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

***CAPITAL PROGRAMME 2013-14 TO 2015-16***

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COUNCILLOR SIR MERRICK COCKELL  
Leader of the Council

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Town Clerk and Executive Director of  
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# The Royal Borough of Kensington and Chelsea

## Capital Programme 2013-14 to 2015-16

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

## **MEETING OF THE COUNCIL – 6 MARCH 2013**

### **ITEM 6 – SUBMISSIONS FROM THE CABINET**

#### **3. CAPITAL PROGRAMME 2013-14 to 2015-16**

##### **3.1 EXECUTIVE SUMMARY**

3.1.1 This report sets out the Council's £170 million capital investment programme for 2013-14 onwards, which will deliver key projects including:

- the new Kensington Aldridge Academy and Kensington Leisure Centre (£57 million);
- a rebuilt Marlborough Primary School and redevelopment of the remainder of the site (£24 million);
- a rebuilt Middle Row Primary School (£13 million);
- a new primary school at Warwick Road (£10 million);
- replacement plant and electrical equipment at the Central Library (£6 million); and
- refurbishment of Grenfell Tower (£5 million).

3.1.2 The sources of funding comprise: the Council's reserves and revenue contributions (£63 million); capital receipts (£61 million), notably from the sale of the Holland Park School southern site; and external funding (£46 million).

3.1.3 The Council now intends to draw a broad distinction between its investment in services and remunerative schemes that either deliver savings or increase income. Whereas service investment will be funded as before from the Council's capital resources and funds earmarked for capital investment such as the Capital Expenditure Reserve, remunerative schemes will be funded from revenue reserves and expected to repay the funding in nominal terms. Details of the funding are set out later in the **Capital Programme Book Appendix 4** of this report.

## 3.2 RECOMMENDATIONS

### 3.2.1 Council is recommended to:

- (a) Approve the Capital Programme, including the associated expenditure and funding, subject to confirmation of any external resources, as summarised in **Table 2** and set out in detail in the **Capital Programme Book, Annex 1** including:
- revisions to the 2012-13 Capital Programme where not previously approved;
  - the 2013-14 Capital Programme subject to further specific approval being required for schemes not yet approved; and
  - inclusion of schemes starting in 2014-15 and 2015-16 for planning purposes only unless the schemes have already been approved.
- (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 that assumed in the Programme.
- (c) Note the pipeline schemes not yet included in the Programme, as set out in **paragraph 3.5.11-3.5.13** and the **Capital Programme Book Appendix 3**.
- (d) As referred to in the **Capital Programme Book Appendix 4, paragraph 3.2**, 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 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 2015-16.
- (f) As set out in **Capital Programme Book Appendix 4, section 5**, note that the Council uses the Capital Financing Requirement Method (Option 2) to calculate a prudent level of Minimum Revenue Provision (MRP) for capital spending prior to 1 April 2008 and the Asset Life Method (Option 3) for capital spending after the 1 April 2008.

- (g) 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 3.5.22** and the **Capital Programme Book Appendix 5, Table 1**.
- (h) Agree the calculation of the General Fund Minimum Revenue Provision for debt repayment in 2013-14 and to make no provision in respect of the HRA in 2013-14 as set out in **paragraph 3.6.4** and **paragraph 3.6.6**.
- (i) Agree the affordability and sustainability of the revenue impact of the capital programme on the Council Tax, in accordance with the requirements of the Prudential Code, as set out in **paragraph 3.6.5**, and the **Capital Programme Book Appendix 5 (Table 2, paragraph 1.5 and paragraph 1.6)**.
- (j) Agree that the HRA capital investment is limited to the surplus funds it can generate to ensure sustainability, unless opportunities to build additional dwellings can be realised when borrowing up to the Government's debt ceiling will be permitted, as set out in **paragraph 3.5.6** and **paragraph 3.6.6**.

### **3.3 REASONS FOR DECISION**

- 3.3.1 The Capital Programme is very substantial and an integral part of the Council's business and financial planning. Under the Council's Constitution, Cabinet and thereafter full Council are required to approve it each year.
- 3.3.2 The Council has a duty under section 3(1) of the Local Government Act 2003 to determine and keep under review how much money it can afford to borrow. Section 3(5) of the Local Government Act 2003 provides that the Secretary of State may by regulations make provision about the performance of that duty. Regulations made by the Secretary of State require the Council to have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA regarding the affordability of the Capital Programme. The Prudential Code requires the consideration of matters including the implications for the Council Tax, prudence and the long-term implications of any external borrowing.

### **3.4 BACKGROUND**

- 3.4.1 The proposed programme entails capital investment of £170 million. It covers the three years to 2015-16, although several projects continue into later years.
- 3.4.2 The programme is focused on greatly enhancing education, improving the quality of life in the poorest parts of the Royal Borough and generating significant savings to protect services.
- 3.4.3 The previous capital programme was £180 million requiring £143 million of Council funding. The new programme entails £124 million of Council funding. A comparison with previous programmes is set out in **Table 1** overleaf:

**Table 1: Comparison with Previous Programmes**

<b>Capital Programme</b>	<b>Cost £m</b>	<b>Council Funding £m</b>
2013-14 to 2015-16	170	124
2012-13 to 2014-15	180	143
2011-12 to 2013-14	155	138
2010-11 to 2012-13	191	157

### **3.5 PROPOSAL AND ISSUES**

#### **Capital Strategy and Major New Schemes**

- 3.5.1 The major schemes that the Council could readily fund from its own resources to transform services and the streetscape have either been completed or are underway. The Council now faces a period of more constrained funding. The Capital Programme will accordingly extend to:
- a number of relatively small schemes that will realise significant improvements to services;
  - a range of schemes that will deliver significant savings or increase income; and
  - schemes where the Council can realise the value of its assets both to rebuild existing facilities and generate resources to fund service investment.

3.5.2 Therefore, the Council has only four, major, new schemes included in the programme for the first time:

- **Marlborough Primary School and Denyer Street Depot** – the Marlborough Primary School buildings are old and in need of replacement, whereas the adjacent Denyer Street Depot is under-used. The Council is proposing to rebuild the school and to facilitate redevelopment of the remainder of the site.
- **Central Library Condition Works** – the mechanical and electrical plant at the Central Library needs replacing. The scheme will complete this work and refurbish the office and storage areas to make better use of the areas not used by the library.
- **Grenfell Tower Refurbishment** – the tower is a 23 storey 1970s tower block that is in need of refurbishment and updating. The project includes window replacement, thermal cladding to improve insulation, a new communal heating system and conversion of unused office space into additional dwellings.
- **London Cycle Hire Scheme Phase 3** – Transport for London (TfL) is planning to expand its cycle hire scheme and therefore new docking stations are needed. TfL is funding most of the works.

### **SUMMARY OF THE CAPITAL PROGRAMME**

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

**Table 2: Capital Programme by Service**

<b>Service</b>	<b>2013-14 £'000</b>	<b>2014-15 £'000</b>	<b>2015-16 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
Adult Social Care	296	40	0	0	336
Children's Services	40,375	24,644	12,650	0	77,669
Environment, Leisure and Residents' Services	20,610	10,198	2,210	900	33,918
Housing Services	1,400	1,000	1,000	0	3,400
Housing Revenue Account	14,835	9,026	7,502	100	31,463
Library, Archives and Heritage Services	2,627	3,200	0	0	5,827
Planning and Borough Development	60	68	44	0	172
Transport and Technical Services	1,550	2,940	1,557	0	6,047
Corporate Services	8,405	2,857	0	0	11,262
<b>Total Spending</b>	<b>90,158</b>	<b>53,973</b>	<b>24,963</b>	<b>1,000</b>	<b>170,094</b>
<b>External Funding</b>	<b>28,654</b>	<b>9,515</b>	<b>8,195</b>	<b>0</b>	<b>46,364</b>
Capital Expenditure Reserve	19,186	10,695	2,337	1,000	33,218
Car Parking Reserve	1,707	3,358	1,609	0	6,674
Other Reserves	943	383	0	0	1,326
Housing Revenue Account Funded	7,318	7,202	7,202	0	21,722
Revenue Contributions	85	225	50	0	360
Earmarked Capital Receipts - HPS	24,783	8,950	1,055	0	34,788
Earmarked Capital Receipts - Other	7,267	13,430	4,300	0	24,997
Unallocated Capital Receipts	215	215	215	0	645
New Borrowing	0	0	0	0	0
<b>Total Council (Internal) Funding</b>	<b>61,504</b>	<b>44,458</b>	<b>16,768</b>	<b>1,000</b>	<b>123,730</b>
<b>Total Funding</b>	<b>90,158</b>	<b>53,973</b>	<b>24,963</b>	<b>1,000</b>	<b>170,094</b>

3.5.4 **Table 3** overleaf summarises the key changes between the 2012-13 and 2013-14 programmes including:

- New General Fund schemes, such as the rebuilding of Marlborough Primary School, totalling £25 million.
- 2015-16 Housing Revenue Account (HRA) capital investment is included for the first time together with new schemes, such as the refurbishment of Grenfell Tower, totalling £13 million.
- Slippage and re-phasing of projects moves an estimated £8 million of expenditure from 2012-13 to 2013-14.
- Projects totalling over £6 million progressing from the pipeline to the main programme.

**Table 3: Change between the 2012-13 and 2013-14 Capital Programmes**

	<b>Cost £m</b>	<b>Council Funding £m</b>
<b>2012-13 Programme</b>	<b>180.3</b>	<b>142.5</b>
Spending incurred in 2012-13	-67.2	-58.8
	113.2	83.6
Re-phasing of General Fund existing bids	8.2	8.4
Changes to existing General Fund schemes	0.1	0.9
Changes to General Fund rolling programmes	0.2	0.2
New General Fund schemes added	25.1	9.9
2014-15 General Fund rolling programmes added	3.5	1.5
New HRA schemes and 2015-16 HRA programme added	13.0	13.0
Schemes progressing in from pipeline status	6.3	5.9
Changes to HRA programmes	0.4	0.4
<b>2013-14 Programme</b>	<b>170.1</b>	<b>123.7</b>
<b>Net Change</b>	<b>-10.2</b>	<b>-18.7</b>

3.5.5 A summary of those schemes with more than £2 million of costs remaining, but excluding those relating to the HRA, are shown in **Table 4** below:

**Table 4: General Fund schemes with more than £2 million of costs remaining**

<b>Scheme</b>	<b>Estimated Spend to 31-03-13 £'000</b>	<b>Estimated Remaining Cost £'000</b>	<b>Total Estimated Cost £'000</b>	<b>Estimated Council Funding to 31-03-13 £'000</b>	<b>Estimated Remaining Council Funding £'000</b>	<b>Total Estimated Council Funding £'000</b>
<b>New</b> Central Library Condition Works	153	5,647	5,800	153	5,647	5,800
East Row - Whistler Walk Children's Home Replacement	285	2,715	3,000	285	2,715	3,000
Holland Park School Redevelopment	75,219	4,769	79,988	75,219	4,769	79,988
Kensington Academy	2,974	24,656	27,630	874	10,260	11,134
Kensington Leisure Centre - New Building	4,351	25,399	29,750	4,351	25,399	29,750
<b>New</b> Marlborough Primary School and Denyer Street	400	23,600	24,000	0	15,000	15,000
Middle Row School Redevelopment	3,205	9,490	12,695	417	3,900	4,317
Office Accommodation (SPACE)	13,825	10,046	23,871	13,725	10,046	23,771
Warwick Road Primary Academy	433	9,817	10,250	433	3,817	4,250
<b>TOTAL</b>	<b>100,845</b>	<b>116,139</b>	<b>216,984</b>	<b>95,457</b>	<b>81,553</b>	<b>177,010</b>

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

3.5.7 The current projected level of HRA capital investment is shown in **Table 5** below. Silchester Garages will deliver, on behalf of the Council, 63 units of affordable housing in partnership with the Peabody Trust.

**Table 5: Housing Revenue Account Schemes**

	<b>2013-14</b> <b>£'000</b>	<b>2014-15</b> <b>£'000</b>	<b>2015-16</b> <b>£'000</b>	<b>Later Years</b> <b>£'000</b>
HRA main programme	7,368	7,252	7,252	0
<b>new</b> Grenfell Tower	5,000	0	0	0
Silchester Garages	1,450	1,494	0	0
<b>new</b> Holmefield House	330	0	0	0
Elm Park Gardens Basements	230	30	0	0
<b>new</b> Greaves Tower	207	0	0	0
Regeneration (rolling programme)	250	250	250	100
	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>

**Delivery of Existing Major Schemes**

3.5.8 Large existing schemes are discussed, by service, below:

***Cross Service:***

- a. **Kensington Aldridge Academy and Kensington Leisure Centre** is a new secondary school and re-built leisure centre at a cost of £57.4 million requiring £40.9 million of Council funding. There is a shortage of secondary school places in the north of the Royal Borough. The new academy will help rectify this and as a non-denominational school, will provide a greater choice of school to residents living in the area. The leisure centre will provide excellent new sports and leisure facilities to residents in the north of the Royal Borough.

***Children’s Services:***

- b. **Holland Park School redevelopment:** the new school building opened in November 2012 and is of the very highest quality, entirely funded by the disposal of part of the site for private residential development. Work is continuing to finish demolition of the remaining buildings and to complete the outdoor areas and landscaping.
- c. **Warwick Road Primary School** will deliver a new one-form entry primary and nursery school on the site of the former Charles House on Warwick Road. The proposed school has outline planning permission and will mainly be externally funded.
- d. **Middle Row Primary School** will be rebuilt on its existing site at a cost to the Council of £4.3 million with overall expenditure of £12.7 million. The school buildings are life expired and it is more economical to replace them than to refurbish them. The rebuilt school will include Special Educational Need provision, the first such facility in the Royal Borough, which will improve the service by reducing pupil placements outside the Royal Borough.
- e. **Whistler Walk replacement children's home** will relocate and redevelop the existing children's home thereby improving the accommodation for looked after young people and care leavers. The replacement will cost up to £3 million funded by the Council.

***Corporate Services:***

- f. The **SPACE Programme** is refurbishing Kensington Town Hall to deliver £2.6 million savings per year through lower running costs and higher staff occupancy that will allow other buildings to be released. It will also enable more efficient ways of working that will increase productivity. The project is on track and it is anticipated will be delivered under budget due to effective procurement and timing of works. The second and third floors are complete with the majority of the remaining works to be completed in 2013-14. The associated plant and electrical equipment replacement will ensure that major works will not be required for another 25-30 years.

**Rolling Programmes**

- 3.5.9 Rolling programmes are annual cash-limited budgets that allow services to progress small capital schemes that address their

service priorities. They can be either enhancements, structural maintenance or more significant schemes to improve services.

- 3.5.10 A summary of the rolling programme for each service is set out in **Table 6** below and full details of all the rolling programmes are shown in the **Capital Programme Book Appendix 2**.

**Table 6: General Fund Rolling Programmes**

Rolling Programmes	2013-14 £'000	2014-15 £'000	2015-16 £'000
Adult and Family Learning Services	0	0	0
Adult Social Care	0	0	0
Children's Services	640	640	640
Corporate Services	0	0	0
Environment, Leisure and Residents' Services	1,769	1,175	1,175
Housing Services	1,000	1,000	1,000
Library, Archives and Heritage Services	0	0	0
Planning and Borough Development	50	50	44
Transport and Technical Services	1,150	1,050	1,050
<b>Total</b>	<b>4,609</b>	<b>3,915</b>	<b>3,909</b>

### Pipeline Schemes

- 3.5.11 The Council is considering a number of projects that may appear in future years' capital programmes. No decision has been taken to proceed with such schemes and they are not sufficiently advanced to include in the programme. These 'pipeline' schemes are shown in the **Capital Programme Book Appendix 3**.
- 3.5.12 The Malton Road Hub pipeline scheme will be coming into the main programme shortly. This is a remunerative office refurbishment scheme. The final cost of the scheme is as yet undecided and will be based on final design and potential usage. The scheme will come back to Cabinet for decision.
- 3.5.13 In addition to the pipeline, the Council has stated that it will pay for a new railway station in the north of the Royal Borough on the Crossrail line. If built, the station will stimulate considerable employment opportunities and economic growth in the poorest part of the Royal Borough. The disused land near the station and other sites that could be rebuilt comprise the single largest regeneration site remaining within inner London. The indicative cost of the station is £33 million.

### Financing the Programme

3.5.14 The total capital spending and funding sources for all services from 2013-14 onwards is set out in the **Capital Programme Book Appendix 4**.

***External Resources:***

3.5.15 Capital funding from external resources, which includes grants received from the Government and contributions from third parties e.g. s.106 funds, will total £46 million.

***Council Funding:***

3.5.16 Council funding is provided from:

- **Capital Resources** which comprise: statutory capital funding, such as capital receipts and borrowing (although the Council chooses not to borrow); and those resources that the Council has specifically set aside to pay for capital schemes i.e. the Capital Expenditure Reserve and non-recurring spending from the Car Parking Reserve.
- **Revenue Resources** which comprise contributions from the Council's revenue budget and reserves that have not been set aside for capital schemes.

3.5.17 The Council intends to draw a broad distinction between its service investment, remunerative schemes that either deliver savings or increase income, and self funding schemes:

- Investment in services will be funded from capital resources and the Council will continue to fund such schemes that are necessary to maintain and enhance services.
- Remunerative schemes that either deliver savings or increase income will be funded from the Council's revenue resources. The funding will be "lent" to the scheme and will be repaid, at least in nominal terms, as savings or income permits.
- Schemes where the Council can realise the value of its assets both to rebuild existing facilities and generate surplus income will be self-funding.

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

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

***Affordability:***

3.5.20 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 (2015-16). The Capital Programme, as currently proposed, passes this test, as set out in the **Capital Programme Book Appendix 4**.

3.5.21 The projected cost of the current pipeline schemes (please see the **Capital Programme Book Appendix 3**) and the Crossrail station is £69 million requiring £67 million of Council funding. The Council should be able to fund all these projects without recourse to borrowing, but may exhaust the Capital Expenditure Reserve and its other reserves, albeit temporarily.

***Borrowing:***

3.5.22 The underlying need to borrow for capital purposes, after all other sources of capital financing available are taken into account is the 'Capital Financing Requirement' (CFR). The Council intends to rely on external funding and internal resources to fund the programme, as set out **Table 1 of the Capital Programme Book Appendix 4 (Total Funding)** and will only increase its General Fund CFR to:

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

3.5.23 The HRA is permitted by the Government to borrow a further £11.4 million because at the inception of self-financing, the Council chose not to increase the level of its HRA debt to which the Government

expected. The HRA will only borrow up to this limit to build additional housing if such an opportunity arises.

### **Value Added Tax (VAT)**

- 3.5.24 The Council pays close attention to its VAT arrangements, particularly its "partial exemption ratio". Ordinarily, entities cannot reclaim VAT incurred in the provision of VAT-exempt activities, known as "exempt input VAT". VAT exempt activities include the letting of properties to third parties. However, HM Revenue & Customs (HMRC) operates a scheme that allows individual local authorities to reclaim exempt input VAT as long as the total amount does not exceed 5 per cent of their overall VAT liability. If this ratio is exceeded a local authority cannot recover exempt input VAT for that financial year and must repay any exempt input VAT already repaid to it by HMRC. A breach would potentially cost the Council £2 million.
- 3.5.25 HMRC may permit a "one-off" or "occasional" breach provided that the seven-year average is below the 5 per cent threshold and that the likelihood of further breaches is low. Ordinarily, the Council does not risk breaching the ratio. However, significant capital investment in its investment properties will increase the level of exempt input VAT incurred by the Council. The Council will be taking action to reduce the risk of a breach in 2014-15 and 2015-16, when the risk is greatest.

## **3.6 OPTIONS AND ANALYSIS**

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

### **Impact on the General Fund and Council Tax**

- 3.6.3 As there is no planned borrowing over the next three years, the revenue effect of the programme on the General Fund and Council Tax is limited to the loss of interest income as reserves are applied to fund expenditure. Borrowing, rather than using reserves, incurs external interest costs and a further statutory minimum provision for

debt repayment. It is therefore beneficial to use reserves, where available, rather than borrowing.

- 3.6.4 The Council's proposed Minimum Revenue Provision (MRP) for the repayment of General Fund debt incurred prior to this programme is set out in **Table 5 of the Capital Programme Book Appendix 4**. In 2013-14, the MRP will be £1.4 million.
- 3.6.5 The effect of the 2013-14 Capital Programme on the Band D Council Tax is lower than that for the 2012-13 Capital Programme, as set out in **Table 2 of the Capital Programme Book Appendix 5**.

### **Impact on the Housing Revenue Account (HRA)**

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

## **3.7 CONSULTATION**

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

## **3.8 EQUALITY IMPLICATIONS**

- 3.8.1 The Council's buildings provide services to residents with a wide range of backgrounds and abilities. The Council's Equality Scheme and Action Plan commit the Council to improving the accessibility of its buildings. The Capital Programme includes a number of schemes that will improve accessibility or replace buildings where this is difficult. The implications of individual projects are either included in the Capital Budget Reports submitted to the Scrutiny Committees or will be included in more detail in the relevant Key Decision Reports.

## **3.9 LEGAL IMPLICATIONS**

- 3.9.1 The Council has a duty under section 3(1) of the Local Government Act 2003 to determine and keep under review how much money it can afford to borrow. Section 3(5) of the Local Government Act 2003 provides that the Secretary of State may by regulations make

provision about the performance of that duty. Regulations made by the Secretary of State require the Council to have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA regarding the affordability of the Capital Programme. The Prudential Code requires the consideration of matters including the implications for the Council Tax, prudence and the long-term implications of any external borrowing.

### **3.10 FINANCIAL AND RESOURCES IMPLICATIONS**

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

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**Town Clerk and Executive Director of Finance**

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

Capital programme bid submissions, autumn 2012.

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## **APPENDICES**

- 1** Other Implications
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## **ANNEXES**

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  - Planning and Borough Development
  - Transport and Technical Services
  - Corporate Services



## **APPENDIX 1**

### **OTHER IMPLICATIONS**

#### **1. Impact on the Environment**

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



## APPENDIX 2

### ROLLING PROGRAMMES

Title	Description	2013-14 £'000	2014-15 £'000	2015-16 £'000
<b>School Kitchens</b>	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.	40	40	40
<b>Schools General Maintenance Programme</b>	Planned maintenance designed to ensure that schools provide a safe and healthy environment in which teaching and learning can be delivered.	600	600	600
<b>Asset Management Plans</b>	Essential maintenance emanating from the stock condition surveys.	300	300	300
<b>Disability Discrimination Act Works Leisure</b>	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.	130	0	0
<b>Parks Strategy and Development Plan</b>	The implementation of the strategy and capital investment 10 year plan covering all parks.	675	675	675
<b>Royal Borough Environmental Project</b>	A programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	200	200	200
<b>Sports Centres Planned Refurbishment Programme</b>	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.	464	0	0
<b>Disabled Facilities Grant</b>	Eligible works to the private stock in the Royal Borough with expenditure offset by government subsidy.	555	555	555
<b>Private Sector Renewal Grants</b>	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.	230	230	230
<b>Regeneration Register Social Landlords</b>	Registered Social Landlord regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	215	215	215
<b>Local Enhancement Schemes</b>	A number of local enhancement schemes have been identified in the various Conservation Area Proposal Statements, such as garden square railings and mews arches.	50	50	44
<b>Highways Improvement Schemes</b>	Programme for the implementation of desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL).	350	250	250
<b>Street Scene Improvements Boroughwide Programme</b>	To review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	800	800	800
<b>Total Rolling Programmes</b>		<b>4,609</b>	<b>3,915</b>	<b>3,909</b>



**APPENDIX 3**  
**PIPELINE SCHEMES**

<b>Scheme</b>	<b>Total Cost £'000</b>	<b>Council Funding £'000</b>
<p><b>Appraisal/ Concept (Stage 1)</b></p> <p><b>Adult Social Care</b> <i>New</i> St Marks Road 1-9</p> <p><b>Children's Services</b> <i>New</i> Education Management System Replacement <i>New</i> Parkwood Hall School Maintenance <i>New</i> Pupil Referral Unit Property Refurbishment <i>New</i> St Marks Close Children's Home-Refurbishment</p> <p><b>Environment, Leisure and Residents' Services</b> Leighton House Museum Phase 3 South Kensington Station Flower Kiosk</p> <p><b>Library, Archives and Heritage Services</b> <i>New</i> Replacement Libraries Customer Footfall Counter</p> <p><b>Transport and Technical Services</b> Golborne Road Area Improvement Stanley Bridge</p> <p><b>Corporate Services</b> <i>New</i> Changing Places Bathroom/Changing Room Facilities <i>New</i> Chelsea Creek - Flood Defence ICT Fundamentals Revision <i>New</i> Kensington Town Hall Building Upgrade <i>New</i> Kensington Town Hall Engineering Work <i>New</i> Pembroke Road <i>New</i> Westway Information Centre-Refurbishment</p>		
<b>Appraisal/Concepts (Stage 1)</b>	<b>23,000</b>	<b>21,000</b>

<p><b>Strategic Brief/ Outline Cost (Stage 2)</b>  <b>Environment, Leisure and Residents' Services</b>  <b>New</b> Bagleys Lane and Chelsea Creek  <b>New</b> Holland Park Complex</p> <p><b>Corporate Services</b>  <b>New</b> Carlyle Building Fabric and Mechanical Plant  Internet Content Management System - new  Kensington Town Hall Boilers and Central Heating Plant  Kensington Town Hall Replacement of Chillers  <b>New</b> Niddry Lodge separation and refurbishment  Malton Road Hub  <b>New</b> Retrofitting energy efficiency measures (RE:FIT)  Unified Communications</p>		
<b>Strategic brief/outline cost (Stage 2)</b>	<b>13,000</b>	<b>13,000</b>
<b>Total Pipeline Schemes</b>	<b>36,000</b>	<b>34,000</b>

Please note that detailed estimates for individual pipeline projects are not given as all figures are speculative and subject to change.

### Major Pipeline Schemes

- **Parkwood Hall School Maintenance** will complete essential structural repairs and the renewal of electrical and mechanical equipment.
- **Pupil Referral Unit Property Refurbishment** will significantly modernise and improve the quality of the classrooms.
- Although no specific scheme for **Golborne Road** has emerged, the Council still has ambitions to deliver a scheme that might be approved in the future.
- **Leighton House Museum Phase 3** - the refurbishment of the Perrin Wing is dependent on further investigations concerning the best use of the space in terms of strategic objectives, the business case, running costs and funding.
- The **Malton Road Hub** will comprise refurbished offices that can be used by Council staff, those of its partners and the users of the Westway Information and Aid Centre.

## APPENDIX 4

### CAPITAL PROGRAMME FUNDING

#### 1. FUNDING

- 1.1 The funding for the capital programme is shown in **Table 1** below. Total spending less capital grants and contributions, use of reserves and capital receipts leaves a balance to be funded from borrowing, which is also known as the 'Capital Financing Requirement'. The programme requires no borrowing.

**Table 1: Total Funding**

General Fund	2013-14 £'000	2014-15 £'000	2015-16 £'000	Later Years £'000	Total £'000
<b>Total Spending</b>	<b>75,323</b>	<b>44,947</b>	<b>17,461</b>	<b>900</b>	<b>138,631</b>
Funded from external funding	28,654	9,515	8,195	0	46,364
<b>Net Balance ( from Council Funding)</b>	<b>46,669</b>	<b>35,432</b>	<b>9,266</b>	<b>900</b>	<b>92,267</b>
Use of capital receipts*	24,833	20,856	5,355	0	51,044
Use of Capital Expenditure Reserve	18,936	10,445	2,087	900	32,368
Use of Car Parking Reserve	1,707	3,358	1,609	0	6,674
Use of other reserves and revenue	1,193	773	215	0	2,181
<b>Balance = external borrowing required</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Housing Revenue Account (HRA)	2013-14 £'000	2014-15 £'000	2015-16 £'000	Later Years £'000	Total £'000
<b>Total Spending</b>	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>	<b>31,463</b>
Funded from external funding	0	0	0	0	0
<b>Net Balance (from HRA Funding)</b>	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>	<b>31,463</b>
Use of reserves, revenue and self-funding	7,618	7,502	7,502	100	22,722
Use of capital receipts	7,217	1,524	0	0	8,741
<b>Balance = borrowing required</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*The Council will internally borrow to fund spending ahead of the receipt of the Holland Park School southern site sale capital receipt.

#### 2. EXTERNAL RESOURCES

##### Capital Grants and Contributions

- 2.1 Expenditure in the programme that is conditional on external funding has been set in line with the latest information. Revisions may be necessary if this funding reduces. Some funding for schools capital

expenditure is included in the Dedicated Schools Grant. Details of grants and contributions associated with specific bids are shown in **Table 2** below.

**Table 2: Grants and contributions**

<b>External Funding</b>	<b>2013-14 £'000</b>	<b>2014-15 £'000</b>	<b>2015-16 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
Department for Education	14,996	600	600	0	16,196
Disabled Facilities Grant	295	295	295	0	885
Primary Capital Programme	5,590	0	0	0	5,590
GLA	190	0	0	0	190
<b>Grants</b>	<b>21,071</b>	<b>895</b>	<b>895</b>	<b>0</b>	<b>22,861</b>
<b>Contributions</b>					
Developers (Section 106)	6,290	8,050	7,000	0	21,340
Transport for London	1,163	370	200	0	1,733
Other Authorities	30	0	0	0	30
Other Contributions	100	200	100	0	400
	<b>7,583</b>	<b>8,620</b>	<b>7,300</b>	<b>0</b>	<b>23,503</b>
<b>Total External Funding</b>	<b>28,654</b>	<b>9,515</b>	<b>8,195</b>	<b>0</b>	<b>46,364</b>

### **3. INTERNAL RESOURCES**

#### **Capital Receipts**

- 3.1 Capital receipts (sales proceeds from the sale of assets) can only be used to fund capital investment and for no other purpose.
- 3.2 Most of the capital receipts from the sale of dwellings, for example under the 'right to buy' are required to be paid to the Government under 'pooling' arrangements. 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. Capital receipts from the sale of property held within the HRA ring-fence is retained for capital investment in either local regeneration and/or housing.

#### **Capital Expenditure Reserve and Car Parking Reserve**

- 3.3 Where there are appropriate earmarked reserves available to fund schemes, they have been used.

- 3.4 The Capital Expenditure Reserve is funded via revenue contributions and is used to fund the Council's service investment. Projected use of the reserve is shown in **Table 3** below.

**Table 3: Capital Expenditure Reserve**

<b>Capital Expenditure Reserve</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Balance brought forward	60.0	41.8	26.7	19.5
Revenue contributions In	5.5	5.5	4.5	4.5
Released to fund associated revenue costs	-1.5	-1.5	-1.0	-1.0
Released to fund capital expenditure	-22.2	-19.2	-10.7	-2.3
<b>Balance carried forward</b>	<b>41.8</b>	<b>26.7</b>	<b>19.5</b>	<b>20.6</b>

- 3.5 The Car Parking Reserve can be used to fund eligible expenditure, both revenue and capital, from surpluses generated from on street parking operations. Movement on the Car Parking Reserve, setting out the funding of capital expenditure is shown in **Table 4** below:

**Table 4: Car Parking Reserve**

<b>Car Parking Reserve</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Balance brought forward	24.2	22.8	21.1	17.8
Surplus from On Street Parking	26.6	26.0	26.0	26.0
Funding of revenue expenditure	-25.4	-26.0	-26.0	-26.0
Released to fund capital expenditure	-2.6	-1.7	-3.4	-1.6
<b>Balance carried forward</b>	<b>22.8</b>	<b>21.1</b>	<b>17.8</b>	<b>16.2</b>

### **Other Reserves**

- 3.6 Remunerative schemes and other schemes where specific funds have been set aside will draw £2.2 million from other reserves.

## **4. Borrowing**

- 4.1 There are two types of borrowing allowed under the Prudential Code for Capital Finance: supported borrowing and self-financed borrowing. **Supported borrowing** is where the Council receives revenue support grant to finance borrowing up to a specified limit, hence the borrowing is supported. There is no allocation of supported

borrowing from 2011-12 onwards. **Self-financed or 'Prudential' borrowing** is borrowing in excess of the supported borrowing limit and is allowed under the Prudential Code provided that it is affordable. Self-financed borrowing has revenue implications because the Council has to meet the interest and repayment costs of the borrowing from its own resources.

### **Self-financed or 'Prudential' Borrowing**

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

## **5. Minimum Revenue Provision for Debt Repayment**

- 5.1 The Local Authorities (Capital Financing and Accounting) (England) (Amendment) Regulations 2008 require that "*a local authority shall calculate for the current financial year an amount of Minimum Revenue Provision (MRP) that it considers to be prudent*". This is the amount set aside from revenue for the repayment of debt principal relating to the General Fund only.
- 5.2 The proposed revenue provision for debt repayment is shown in **Table 5** below. The final amounts charged will vary in line with the final capital expenditure and financing outturn for 2012-13 when this is known.

**Table 5: Total Budgeted Revenue Provision for Debt Repayment**

<b>Provision for Debt Repayment</b>	<b>2012-13 £'000</b>	<b>2013-14 £'000</b>	<b>2014-15 £'000</b>	<b>2015-16 £'000</b>
Historic capital debt	1,141	1,066	999	911
Ex-ILEA debt*	298	304	310	0
<b>Total Minimum Revenue Provision</b>	<b>1,439</b>	<b>1,370</b>	<b>1,309</b>	<b>911</b>

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

- 5.3 The requirement for “prudent” provision for debt repayment is to ensure that debt is repaid over a period that is either reasonably commensurate with the period over which the capital expenditure provides benefits.
- 5.4 For capital expenditure incurred prior to 1 April 2008, guidance allows local authorities to select one of four options to ensure prudent provision for debt repayment:
- Regulatory Method - MRP is equal to the amount determined in accordance with the 2003 Regulations (as amended), as if they had not been revoked by the 2008 Regulations (“Option 1” in the guidance).
  - Capital Financing Requirement Method - MRP is equal to 4 per cent of the Capital Financing Requirement as derived from the balance sheet at the end of the preceding financial year (“Option 2” in the guidance).
  - Asset Life Method - MRP is determined by reference to the life of the asset for which the borrowing is undertaken by equal instalment method or annuity method (“Option 3” in the guidance).
  - Depreciation Method - MRP is to be equal to the provision required in accordance with depreciation accounting for new borrowing (“Option 4” in the guidance).
- 5.5 The Council has used the CFR method to calculate the MRP for capital expenditure incurred prior to 1 April 2008 because it is the simplest method to use. Therefore, it is proposed that the Council continues to do so.
- 5.6 For capital expenditure incurred since 1 April 2008 and which does not form part of Government Supported Capital Expenditure, Government guidance allows local authorities to select only the Asset Life Method or Deprecation method to calculate the MRP. It is proposed that the Asset Life Method is used by the Council to calculate the MRP for capital expenditure incurred after 1 April 2008 because the Council has no supported borrowing allocation and the method provides the Council with the following benefits:
- It is more cost effective: MRP is provided for new assets only in the year following that in which they become operational and for existing assets, only in the year after the capital expenditure is incurred. Therefore the Council’s considerable capital investment

in new and existing assets will not increase the MRP before the benefits of the investment are felt by residents.

- Each year, the MRP provided for assets owned via a finance lease will be equal to the amount that is provided to write down the liability. This is transparent and will eliminate the risk of the Council “double counting” the cost of the lease in its accounts.

## APPENDIX 5

### PRUDENTIAL INDICATORS

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

#### Capital Financing Requirement (CFR)

- 1.2 The borrowing requirement, known as the Capital Financing Requirement (CFR) resulting from the proposed Capital Programme is set out in **Table 1** below.

**Table 1 Capital Financing Requirement (CFR) Movements**

	Housing Revenue Account £m	General Fund £m	Total £m
<b>Opening balance 2011-12</b>	<b>210</b>	<b>44</b>	<b>254</b>
Less Minimum Revenue Provision*	0	-2	-2
Add temporary internal borrowing	0	33	33
<b>Closing balance 2011-12</b>	<b>210</b>	<b>75</b>	<b>285</b>
Less Minimum Revenue Provision*	0	-1	-1
Add temporary internal borrowing	0	25	25
<b>Closing balance 2012-13</b>	<b>210</b>	<b>98</b>	<b>308</b>
Less Minimum Revenue Provision*	0	-1	-1
Less repayment of internal borrowing (from capital receipt)	0	-64	-64
<b>Closing balance 2013-14</b>	<b>210</b>	<b>33</b>	<b>243</b>
Less Minimum Revenue Provision*	0	-1	-1
<b>Closing balance 2014-15</b>	<b>210</b>	<b>32</b>	<b>242</b>
Less Minimum Revenue Provision*	0	-1	-1
<b>Closing balance 2015-16</b>	<b>210</b>	<b>31</b>	<b>241</b>

\*Please note that for CFR calculation purposes this includes finance lease principal repayments.

- 1.3 The HRA CFR increases on 31 March 2012 as part of the introduction of self-financing. The General Fund CFR increases as the Council temporarily internally borrows to fund schools and other allowed projects ahead of the payment of the balance of the capital receipt for the Holland Park School southern site (due in September 2013). It then falls back below its original level at the end of the three year period.

## Capital Financing Requirement Compared to the Previous Programme

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

## General Fund Affordability

- 1.5 **Table 2** shows the affordability of the Capital Programme for the General Fund, in terms of the marginal impact on the Council Tax and the share of the total budget taken up by capital financing costs. This is compared to the equivalent figures in the previous capital programme.

**Table 2: General Fund Affordability**

Affordability for the General Fund	Actual 2011-12 £'000	Forecast 2012-13 £'000	Forecast 2013-14 £'000	Forecast 2014-15 £'000	Forecast 2015-16 £'000
Interest on historic debt	1,458	56	56	56	56
Minimum Revenue Provision	1,499	1,439	1,370	1,309	911
Interest loss on use of cash balances (reserves and internal borrowing)*	0	613	652	769	803
<b>Total Financing Cost</b>	<b>2,957</b>	<b>2,108</b>	<b>2,078</b>	<b>2,134</b>	<b>1,770</b>
<b>Change year-on-year £</b>		-849	-29	56	-365
<b>Cost per Council Tax Band D Equivalent**</b>	<b>£30</b>	<b>£21</b>	<b>£21</b>	<b>£21</b>	<b>£18</b>
<b>Ratio of financing cost to net revenue stream</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
<b>Last published capital programme (2012-13 to 2014-15)</b>					
<b>Cost per Council Tax Band D Equivalent</b>	<b>£34</b>	<b>£22</b>	<b>£24</b>	<b>£25</b>	
<b>Ratio of financing cost to net revenue stream</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	

\*Please note that the rate of interest used to calculate the interest loss on use of reserves is 0.8 per cent. The actual interest on investments is currently around 0.5 per cent.

\*\*Due to the introduction of Council Tax Support, which alters the Council Tax Base of the Royal Borough, the 2011-12 Council Tax Base is used for comparative purposes to ensure a like-for-like comparison.

- 1.6 The windfall impact of self-financing is that all the Council's historic debt transfers to the HRA and the Council does not incur any historic debt interest costs from 2012-13 onwards. The capital programme remains affordable.

## Housing Revenue Account Affordability

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

## **Other Prudential Indicators**

- 1.8 Other Prudential Indicators relating to treasury management and external debt are set out in the Treasury Management Strategy for 2012-13 elsewhere on this Cabinet agenda.



## **ANNEX 1**

### **SERVICE CAPITAL PROGRAMMES 2013-14 to 2015-16**



## **CAPITAL PROGRAMME 2013-14 TO 2015-16 NOTES**

### **Presentation of the Council's Capital Programme**

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

Inclusion of schemes in 2013-14 gives authority to proceed subject to confirmation of the:

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

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

The Programme schedules show for each project actual spend to 31 March 2012 and estimates for 2012-13 and future years.

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

### **Budget Status:**

All schemes require a funding release before an expenditure commitment is made, normally through a Key Decision. The detailed project list in **Annex 1** marks with a tick those individual schemes in 2013-14 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 2013-14 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

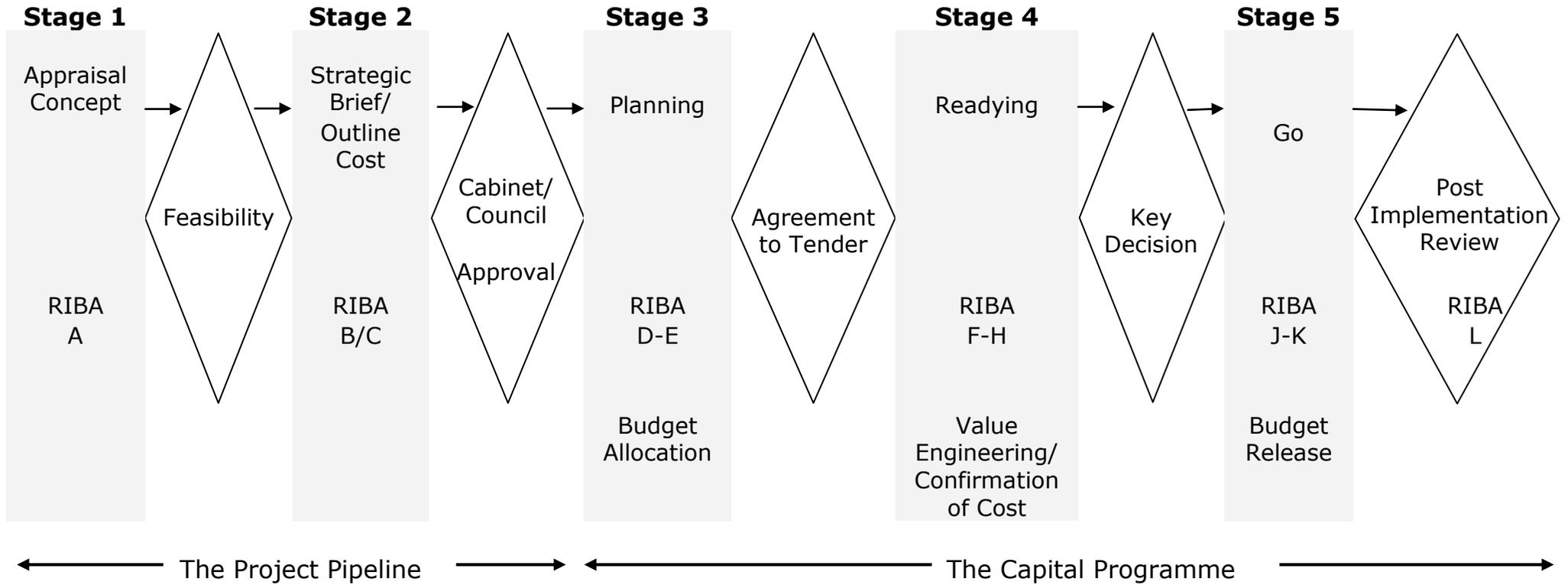
The progress of a capital scheme is divided into six stages, based on the Royal Institute of British Architects (RIBA) schema that records the lifecycle of a property project from initial feasibility to post implementation review. The Council amalgamates these as shown below:

### RIBA Schema and Council Stages

<b>RIBA Schema</b>	<b>Stage Description</b>	<b>RBKC Stage</b>
A	<b>Pipeline</b> (Appraisal/Concept)	<b>1</b>
B/C	(Strategic brief/outline cost)	<b>2</b>
D/E	<b>Planning</b>	<b>3</b>
F/G/H	<b>Readying</b> (up to tender acceptance)	<b>4</b>
J/K	<b>Go</b> (Requires a key decision to agree project and release budget)	<b>5</b>
L	<b>Completed</b>	<b>6</b>

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

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***CAPITAL PROGRAMME 2013-14 to 2015-16***

***ADULT SOCIAL CARE***

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[ ✓ = Authority to spend]

Adult Social Care

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Corporate Property Services</b>													
Piper House Refurbishment	Complete internal remodelling to provide supported living and registered care accommodation.	2012/13	117	1,200 ✓	296 ✓	40 ✓	0	0	1,653	350	1,260	43	5
Premises Improvement Programme Adult's Services	The project comprises a variety of renewal and refurbishment projects to Social Services - Adult's premises	2010/11	320	144 ✓	0	0	0	0	464	0	0	464	R
<b>SUB TOTAL</b>			<b>437</b>	<b>1,344</b>	<b>296</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,117</b>	<b>350</b>	<b>1,260</b>	<b>507</b>	
<b>Managed by Service Group</b>													
Assessment System for Community Care (ASCC)	To improve the current ASCC to reflect new business and legislative requirements	2006/07	213	680 ✓	0	0	0	0	893	136	55	702	3
<b>SUB TOTAL</b>			<b>213</b>	<b>680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>893</b>	<b>136</b>	<b>55</b>	<b>702</b>	
<b>TOTALS</b>			<b>650</b>	<b>2,024</b>	<b>296</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>3,010</b>	<b>486</b>	<b>1,315</b>	<b>1,209</b>	



**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
<b>Adult Social Care</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXTERNAL FUNDING</b>							
Government Grant	0	136	0	0	0	0	<b>136</b>
Contributions Other	0	350	0	0	0	0	<b>350</b>
<b>TOTAL</b>	<b>0</b>	<b>486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>486</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	129	850	296	40	0	0	<b>1,315</b>
<b>TOTAL</b>	<b>129</b>	<b>850</b>	<b>296</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>1,315</b>
<b>CORPORATE FUNDING</b>							
General Resources	521	688	0	0	0	0	<b>1,209</b>
<b>TOTAL</b>	<b>521</b>	<b>688</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,209</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>650</b>	<b>1,538</b>	<b>296</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>2,524</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>650</b>	<b>2,024</b>	<b>296</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>3,010</b>



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***CAPITAL PROGRAMME 2013-14 to 2015-16***

***CHILDREN'S SERVICES***

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[ ✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Corporate Property Services</b>													
Barby School New SEN Facility	Creation of a new SEN unit at Barby School will necessitate 3 separate works projects at The Making Place, Kensal House And Waynflete Square and moves of both direct and indirect Council operational services (FCS FAST team and Full of Life).	2012/13	0	283	0	0	0	0	283	0	0	283	5
Chelsea Academy Development	Fees and feasibility study costs for new school, purchase of site, project management fees and site assembly costs.	2005/06	9,893	76	0	0	0	0	9,969	0	0	9,969	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	3,686	86	0	0	0	0	3,772	0	2,482	1,290	5
Colville Primary Classroom Relocation	The relocation of 1½ form of entry Reception classrooms to ground floor teaching, in order to address a shortcoming of the organisational arrangements within the building which was identified by Ofsted in the most recent Inspection.	2012/13	0	250	198	10	0	0	458	0	35	423	4
East Row-Whistler Walk Childrens Home Replacement	Project to replace Whistler Walk childrens Home	2012/13	7	278	2,552	163	0	0	3,000	0	0	3,000	3

[ ✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
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	55,219	20,000 ✓	4,665 ✓	104 ✓	0	0	79,988	0	75,104	4,884	5
Kensington Academy	Construction of a new academy at the site currently occupied by the North Kensington Leisure Centre. This is part of the wider KALC project aiming to deliver a new Academy and Leisure Centre in North Kensington. Also see bid 535 and 582	2012/13	491	2,483 ✓	16,948 ✓	7,198 ✓	510 ✓	0	27,630	16,496	10,259	875	3
Marlborough Primary School and Denyer Street	Redevelopment of of Marlborough Primary School and new commercial premises	2013/14	0	400 ✓	1,000 ✓	11,500 ✓	11,100 ✓	0	24,000	15,000	8,600	400	3
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.	2011/12	7	1,175 ✓	0	0	0	0	1,182	213	0	969	5
Marlborough Primary School Expansion Phase 2	Remodelling and refurbishment of acquired building to accommodate the additional pupil numbers	2011/12	240	374 ✓	20 ✓	0	0	0	634	0	0	634	5

[ ✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Middle Row School Redevelopment	Redevelopment of Middle Row Primary School with enhanced Nursery and Special Education Needs provision.	2012/13	816	2,389	7,090	2,200	200	0	12,695	8,378	4,303	14	3
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	40	0	0	0	0	40	0	0	40	R
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2013/14	0	0	40	0	0	0	40	0	0	40	R
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2014/15	0	0	0	40	0	0	40	0	0	40	R
School Kitchens	This is a rolling programme of prioritised condition works to refurbish/replace school kitchens, catering facilities and catering staff areas. The works to kitchens are not included within the nursery/primary, secondary or special condition works.	2015/16	0	0	0	0	40	0	40	0	0	40	R

[ ✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2012/13	0	812 ✓	0	0	0	0	812	812	0	0	R
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2013/14	0	0	600	0	0	0	600	600	0	0	R
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2014/15	0	0	0	600	0	0	600	600	0	0	R
Schools General Maintenance Programme	A consolidation of condition programmes for nursery, primary and secondary schools as well as suitability programmes for nursery and primary schools.	2015/16	0	0	0	0	600	0	600	600	0	0	R
St Quintin-Premises Improvement	To redevelop St Quintin Family Centre to provide facilities to operate as phase 2 Children's Centre and a centre for Children with Disabilities (part replacement for the Little House).	2007/08	3,109	465 ✓	0	0	0	0	3,574	837	20	2,717	5

[ ✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Warwick Road Primary Academy	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	59	374	6,788	2,829	200	0	10,250	6,000	0	4,250	3
<b>SUB TOTAL</b>			<b>73,527</b>	<b>29,485</b>	<b>39,901</b>	<b>24,644</b>	<b>12,650</b>	<b>0</b>	<b>180,207</b>	<b>49,536</b>	<b>100,803</b>	<b>29,868</b>	
<b>Managed by Service Group</b>													
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	176	70	84	0	0	0	330	0	0	330	5
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	57	50	0	0	0	0	107	0	0	107	5
Integrated Children's System (KCics) enhancements	Develop our award winning KCics to capture and analyse data about the cost of children and families care packages and provide service and team managers with enhanced management reporting capability.	2013/14	0	0	290	0	0	0	290	0	0	290	3
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	80	72	0	0	0	0	152	0	0	152	5

[ ✓ = Authority to spend]

Children's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	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	61	100	100	0	0	0	261	0	0	261	3
<b>SUB TOTAL</b>			<b>374</b>	<b>292</b>	<b>474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,140</b>	<b>0</b>	<b>0</b>	<b>1,140</b>	
<b>TOTALS</b>			<b>73,901</b>	<b>29,777</b>	<b>40,375</b>	<b>24,644</b>	<b>12,650</b>	<b>0</b>	<b>181,347</b>	<b>49,536</b>	<b>100,803</b>	<b>31,008</b>	

**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
<b>Children's Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXTERNAL FUNDING</b>							
Government Grant	1,053	5,287	20,586	600	600	0	<b>28,126</b>
Contributions Other	133	277	6,000	8,000	7,000	0	<b>21,410</b>
<b>TOTAL</b>	<b>1,186</b>	<b>5,564</b>	<b>26,586</b>	<b>8,600</b>	<b>7,600</b>	<b>0</b>	<b>49,536</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	53,417	20,383	8,117	13,618	4,810	0	<b>100,345</b>
Revenue Contributions	423	0	35	0	0	0	<b>458</b>
<b>TOTAL</b>	<b>53,840</b>	<b>20,383</b>	<b>8,152</b>	<b>13,618</b>	<b>4,810</b>	<b>0</b>	<b>100,803</b>
<b>CORPORATE FUNDING</b>							
General Resources	18,875	3,830	5,637	2,426	240	0	<b>31,008</b>
<b>TOTAL</b>	<b>18,875</b>	<b>3,830</b>	<b>5,637</b>	<b>2,426</b>	<b>240</b>	<b>0</b>	<b>31,008</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>72,715</b>	<b>24,213</b>	<b>13,789</b>	<b>16,044</b>	<b>5,050</b>	<b>0</b>	<b>131,811</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>73,901</b>	<b>29,777</b>	<b>40,375</b>	<b>24,644</b>	<b>12,650</b>	<b>0</b>	<b>181,347</b>



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***CAPITAL PROGRAMME 2013-14 – 2015-16***

***ENVIRONMENT, LEISURE AND RESIDENT'S SERVICES***

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[ ✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Corporate Property Services</b>													
Asset Management Plans	This Waste Management, Culture and Leisure (WMCL) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2012/13	0	377 ✓	0	0	0	0	377	0	0	377	R
Asset Management Plans	This Waste Management, Culture and Leisure (WMCL) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2013/14	0	0	300	0	0	0	300	0	0	300	R
Asset Management Plans	This Waste Management, Culture and Leisure (WMCL) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2014/15	0	0	0	300	0	0	300	0	0	300	R
Asset Management Plans	This Waste Management, Culture and Leisure (WMCL) rolling programme bid is included to carry out a programme of essential maintenance emanating from the stock condition surveys.	2015/16	0	0	0	0	300	0	300	0	0	300	R
Avondale Park Amenity Building	A bespoke new single story building to replace the existing toilet and mess room buildings.	2012/13	53	620 ✓	150 ✓	17 ✓	0	0	840	0	840	0	3

[ ✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Chelsea Sports Centre - Gym Extension	This scheme is to increase the floor area, relocate the Gym from its current location to the Dance Studio and extend it to create a new much larger 50 station gym.	2011/12	0	400	956	0	0	0	1,356	0	0	1,356	3
Holland Park - New Ecology Centre	This project is for the building of a new ecology centre at Holland Park with funding from KCEL.	2011/12	22	460	100	8	0	0	590	310	180	100	4
Kensington Leisure Centre - New Building	Construction of a new leisure centre at the site currently occupied by the North Kensington Leisure Centre. This is part of the wider KALC project aiming to deliver a new Academy and Leisure Centre in North Kensington. Also see bid 535 and 463.	2013/14	511	3,840	16,716	8,138	545	0	29,750	0	27,741	2,009	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.	2013/14	0	0	464	0	0	0	464	0	0	464	R
<b>SUB TOTAL</b>			<b>586</b>	<b>5,697</b>	<b>18,686</b>	<b>8,463</b>	<b>845</b>	<b>0</b>	<b>34,277</b>	<b>310</b>	<b>28,761</b>	<b>5,206</b>	
<b>Managed by Service Group</b>													
Athlone Gardens and Wornington Green	Landscaping and other works associated are required for the phased transition of parkland provision for the Wornington Green Estate to transfer the existing Athlone Gardens site within the proposed new Wornington Green development.	2011/12	106	0	14	490	490	900	2,000	0	0	2,000	5

[ ✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	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	136 ✓	0	0	0	0	136	0	0	136	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.	2013/14	0	0	130	0	0	0	130	0	0	130	R
Emslie Horniman's Pleasance Improvement	The project will deliver a new children's playground, a new multi-use games area, refurbishment of the public toilets and catering kiosk, improvements to the Voyse Garden, and general landscaping improvements throughout the park.	2011/12	93	472 ✓	0	0	0	0	565	0	565	0	5
FINAL ACCOUNTS	This item consolidates the outstanding payments for completed projects.	2012/13	0	206 ✓	0	0	0	0	206	0	22	184	5
Golborne Bridge Heritage Corner	The junction of Elkstone Road and Golborne Road, at the north side of Golborne bridge is to be enhanced by new streetscape improvements and the development of the under used area into a heritage corner.	2013/14	0	0	80	0	0	0	80	80	0	0	3

[ ✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Gunnersbury & Hanwell Cemeteries - Resurfacing	Repairing and re-surfacing the existing path and driveway networks at both cemeteries to a satisfactory standard of finish and appearance and fulfilling the councils H&S obligations to visitors.	2012/13	0	400 ✓	100 ✓	0	0	0	500	0	0	500	4
Holland Park Tennis Courts	The project is to replace the fencing and resurface the four tennis courts at Holland Park.	2012/13	0	220 ✓	0	0	0	0	220	0	0	220	5
Kingsdown Close Streetscape Improvements	This project aims to improve the large pedestrian junction of Kingsdown Close and Lancaster Road	2013/14	0	0	160	0	0	0	160	160	0	0	3
Ladbroke Grove Mainline Railway Bridge Enhancement	These proposed environmental improvements to Ladbroke Grove Network Rail Bridge are to transform the bridge into a lively gateway to the borough from the North	2013/14	0	15	275	170	0	0	460	460	0	0	3
Litterbin Replacement Programme	Litterbin Replacement Programme	2012/13	0	60 ✓	0	0	0	0	60	0	0	60	3

[ ✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Little Wormwood Scrubs Development - Phase 2	Improvement works to Little Wormwood Scrubs	2014/15	0	0	0	150	0	0	150	0	0	150	3
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2012/13	0	416 ✓	0	0	0	0	416	0	416	0	R
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2013/14	0	0	675	0	0	0	675	0	675	0	R
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2014/15	0	0	0	675	0	0	675	0	675	0	R
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2015/16	0	0	0	0	675	0	675	0	675	0	R

[ ✓ = Authority to spend]

Environment, Leisure and Resident's Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Public Art	Public Art commissioned by the Art Advisory Panel and funded from S106 contributions from developers	2011/12	10	50 ✓	290	50	0	0	400	400	0	0	5
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2012/13	0	347 ✓	0	0	0	0	347	0	0	347	R
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2013/14	0	0	200	0	0	0	200	0	0	200	R
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2014/15	0	0	0	200	0	0	200	0	0	200	R
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2015/16	0	0	0	0	200	0	200	0	0	200	R
<b>SUB TOTAL</b>			<b>209</b>	<b>2,322</b>	<b>1,924</b>	<b>1,735</b>	<b>1,365</b>	<b>900</b>	<b>8,455</b>	<b>1,100</b>	<b>3,028</b>	<b>4,327</b>	
<b>TOTALS</b>			<b>795</b>	<b>8,019</b>	<b>20,610</b>	<b>10,198</b>	<b>2,210</b>	<b>900</b>	<b>42,732</b>	<b>1,410</b>	<b>31,789</b>	<b>9,533</b>	

**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
<b>Environment, Leisure and Resident's Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXTERNAL FUNDING</b>							
Transport for London	0	15	515	170	0	0	<b>700</b>
Contributions Other	10	360	290	50	0	0	<b>710</b>
<b>TOTAL</b>	<b>10</b>	<b>375</b>	<b>805</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>1,410</b>
<b>INTERNAL FUNDING</b>							
Car Parking Reserve	0	1,325	925	700	675	0	<b>3,625</b>
Other Reserves	146	3,519	16,716	7,238	545	0	<b>28,164</b>
<b>TOTAL</b>	<b>146</b>	<b>4,844</b>	<b>17,641</b>	<b>7,938</b>	<b>1,220</b>	<b>0</b>	<b>31,789</b>
<b>CORPORATE FUNDING</b>							
General Resources	639	2,800	2,164	2,040	990	900	<b>9,533</b>
<b>TOTAL</b>	<b>639</b>	<b>2,800</b>	<b>2,164</b>	<b>2,040</b>	<b>990</b>	<b>900</b>	<b>9,533</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>785</b>	<b>7,644</b>	<b>19,805</b>	<b>9,978</b>	<b>2,210</b>	<b>900</b>	<b>41,322</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>795</b>	<b>8,019</b>	<b>20,610</b>	<b>10,198</b>	<b>2,210</b>	<b>900</b>	<b>42,732</b>



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***CAPITAL PROGRAMME 2013-14 to 2015-16***

***HOUSING SERVICES***

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[ ✓ = Authority to spend]

Housing Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Service Group</b>													
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	716 ✓	0	0	0	0	716	395	0	321	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	555	0	0	0	555	395	0	160	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.	2014/15	0	0	0	555	0	0	555	395	0	160	R
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is offset by government subsidy.	2015/16	0	0	0	0	555	0	555	395	0	160	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 unfit and disrepair.	2012/13	0	341	0	0	0	0	341	111	0	230	R

[ ✓ = Authority to spend]

Housing Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Private Sector Renewal Grants	Within the new Private Sector Renewal Strategy, provide assistance to residents to improve the energy efficiency of their homes, improve home security and alleviate unfitnes and disrepair.	2013/14	0	0	230	0	0	0	230	0	0	230	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.	2014/15	0	0	0	230	0	0	230	0	0	230	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.	Later years	0	0	0	0	230	0	230	0	0	230	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	327	0	0	0	0	327	0	0	327	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	215	0	0	0	215	0	0	215	R

[ ✓ = Authority to spend]

Housing Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	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.	2014/15	0	0	0	215	0	0	215	0	0	215	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.	2015/16	0	0	0	0	215	0	215	0	0	215	R
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	230	33 ✓	400	0	0	0	663	315	0	348	5
<b>SUB TOTAL</b>			<b>230</b>	<b>1,417</b>	<b>1,400</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>5,047</b>	<b>2,006</b>	<b>0</b>	<b>3,041</b>	
<b>TOTALS</b>			<b>230</b>	<b>1,417</b>	<b>1,400</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>5,047</b>	<b>2,006</b>	<b>0</b>	<b>3,041</b>	



**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
<b>Housing Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>EXTERNAL FUNDING</b>							
Government Grant	0	295	485	295	295	0	<b>1,370</b>
Contributions Other	62	244	130	100	100	0	<b>636</b>
<b>TOTAL</b>	<b>62</b>	<b>539</b>	<b>615</b>	<b>395</b>	<b>395</b>	<b>0</b>	<b>2,006</b>
<b>CORPORATE FUNDING</b>							
General Resources	168	878	785	605	605	0	<b>3,041</b>
<b>TOTAL</b>	<b>168</b>	<b>878</b>	<b>785</b>	<b>605</b>	<b>605</b>	<b>0</b>	<b>3,041</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>168</b>	<b>878</b>	<b>785</b>	<b>605</b>	<b>605</b>	<b>0</b>	<b>3,041</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>230</b>	<b>1,417</b>	<b>1,400</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>5,047</b>



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***CAPITAL PROGRAMME 2013/14 – 2015/16***

***HOUSING REVENUE ACCOUNT***

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[ ✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Service Group</b>													
Elm Park Gardens	This scheme aims to develop basements to be used for social housing whilst funding the development work through the sale of some of the redeveloped basements.	2005/06	4,610	105 ✓	230 ✓	30 ✓	0	0	4,975	0	4,975	0	5
Greaves Tower	Investment in delivery of affordable homes at Greaves Tower	2012/13	0	150 ✓	207 ✓	0	0	0	357	115	242	0	4
Grenfell Tower	Investment in works on the Lancaster West Estate, to deliver major improvements to the fabric of Grenfell Tower, new homes and improved accessible office space.	2012/13	0	1,000 ✓	5,000 ✓	0	0	0	6,000	0	6,000	0	4
Holmefield House	Investment in delivery of affordable homes at HolmefieldHouse	2012/13	0	250 ✓	330 ✓	0	0	0	580	115	465	0	4
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	9,261 ✓	0	0	0	0	9,261	75	9,186	0	H

[ ✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2013/14	0	0	7,368	0	0	0	7,368	0	7,368	0	H
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2014/15	0	0	0	7,252	0	0	7,252	0	7,252	0	H
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2015/16	0	0	0	0	7,252	0	7,252	0	7,252	0	H
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2010/11	199	50 ✓	0	0	0	0	249	0	0	249	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	242	8 ✓	0	0	0	0	250	0	0	250	R

[ ✓ = Authority to spend]

Housing Revenue Account

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2012/13	0	150 ✓	100 ✓	0	0	0	250	0	0	250	R
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2013/14	0	0	150	100	0	0	250	0	0	250	R
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2014/15	0	0	0	150	100	0	250	0	0	250	R
Regeneration HRA	Housing Revenue Account (HRA) Element: Regeneration projects support community development initiatives by enhancing estate security, improving tenants clubrooms and making estates more attractive places to live.	2015/16	0	0	0	0	150	100	250	0	0	250	R
Silchester Garages	Development of the Silchester Garage site in the north of the Borough for the provision of 63 units of affordable housing.	2013/14	0	0	1,450 ✓	1,494 ✓	0	0	2,944	0	2,944	0	4
<b>SUB TOTAL</b>			<b>5,051</b>	<b>10,974</b>	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>	<b>47,488</b>	<b>305</b>	<b>45,684</b>	<b>1,499</b>	
<b>TOTALS</b>			<b>5,051</b>	<b>10,974</b>	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>	<b>47,488</b>	<b>305</b>	<b>45,684</b>	<b>1,499</b>	



**SERVICE GROUP SUMMARY OF FUNDING**

Service Group/ Funding Source	Exp to 31					Later	Total
	March 2012	2012/13	2013/14	2014/15	2015/16	Years	
Housing Revenue Account	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXTERNAL FUNDING</b>							
Government Grant	0	75	0	0	0	0	<b>75</b>
Contributions Other	0	230	0	0	0	0	<b>230</b>
<b>TOTAL</b>	<b>0</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>305</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	4,610	10,411	14,535	8,726	7,202	0	<b>45,484</b>
Revenue Contributions	0	50	50	50	50	0	<b>200</b>
<b>TOTAL</b>	<b>4,610</b>	<b>10,461</b>	<b>14,585</b>	<b>8,776</b>	<b>7,252</b>	<b>0</b>	<b>45,684</b>
<b>CORPORATE FUNDING</b>							
General Resources	441	208	250	250	250	100	<b>1,499</b>
<b>TOTAL</b>	<b>441</b>	<b>208</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>100</b>	<b>1,499</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>5,051</b>	<b>10,669</b>	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>	<b>47,183</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>5,051</b>	<b>10,974</b>	<b>14,835</b>	<b>9,026</b>	<b>7,502</b>	<b>100</b>	<b>47,488</b>



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***CAPITAL PROGRAMME 2013/14 – 2015/16***

***LIBRARY, ARCHIVE AND HERITAGE SERVICES***

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[ ✓ = Authority to spend]

Library, Archives and Heritage Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Corporate Property Services</b>													
Central Library Condition Works	The condition of the fabric of Central Library is deteriorating badly. A Condition Survey in 2009 highlighted necessary works including roofing, water penetration, heating and ventilation, entrance doors, lifts and toilets.	2012/13	0	153 ✓	2,447 ✓	3,200 ✓	0	0	5,800	0	0	5,800	3
Library Condition Projects	Library Condition Projects building works to address issues at various Libraries highlighted in Suitability Surveys.	2013/14	0	767 ✓	0	0	0	0	767	0	0	767	R
<b>SUB TOTAL</b>			<b>0</b>	<b>920</b>	<b>2,447</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>6,567</b>	<b>0</b>	<b>0</b>	<b>6,567</b>	
<b>Managed by Service Group</b>													
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.	2013/14	0	0	180	0	0	0	180	0	0	180	3
<b>SUB TOTAL</b>			<b>0</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>180</b>	
<b>TOTALS</b>			<b>0</b>	<b>920</b>	<b>2,627</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>6,747</b>	<b>0</b>	<b>0</b>	<b>6,747</b>	



**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
<b>Library, Archives and Heritage Services</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>CORPORATE FUNDING</b>							
General Resources	0	920	2,627	3,200	0	0	<b>6,747</b>
<b>TOTAL</b>	<b>0</b>	<b>920</b>	<b>2,627</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>6,747</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>0</b>	<b>920</b>	<b>2,627</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>6,747</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>0</b>	<b>920</b>	<b>2,627</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>6,747</b>



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***CAPITAL PROGRAMME 2013-14 to 2015-16***

***PLANNING AND BOROUGH DEVELOPMENT***

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[ ✓ = Authority to spend]

Planning and Borough Development

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Service Group</b>													
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	86	50	50	50	44	0	280	0	280	0	R
Shop Front Grants	Grants to be given to shopkeepers to improve their shop fronts following the recommendations of the Retail Commission.	2009/10	17	10	10	18	0	0	55	0	55	0	5
<b>SUB TOTAL</b>			<b>103</b>	<b>60</b>	<b>60</b>	<b>68</b>	<b>44</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>0</b>	
<b>TOTALS</b>			<b>103</b>	<b>60</b>	<b>60</b>	<b>68</b>	<b>44</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>0</b>	



**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
<b>Planning and Borough Development</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>INTERNAL FUNDING</b>							
Car Parking Reserve	103	60	60	68	44	0	<b>335</b>
<b>TOTAL</b>	<b>103</b>	<b>60</b>	<b>60</b>	<b>68</b>	<b>44</b>	<b>0</b>	<b>335</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>103</b>	<b>60</b>	<b>60</b>	<b>68</b>	<b>44</b>	<b>0</b>	<b>335</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>103</b>	<b>60</b>	<b>60</b>	<b>68</b>	<b>44</b>	<b>0</b>	<b>335</b>



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***CAPITAL PROGRAMME 2013/14 – 2015/16***

***TRANSPORT AND TECHNICAL SERVICES***

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[ ✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Service Group</b>													
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 (25%) with The Royal Borough meeting the repainting and relighting costs (25%).	2009/10	8,495	605 ✓	0	0	0	0	9,100	6,445	2,655	0	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.	2014/15	0	0	70	1,740	40	0	1,850	0	1,850	0	3
CONFRIM - Highways Network Mgt System	Integration of LB Hammersmith and Fulham highways system CONFIRM into RBKC.	2013/14	0	0	100	150	67	0	317	0	0	317	3
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	20,546	501 ✓	0	0	0	0	21,047	12,737	6,863	1,447	5
FINAL ACCOUNTS	This item consolidates the outstanding payments for completed projects.	2012/13	0	45 ✓	0	0	0	0	45	1	44	0	5

[ ✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
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	137	204 ✓	50 ✓	0	0	0	391	0	0	391	4
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2012/13	0	543 ✓	0	0	0	0	543	443	100	0	R
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2013/14	0	0	350	0	0	0	350	100	250	0	R
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2014/15	0	0	0	250	0	0	250	0	250	0	R
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2015/16	0	0	0	0	250	0	250	0	250	0	R

[ ✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
London Cycle Hire Scheme - Phase 3	The Mayor of London recently announced his plans to implement Phase Three of the London Cycle Hire Scheme, which includes expanding the scheme in the Borough to include about 23 docking stations with an additional eight as contingency sites.	2015/16	0	0	0	0	400	0	400	0	0	400	3
Services on the Web	Provision of online services within the Environmental Health service	2011/12	0	0	30	0	0	0	30	0	0	30	4
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.	2012/13	0	0	150	0	0	0	150	75	75	0	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.	2012/13	0	1,166	0	0	0	0	1,166	842	324	0	R
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2013/14	0	0	800	0	0	0	800	473	327	0	R

[ ✓ = Authority to spend]

Transport and Technical Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2014/15	0	0	0	800	0	0	800	200	600	0	R
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2015/16	0	0	0	0	800	0	800	200	600	0	R
<b>SUB TOTAL</b>			<b>29,178</b>	<b>3,064</b>	<b>1,550</b>	<b>2,940</b>	<b>1,557</b>	<b>0</b>	<b>38,289</b>	<b>21,516</b>	<b>14,188</b>	<b>2,585</b>	
<b>TOTALS</b>			<b>29,178</b>	<b>3,064</b>	<b>1,550</b>	<b>2,940</b>	<b>1,557</b>	<b>0</b>	<b>38,289</b>	<b>21,516</b>	<b>14,188</b>	<b>2,585</b>	

**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Transport and Technical Services</b>							
<b>EXTERNAL FUNDING</b>							
Transport for London	18,095	1,430	648	200	200	0	<b>20,573</b>
National Lottery	150	0	0	0	0	0	<b>150</b>
Contributions Other	792	1	0	0	0	0	<b>793</b>
<b>TOTAL</b>	<b>19,037</b>	<b>1,431</b>	<b>648</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>21,516</b>
<b>INTERNAL FUNDING</b>							
Car Parking Reserve	7,907	1,171	722	2,590	890	0	<b>13,280</b>
Revenue Contributions	650	258	0	0	0	0	<b>908</b>
<b>TOTAL</b>	<b>8,557</b>	<b>1,429</b>	<b>722</b>	<b>2,590</b>	<b>890</b>	<b>0</b>	<b>14,188</b>
<b>CORPORATE FUNDING</b>							
General Resources	1,584	204	180	150	467	0	<b>2,585</b>
<b>TOTAL</b>	<b>1,584</b>	<b>204</b>	<b>180</b>	<b>150</b>	<b>467</b>	<b>0</b>	<b>2,585</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>10,141</b>	<b>1,633</b>	<b>902</b>	<b>2,740</b>	<b>1,357</b>	<b>0</b>	<b>16,773</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>29,178</b>	<b>3,064</b>	<b>1,550</b>	<b>2,940</b>	<b>1,557</b>	<b>0</b>	<b>38,289</b>



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***CAPITAL PROGRAMME 2013-14 to 2015-16***

***CORPORATE SERVICES***

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[ ✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
<b>Managed by Corporate Property Services</b>													
Belvedere Restaurant Structural Repairs	Structural repairs to the Belvedere Restaurant bell tower	2014/15	0	0	0	275	0	0	275	100	175	0	3
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2011/12	184	505 ✓	0	0	0	0	689	0	26	663	R
KTH Air Handling Units	The replacement of old air handling units with a new, energy efficient and more environmentally friendly air handling units, which will be more reliable.	2012/13	0	187	186	0	0	0	373	0	0	373	3
KTH Busbars Installation	The replacement of old aluminium mains cables with a new system of busbars to provide a new electrical mains services infrastructure, incorporating the use of power perfectors	2012/13	0	650 ✓	0	0	0	0	650	0	0	650	4
KTH Roof Survey and Repairs	The survey of the existing roof coverings and structure and replacement where necessary of defective and worn out roofing with new, better insulated, energy efficient and more environmentally friendly materials, which will be more reliable.	2012/13	0	300	0	0	0	0	300	0	0	300	3

[ ✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
YHA Holland Park - Lease Surrender	Surrender of the YHA's long leasehold interest in Holland House, along with the simultaneous grant of a new commercial lease.	2012/13	0	4,143 ✓	0	0	0	0	4,143	0	4,143	0	5
<b>SUB TOTAL</b>			<b>184</b>	<b>5,785</b>	<b>186</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>6,430</b>	<b>100</b>	<b>4,344</b>	<b>1,986</b>	
<b>Managed by Service Group</b>													
Coin Counting machines - Cashiers	The purchase of 2 machines to count the coins received from pay and display parking meters.	2012/13	0	23 ✓	0	0	0	0	23	0	23	0	5
Data Centres - Power Management	Distribute additional electrical power, cooling and UPS protection for Kensington Town Hall and Pembroke Road Data Centres, creating the capability to provide Data Centre services to other boroughs and improving the efficiency of the infrastructure.	2013/14	0	0	40	0	0	0	40	0	0	40	3
Data Storage and Netbackup	The purchase and implementation of data storage management software. This allows files that have not been accessed for a set period of time to be archived. This includes renewal of the Netbackup setup.	2012/13	0	110	440	0	0	0	550	0	400	150	4
Financial Systems Enhancement and Upgrade	Improvements include - replacement of workflow with an outlook based system, improvements to cashing and cash management systems and upgrade to next release of One World.	2008/09	512	44 ✓	0	0	0	0	556	0	556	0	5

[ ✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Infrastructure Replacement - Corporate Servers	Replace out of warranty hardware (servers) used by One World, the Website (Http), Corporate SQL cluster and Corporate Citrix environment.	2011/12	8	60 ✓	0	0	0	0	68	0	0	68	5
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	0	336	0	5
Kensington Town Hall Solar Panels	Installation of Solar photo voltaic panels across roof space at the Kensington Town Hall, including Roof repairs to affected area.	2011/12	444	6 ✓	0	0	0	0	450	0	450	0	5
Network Access Control	The implementation of enhanced network security preventing unauthorised access to the Council's network.	2011/12	215	35 ✓	0	0	0	0	250	0	250	0	5
Office Accommodation (SPACE)	Re-design of Kensington Town Hall office accommodation including the modernisation of the mechanical and electrical services. Includes cavity wall insulation and replacement of windows.	2010/11	6,400	7,425 ✓	7,464	2,582	0	0	23,871	100	1,971	21,800	5

[ ✓ = Authority to spend]

Corporate Services

CAPITAL PROGRAMME 2013/14 - 2015/16 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2012	2012/13	2013/14	2014/15	2015/16	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Property Management Information System	Implementation of an integrated Property Management Information System	2011/12	326	82 ✓	0	0	0	0	408	0	0	408	5
Removable Media Control	Implementation of a solution for controlling the use of removable media devices, such as USB sticks, MP3 Players and digital cameras. This supports securing GCSx network access.	2011/12	16	34 ✓	0	0	0	0	50	0	50	0	5
Sharepoint & Email Linkage Software	Investigate, select and install software to make it easy for users to store emails in SharePoint rather than Personal PST files and to replace email attachments with links to documents in SharePoint.	2013/14	0	0	155	0	0	0	155	0	0	155	3
Wifi Enhancements for Tri-Borough	This project will extend each Borough's existing fixed wire network wirelessly in the current and any new co-location sites. RBKC may offer WCC a managed Wireless service	2013/14	0	0	120	0	0	0	120	0	0	120	3
<b>SUB TOTAL</b>			<b>8,204</b>	<b>7,872</b>	<b>8,219</b>	<b>2,582</b>	<b>0</b>	<b>0</b>	<b>26,877</b>	<b>100</b>	<b>4,036</b>	<b>22,741</b>	
<b>TOTALS</b>			<b>8,388</b>	<b>13,657</b>	<b>8,405</b>	<b>2,857</b>	<b>0</b>	<b>0</b>	<b>33,307</b>	<b>200</b>	<b>8,380</b>	<b>24,727</b>	

**SERVICE GROUP SUMMARY OF FUNDING**

<b>Service Group/ Funding Source</b>	<b>Exp to 31 March 2012</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Later Years</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Corporate Services</b>							
<b>EXTERNAL FUNDING</b>							
Contributions Other	100	0	0	100	0	0	<b>200</b>
<b>TOTAL</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	2,370	4,845	647	343	0	0	<b>8,205</b>
Revenue Contributions	0	0	0	175	0	0	<b>175</b>
<b>TOTAL</b>	<b>2,370</b>	<b>4,845</b>	<b>647</b>	<b>518</b>	<b>0</b>	<b>0</b>	<b>8,380</b>
<b>CORPORATE FUNDING</b>							
General Resources	5,918	8,812	7,758	2,239	0	0	<b>24,727</b>
<b>TOTAL</b>	<b>5,918</b>	<b>8,812</b>	<b>7,758</b>	<b>2,239</b>	<b>0</b>	<b>0</b>	<b>24,727</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>8,288</b>	<b>13,657</b>	<b>8,405</b>	<b>2,757</b>	<b>0</b>	<b>0</b>	<b>33,107</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>8,388</b>	<b>13,657</b>	<b>8,405</b>	<b>2,857</b>	<b>0</b>	<b>0</b>	<b>33,307</b>