

a. General Capital Receipts

The expected non-earmarked receipts and their proposed use are shown in **Table 11**.

Table 11: Non-Earmarked Receipts

Capital Receipts	2010/11	2011/12	2012/13	2013/14
	£m	£m	£m	£m
Balance Brought Forward	3.2	3.0	2.8	2.6
Add receipts in year	0.1	0.1	0.1	0.1
Less used to fund capital expenditure	-0.2	-0.2	-0.3	-0.3
Balance Carried Forward	3.0	2.8	2.6	2.4

** Figures may not add because of rounding*

Capital receipts can be used to fund new investment, unless they are required to be paid to the Government under 'pooling' arrangements for housing receipts. Since 1 April 2004, the amount of non-dwelling HRA receipts paid to the Government may be reduced where they can be offset against expenditure incurred on regeneration and affordable housing. Determining to do this in the event of any such capital receipts being received will ensure that the full benefit is received by the Council.

The £0.25 million per annum rolling programme of HRA regeneration schemes is assumed to be funded from capital receipts.

In addition, some specific 'earmarked' capital receipts are directly tied to individual schemes or purposes, such as the refurbishment of the Elm Park Gardens basement and the rebuilding of Holland Park School from the receipt from the sale of the southern site in 2013/14.

b. Capital Grants and Contributions

Expenditure in the Programme that is conditional on external funding has been set in line with the latest information about expected resources. Some further revisions may be necessary as further announcements are made. 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 12**.

Table 12: Grants and Contributions Associated With Specific Bids

Sources of External Grant Funding/ Contributions	2010/11	2011/12	2012/13	2013/14	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Grants						
Department for Culture, Media and Sport Free Swimming Grant	54	0	0	0	0	54
Department for Children, Schools and Families	94	0	0	0	0	94
Disabled Facilities Grant	265	265	265	265	0	1,060
Homes and Communities Agency	1,958	0	0	0	0	1,958
Play Pathfinder Capital	68	0	0	0	0	68
Private, Voluntary and Independent Sure Start Grant	940	0	0	0	0	940
Social Care Reform Grant	0	136	0	0	0	136
Standards Fund	741	0	0	0	0	741
Sure Start	58	0	0	0	0	58
	4,178	401	265	265	0	5,109
Contributions						
Developers (section 106)	50	150	150	5,000	1,000	6,350
Transport for London	11,128	4,805	1,160	785	0	17,878
Other Authorities	1,200	664	379	0	0	2,243
Other Contributions *	662	540	700	0	100	2,002
	13,040	6,159	2,389	5,785	1,100	28,473
TOTAL	17,218	6,560	2,654	6,050	1,100	33,582

* includes £240,000 contribution from the Tenant Management Organisation for the construction of an office

2. Use of Reserves

Where there are appropriate earmarked reserves available to fund individual schemes, they have been used. Details of the main reserves are shown below.

a. Capital Expenditure Reserve

The Capital Expenditure Reserve is funded through revenue contributions and is used to fund the Council's long term capital investment. It is therefore key to delivering the Capital Programme.

Table 13 shows a four-year projection based on the draft Programme. Further significant investment without the increased use of borrowing is dependent upon the Council's ability to maintain the level of the reserve.

Table 13: Capital Expenditure Reserve

Capital Expenditure Reserve	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	Later Years £m
Balance Brought Forward	61.5	49.4	42.6	33.4	27.7
Contributions In	5.5	5.5	5.5	5.5	5.5
Retained to fund associated revenue costs	-0.6	-0.7	-0.1	-0.1	0.0
Released to fund capital expenditure	-17.0	-11.6	-14.6	-11.1	-1.6
Balance Carried Forward	49.4	42.6	33.4	27.7	31.6

Associated revenue costs funded from the Capital Expenditure Reserve are summarised in **Appendix 9**.

b. **Car Parking Reserve**

The Car Parking Reserve (CPR) can be used to fund eligible expenditure, both revenue and capital, from surpluses generated from on street parking operations.

Table 14: Car Parking Reserve

Car Parking Reserve	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m
Balance Brought Forward	31.8	28.0	19.5	17.8
Add - surplus from On Street Parking	20.6	26.4	26.8	26.5
Funding of revenue expenditure	-21.7	-25.7	-26.2	-26.2
<i>Sub Total - revenue movement</i>	-1.1	0.7	0.6	0.3
Less - funding of capital expenditure	-2.7	-9.2	-2.2	-2.7
<i>Total movement in Year</i>	-3.8	-8.6	-1.7	-2.4
Balance Carried Forward	28.0	19.5	17.8	15.4

Figures may not add up due to rounding

3 **Borrowing**

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. **Self-financed or 'Prudential' borrowing** is borrowing in excess of the supported borrowing limit. It 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.

a. **Supported Borrowing**

There is no allocation of supported borrowing for the 2011/12 and 2012/13 financial years in the latest settlement announcement. As set out in the report on the Revenue Budget and Council Tax 2011/12, elsewhere on the agenda, the settlement materially reduced overall revenue resources for all local authorities. The authority is therefore

totally dependent for investment capital from other external sources and its own pre-existing resources.

b. **Self-financed or 'Prudential' Borrowing**

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 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.

The total funding, subject to any amendments to the Programme, is shown in **Table 15**. Total spending less capital grants and contributions, use of reserves and capital receipts leaves a balance to be funded from borrowing, known as the 'capital financing requirement'. There is no borrowing requirement through to 2013/14.

Table 15: Total Funding

General Fund	2011/12 £'000	2012/13 £'000	2013/14 £'000	Later Years £'000	Total £'000
Total Expenditure	61,559	42,723	23,624	4,306	132,212
<i>Less Funded From:</i>					
Capital Grants & Contributions	6,320	2,654	6,050	1,100	16,124
Capital Grants - unearmarked	600	0	0	0	600
Specific Capital Receipts	30,934	21,971	3,352	1,036	57,293
Net Balance (Council Funding)	23,705	18,098	14,222	2,170	58,195
Use of Specific Reserves & Revenue Funding	2,868	1,281	387	518	5,054
Use of Car Park Reserve	9,224	2,209	2,705	80	14,218
Usable Capital Receipts	0	0	0	0	0
Use of Capital Expenditure Reserve	11,613	14,608	11,130	1,572	38,923
Balance = Capital Financing Requirement	0	0	0	0	0

Housing Revenue Account	2011/12 £'000	2012/13 £'000	2013/14 £'000	Later Years £'000	Total £'000
Total Expenditure	8,170	7,134	7,134	100	22,538
<i>Less Funded From:</i>					
Capital Grants & Contributions	7,823	6,834	6,834	0	21,491
Specific Capital Receipts	48	0	0	0	48
Net Balance (Council Funding)	299	300	300	100	999
Use of Specific Reserves & Revenue Funding	50	50	50	0	150
Usable Capital Receipts	249	250	250	100	849
Balance = Capital Financing Requirement	0	0	0	0	0

4 Revenue Provision for Debt Repayment 2011/12

- a. 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.
- b. The proposed revenue provision for debt repayment is shown in **Table 16**. The final amounts charged in respect of items 1 to 3 will vary in line with the final capital expenditure and financing outturn for 2010/11 when this is known. No debt repayment provision is proposed in relation to the Housing Revenue Account, as to do so would divert funding from new investment.

Table 16: Total Budgeted Revenue Provision for Debt Repayment

Provision for Debt Repayment	2010/11 £'000	2011/12 £'000
Historic Capital Debt Liabilities	1,204	1,145
Provision re ex-ILEA debt	284	291
Sub total	1,488	1,436
Supported Capital Expenditure		0
Unsupported Capital Expenditure		0
Voluntary provision - short-life assets	0	0
Voluntary provision for debt repayment	0	0
Total Revenue Provision	1,488	1,436

- c. The requirement for "prudent" provision for debt repayment is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

For capital expenditure incurred prior to 1 April 2008, guidance allows local authorities to select one of four options to ensure prudent provision:

- 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. (Known as "Option 1" in the guidance.)
- CFR 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. (Known as "Option 2" in the guidance.)

- Asset Life Method - MRP is determined by reference to the life of the asset, by equal instalment method or annuity method. (Known as "Option 3" in the guidance.)
- Depreciation Method - MRP is to be equal to the provision required in accordance with depreciation accounting. (Known as "Option 4" in the guidance.)

The Council uses the CFR method to calculate the MRP for capital expenditure incurred prior to 1 April 2008 because it is technically simpler. Therefore, it is proposed that the Council continues to do so.

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 8

PRUDENTIAL INDICATORS

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.

a. Capital Financing Requirement (CFR) movements

The borrowing requirement, known as the Capital Financing Requirement (CFR) resulting from the proposed Capital Programme is set out in **Table 17** below.

Table 17: Capital Financing Requirement (CFR) Movements

Year	Fund	Opening Balance £'000	change - new borrowing £'000	Less Statutory MRP £'000	Less Voluntary MRP £'000	Closing Balance £'000
2010/11	Housing Revenue Account	185,204	0	0		185,204
	General Fund	38,408	0	-1,488	0	36,920
	Total	223,612	0	-1,488	0	222,124
2011/12	Housing Revenue Account	185,204	0	0		185,204
	General Fund	36,920	0	-1,436	0	35,484
	Total	222,124	0	-1,436	0	220,688
2012/13	Housing Revenue Account	185,204	0	0		185,204
	General Fund	35,484	0	-1,385	0	34,099
	Total	220,688	0	-1,385	0	219,303
2013/14	Housing Revenue Account	185,204	0	0		185,204
	General Fund	34,099	0	-1,336	0	32,763
	Total	219,303	0	-1,336	0	217,967

Statutory Minimum Revenue Provision, as implemented by the Council, is the 4 per cent Minimum Revenue Provision under "Option 2" of the Capital Regulations for expenditure incurred prior to 1 April 2008, plus provision to cover ex-ILEA debt. The Council has not incurred additional borrowing since 1 April 2008. Voluntary MRP provision is made to reduce overall indebtedness.

b. Capital Financing Requirement Compared to the Previous Programme

There is no estimated Capital Financing Requirement for additional borrowing. This has not changed from the 2010/11 Programme.

c. Affordability for the General Fund

Table 18 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 2010/11 Programme, with the impact slipping back in tandem with slippage in expenditure.

Table 18: Affordability for the General Fund

Affordability for the General Fund	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Interest on historic external borrowing	1,795	1,683	1,580	1,516
Premia	56	56	56	56
Statutory Minimum Revenue Provision (MRP) @4%	1,488	1,436	1,385	1,336
Voluntary MRP - accelerated for short life assets	0	0	0	0
Interest on new borrowing (cumulative)	0	0	0	0
Interest loss on use of reserves (cumulative)	389	573	730	852
Total Financing Cost	3,728	3,748	3,751	3,760
Increase in net cost over previous year		20	3	9
Year on Year Council Tax Band D equivalent increase (£)		0	0	0
2010/11 - 2012/13 Capital Programme				
Previously Projected Band D equivalent incr (£)		0	-1	
Difference - current programme less previous programme		0	1	0

* Financing cost is the interest on historic external borrowing, provision for debt repayment and interest loss on use of internal reserves

Current Programme - ratio of financing cost to revenue budget	2.0%	2.0%	2.0%	2.0%
Previous Programme - ratio of financing cost to revenue budget	2.2%	2.2%	2.1%	N/A

Note: The rate of interest used to calculate the interest loss on use of reserves is 0.8 per cent.

Table 18 shows that the impact of the Capital Programme on the Band D Council Tax neutral over the next two years. This is due to re-phased expenditure and reduction of interest rates. 2013/14 is a new year included in the proposed three-year Programme.

d. **Affordability for the Housing Revenue Account**

The revenue impact of the Programme on the HRA depends on subsidy levels with a statutory constraint on rent increases. Therefore, there is little scope for unsubsidised capital expenditure.

The ratio of financing cost to budget for the HRA is shown in **Table 19**.

Item	2010/11	2011/12	2012/13	2013/14
Current Programme	26.9%	26.6%	26.4%	26.7%
Previous Programme	32.8%	31.8%	30.3%	29.9%

e. **Other Prudential Indicators**

Other Prudential Indicators relating to treasury management and external debt are set out in the Treasury Management Strategy for 2011/12 elsewhere on the agenda.

APPENDIX 9

ASSOCIATED REVENUE COSTS FUNDED FROM CAPITAL

The items set out in **Tables 20** and **21** below represent expected revenue costs associated with capital schemes, which it is proposed to fund from the Capital Expenditure Reserve and Property Strategy Reserve. There are no costs to be funded from the Capital Strategy Reserve. Costs include initial feasibility work and expenditure that is part of delivering the project, but does not create an asset.

Table 20: Associated Revenue Costs Funded from the Capital Expenditure Reserve

Cost type	Business Group/ Cost	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
	<i>Family and Children's Services</i>				
Feasibility	Asset Management Plans / Surveys	100	110	120	120
Survey	New Central Library Investigatory Works	0	75	0	0
Feasibility	Children's Home Feasibility	35	0	0	0
Consultancy	New Academy (to stage D)	100	50	0	0
Feasibility	New St Marks Study	0	25	0	0
Feasibility	Warwick Road Primary School Feasibility	130	300	0	0
		365	560	120	120
	<i>Transport, Environment and Leisure Services</i>				
Feasibility	Chelsea Sports Centre Gym Extension	20	0	0	0
Feasibility	Kensington Sports Centre rebuilding	100	0	0	0
Consultation	Ladbroke Grove Environmental Improvement	50	0	0	0
Feasibility	Little Wormwood Scrubs Improvements	0	47	0	0
Feasibility	Relocation of Ecology Section	30	0	0	0
Feasibility	New South Kensington Flower Kiosk Study	0	30	0	0
		200	77	0	0
	<i>Planning and Borough Development</i>				
Storage	New Kiosk Storage Costs	5	0	0	0
	<i>Corporate Services</i>				
Feasibility	ICT Infrastructure Feasibility Study	0	100	0	0
	TOTAL	570	737	120	120

Table 21: Associated Revenue Costs Funded from the Property Strategy Reserve

Cost type	Business Group/ Cost	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
	<i>Corporate services</i>				
Feasibility	New 19-27 Young Street Study	25	250	0	0
Feasibility	New 5 and 6 Acklam Road Study	0	5	0	0
Feasibility	New Carlyle Building Study	0	20	0	0
Feasibility	New Edenham Site Study	0	5	0	0
Feasibility	New Hidden Homes	15	0	0	0
Feasibility	New Holland Park Review	20	0	0	0
Feasibility	New Holland Park YHA Study	0	8	0	0
Feasibility	New Kensal Rd and Ladbroke Grove Land	0	5	0	0
Feasibility	New Libraries Review	0	15	0	0
Feasibility	New Lots Road Combined Study	0	25	0	0
Feasibility	New Munroe Mews Study	0	20	0	0
Feasibility	New Office Accommodation Strategy	60	0	0	0
Feasibility	New People First	0	40	0	0
Feasibility	New Pre School/ Nursery Review	0	45	0	0
Feasibility	New Shop Front Refurbishment Feasibility	0	13	0	0
Feasibility	New Stronger Families	0	15	0	0
Feasibility	New Waste Depot Review	60	0	0	0
Feasibility	New Westway Area Review	60	0	0	0
	TOTAL	240	466	0	0

ANNEX 1

BUSINESS GROUP CAPITAL PROGRAMMES 2011/12 – 2013/14

CAPITAL PROGRAMME 2011/12 TO 2013/14 NOTES

Presentation of the Council's Capital Programme

The Capital Programme is shown for each of the Council's Business 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 2011/12 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:

- (i) Actual spend to 31 March 2010 and estimates for 2011/12 and future years.
- (ii) Estimated full year revenue costs.
- (iii) The Council Aims, Community Strategy goals and Capital Strategy objectives that are met.

For each Business Group, the sources of capital funding for each year's programme is shown i.e. external cash funding (e.g. capital grants and contributions); earmarked capital receipts; and internal cash funding (e.g. specific capital reserves) or corporate funding (e.g. borrowing, general 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 2011/12 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 2011/12 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

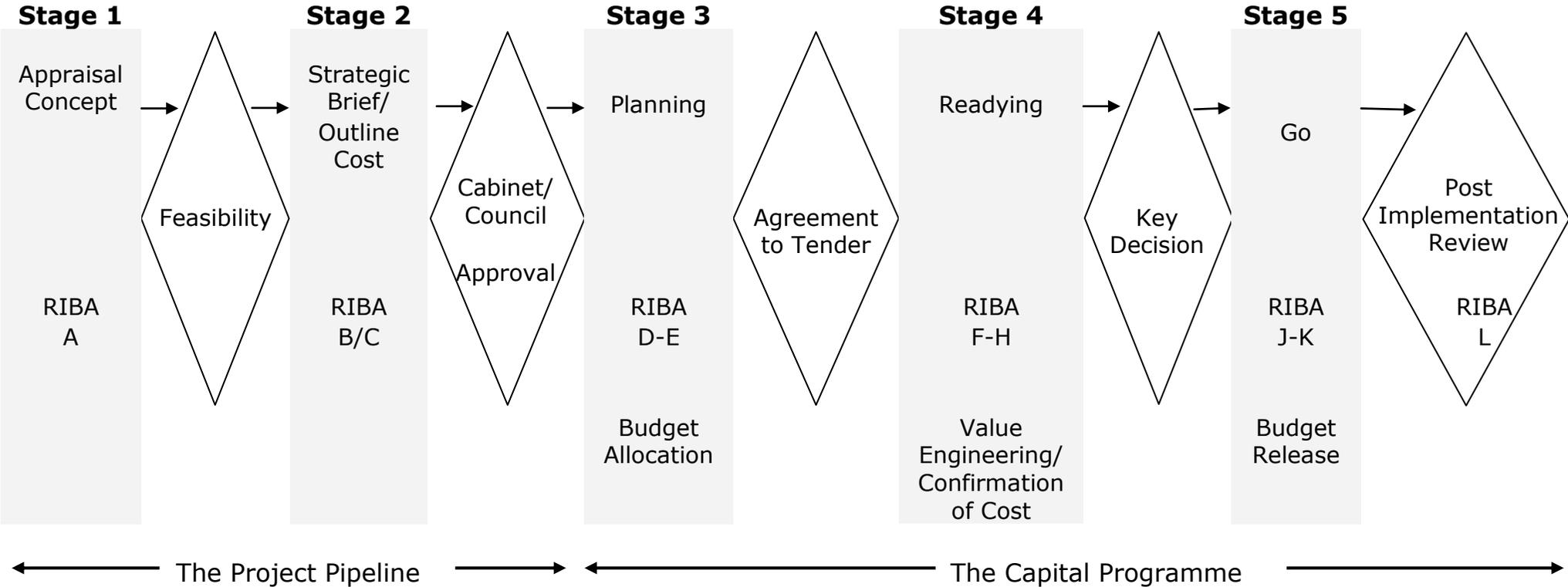
The progress of a capital scheme is divided into six stages, based on the Royal Institute of British Architects (RIBA) schema that records the lifecycle of a property project from initial feasibility to post implementation review. The Council amalgamates these as shown below:

RIBA Schema and Council Stages

RIBA Schema	Stage Description	RBKC Stage
A	Pipeline (Appraisal/Concept)	1
B/C	(Strategic brief/outline cost)	2
D/E	Planning	3
F/G/H	Readying (up to tender acceptance)	4
J/K	Go (Requires a key decision to agree project and release budget)	5
L	Completed	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



RIBA PLAN OF WORK DETAILS

A Appraisal

- 1 Carry out studies to determine the feasibility of the Client's requirement
- 2A Review with client alternative design and construction approaches and the cost implications or
- 2B Provide information for report on cost implications

B Strategic Brief

- 1 Receive strategic brief prepared by the client

C Outline Proposals

- 1 Commence development of Strategic Brief into Project Brief
- 2 Prepare Outline Proposal
- 3A Provide an approximation of construction costs or
- 3B Provide information for cost planning
- 4 Obtain Client approval to Outline Proposals and approximate construction cost
- 5 Co-operate with Planning Supervisor where applicable

D Detailed Proposals

- 1 Complete developments of Project Brief
- 2 Develop the Detailed Proposal from approved Outline Proposals
- 3A Prepare a cost estimate or
- 3B Provide information for preparation of cost estimate
- 4 Consult statutory authorities
- 5 Obtain Client approval to the Detailed Proposal showing spatial arrangements, material and appearance, and a cost estimate
- 6 Prepare and submit application for full planning permission

E Final Proposals

- 1 Design Final Proposals from approved Detailed Proposals
- 2A Revise cost estimate
- 2B Provide information for revision of cost estimate
- 3 Consult statutory authorities on developed design proposals
- 4 Obtain Client approval to type of construction, quality of materials, standard of workmanship and revised cost estimate
- 5 Advise on consequences of any subsequent changes on cost and programme

F Production Information

- 1 Prepare production information for tender purposes
- 2A Prepare schedules of rates and/or quantities and/or schedules of works for tendering purposes and revise cost estimate, or
- 2B Provide information for preparation of tender pricing documents and revision of cost estimate
- 3A Prepare and make submissions under building acts and/or regulations for other statutory requirements or
- 3B Prepare and give building notice under building acts and/or regulations (not applicable in Scotland)
- 4 Prepare further production information for construction purposes

G Tender documents

- 1 Prepare and collate tender documents in sufficient detail to enable a tender or tenders to be obtained
- 2 Where applicable pass final information to Planning Supervisor for pre-tender Health and Safety Plan
- 3A Prepare pre-tender costs or
- 3B Provide information for preparation of pre-tender cost estimate

H Tender Action

- 1 Contribute to appraisal and report on tenders negotiations
- 2 *If instructed revise production information to meet adjustments in the tender sum*

J Mobilisation

- 1 Provide production information as requested for the building contract and for construction

K Construction to Practical Completion

- 1 Make visits to the works in connection with the Architect's design
- 2 Provide further information reasonable required for construction
- 3 Review design information from contractors or specialists
- 4 Provide drawings showing the building and main lines of drainage and other information for the Health and Safety File
- 5 Give general advice on operation and maintenance of the building

L After Practical Completion

- 1 Identify defects and make final inspections
- 2A Settle Final Account or
- 2B Provide information required by others for settling final account

CAPITAL PROGRAMME 2011/12 – 2013/14

FAMILY AND CHILDREN'S SERVICES

[✓ = Authority to spend]

FAMILY AND CHILDREN'S SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
36 Oxford Gardens Basement	Refurbishment of 36 Oxford Gardens including replacement of services.	2007/08	890	250	0	0	0	0	1,140	103	0	0	1,140	7,8,9	R1, R2, R3, C1, C3, C4, C5, C6	5
Brompton Library Suitability Work	Refurbishment of ground floor. To investigate knocking down wall to enhance public space and relocate staff works area. To replace shelving and carpet throughout and improve lighting in the reception area. Upgrade electrics.	2009/10	52	70	0	0	0	0	122	11	0	0	122	4,6,7,8,9	R1,R2,R3, C2,C6,C7, C8	5
Central Library RFID Preparation	Essential works to keep the Central Library functioning in the light of the delay of the full refurbishment to 2012 or later. These works are necessary to ensure that the building can continue to function due to the delay to the full refurbishment.	2009/10	305	0	0	0	0	0	305	27	0	0	305	2,4,6,7,8,9,10	R1,R2,R3, C2,C6,C7, C8	5
Chelsea Academy Development	Fees and feasibility study costs for new school, purchase of site, project management fees and site assembly costs.	2005/06	9,415	908	0	0	0	0	10,323	929	0	0	10,323	2,7,8,9,12	R1,R2,R3, C1,C2,C6, C7	5
Chelsea Academy Sponsorship Costs	This is the funding that all academy sponsors must agree to contribute towards the capital costs of the academy. It comprises four equal payments.	2008/09	1,500	3,400	0	0	0	0	4,900	307	0	3,350	1,550	2,7,8,9,12	R1,R2,R3, C1,C2,C6, C7	5

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FAMILY AND CHILDREN'S SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Chelsea Library - Suitability Work	To re focus Reference Services and People's network/PC and study space. To accommodate the transfer of some of the Lending stock to the first floor, to enable a dedicated area for young adults on the ground floor and improve the area for Music.	2009/10	64	60	0	0	0	0	124	11	0	0	124	4,7,8,9	TBD	5
Children's Centre Capital	Development of Children's Centre/Extended Schools/Child Care - General Sure Start Grant	2007/08	1,565	58	0	0	0	0	1,623	0	1,623	0	0	7,8,9,12	R1,R2,R3, C1,C2,C6, C7	5
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	0	165 ✓	120	45	0	0	330	30	0	0	330	6	R1,R2,C3, C4,C7	5
eCAF Implementation and Integration Phase 3	Delivering an Electronic Common Assessment Framework (eCAF) recording system, (integrating with other systems e.g. Integrated Children's System (ICS) and allowing agencies pre-referral information to be captured and transmitted to other systems.	2008/09	95	45	0	0	0	0	140	13	0	0	140	1,4,6,9	R1,R2,C1, C4,C7	5
Extended Schools Capital	Department for Children, Schools and Families grant to develop and deliver activities beyond the normal school hours, including study support, clubs, childcare, parenting and family support and access to community facilities.	2008/09	300	94	0	0	0	0	394	0	394	0	0	6,9,12	R2,C1,C2, C7	5

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FAMILY AND CHILDREN'S SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Fair Funding schools allocation	Schools capital allocations calculated by formula and 100% funded through the Standards Fund.	2009/10	791	0	0	0	0	0	791	0	791	0	0	8,9,12	R1,R2,R3, C1,C2,C6, C7	R
Fair Funding schools allocation	Schools capital allocations calculated by formula and 100% funded through the Standards Fund.	2010/11	0	741	0	0	0	0	741	0	741	0	0	8,9,12	R1,R2,R3, C1,C2,C6, C7	R
Family Services Condition	This is a rolling programme of planned maintenance designed to ensure that FCS family services buildings (primarily children's homes) provide a safe and healthy environment in which services can be delivered.	2010/11	0	300	0	0	0	0	300	0	0	0	300	7,8,9	R2, R3, C3, C4, C5, C6, C7	R
Family Services Condition	This is a rolling programme of planned maintenance designed to ensure that FCS family services buildings (primarily children's homes) provide a safe and healthy environment in which services can be delivered.	2011/12	0	0	100	0	0	0	100	9	0	0	100	7,8,9	R2,R3,C4, C5, C6,C7,C8	R
Family Services Condition	This is a rolling programme of planned maintenance designed to ensure that FCS family services buildings (primarily children's homes) provide a safe and healthy environment in which services can be delivered.	2012/13	0	0	0	75	0	0	75	7	0	0	75	4,7,9	R2,R3,C3, C4,C5,C6, C7	R

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FAMILY AND CHILDREN'S SERVICES

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Family Services Condition	This is a rolling programme of planned maintenance designed to ensure that FCS family services buildings (primarily children's homes) provide a safe and healthy environment in which services can be delivered.	2013/14	0	0	0	0	75	0	75	7	0	0	75	4,7,9	R2,R3,C3-C6	R
Family Services Suitability	Capital improvements in response to the results of AMP Suitability surveys.	2010/11	0	335	0	0	0	0	335	30	0	0	335	7,8,9	R1,R2,C1,C2,C7	R
Family Services Suitability	Capital improvements in response to the results of AMP Suitability surveys.	2011/12	0	0	75	0	0	0	75	7	0	0	75	7,8,9	R1,R2,C1,C2,C7	R
Family Services Suitability	Capital improvements in response to the results of AMP Suitability surveys.	2012/13	0	0	0	75	0	0	75	7	0	0	75	7,8,9	R1,R2,C1,C2,C7	R
Family Services Suitability	Capital improvements in response to the results of AMP Suitability surveys.	2013/14	0	0	0	0	75	0	75	7	0	0	75	7,8,9	R1,R2,C1,C2,C7	R

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FAMILY AND CHILDREN'S SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
FCS ICT Document and Records Management	The development of a robust and future-proofed electronic document and case record management system. The project will also include document image processing and workflow, which can be used both across the business groups and the Council.	2010/11	0	105	80	30	0	0	215	20	0	0	215	6	R1,R2	5
FCS ICT Systems Integration	To develop more complete child records and improve the sharing and quality of data between local case management systems e.g. Central Pupil Database, Connexions' CCIS and the Integrated Children's System (ICS).	2009/10	25	155	0	0	0	0	180	9	0	180	0	6	R1,R2,C4, C6	5
General Access	A rolling programme of works to improve access to school buildings.	2010/11	0	50	0	0	0	0	50	5	0	0	50	4,5,7,8,9	R1,R2,R3, C1,C2,C6, C7,C8	R
General Access	A rolling programme of works to improve access to school buildings.	2011/12	0	0	50	0	0	0	50	5	0	0	50	4,5,7,8,9	R1,R2,R3, C1,C2,C6, C7,C8	R
General Access	A rolling programme of works to improve access to school buildings.	2012/13	0	0	0	50	0	0	50	5	0	0	50	4,5,7,8,9	R1,R2,R3, C1,C2,C6, C7,C8	R

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FAMILY AND CHILDREN'S SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

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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	8,442	13,803	30,934	22,421	3,352	1,036	79,988	375	75,823	0	4,165	2,7,8,9,11	R1,R2,R3, C1,C2,C6, C7	5
Integrated Children's System - Service Team	Completes the development of the Integrated Children's System (ICS) by providing modules for Children with Disabilities and Adolescent Services teams. (was ICS Phase 4).	2009/10	49	150	0	0	0	0	199	18	0	0	199	6	R2,C4,C6	5
Libraries Management System migration	Migration of Library Management System to new Oracle platform.	2009/10	0	32	0	0	0	0	32	3	0	0	32	6,9	R2,C1,C7	4
Libraries Signage	Improving internal signs and guiding at six libraries (Brompton, Chelsea, Central, North Kensington, Kensal and Notting Hill)	2009/10	10	8	0	0	0	0	18	2	0	0	18	2,4,6,7,8,9,10	R1,R2,R3, C2,C6,C7, C8	5
Library Management System Replacement	To replace the existing LMS. Libraries are specifically looking at joining a consortium which would allow one LMS shared by many authorities, thereby saving on costs but increasing stock availability for customers.	2012/13	0	0	180	0	0	0	180	16	0	0	180	TBD	TBD,C2,C6, C7	3

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Lift Installations	This is a rolling programme designed to fund the works required to install wheelchair access to Royal Borough community schools. The funds will cover fees and capital costs for the installation of the lifts. Initially the scope of the work is limited	2010/11	49	320 ✓	0	0	0	0	369	33	0	0	369	2,4,6,9	R1,R2,R3, C1X, C2X, C6, C7X, C8,CP1, CP4,	R
Marlborough Primary School Expansion Phase 1	We are seeking to negotiate with the Kensington and Chelsea College to vacate the buildings, which we would then need to remodel/refurbish to accommodate the additional pupil numbers.	2010/11	0	2,000	0	0	0	0	2,000	180	0	0	2,000	1,7,8,9	R1,R2,R3, C2,C6,C7	5
Minor Emergency Works	Small improvement/ emergency works to be carried out in FCS buildings	2010/11	0	95 ✓	0	0	0	0	95	9	0	0	95	7,8,9	R1,R2,C3, C6,C7	R
Minor Emergency Works	This is a contingency sum for emergency works and a provision to enable emergency repair/improvement projects to be carried out.	2011/12	0	0	100	0	0	0	100	9	0	0	100	7,8,9	R2,R3,C3, C6,C7	R
Minor Emergency Works	A rolling contingency sum for emergency works and a provision to enable emergency repair/improvement projects to be carried out.	2012/13	0	0	0	110	0	0	110	10	0	0	110	7,8,9	R2,R3,C3, C6,C7	R

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Mobile Working	This project will deliver system and process improvements designed to enhance communication, make better use of staff time and provide access to children's data from non-office locations The scope of this work is dependent upon a feasibility study.	2010/11	0	141	0	0	0	0	141	13	0	0	141	6	R1,R2,C3, C4,C7	4
Non School Education Buildings	This is a rolling programme of planned maintenance designed to ensure that FCS non-school buildings (primarily libraries) provide a safe and healthy environment in which services can be delivered	2010/11	0	1,000	0	0	0	0	1,000	90	0	0	1,000	7,8,9,12	R2,R3,C1, C2,C3,C4, C7,C8	R
Non School Education Buildings	This is a rolling programme of planned maintenance designed to ensure that FCS non-school buildings (primarily libraries) provide a safe and healthy environment in which services can be delivered	2011/12	0	0	150	0	0	0	150	14	0	0	150	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Non School Education Buildings	This is a rolling programme of planned maintenance designed to ensure that FCS non-school buildings (primarily libraries) provide a safe and healthy environment in which services can be delivered.	2012/13	0	0	0	150	0	0	150	14	0	0	150	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Non School Education Buildings	This is a rolling programme of planned maintenance designed to ensure that FCS non-school buildings (primarily libraries) provide a safe and healthy environment in which services can be delivered.	2013/14	0	0	0	0	150	0	150	14	0	0	150	7,8,9	R2,R3,C1, C3,C4,C7, C8	R

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Non School Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various FCS non-school buildings as highlighted in Suitability Surveys and Fit for Purpose assessments by service managers	2010/11	0	660	0	0	0	0	660	59	0	0	660	7,8,9	R1,C1,C2,C7	R
Non School Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various FCS non-school buildings as highlighted in Suitability Surveys and Fit for Purpose assessments by service managers	2011/12	0	0	75	0	0	0	75	7	0	0	75	7,8,9	R1,C1,C2,C7	R
Non School Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various FCS non-school buildings as highlighted in Suitability Surveys and Fit for Purpose assessments by service managers	2012/13	0	0	0	75	0	0	75	7	0	0	75	7,8,9	R1,C1,C2,C7	R
Non School Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various FCS non-school buildings as highlighted in Suitability Surveys and Fit for Purpose assessments by service managers	2013/14	0	0	0	0	75	0	75	7	0	0	75	7,8,9	R1,C1,C2,C7	R
Notting Hill Library Suitability	Improvements to layout including provision for installation of self service technology	2009/10	0	30	0	0	0	0	30	3	0	0	30	2,4,6,7,8,9,10	R1,R2,R3,C2,C6,C7,C8	5

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Nursery/ Primary Schools Condition	A rolling programme of works to address necessary and prioritised works highlighted within asset management plans.	2010/11	0	1,500	0	0	0	0	1,500	135	0	0	1,500	7,8,9	R1,R2,R3, C1,C3,C4, C7,C8	R
Nursery/ Primary Schools Condition	A rolling programme of works to address necessary and prioritised works highlighted within asset management plans.	2011/12	0	0	550	0	0	0	550	50	0	0	550	7,8,9,12	R1,R2,R3, C1,C3,C4, C7,C8	R
Nursery/ Primary Schools Condition	A rolling programme of works to address necessary and prioritised works highlighted within asset management plans.	2012/13	0	0	0	540	0	0	540	49	0	0	540	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Nursery/ Primary Schools Condition	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2013/14	0	0	0	0	540	0	540	49	0	0	540	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2010/11	0	100	0	0	0	0	100	9	0	0	100	7,8,9	R1,R2,C1, C2,C7	R

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Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2011/12	0	0	50	0	0	0	50	5	0	0	50	7,8,9	R1,R2,C1, C2,C7	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2012/13	0	0	0	50	0	0	50	5	0	0	50	7,8,9	R1,R2,C1, C2,C7	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2013/14	0	0	0	0	50	0	50	5	0	0	50	7,8,9	R1,R2,C1, C2,C7	R
Performance Management/ Business Intelligence	The project will deliver an integrated data warehouse which, together with appropriate reporting tools, will support its management information, performance reporting and commissioning work.	2010/11	0	110 ✓	115	0	0	0	225	20	0	0	225	6	R1,R2,C3, C4,C7	5
Play Pathfinder	A range of 18 projects to provide high quality, safe places to play as part of the Government's Play Pathfinder Programme.	2008/09	1,923	68	0	0	0	0	1,991	0	1,991	0	0	1	R3,C2,C7	5

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Premises Improvement - St Quintin	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	2,934	197	0	0	0	0	3,131	225	637	0	2,494	7,8,9	R1, R2, R3, C1, C3, C4, C5, C6	5
Private, Voluntary, Independent Grants	The Sure Start, Early Years and Childcare Grant (SSEYCG), previously known as the SureStart Childcare Grant, is given to each local authority to support the new phase of delivery of early years and childcare.	2008/09	1,119	940	0	0	0	0	2,059	0	2,059	0	0	7,8,9,12	R1,R2,R3, C1,C2,C6, C7	5
School Kitchens	Enables a continuous programme of improvements in School Kitchens to ensure contractual obligations are met as well ensuring the efficient provision of meals.	2010/11	0	84	0	0	0	0	84	7	0	0	84	1,5,8,9,10	R1,R2,C1, C3, C4, C7	R
School Kitchens	Enables a continuous programme of improvements in School Kitchens to ensure contractual obligations are met as well ensuring the efficient provision of meals.	2011/12	0	0	40	0	0	0	40	4	0	0	40	1,5,8,9,10	R1,R2,C1, C3,C4,C7	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.	2012/13	0	0	0	40	0	0	40	4	0	0	40	1,5,8,9,10	R1,R2,C1, C3,C4,C7	R

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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.	2013/14	0	0	0	0	40	0	40	4	0	0	40	1,5,8,9,10	R1,R2,C1, C3,C4,C7	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2010/11	0	22	0	0	0	0	22	2	0	0	22	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2011/12	0	0	10	0	0	0	10	1	0	0	10	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2012/13	0	0	0	10	0	0	10	1	0	0	10	7,8,9	R2,R3,C1, C3,C4,C7, C8	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2013/14	0	0	0	0	10	0	10	1	0	0	10	7,8,9	R2,R3,C1, C3,C4,C7, C8	R

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Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Special Needs Transport Vehicles	New vehicles will have improved fuel efficiency, lower exhaust emissions and provide greater passenger comfort as well as reliability. All the contrary will ensue if no vehicles are purchased	2009/10	175	175	0	0	0	0	350	18	0	350	0	5,8	R1,R2,C1,C4,C7	5
Special Schools Condition	This is a rolling programme of planned maintenance designed to ensure that our special schools provide a safe and healthy environment in which teaching and learning can be delivered.	2010/11	0	360	0	0	0	0	360	32	0	0	360	5,7,8,9,12	R1,R2,R3,C1,C3,C4,C7,C8	R
Special Schools Condition	This is a rolling programme of planned maintenance designed to ensure that our special schools provide a safe and healthy environment in which teaching and learning can be delivered.	2011/12	0	0	100	0	0	0	100	9	0	0	100	5,7,8,9,12	R1,R2,R3,C1,C2,C6,C7	R
Special Schools Condition	This is a rolling programme of planned maintenance designed to ensure that our special schools provide a safe and healthy environment in which teaching and learning can be delivered.	2012/13	0	0	0	100	0	0	100	9	0	0	100	5,7,8,9,12	R1,R2,R3,C1,C2,C6,C7	R
Special Schools Condition	This is a rolling programme of planned maintenance designed to ensure that our special schools provide a safe and healthy environment in which teaching and learning can be delivered.	2013/14	0	0	0	0	100	0	100	9	0	0	100	5,7,8,9,12	R1,R2,R3,C1,C2,C6,C7	R

[✓ = Authority to spend]

FAMILY AND CHILDREN'S SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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	0	0	300	300	0	0	600	54	0	0	600	TBD	R1,R2,C4,C6,C7	3
Virtual Lending Library	The library service would like to reach out to existing and new customers by offering a virtual branch library (an online lending resource).	2010/11	0	20	20	0	0	0	40	4	0	0	40	2,4,5,6,8,9,10	R1,R2,R3,C2,C6,C7,C8	4
Warwick Road Primary School	The feasibility would involve funding the appointment of a client side project manager and architect-led design team, to develop the outline plans in advance of a submission for detailed planning permission in late 2010.	2011/12	0	0	1,000	3,250	5,000	1,000	10,250	383	6,000	0	4,250	1,2,7,8,9,12	R1,R2,C3,C6,C7,C8	3
TOTALS			29,703	28,551	34,049	27,321	9,467	2,036	131,127	3,526	90,059	3,880	37,188			

BUSINESS GROUP SUMMARY OF FUNDING

Business Group/ Funding Source	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Family and Children's Services							
EXTERNAL FUNDING							
Earmarked Capital Receipts	4,277	13,653	30,934	21,971	3,352	1,036	75,223
Government Grant	6,138	1,901	0	0	0	0	8,039
Contributions Other	0	347	0	450	5,000	1,000	6,797
TOTAL	10,415	15,901	30,934	22,421	8,352	2,036	90,059
INTERNAL FUNDING							
Car Parking Reserve	175	175	0	0	0	0	350
Other Reserves	1,525	2,005	0	0	0	0	3,530
TOTAL	1,700	2,180	0	0	0	0	3,880
CORPORATE FUNDING							
General Resources	17,588	10,470	3,115	4,900	1,115	0	37,188
TOTAL	17,588	10,470	3,115	4,900	1,115	0	37,188
TOTAL COUNCIL FUNDING (Internal and Corporate)	19,288	12,650	3,115	4,900	1,115	0	41,068
TOTAL ALL SOURCES OF FUNDING	29,703	28,551	34,049	27,321	9,467	2,036	131,127

CAPITAL PROGRAMME 2011/12 – 2013/14

HOUSING, HEALTH AND ADULT SOCIAL CARE – GENERAL FUND

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

GENERAL FUND

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Acolaid IT System	This replacement Environmental Health IT system is now being implemented with full completion expected in 2009.	2003/04 or earlier	217	28 ✓	0	0	0	0	245	14	0	203	42	1,2,5,6	R1,R2, C6	5
Assessment System for Community Care (ASCC)	To improve the current ASCC to reflect new business and legislative requirements	2006/07	151	321 ✓	321	0	0	0	793	57	136	55	602	6	R1,R2,C4	3
Cambridge Gardens	The development of 4 flats offering supported living accommodation to people with a learning disability.	2007/08	519	42 ✓	0	0	0	0	561	0	561	0	0	2,5,7,8,9	R1,R2,R3, C3,C4,C6	5
Case Recording for Homecare Enablement Teams	To provide enablement Home Care Workers a means for recording case notes.	2010/11	0	50 ✓	0	0	0	0	50	5	0	0	50	5,6	R1,R2,C4	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 at 60%.	2010/11	0	408 ✓	0	0	0	0	408	13	265	0	143	1,2,4,12	R1,R2,R3, C3,C5,C6	R

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

GENERAL FUND

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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 at 60%.	2011/12	0	0	425	0	0	0	425	14	265	0	160	1,2,4,12	R1,R2,R3,C3,C5,C6	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.	2012/13	0	0	0	425	0	0	425	14	265	0	160	1,2,4,12	R1,R2,R3,C3,C5,C6	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.	2013/14	0	0	0	0	425	0	425	14	265	0	160	1,2,4,12	R1,R2,R3,C3,C5,C6	R
Ellesmere Main Scheme	Redevelopment of site in order to meet registration standards, provide care to clients with higher dependency levels and incorporate the Gertrude Street Day Centre. The scheme is now expected to be largely self funding.	2004/05	10,512	300 ✓	100	29	0	0	10,941	99	9,834	0	1,107	2,5,7,8,9,10,12	R1,R2,R3,C3,C4,C6	5
Fire Compartmentation Surveys and Remedial Works	Work to carry out fire compartmentation surveys and remedial works on Adult Social Care properties	2006/07	39	23 ✓	0	0	0	0	62	3	0	62	0	7,8	R2,C3	5

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

GENERAL FUND

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Housing Register Online Applications	Adopt and improve the online application facility in Home Connections so that application are made easily and effectively online. It will improve the service offered by housing to end-users, and make our housing application processes more efficient.	2010/11	0	30 ✓	0	0	0	0	30	2	0	20	10	6	R1,R2	5
Information and Advice Access Portal - phase2	Phase1 is building a new portal for providing information about care services, and will complete in Q4 2009-10. Phase2 will provide a link to case management & recording system to provide service user acces to that information and expand the portals	2011/12	0	0	100 ✓	0	0	0	100	9	0	0	100	5,6	R1,R2,C4	4
Lets Rent	This scheme aims to target resources at properties in accordance with the LETS RENT Strategy which, when refurbished, will become available for letting to people in housing need in the Borough.	2010/11	0	19 ✓	0	0	0	0	19	2	0	0	19	1,4,5,8,10	R1,R2,C4,C6	R
Mortuary	This jointly run facility with Westminster CC requires refurbishment. Some works have been completed. Further discussions with Westminster may involve some further works.	2010/11	0	40 ✓	0	0	0	0	40	2	0	40	0	7,9,10,12	R1,R2,C6	5
Piper House Refurbishment	Complete internal remodelling to provide supported living and registered care accommodation.	2009/10	3	66 ✓	803	737	44	0	1,653	67	350	1,260	43	5,7,8,9,12	C4,C5,C6	3

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

GENERAL FUND

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Premises Improvement Programme Adult's Services	The project comprises a variety of renewal and refurbishment projects to Social Services - Adult's premises	2010/11	0	434 ✓	0	0	0	0	434	39	0	0	434	7,8,9	R1,R2,R3,C3,C4,C6	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.	2010/11	0	446 ✓	0	0	0	0	446	40	0	0	446	1,5,8,9,10	R1,R2,C4,C6	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.	2011/12	0	0	400	0	0	0	400	36	0	0	400	1,5,8,9,10	R1,R2,C4,C6	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.	2012/13	0	0	0	230	0	0	230	21	0	0	230	1,5,8,9,10	R1,R2,C4,C6	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.	2013/14	0	0	0	0	230	0	230	21	0	0	230	1,5,8,9,10	R1,R2,C4,C6	R

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

GENERAL FUND

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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.	2010/11	0	235 ✓	0	0	0	0	235	21	0	0	235	1,4,5,8,9	R1,R2,R3, C3,C4,C6	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.	2011/12	0	0	215	0	0	0	215	20	0	0	215	1,4,5,8,9	R1,R2,R3, C3,C4,C6	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.	2012/13	0	0	0	215	0	0	215	20	0	0	215	1,4,5,8,9	R1,R2,R3, C3,C4,C6	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.	2013/14	0	0	0	0	215	0	215	20	0	0	215	1,4,5,8,9	R1,R2,R3, C3,C4,C6	R
Services on the Web	Provision of online services within the Environmental Health service	2011/12	0	0	60 ✓	0	0	0	60	5	0	0	60	6	R1, R2, R3, C4, C6	4

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

GENERAL FUND

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
St Marks Energy Improvements	Improvement of the energy systems at st Marks	2011/12	0	0	30	0	0	0	30	3	0	0	30	7,8,9	R1,R2,R3, C4,C6	4
St Marks Road (SCOPE) Refurbishment	Refurbishment, improvement and extension of reception at the SCOPE learning disability day centre St Marks Road. Work includes provision of lift from street level to lower ground floor to provide access for users who use wheelchairs and mobility aids	2010/11	0	59 ✓	0	489	0	0	548	48	0	19	529	7,8,9	R2,C4, C6	3
Thamesbrook Works	Combined bid for Thamesbrook electrical works, flooring replacement and nurse call system	2011/12	0	0	40	0	0	0	40	4	0	0	40	7,8,9	R1,R2,R3, C4,C6	4
Westway Travellers Site and Stable Way	The travellers site and the access road (Stable Way) has been identified as in need of environmental improvements to improve the amenity and living conditions for travellers and tenants of the trust	2009/10	65	203 ✓	0	0	0	0	268	13	125	0	143	4,5,12	R3,R4,R5, R6	5
TOTALS			11,506	2,704	2,494	2,125	914	0	19,743	626	12,066	1,659	6,018			

BUSINESS GROUP SUMMARY OF FUNDING

GENERAL FUND

Business Group/ Funding Source	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total
Housing, Health and Adult Social Care	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Earmarked Capital Receipts	8,607	0	0	0	0	0	8,607
Government Grant	0	265	401	265	265	0	1,196
Contributions Other	1,325	459	100	379	0	0	2,263
TOTAL	9,932	724	501	644	265	0	12,066
INTERNAL FUNDING							
Other Reserves	272	196	760	387	44	0	1,659
TOTAL	272	196	760	387	44	0	1,659
CORPORATE FUNDING							
General Resources	1,302	1,784	1,233	1,094	605	0	6,018
TOTAL	1,302	1,784	1,233	1,094	605	0	6,018
TOTAL COUNCIL FUNDING (Internal and Corporate)	1,574	1,980	1,993	1,481	649	0	7,677
TOTAL ALL SOURCES OF FUNDING	11,506	2,704	2,494	2,125	914	0	19,743

CAPITAL PROGRAMME 2011/12 – 2013/14

HOUSING, HEALTH AND ADULT SOCIAL CARE – HOUSING REVENUE ACCOUNT

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

HOUSING REVENUE ACCOUNT

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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	3,073	1,293 ✓	48 ✓	0	0	0	4,414	0	4,414	0	0	1,2,4,5,7,8,9,10,11	R1,R2,R3,C5	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).	2010/11	0	8,301 ✓	0	0	0	0	8,301	0	7,105	1,196	0	1,2,4,5,7,8,9,12	R1,R2,R3,C3,C5,C6	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).	2011/12	0	0 ✓	7,633 ✓	0	0	0	7,633	0	7,583	50	0	1,2,4,5,7,8,9,12	R1,R2,R3,C3,C5,C6	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).	2012/13	0	0	0	6,884	0	0	6,884	0	6,834	50	0	1,2,4,5,7,8,9,12	R1,R2,R3,C3,C5,C6	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).	2013/14	0	0	0	0	6,884	0	6,884	0	6,834	50	0	1,2,4,5,7,8,9,12	R1,R2,R3,C3,C5,C6	H

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

HOUSING REVENUE ACCOUNT

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	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.	2009/10	150	100 ✓	0	0	0	0	250	13	0	0	250	1,4,5,7,8,9	R1,R2,R3, C3,C4,C6	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.	2010/11	0	122 ✓	100 ✓	0	0	0	222	0	0	0	222	1,4,5,7,8,9	R1,R2,R3, C3,C4,C6	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.	2011/12	0	0	149 ✓	100 ✓	0	0	249	0	0	0	249	1,4,5,7,8,9	R1,R2,R3, C3,C4,C6	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.	2012/13	0	0	0	150	100	0	250	0	0	0	250	1,4,5,7,8,9	R1,R2,R3, C3,C4,C6	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.	2013/14	0	0	0	0	150	100	250	0	0	0	250	1,4,5,7,8,9	R1,R2,R3, C3,C4,C6	R

[✓ = Authority to spend]

HOUSING, HEALTH AND ADULT SOCIAL CARE

HOUSING REVENUE ACCOUNT

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Social Housing Energy Savings Programme	Social Housing Energy Saving Programme (SHESP) aims to help social landlords insulate hard to treat cavity walls, which would have not normally have been filled under the Decent Homes programme, thereby making more homes much more energy efficient.	2009/10	1,098	1,958 ✓	0	0	0	0	3,056	0	3,056	0	0	1,4	R3,C5	5
TMO Office Construction - Blantyre Tower	TMO to construct an office into existing undercroft space. TMO will fund construction, recouping cost through rent free period (rental figure agreed with property services) and deliver asset to RBKC for full rental at end of rent free period.	2011/12	0	0	240 ✓	0	0	0	240	0	240	0	0	8,9,12	R1,R2,R3, C5,C6	5
TOTALS			4,321	11,774	8,170	7,134	7,134	100	38,633	13	36,066	1,346	1,221			

BUSINESS GROUP SUMMARY OF FUNDING

HOUSING REVENUE ACCOUNT

Business Group/ Funding Source	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total
Housing, Health and Adult Social Care	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Earmarked Capital Receipts	3,073	1,293	48	0	0	0	4,414
HRA Major Repairs Allowance/Reserve	0	7,105	7,583	6,834	6,834	0	28,356
Government Grant	1,098	1,958	0	0	0	0	3,056
Contributions Other	0	0	240	0	0	0	240
TOTAL	4,171	10,356	7,871	6,834	6,834	0	36,066
INTERNAL FUNDING							
Other Reserves	0	1,146	0	0	0	0	1,146
Revenue Contributions	0	50	50	50	50	0	200
TOTAL	0	1,196	50	50	50	0	1,346
CORPORATE FUNDING							
General Resources	150	222	249	250	250	100	1,221
TOTAL	150	222	249	250	250	100	1,221
TOTAL COUNCIL FUNDING (Internal and Corporate)	150	1,418	299	300	300	100	2,567
TOTAL ALL SOURCES OF FUNDING	4,321	11,774	8,170	7,134	7,134	100	38,633

CAPITAL PROGRAMME 2011/12 – 2013/14

PLANNING AND BOROUGH DEVELOPMENT

[✓ = Authority to spend]

PLANNING AND BOROUGH DEVELOPMENT

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Kiosks	A newspaper kiosk has been designed to be used in four locations around the Borough. Two kiosks were installed in 2008/09 and the remaining two will be positioned on site within the next two years	2006/07	200	0 ✓	10 ✓	0	0	0	210	16	0	90	120	4,12	R1,R3,C1,C2,C6	5
Local Enhancement Schemes	A number of local enhancement schemes have been identified in the various Conservation Area Proposal Statements such as garden square railings and mews arches.	2008/09	85	18 ✓	27	50	50	50	280	14	0	280	0	4	R1,R3,C1,C3,C6	R
Public Art	Public Art commissioned by the Art Advisory Panel and funded from S106 contributions from developers	2009/10	0	50 ✓	150	150	0	0	350	0	350	0	0	4,2,12	R3,C1,C2,C8	4
Shop Front Grants	Grants to be given to shopkeepers to improve their shop fronts following the recommendations of the Retail Commission.	2009/10	10	15 ✓	10	10	10	0	55	3	0	55	0	4,12	R3,C8	5
TOTALS			295	83	197	210	60	50	895	33	350	425	120			

BUSINESS GROUP SUMMARY OF FUNDING

Business Group/ Funding Source	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total
Planning and Borough Development	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Contributions Other	0	50	150	150	0	0	350
TOTAL	0	50	150	150	0	0	350
INTERNAL FUNDING							
Car Parking Reserve	150	33	47	60	60	50	400
Other Reserves	25	0	0	0	0	0	25
TOTAL	175	33	47	60	60	50	425
CORPORATE FUNDING							
General Resources	120	0	0	0	0	0	120
TOTAL	120	0	0	0	0	0	120
TOTAL COUNCIL FUNDING (Internal and Corporate)	295	33	47	60	60	50	545
TOTAL ALL SOURCES OF FUNDING	295	83	197	210	60	50	895

CAPITAL PROGRAMME 2011/12 – 2013/14

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Albert Bridge Major Structural Repairs	Major structural repairs commenced in 2010 to maintain the bridge as a vehicular crossing. TfL will bear the cost of these works with The Royal Borough meeting the repainting and relighting costs.	2009/10	575	3,943 ✓	2,362 ✓	300 ✓	0	0	7,180	95	5,280	1,900	0	3,4,12	R3,C1	5
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.	2010/11	0	200 ✓	300 ✓	300	300	900	2,000	180	0	0	2,000	1,2,4	R1,R2,R3, C1,C2,C4, C6	5
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.	2013/14	0	0	0	50	1,520	30	1,600	80	0	1,600	0	1	R3,C1	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, leisure centres and cemeteries for people with disabilities.	2010/11	0	117 ✓	0	0	0	0	117	11	0	0	117	4,5,7,8	R1,R2,R3, C1,C2,C4, C6	R
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.	2011/12	0	0	86 ✓	0	0	0	86	7	0	0	86	4,5,7,8	R1,R2,R3, C1,C2,C4, C6	R

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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.	2012/13	0	0	0	71	0	0	71	7	0	0	71	4,5,7,8	R1,R2,R3, C1,C2,C4, C6	R
Exhibition Road - Design, PR and Research	The cost of design, Public Relations and the research and monitoring of pedestrian and traffic movement are included in this part of the project.	2003/04 or earlier	2,364	105 ✓	124 ✓	0	0	0	2,593	67	1,255	1,338	0	2,3,4,5,9,12	R1,R2,R3, C1,C2,C3, C5,C6,C7, C8	5
Exhibition Road - Stage 2	The main element of this scheme is the introduction of the single surface treatment of Exhibition Road. Contractors are on site with completion scheduled for spring 2012.	2008/09	3,855	8,559 ✓	9,047 ✓	369	0	0	21,830	517	12,651	7,732	1,447	2,3,4,5,9,12	R1,R2,R3, C1,C2,C3, C5,C6,C7, C8	5
FINAL ACCOUNTS	This item consolidates the outstanding payments for completed projects.	2009/10	0	1,422 ✓	0	0	0	0	1,422	59	546	492	384	N/A	N/A	5
GIS Asset Survey and update of software systems	A one-off borough-wide asset survey of signs and lines as well as other assets, the introduction of a proprietary software system (Parkmap) to store and manage all traffic management and an upgrade of our existing GIS system.	2011/12	0	0	300	91	0	0	391	(70)	0	391	0	6	R1,R2,R3, C1,C6	3

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	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	0	0	0	725	0	0	725	65	0	0	725	1,8	R2,R3,C1,C2,C6	4
Hans Road / Basil Street Junction	This traffic management project, subject to consultation, should commence in 2010.	2009/10	24	400	100	0	0	0	524	12	296	204	24	3,4,8,9,12	R1,R2,R3,C1,C2,C3,C6,C8	4
Hanwell and Gunnersbury Cemeteries Toilets and DDA	This project is for toilet replacements at both cemeteries and DDA works.	2009/10	7	237	0	0	0	0	244	22	0	0	244	4,5,7,8,9	R1,R2,R3,C2,C6	5
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	0	0	400	0	0	0	400	24	300	0	100	1,3,7,8,9,10,12	R1,R2,R3,C1,C2,C4,C6,C7	3
Holland Park Tennis Courts	The project is to replace the fencing and the four tennis courts at Holland Park.	2010/11	0	40	180	0	0	0	220	20	0	0	220	4,7,10	R1,R3,C1,C2	4

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Ireton Lodge	This proposal is for the demolition of the existing lodge on the existing site with a separate bid for the re-build.	2010/11	0	100 ✓	0	0	0	0	100	9	0	0	100	1,4,6,7,9	R1,R2,R3,C1	5
Ladbroke Grove Environmental Improvements	To implement remedial measures to reduce the number of Personal Injury Accidents (PIA's) occurring and to improve the environment.	2010/11	0	115 ✓	165 ✓	0	0	0	280	14	0	280	0	1,4,6,9	R3,C1	5
Litterbin Replacement Programme	Litterbin Replacement Programme	2011/12	0	0	0	60	0	0	60	5	0	0	60	1,9	R1,R2,R3,C1,C8	3
Little Wormwood Scrubs Development - Phase 1	Landscaping and improvement works to Little Wormwood Scrubs. These phase 1 works with £400K funding from the GLA have been agreed to bring the site up to an acceptable standard now that the Royal Borough is responsible for the management.	2009/10	358	442 ✓	200 ✓	0	0	0	1,000	54	400	0	600	1,2	R1,R3,C1,C2,C3,C4	5
Little Wormwood Scrubs Development - Phase 2	Landscaping and improvement works to Little Wormwood Scrubs, phase 2. These are further capital works required to enhance the site and buildings as the Royal Borough is now responsible for the management.	2010/11	0	0	50	650	0	0	700	63	0	0	700	1,2,8	R1,R3,C1,C2,C3,C4	3

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
North Kensington Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in North Kensington, as part of the North Kensington Environment Project.	2010/11	0	250 ✓	0	0	0	0	250	22	0	29	221	1,4,6,7,9	R3,C1,C2,C3,C5,C6	R
North Kensington Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in North Kensington, as part of the North Kensington Environment Project.	2011/12	0	0	245	0	0	0	245	22	0	0	245	1,4,6,7,9	R3,C1,C2,C3,C5,C6	R
North Kensington Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in North Kensington, as part of the North Kensington Environment Project.	2012/13	0	0	0	165	0	0	165	15	0	0	165	1,4,6,7,9	R3,C1,C2,C3,C5,C6	R
North Kensington Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in North Kensington, as part of the North Kensington Environment Project.	2013/14	0	0	0	0	200	0	200	18	0	0	200	1,4,6,7,9	R3,C1,C2,C3,C5,C6	R
Old Brompton Road	This scheme is to repave and relight the area between Queensgate and Glendower Place after the completion of Exhibition Road.	2011/12	0	0	0	330	0	0	330	17	0	330	0	2,3,4,9	R1,R2,R3,C1,C3	3

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Parks Strategy and Development Plan	This proposal is for a strategy and capital investment plan covering all parks over a 10 year period.	2010/11	0	707 ✓	0	0	0	0	707	35	0	707	0	4,7,8,9,10,12	R1,R2,R3, C1,C2,C3, C4,C5,C6, C7,C8	R
Parks Strategy and Development Plan	This proposal is for a strategy and capital investment plan covering all parks over a 10 year period.	2011/12	0	0	1,075 ✓	0	0	0	1,075	54	0	1,075	0	4,7,8,9,10,12	R1,R2,R3, C1,C2,C3, C4,C5,C6, C7,C8	R
Parks Strategy and Development Plan	This proposal is for a strategy and capital investment plan covering all parks over a 10 year period.	2012/13	0	0	0	675	0	0	675	34	0	675	0	4,7,8,9,10,12	R1,R2,R3, C1,C2,C3, C4,C5,C6, C7,C8	R
Parks Strategy and Development Plan	This proposal is for a strategy and capital investment plan covering all parks over a 10 year period.	2013/14	0	0	0	0	675	0	675	34	0	675	0	4,7,8,9,10,12	R1,R2,R3, C1,C2,C3, C4,C5,C6, C7,C8	R
Pelham Street - Traffic Management Scheme	The introduction of a previously banned left turn from Brompton Road onto the A4 Thurloe Place has generated unexpected and unwelcome traffic patterns. This scheme would revise the current traffic arrangements to achieve a more desirable outcome.	2011/12	0	0	500	0	0	0	500	13	250	250	0	1	R1,R3,C1	3

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Pembroke Road Northside Garages	This proposal is to replace the existing accommodation near the garage exit, used by the cleansing contractor, which is no longer fit for the purpose	2010/11	0	20	125	0	0	0	145	13	0	0	145	1,7,8,9,10	R1,R2,R3, C1,C4,C7, C8	3
Portobello Rd Electricity Supply to Market Traders	This initiative is to ensure that market traders working in the northern stretch of Portobello Road have access to an electricity supply.	2009/10	0	400	0	0	0	0	400	34	0	40	360	12	R2,C1,C8	5
Public Conveniences Refurb - Bevington & Talbot Rd	Refurbish Bevington Rd Public Conveniences to ensure they provide a quality facility for members of the public in line with RBKC's excellent status. Refurbish Talbot Rd Public Conveniences to a high standard, consistent with their Edwardian origin.	2010/11	0	568	0	0	0	0	568	47	0	98	470	1,7,8	R1,R3,C1, C8	5
Signal and Junction Improvements	The Mayor of London has identified sites for potential traffic signal removal. 11 sites are on borough roads. This scheme allows for the removal of traffic signals at 2 locations to be determined and their replacement with a revised highway layout.	2011/12	0	0	0	150	0	0	150	4	75	75	0	1	R3,C1	3
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.	2010/11	0	256	0	0	0	0	256	18	54	0	202	4,7,8,9,10	R1,R2,R3, C1,C2,C6	R

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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.	2011/12	0	0	495 ✓	0	0	0	495	45	0	0	495	4,7,8,9,10	R1,R2,R3, C1,C2,C6	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.	2012/13	0	0	0	75	0	0	75	7	0	0	75	4,7,8,9,10	R1,R2,R3, C1,C2,C6	R
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.	2010/11	10	7	90	0	0	0	107	3	48	59	0	3,4,8,9,12	R1,R2,R3, C1,C6	3
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.	2010/11	0	1,051 ✓	0	0	0	0	1,051	25	560	491	0	2,3,4,5,9	R1,R2,R3, C1,C5,C6, C8	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.	2011/12	0	0	850 ✓	0	0	0	850	13	600	250	0	2,3,4,5,9	R1,R2,R3, C1,C5,C6, C8	R

[✓ = Authority to spend]

TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	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.	2012/13	0	0	0	1,050	0	0	1,050	8	900	150	0	2,3,4,5,9	R1,R2,R3, C1,C5,C6, C8	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.	2013/14	0	0	0	0	800	0	800	10	600	200	0	2,3,4,5,9	R1,R2,R3, C1,C5,C6, C8	R
Symons Street - Road Layout & Streetscape	The implementation of pedestrian zone (or other feature) to the south of the existing pedestrian island at the western end of the Peter Jones store and associated streetscape improvements	2012/13	0	0	0	500	0	0	500	13	250	250	0	1	R1,R3,C1	3
Transport Action Plans - TfL Funded	This rolling programme of road safety and environmental measures is for specific schemes that Transport for London (TfL) will agree to fund. An indicative allocation is received each year but grant is only given when individual schemes are approved.	2010/11	0	850 ✓	0	0	0	0	850	0	850	0	0	3,4,5,6,8,9 ,12	R2, C1	R
Transport Action Plans - TfL Funded	This rolling programme of road safety and environmental measures is for specific schemes that Transport for London (TfL) will agree to fund. An indicative allocation is received each year but grant is only given when individual schemes are approved.	2011/12	0	0	645 ✓	0	0	0	645	0	645	0	0	3,4,5,6,8,9 ,12	R2,C1	R

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TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Transport Action Plans - TfL Funded	This rolling programme of road safety and environmental measures is for specific schemes that Transport for London (TfL) will agree to fund. An indicative allocation is received each year but grant is only given when individual schemes are approved.	2012/13	0	0	0	185	0	0	185	0	185	0	0	3,4,5,6,8,9,12	R2,C1	R
Transport Action Plans - TfL Funded	This rolling programme of road safety and environmental measures is for specific schemes that Transport for London (TfL) will agree to fund. An indicative allocation is received each year but grant is only given when individual schemes are approved.	2013/14	0	0	0	0	185	0	185	0	185	0	0	3,4,5,6,8,9,12	R2,C1	R
Transport Action Plans -Car Parking Reserve Funded	This rolling programme budget, funded from the Car Parking Reserve, is for general schemes that the Council wishes to implement but will not attract Transport for London funding.	2010/11	0	648 ✓	0	0	0	0	648	32	0	648	0	3,4,5,6,8,9	R2,C1	R
Transport Action Plans -Car Parking Reserve Funded	This rolling programme budget, funded from the Car Parking Reserve, is for general schemes that the Council wishes to implement but will not attract Transport for London funding.	2012/13	0	0	0	250	0	0	250	13	0	250	0	3,4,5,6,8,9	R2,C1	R
Transport Action Plans -Car Parking Reserve Funded	This rolling programme budget, funded from the Car Parking Reserve, is for general schemes that the Council wishes to implement but will not attract Transport for London funding.	2013/14	0	0	0	0	250	0	250	13	0	250	0	3,4,5,6,8,9	R2,C1	R

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TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Westway Development Trust Multi-Use Games Areas	A grant to Westway Development Trust to fund the creation of Multi-Use Games Areas on their underused tennis courts at the Westway.	2010/11	0	75 ✓	0	0	0	0	75	4	0	75	0	1	R1,C2	5
WM&L Asset Management Plans	This Waste Management and Leisure (WM&L) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2010/11	0	304 ✓	0	0	0	0	304	27	0	0	304	4,8,9,10	R3,C1,C2,C6	R
WM&L Asset Management Plans	This Waste Management and Leisure (WM&L) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2011/12	0	0	150 ✓	0	0	0	150	14	0	0	150	4,8,9,10	R3,C1,C2,C6	R
WM&L Asset Management Plans	This Waste Management and Leisure (WM&L) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2012/13	0	0	0	150	0	0	150	14	0	0	150	4,8,9,10	R3,C1,C2,C6	R
WM&L Asset Management Plans	This Waste Management and Leisure (WM&L) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2013/14	0	0	0	0	300	0	300	27	0	0	300	1,2,5,7,8,9	R1,R2,R3,C1,C2,C4,C6,C7	R

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TRANSPORT, ENVIRONMENT AND LEISURE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
TOTALS			7,193	20,816	17,489	6,146	4,230	930	56,804	1,889	25,930	20,514	10,360			

BUSINESS GROUP SUMMARY OF FUNDING

Business Group/ Funding Source	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Transport Environment and Leisure Services							
EXTERNAL FUNDING							
Transport for London	5,496	11,128	4,805	1,160	785	0	23,374
National Lottery	48	0	0	0	0	0	48
Government Grant	0	54	0	0	0	0	54
Contributions Other	284	1,056	864	250	0	0	2,454
TOTAL	5,828	12,238	5,669	1,410	785	0	25,930
INTERNAL FUNDING							
Car Parking Reserve	1,109	2,487	9,177	2,149	2,645	30	17,597
Other Reserves	10	1,424	192	0	0	0	1,626
Revenue Contributions	0	300	600	391	0	0	1,291
TOTAL	1,119	4,211	9,969	2,540	2,645	30	20,514
CORPORATE FUNDING							
General Resources	246	4,367	1,851	2,196	800	900	10,360
TOTAL	246	4,367	1,851	2,196	800	900	10,360
TOTAL COUNCIL FUNDING (Internal and Corporate)	1,365	8,578	11,820	4,736	3,445	930	30,874
TOTAL ALL SOURCES OF FUNDING	7,193	20,816	17,489	6,146	4,230	930	56,804

CAPITAL PROGRAMME 2011/12 – 2013/14

CORPORATE SERVICES

[✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Belvedere Restaurant Structural Repairs	Structural repairs to the Belvedere Restaurant bell tower	2010/11	0	0	0	0	0	275	275	9	100	175	0	1	R1,R3	4
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2010/11	0	674 ✓	0	0	0	0	674	61	0	0	674	8,9	R3,C6	R
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2011/12	0	0	380	0	0	0	380	34	0	0	380	8,9	R3,C6	R
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2012/13	0	0	0	380	0	0	380	34	0	0	380	8,9	R3,C6	R
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2013/14	0	0	0	0	380	0	380	34	0	0	380	8,9	R3,C6	R

[✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Civic Suite and Reception	Refurbishment of Committee rooms 1,2 and 5 and the Civic reception in Kensington Town Hall.	2010/11	0	134 ✓	0	0	0	0	134	7	0	134	0	8,9	R3,C6	5
Customer Relationship Management Software	Purchase and Implementation of Microsoft Customer Relationship Management software for the 'Here to Help' contact lines.	2007/08	406	58 ✓	0	0	0	0	464	71	0	464	0	6	R1,R2,C6	5
Data Storage Management	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.	2011/12	0	0	400	0	0	0	400	20	0	400	0	6,9	C3,C4,R1, R2	3
Electronic government projects	Electronic government projects across the council. This includes three kiosks for Customer Services Centre, sharepoint upgrade and digital asset management	2005/06	219	10 ✓	0	0	0	0	229	21	0	229	0	6	R1,R2,C6	5
Financial Systems Enhancement and Upgrade	Improvements include - replacement of workflow with an outlook based system, improvements to cashiering and cash management systems and upgrade to next release of One World.	2008/09	298	202 ✓	0	0	0	0	500	25	0	500	0	6,7	R2,C1-C8	5

[✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
Internet Content Management System	Replacement of the content management system for the Council's website with additional functionality.	2006/07	283	53 ✓	0	0	0	0	336	37	0	336	0	6	R1,R2,C6	5
IT Infrastructure Development	Investment and renewal of IT Infrastructure, network & telecommunications. Data and voice continuity elements to improve home working access and building in resilience for the contact lines.	2007/08	342	13 ✓	0	0	0	0	355	225	0	355	0	6	R1,R2,C6	5
Kensington Town Hall Solar Panels	Installation of Solar photo voltaic panels across roof space at the Kensington Town Hall corporate buildings site	2011/12	0	20	530	0	0	0	550	28	0	550	0	1,2,7,8,9,10	R1,R3,C1	3
Network Access Control	The implementation of enhanced network security preventing unauthorised access to the Council's network.	2010/11	0	50	100	100	0	0	250	38	0	250	0	1,4,6,9	R2,	4
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	698	1,188 ✓	5,920	6,441	8,573	1,015	23,835	(501)	0	2,035	21,800	6,7,8	R1, R2, R6	4

[✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2011/12 - 2013/14 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total Cost	Full Year Revenue	External Cash Funding and Receipts	Internal Cash Funding	Corporate Funding	Capital Strategy Objectives	Borough Aims, Community	Programme Status
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.	2010/11	0	50 ✓	0	0	0	0	50	3	0	50	0	6,9	R1,C3	4
SAN Replacement	Replacement of the two Storage Area Networks (SANs), one at the Town Hall and one situated at Pembroke Road.	2010/11	0	330 ✓	0	0	0	0	330	62	0	330	0	1,4,6,9	R2,C1	4
TOTALS			2,246	2,782	7,330	6,921	8,953	1,290	29,522	208	100	5,808	23,614			

BUSINESS GROUP SUMMARY OF FUNDING

Business Group/ Funding Source	Exp to 31 March 2010	2010/11	2011/12	2012/13	2013/14	Later Years	Total
Corporate Services	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXTERNAL FUNDING							
Contributions Other	0	0	0	0	0	100	100
TOTAL	0	0	0	0	0	100	100
INTERNAL FUNDING							
Other Reserves	1,486	1,580	1,316	503	343	518	5,746
Revenue Contributions	62	0	0	0	0	0	62
TOTAL	1,548	1,580	1,316	503	343	518	5,808
CORPORATE FUNDING							
General Resources	698	1,202	6,014	6,418	8,610	672	23,614
TOTAL	698	1,202	6,014	6,418	8,610	672	23,614
TOTAL COUNCIL FUNDING (Internal and Corporate)	2,246	2,782	7,330	6,921	8,953	1,190	29,422
TOTAL ALL SOURCES OF FUNDING	2,246	2,782	7,330	6,921	8,953	1,290	29,522

ANNEX 2

CAPITAL STRATEGY 2011 – 2014



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

1. INTRODUCTION

- 1.1 The Capital Strategy outlines the Council's capital investment objectives and provides a framework for planning and financing medium-term investment. The Strategy supports the three year capital programme and is set within the policy context of the Community Strategy and the 'Council Aims'.
- 1.2 Resources are normally allocated to those projects that best meet the Council's aims and objectives, subject to affordability.
- 1.3 On the plans as currently envisaged, the Council does not need to borrow additional funds. However, the annual contribution from the revenue budget to capital spending provides flexibility over the scale and timing of projects as some part or all of it could instead be used to pay interest on additional borrowing.
- 1.4 The Council has already agreed that, if needed, prudential borrowing would be used in the following circumstances:
 - for schemes of exceptional long-term strategic importance to the Council;
 - for 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.
- 1.5 Any capital receipts, excluding those that are repayable to the Government under 'pooling' arrangements,¹ would also allow the size of the Capital Programme to be increased. The Housing Revenue Account (HRA) is currently not financially sustainable over the medium term, although the Government is considering reforms that may help to resolve this problem. In the meantime, HRA capital expenditure will be limited to assumed subsidy levels.
- 1.6 The financial impact and affordability of the Capital Programme is considered each year by Cabinet and Council.

2. OBJECTIVES

- 2.1 The projects within the associated Capital Programme should further the following three objectives:

¹ Capital receipts from the sale of HRA dwellings are 'pooled' i.e. paid to the Government. Capital receipts from the sale of non-HRA dwellings can be retained by the Council where they can be offset against expenditure incurred on regeneration and affordable housing.

- **"Renewing the Legacy"**: the Council wants to bequeath to future generations a pleasant and attractive Royal Borough in which to live.
- **Essential service requirements**: the Council is committed to maintaining and enhancing its services, where practicable to do so.
- **Generate significant savings or significant additional income**: the Council is committed to making significant budget savings and where possible, to generate additional income that reduces pressure on the Council Tax.

2.2 The Council has a well-established corporate business and financial planning framework, set out in the Budget Proposals 2011/12 and its medium term financial strategy. The Capital Strategy and Capital Programme are an integral part of this framework and key to delivering the goals and ambitions set out in these documents. They are also key to delivering the goals set out in the Council's Community Strategy.

3. PARTNERSHIPS

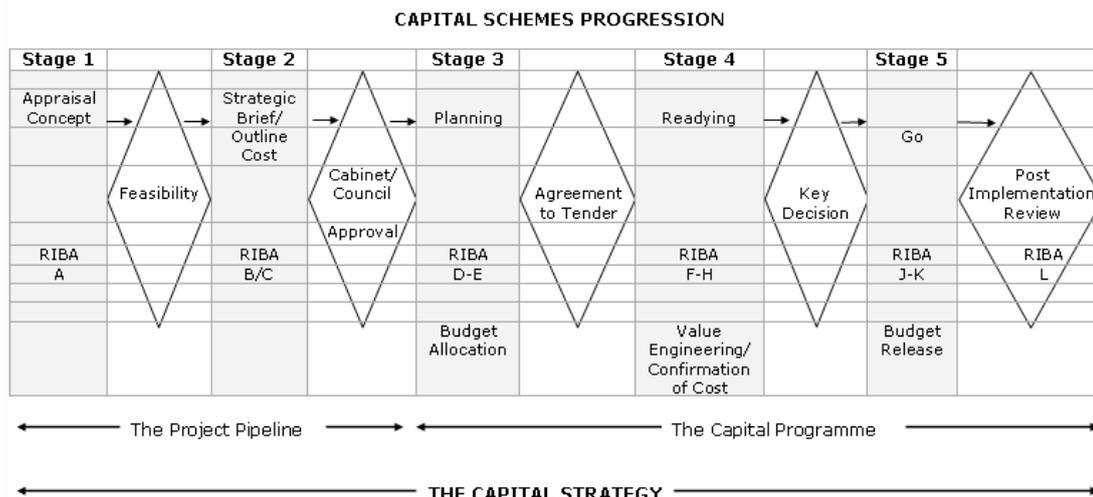
2.1 The Capital Strategy and Capital Programme are directly influenced by partners and wherever possible, the Council will work with its partners to deliver them:

- The Kensington and Chelsea Partnership is the Royal Borough's local strategic partnership. It brings together a rich mix of local organisations including the Council, the Metropolitan Police Service, NHS Kensington and Chelsea, the London Fire Brigade, the business community and voluntary sector to deliver the shared goals and objectives set out in the Community Strategy.
- The neighbouring boroughs of the City of Westminster and London Borough of Hammersmith and Fulham, with whom the Council is committed to working closely as part of tri-borough working.
- As opportunities arise, such as the London Diocesan Board co-sponsoring the Chelsea Academy, and Residential Social Landlords delivering social housing in the Royal Borough.

4. PROJECT APPROVAL PROCESS AND PRIORITISATION

4.1 The Council has adopted a six stage process that governs the progress of a capital project from its inception through to completion. This is 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. Schemes progress through the six stages as set out below:



4.2 A scheme is formally included in the Capital 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 Capital Programme until more information is available and a decision has been taken to proceed.

4.3 All projects submitted for inclusion in the Capital Programme at Stage 3, or for re-approval, must be sponsored by the responsible Cabinet Member. Approval will be based on the business case for each project, which must set out the following:

- The objectives set out in paragraph 2 that the project will further, together with any aims and objectives set out in other key Council and partnership documents that the project will deliver.
- The service and/or financial benefits of the project, which should be quantified wherever possible.
- An explanation of why the project is necessary e.g. condition surveys.
- The capital and revenue costs of the project. The former must meet the accounting definition of capital as set out in local authority accounting guidelines.²

² This is set out in the *Code of Practice on Local Authority Accounting in the United Kingdom 2010: A Statement of Recommended Practice*.

- The ongoing costs of the completed asset, set out across its anticipated life, and where applicable, split between capital and revenue costs.
- The proposed funding of the project.
- The financial and business risks associated with the project.

4.4 Projects that are proposed for inclusion at Stage 3 will initially be appraised by officers, to processes that Members have previously agreed, based on a priority scoring system that broadly ranks projects based on strategic fit, achievability, impact and resource use, with a focus on practicalities. IT projects will be filtered by the IT Strategy Group and property related projects will be filtered by the Property Strategy Group.

4.5 Projects will then be considered for inclusion in the draft Capital Programme by the Capital Programme Working Group. Once the Capital Programme Working Group has developed a draft Capital Programme, it will be considered by the Scrutiny Committees and be discussed, perhaps amended and approved by Cabinet and then Council.

5. CONCLUSION

5.1 The Capital Strategy sets out the framework for how the Capital Programme will help deliver the Council's ambitions, notably that of Renewing the Legacy.