

CAPITAL STRATEGY 2016/20

Section 4

1 Introduction

1.1 Merton's Capital Strategy for 2016-20 has been aligned and integrated with the Business Plan for the period 2016-20. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-

- Children's Trusts;
- Health and Wellbeing Board;
- Safer and Stronger Communities;
- Sustainable Communities and Transport;
- Corporate Capacity

1.2 Merton Partnership works towards improving the outcomes for people who work, live and learn in the borough and, in particular, to 'bridge the gap' between the eastern and western wards in the borough.

1.3 The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2016/20 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
 - i) Continue to provide everything that is statutory.
 - ii) Maintain services – within limits – to the vulnerable and elderly.
- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
 - i) Maintain clean streets and keep council tax low.
 - ii) Keep Merton as a good place for young people to go to school and grow up.
 - iii) Be the best it can for the local environment.
 - iv) All the rest should be open for discussion.

The financial pressures facing Merton mean we should no longer aim to be a 'place-maker' but be a 'place-shaper'. The council should be an enabler, working with partners to provide services.

1.4 Merton's scrutiny function reflects the five strategic themes above and the themes have been incorporated into the bidding process for capital funding to ensure that scarce financial resources are targeted towards strategic objectives.

2 Planning Infrastructure

2.1 Business Plan 2016-2020

2.1.1 The Business Plan sets out the council's vision and ambitions for improvement over the next four years and how this will be achieved. Business Planning and financial planning frameworks are closely aligned and integrated.

2.2 Target Operating Models (TOMs)

2.2.1 TOMs, or Target Operating Models are a series of strategy documents that set out how the organisation will respond to and manage change over the coming months and years. TOMs have been produced for Service Areas or Departments throughout the Council.

2.2.2 A TOM is a statement of how an organisation will deliver its services within a certain structure as a future point in time, TOMs are living documents and will change as the organisation develops. There are a number of elements to a TOM, for Merton these are – Customer Segments, Channels, Services, Organisation, Processes, Information, Technology, Physical Location and People

2.2.3 Developing a TOM is about planning and preparing for change and improvement in a given service. Delivering contexts change and opportunities for improvement are always available, so taking the time to prepare/refresh a TOM allows those within a service to consider its many facets and dependencies and determine how these will change over the coming years. Having an ambitious vision for what the future looks like for the service (which is what a TOM provides), ensures that improvement activity will be more disciplined and controlled and therefore more likely to succeed.

2.3 Service Plans

2.3.1 In developing the Capital Strategy, clear linkages have also been identified with not only the Business Plan, TOMs but also departmental service plans beneath this. It reflects the capital investment implications of the approved objectives of those plans, which themselves reflect the council's proposals set out in service based strategies such as the Primary Places Strategy, Local Implementation Plan (Transport), and Asset Management Plans. Priorities for the Corporate Services department are based around how the council manages its resources effectively and how it carries out its wider community leadership role.

2.3.2 This Capital Strategy is a fundamental component of our approach since it reflects our strategic priorities across the council and endeavours to maximise the contribution of the council's limited capital resources to achieving our vision. We will work closely with residents, community organisations and businesses to focus our resources and those of our partners effectively. The strategy also sets out the management arrangements for allocating resources to individual schemes, establishing funding for projects, monitoring progress, managing performance and ensuring that scarce capital resources are allocated efficiently.

3 Accounting Definitions and Practices

3.1 The council's approach to Capital Accounting follows the Code of Practice on Local Authority Accounting, which itself is based on the International Financial Reporting Standards (IFRS) and guidance issued by CIPFA and professional accounting networks.

3.2 As in previous years, there has been continual review of the Capital Programme to ensure that expenditure meets the strict definition and to identify any items which would be more appropriate to be charged to revenue. This has not resulted in any major changes to the future programme.

3.3 The de-minimis of capital expenditure for the authority is set at £10,000 per project. This applies to all schemes within our capital programme, however in exceptional circumstances thresholds below this may be considered where specific items of expenditure are below this de-minimis level but meet proper accounting definitions of capital expenditure.

3.4 Individual schools may choose to adopt the above de-minimis limit or use the limit of £2,000 as mentioned in some Department for Education and HMRC guidance for various types of school.

4 Corporate and strategic capital expenditure appraisal planning and control

4.1 Capital Programme Board

4.1.1 Merton's Capital Strategy is coordinated by the Capital Programme Board. The board, which is effectively a sub-group of the Corporate Management Team (CMT). The composition of the Board and its Terms of Reference have been reviewed in 2015/16. The revisions are designed to make the board more strategic and improve communication flows throughout the organisation. The Board now comprises the Directors of Corporate and Environmental Services with selected Level 2 managers from each service department.

4.1.2 The Terms of Reference of the Board are:

- Lead on the development and maintenance of the capital investment strategy and ensure it is consistent with the Council's strategic objectives, TOMs and service plans.
- Ensure that the capital investment strategy informs and is informed by the asset management plan.
- Ensure there is a transparent and clearly communicated process for allocation of capital funds with clear and well documented criteria and decision making process.
- Monitor progress of capital funded schemes and any other critical schemes as determined by CMT. Receive joint reports from Finance/departmental staff on progress against deliverables, milestones and budget forecasts.
- In conjunction with other governing bodies, consider/approve business cases that involve capital investment.
- Monitor issues arising as a result of changes in accounting treatment of capital expenditure and ensure the organisation responds accordingly.
- Assess capital schemes in the context of the Medium Term Financial Strategy to ensure they are affordable in revenue terms.
- Receive reports from the Property Management and Review Manager relating to capital funds coming from the disposal of property, in collaboration with the Property and Asset Management Board.
- Receive benefits reports from Programme/Project Managers when capital projects/programmes are closed. Monitor key benefits to ensure they are realised for large capital schemes.

4.1.3 The role of the Board is to:

- Set framework and guidelines for capital bids;
- Draft the capital programme for consideration by CMT and Cabinet;
- Review capital bids and prioritise in accordance with the Council's strategic objectives;
- Identify and allocate capital funds;
- Monitor progress of capital programmes/projects and key variances between plans and performance;

- Monitor budgets of capital programmes/projects against forecasts;
 - Monitor benefits and ensure they are realised. Monitor capital receipts
 - Develop and share good practice
- 4.1.4 The Board will be accountable to the Corporate Management Team who will receive reports and escalated matters from the Board on a regular basis. CMT will set the strategy and direction, the Capital Programme Board will operationalise this and escalate concerns and ideas. The Board will refer to, and take advice from, the Procurement Board on any proposals and/or decisions that have a procurement dimension. The Board will work closely with the Property and Asset Management Board on any property/asset related proposals.
- 4.1.5 The Board will make agendas and minutes available to the other Governance Boards within 5 working days of the meeting.
- 4.1.6 During the budget process the Director of Corporate Services recommends to cabinet an initial view as to how the Capital Programme should be funded. However, this recommendation will be informed by the Capital Programme Board's consideration of the capital receipts available and the forecast of future property disposals and the final funding during the closure of accounts will depend on the precise financial position. At this stage it is intended to utilise internal borrowing, capital grant, direct revenue financing, capital receipts and earmarked reserves. Any capital loans given out by the authority will be funded from capital receipts as the repayments will be received as capital receipts. It will be reported to Members as and when it is proposed to use external borrowing.
- 4.1.7 The council has had a robust policy for many years of reviewing its property holding and disposing of surplus property, detailed in the Asset Management Plan (AMP) which also includes policy and procedures for land and property acquisition. All capital receipts are pooled, unless earmarked by cabinet, and are used either to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

4.2 Capital Programme Approval and Amendment

- 4.2.1 The Capital Programme is approved by Council each year. Any change which substantially alters the programme (and therefore the Prudential Indicators) requires full council approval. Rules for changes to the Capital Programme are detailed in the Council's Constitution Financial Regulations and Financial Procedures and the key points are summarised here.

4.2.2 For virements which do not substantially alter the programme the below approval limits apply:

- Virements up to £5k can be signed off by the budget manager, the Chief Financial Officer (CFO) is informed of these changes as part of the monthly financial monitoring
- Virements £5k up to £100k must be approved by the Chief Officer of the area or areas affected along with the Chief Financial Officer, typically this will be as part of the monthly financial monitoring report to CMT however approval can be sought from these officers at any time if necessary
- Virements £100k and upwards go to Cabinet
- Any virement which diverts resources from a scheme not started, resulting in a delay to that scheme, will be reported to Cabinet

(Please note virement rules are cumulative i.e. two virements of £5,000 from one code; the latter would require the approval of Chief Officers)

4.2.3 For increases to the programme for existing schemes up to £100,000 must be approved by the Director of Corporate Services. Increases above this threshold must be approved by Cabinet. In accordance with the Prudential Code if the increase in the Capital Programme will substantially change prudential indicators it must be approved by Council.

4.2.4 For new schemes, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:

- Budgets of up to £50k can be approved by the Chief Financial Officer in consultation with the relevant Chief Officer
- Budgets of £50k up £500k will be submitted to Cabinet for approval
- Budgets over £500k will be submitted to full Council for approval

Approval thresholds are being reviewed as part of the review of processes for the implementation of the new Financial Information System.

4.3 Capital Monitoring

4.3.1 The Council approves the four year Capital Programme in March each financial year. Amendments to the programme are approved appropriately by CMT, Cabinet and Council. Budget managers are required to monitor their budget monthly, key reviews are undertaken in September and November. December monitoring provides the final opportunity for budget managers to re-profile their budgets for the current financial year.

4.3.2 November monitoring information feeds into the Authority's Medium Term Financial Strategy (MTFS) and is used to assess the revenue impact over the period of the strategy with minor amendments in the later months. November monitoring is also used to measure the accuracy of year end projections.

4.3.3 Councillors receive regular monitoring reports on the overall position of capital expenditure in relation to the budget. They also receive separate progress reports on key spend areas.

4.4 Risk Management

4.4.1 The management of risk is strategically driven by the Corporate Risk Management group. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership. From this information a Key Strategic Risk Register is compiled and presented to CMT quarterly for discussion as part of the financial monitoring report. The Authority's Risk Management Strategy is reviewed and updated annually and presented to CMT, cabinet and Council.

5 Revenue budget implications of capital investment

5.1 Revenue cost or savings

5.1.1 The draft council recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. In 2012/13, 2013/14, 2014/15 and 2015/16, it was possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case alongside the use of capital receipts within the current planning period (up to 2019/20). This will be kept under review as part of general Treasury Management.

5.1.2 The revenue effects of the capital programme are from capital financing charges and from additional revenue costs such as annual maintenance charges. The capital financing charges are made up of interest payable on loans to finance the expenditure and of principal repayments on those loans. The principal repayments commence in the year after the expenditure is incurred and are calculated by the application of the statutory Minimum Revenue Provision. The interest commences immediately the expenditure is incurred. The revenue effects of the capital programme are fully taken account of in the MTFs, with appropriate adjustments for slippage, timing of capital payments and the use of internal investment funds.

The revenue effects of the capital programme are built into the MTFS and are summarised below:

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
MRP	6,948	6,802	6,660	7,262
Interest	6,696	6,296	6,136	6,316
Capital financing costs	13,644	13,098	12,796	13,578
Investment Income	(739)	(727)	(596)	(487)
Net	12,905	12,370	12,200	13,091

6 Capital resources 2016-20

6.1 Variety of sources

6.1.1 Capital expenditure is funded from a variety of sources:-

- Grants which are not ring-fenced to be spent on a specific project or service
- Specific grants - earmarked for a specific project or purpose
- Capital receipts from the disposal of surplus and under-utilised land and property
- Other contributions such as Section 106
- Council Funding – through revenue funding, use of reserves or borrowing.

6.2 Annual Minimum Revenue Provision (MRP) Statement

6.2.1 Under guidance from the Department for Communities and Local Government, authorities are required to prepare an annual statement on their policy on making MRP. This mirrors the existing requirements to report to the council on the Prudential borrowing limit and investment policy.

6.2.2 The statement is set out in the Treasury Management Strategy.

7 Asset management review

7.1 Capital receipts

7.1.1 Capital receipts generated from the disposal of surplus and under-utilised land and property are a major source of funding and the potential available capital resources are under constant review and revision. The forecast of capital receipts included in this report are primarily based on the Corporate Asset Management Plan 2011-15 (currently being updated), from which is derived a multi-year forecast of planned land and property disposals. In addition, after the transfer of the housing stock to Merton Priory Homes, the council continues to receive a share of the receipts from Right to Buy applications and through future sharing arrangements, receipts from the sales of void properties, sales of development land and VAT saving on expenditure on stock enhancements.

7.2 Property as a corporate resource

7.2.1 The council treats its property as a corporate resource, oriented towards achieving its overall goals, underpinned by:

- Clear links to financial plans and budgets.
- Effective arrangements for cross-service working.
- Champions at senior officer and member level.
- Significant scrutiny by councilors.

7.2.2 It ensures that its properties are fit for purpose by making proper provision and action for maintenance and repair. The organisation makes investment and disposal decisions based on thorough option appraisal. The capital programme gives priority to potential capital projects based on a formal objective approval process.

7.2.3 Whole life project costing was used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.

7.2.4 Whole life costing of significant projects, which span more than one year, also forms part of the regular monitoring reports.

7.2.5 The Asset Management Plan is being reviewed and will include greater emphasis on the use of the Council's property assets to support the Council's Transformation Programme, regeneration and increased income/revenue generation.

7.2.6 A new IT system for asset accounting has been brought into use and the possibility of this system being used for more widespread asset management will be explored.

8 Summary of estimated disposals 2016-2020

8.1.1 New draft guidance has been issued from the DCLG on the flexible use of capital receipts which comes into effect from 1 April 2016. This gives local authorities flexibility to spend capital receipts (excluding Right to Buy receipts) from planned new asset sales on the revenue costs of reform projects, subject to the condition that the projects generate on going revenue savings e.g. transforming service delivery to reduce costs or to improve the quality of service delivery in future years. Below is a plan of activities to which the new treatment of capital receipts could be applied:

- To fund one off severance costs and other reconfiguration costs of reconfiguration that will save resources.
- Investment in the revenue costs of IT based change programmes that reduce service spending.
- Funding the development costs of shared services.
- Financing common approaches for procurement across neighbouring authorities.

- Setting alternative delivery models e.g. housing companies to generate income.

Any strategy to utilise new capital receipts above that applied to fund the capital programme, will under this new treatment, require full council approval.

8.1.2 Due to difficulties in the property market since the economic recession a cautious view has been taken of the potential capital receipts identified. Much of the anticipated capital receipts are as a result of the VAT shelter agreement entered into with Merton Priory Homes as part of the housing stock transfer. There are current proposals for some of the properties under this agreement to be redeveloped which could result in a reduction in receipts from the VAT shelter agreement, however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this could result in a significant capital receipt should these development plans go ahead. The following table represents an estimate of an anticipated cash flow and therefore these future capital receipts these have been utilised to fund the capital programme:-

<u>Anticipated Capital Receipts</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Sale of Assets	0	0	0	0
Right to buy/VAT Shelter	1,800	1,200	900	900
Total	1,800	1,200	900	900

As there is currently not a need to enter into external borrowing, investment balances will rise with the addition of capital receipts. Average expected interest rates on investments across the years of the capital programme are approximately 1%, as such an increase in receipts of £1m would be expected to generate a £10,000 increase in interest in a full year.

The table below shows the funding of the capital programme utilising capital receipts, capital grants and contributions, capital reserves and revenue provisions.

Capital Expenditure	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
Capital Expenditure	37,184	39,296	38,743	32,070	12,307
Slippage*	(1,860)	(3,811)	1,229	2,399	1,325
Total Capital Expenditure	35,324	35,485	39,972	34,469	13,632
Financed by:					
Capital Receipts	14,654	22,699	3,034	900	900
Capital Grants & Contributions	19,097	10,925	9,751	9,108	4,971
Capital Reserves	-	-	-	-	-
Revenue Provisions	1,574	1,635	5,786	20	2
Other Financing Sources	-	-	-	-	-
Net financing need for the year	0	226	21,401	24,441	7,759

8.1.3 Under the requirements of the Localism Act 2011 parish councils and local voluntary and community organisations have the right to nominate local land or buildings they would like to see included in a list of assets of community value which is maintained by the Local Authority. Once listed the owner must allow community interest groups up to six months to make an offer before the property can be sold to another. It is envisaged that this may lengthen the disposal time for some properties if they are listed as assets of community value by the Council.

8.2 Debt repayment

8.2.1 The council has had a strategy to reduce its level of debt when opportunity arises in the market. The average interest payable on outstanding debt is 5.72%. For the period 2016-20, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered will result in appropriate revenue savings. Any decision to repay debt early will be considered alongside the

funding however, this is unlikely to be the case in the short to medium term requirement of the programme.

9 Grant Funding Capital Resources

9.1 Environmental and Regeneration

	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
Transport for London LIP (earmarked) Capital	2,755	2,765	3,865	TBA
Total: E&R	2,755	2,765	3,865	TBA

TBA – To Be Advised

9.2 Children, Schools and Families

CSF	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
Maintenance (non-ringfenced)	TBA	TBA	TBA	TBA
Basic Need (non-ringfenced)	4,448	6,063	TBA	TBA
Total Grant Funding	4,448	6,063	TBA	TBA
Devolved Formula Capital (Earmarked)	TBA	TBA	TBA	TBA
TOTAL: CS&F	4,448	6,063	TBA	TBA
Balance added for outstanding grant allocations - CSF	552	437	5,000	4,955

TBA – To Be Advised

Note: Basic Need has been announced up to 2017/18 and the Capital Maintenance allocation has not been announced for 2016/17.

9.3 Community and Housing

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Better Care Fund – Minimum Allocation for Disabled Facilities Grant)	TBA	TBA	TBA	TBA
Social Care Capital	TBA	TBA	TBA	TBA
Total C&H	TBA	TBA	TBA	TBA

The Adult Social Care Grant is to be part of a pooled budget with the Merton Clinical Commissioning Group, no decisions have been made as yet as to how this will be utilised

9.4 Summary of Grant Funding 2016-2020

9.4.1 The new resources notified to date are summarised in the following table. It is expected that there will be additional earmarked resources notified during the financial year 2016/17:-

Grant Funding	2016/17 £0	2017/18 £0	2018/19 £0	2019/20 £0
Environment and Regeneration	2,755	2,765	3,865	TBA
Children, Schools and Families	4,448	6,063	TBA	TBA
Community and Housing	TBA	TBA	TBA	TBA
Total Grant Funding	7,203	8,828	3,865	TBA
Balance added for outstanding grant allocations - CSF	552	437	5,000	4,955

10 Summary of Total Resources 2016-20:

10.1 Summary

10.1.1 The total anticipated resources over the plan period 2016-20, including existing grant funding and anticipated CS&F grants, is summarised in the following table:-

	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
Grant & Contributions	10,925	9,751	9,108	4,971
Council Funding	24,560	30,221	25,361	8,661
Total	35,485	39,972	34,469	13,632

10.1.2 Projects for which earmarked resources have been notified have been given authority to proceed, subject to a detailed specification and programme of works being agreed which ensures that the maximum benefits accrue to the council within the overall constraints of the approved funding. Those schemes, on their own, represent a considerable capital investment.

10.1.3 The Table below summarises the Indicative Capital Programme for 2020 to 2025. Additional detail is provided as Annex 5:

Indicative Capital Programme 2020 to 2025

Merton	Updated Budget 20/21 £000s	Updated Budget 21/22 £000s	Updated Budget 22/23 £000s	Updated Budget 23/24 £000s	Updated Budget 24/25 £000s
Corporate Services	3,235	6,312	1,935	1,965	2,817
Community and Housing	630	280	280	280	280
Children, Schools & Families	6,650	4,658	650	755	650
Environment & Regeneration	4,217	4,252	4,217	4,217	4,277
Total Merton	14,732	15,502	7,082	7,217	8,024

* Please note these figures do not include any allowance of grant funding for Transport for London and Disabled Facilities.

10.1.4 For every £1 million capital expenditure that is funded by external borrowing it is estimated that there will be annual revenue debt charges of between £242,000 for assets with a life of 5 years to £62,000 for an asset life of 50 years.

11 Capital Bids and Prioritisation Criteria

11.1 Prioritisation of schemes 2019/20

The allocation of capital resources, on those schemes to be funded by borrowing, is focused towards the achievement of the council's key strategic objectives as agreed by councillors as highlighted in section 1 of this strategy.

The prioritisation criteria used in respect of growth were 'Statutory', Need (demand and / or priority), attracts match funding and revenue impact (including invest to save). Due to officers' awareness of the need to restrain the capital programme to affordable levels, the reduction put forward over the period 2016-20, on the basis of these criteria by the board to cabinet was £13.4 million 2016-20 (excluding TfL).

12 Detailed Capital Programme 2016-20

12.1 Corporate Services

This department is responsible for the administration of finance and staff, together with the corporate buildings including IT and utility services. Its main capital expenditure is on IT software and hardware, and on improvements to buildings. It is nearing the end of a major project for the restacking of offices in the Civic Centre to enable the economic concentration of staff and services on the borough's main civic site and the biggest remaining component of this is the replacement of the Civic Centre lifts. There are also budgets held centrally under Corporate Services to ensure funds are available to take up opportunities arising in the local property market, to leverage match funding or to enable transformation of services. Annex 1 provides the overall scheme level for approval and Annex 3 provides a detailed breakdown of projects.

12.2 Children, Schools and Families

This department's main capital focus is the need for increased provision for pupils, with the major spend shifting from primary to secondary in 2016/17. The provision in the 2016-20 programme has been revised to that shown in the table below:

Children, Schools & Families	Updated Budget 16/17 £000s	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s
Primary School Expansions	4,102	0	0	0
Secondary School Expansions	7,945	14,230	8,690	4,200
SEN	1,095	4,844	3,650	0
Other	856	754	650	755
Children, Schools & Families	13,998	19,828	12,990	4,955

Annex 4 provides detail of the movement in the programme from that currently approved. This is the most significant item in the council's capital programme and as such is set out in detail below:

CSF capital programme 2016-20

The requirement to provide sufficient school places is a key statutory requirement. The government provides capital grant to meet some of this need, but there is a significant shortfall for the council to fund primary school places

The capital programme in 2016/17 provides the finance to complete the expansions of Dundonald and Singlegate Primary Schools. This will complete a primary school expansion programme over eight years that is providing an additional 4,410 places (21 additional forms of entry since 2007/08).

Following the latest demographic information and admissions data, no further primary school expansions are planned or funded in the capital programme.

Secondary school places

The significant increase in demand for school places reached the secondary phase from September 2015, with significant increases at secondary age transfer up to 2018/19 that will flow into all secondary age groups.

However, it is expected the extra demand for places can be met through existing accommodation for the first two years. School expansion and a new school will be required to provide sufficient places thereafter so significant budget is proposed for this from 2016-17.

The capital programme for 2016/20 includes £34.6 million for expansions in the borough's existing secondary schools and the first phase of a new secondary school. However, the council is working with the Education Funding Agency to ensure that significant funding for the new 'Harris Wimbledon' school is provided by central government.

Due to the difficulty of accurately forecasting the specific level of pupil transfer from the last year of primary school to secondary school the level of secondary school expansion required will be subject to regular reviews over the capital programme period. There is therefore uncertainty over the size, timing and cost of the secondary expansion, this includes a lack of clarity regarding government funding.

Special school places

The increase in demand for special school provision is proportionally greater for special schools than mainstream schools, though the numbers involved are significantly smaller. Capital funding is provided in the 2016/20 programme for expansion, including ensuring the numbers in the Perseid upper school will match the lower school. Further decisions on specific expansion schemes for special school provision are subject to review.

Other schemes

With regard to other capital schemes, £650,000 per annum is provided for schools this will be limited to urgent health and safety related needs, with the council expecting schools to fund all works below £20,000.

12.3 Environment and Regeneration

This department provides a co-ordinated approach to managing the public realm (all borough areas to which the public has access), as well as the regeneration of our town centres and neighbourhoods.

The individual projects for this department are all listed in Annex 3. Other than the grant funded Transport for London scheme for the upgrade of principal roads, the departments main schemes relate to 15 main areas:

Environment & Regeneration	Updated Budget 16/17 £000s	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s
Footways Planned Works	1,000	1,000	1,000	1,000
Greenspaces	486	250	350	385
Highways General Planned Works	419	419	422	427
Highways Planned Road Works	1,500	1,500	1,500	1,250
Leisure Centres	5,431	5,228	2,047	300
Other E&R	45	0	0	0
On and Off Street Parking	35	0	0	0
Regeneration Partnerships	2,656	1,370	2,000	0
Street Lighting	462	290	509	290
Street Scene	60	60	60	60
Transport for London	1,755	1,844	1,864	0
Traffic and Parking Management	1,201	156	175	175
Transport and Plant	562	500	5,500	350
Waste Operations	46	46	46	40
Environment & Regeneration	15,658	12,664	15,474	4,277

12.3.1 Highways Planned Road Works and Footways Planned Works

These works are based on annual condition surveys of the whole of the borough. As a result, items are prioritised and drawn up in programmes of works. These programmes may be amended as circumstances alter.

12.3.2 Highways General Planned Works

An indicative list of the major works to be done under this budgeted scheme is as follows:

Leisure Centres	Updated Budget 16/17 £000s	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s
Surface Water Drainage	69	69	72	77
Highways bridges & structures	260	260	260	260
Maintain AntiSkid and Coloured	90	90	90	90
Total Highways General Planned Works	419	419	422	427

12.3.3 Leisure

The major works relate to the authority's three Leisure Centres. The first scheme is for general improvements to the three Leisure Centres. The second scheme, Morden Park Pools, is a major investment for the council, with the replacement of the current centre with a new facility.

Leisure Centres	Updated Budget 16/17 £000s	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s
Leisure Centre Plant & Machine	300	300	300	300
Morden Leisure Centre	5,131	4,928	247	0
Wimbledon Park Lake De-Silting	0	0	1,500	0
Total Leisure Centres	5,431	5,228	2,047	300

12.3.4 Future Merton

Regeneration is a major part of the council's strategy. A vision for Morden town centre is being developed and Mitcham town centre will be sustainably developed. The main areas of expenditure over the Capital Programme period will be those below.

Environment and Regeneration	Updated Budget 16/17 £000s	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s
Regeneration Partnerships				
Industrial Estate Investment	0	450	0	0
Mitcham Major schemes - TfL	1,000	700	0	0
S106 Wim roadway CA	46			
Town Centre Investment	1,037	0	0	0
Morden shopping parades	518	0	0	0
Brighter Business	55	0	0	0
Morden - TfL	0	220	2,000	0
Total Regeneration Partnerships	2,656	1,370	2,000	0

12.4 Community and Housing

12.4.1 This department aims to provide residents with the chance to live independent and fulfilling lives, in suitable homes within sustainable communities, with chances to learn, use information, and acquire new skills.

The departmental Capital Programme for 2016/20 comprises:

Community and Housing	Updated Budget 16/17 £000s	Updated Budget 17/18 £000s	Updated Budget 18/19 £000s	Updated Budget 19/20 £000s
Adult Social Care				
CareFirst report Development	14			
Excel Add-Ins	3			
Captive E-Learning CareFirst	8			
Adult Social care Collections	10			
Telehealth	44	0	0	0
Total Adult Social Care	79	0	0	0
Housing				
191-193 Western Road	115	0	0	0
Western Road	760	0	0	0
Disabled Facilities Grant	840	755	629	280
Small Repairs Grant	0	0	0	0
Total Housing	1,715	755	629	280
Libraries				
Colliers Wood Library Re-Fit	200	0	0	0
West Barnes Library Re-Fit	0	200	0	0
Library Management System	0	100	0	0
Library Self Service	80	0	0	0
Total Libraries	280	300	0	0
TOTAL	2,074	1,055	629	280

12.5 Overall Programme

12.5.1 The approved Capital Programme for 2016/20 follows at Annex 1, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Corporate Services	7,565,460	5,196,000	2,977,000	2,795,000
Community and Housing	2,074,100	1,055,000	628,900	280,000
Children, Schools & Families	13,998,230	19,828,860	12,989,950	4,955,000
Environment & Regeneration	15,658,050	12,663,520	15,473,700	4,277,000
Total Merton	39,295,840	38,743,380	32,069,550	12,307,000

12.5.2 The funding details for the programme follow at Annex 2

12.5.3 Within the funding details the authority has anticipated some slippage for schemes that require a consultation process or a planning application or where the implementation timetable is not certain. The slippage anticipated reduces the spend in the year it is budgeted but increases the spend in the following year when it is incurred. When slippage from 2015/16 is approved, the 2016/17 Capital Programme will be adjusted accordingly.

- 12.5.4 Annex 1 Capital Investment Programme - Schemes for Approval
- Annexe 2 Funding the Capital Programme 2016-20
- Annexe 3 Detailed Capital Programme 2016-20
- Annexe 4 Analysis of Growth/(Reduction) from current approved programme
- Annexe 5 Indicative Capital Programme 2020-25

CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - ANNEX 1

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Corporate Services	7,565,460	5,196,000	2,977,000	2,795,000
Community and Housing	2,074,100	1,055,000	628,900	280,000
Children, Schools & Families	13,998,230	19,828,860	12,989,950	4,955,000
Environment & Regeneration	15,658,050	12,663,520	15,473,700	4,277,000
Total Merton	39,295,840	38,743,380	32,069,550	12,307,000

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Total Corporate Budgets	982,000	0	0	0
Total Business Improvement	2,227,190	175,000	442,000	190,000
Total Resources	215,000	0	0	0
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000
Total Facilities Management	2,616,270	3,000,000	1,750,000	1,375,000
Total Corporate Services	7,565,460	5,196,000	2,977,000	2,795,000
Community and Housing				
Adult Social Care	79,100	0	0	0
Housing				
Western Road	875,000	0	0	0
Disabled Facilities	840,000	755,000	628,900	280,000
Libraries	280,000	300,000	0	0
Total Community and Housing	2,074,100	1,055,000	628,900	280,000
Children, Schools and Families				
Primary School Expansions	4,101,720	0	0	0
Secondary School Expansions	7,945,200	14,230,050	8,689,950	4,200,000
SEN	1,095,320	4,844,360	3,650,000	0
Other	855,990	754,450	650,000	755,000
Children, Schools & Families	13,998,230	19,828,860	12,989,950	4,955,000

CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - ANNEX 1 Continued.....

	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Environment & Regeneration				
Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces	486,200	250,000	350,000	385,000
Highways General Planned Works	419,000	419,000	422,000	427,000
Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000
Leisure Centres	5,430,970	5,228,220	2,047,400	300,000
Other E&R	45,000	0	0	0
On and Off Street Parking	35,000	0	0	0
Regeneration Partnerships	2,656,480	1,370,000	2,000,000	0
Street Lighting	462,000	290,000	509,000	290,000
Street Scene	60,000	60,000	60,000	60,000
Transport for London	1,754,800	1,844,800	1,864,800	0
Traffic and Parking Management	1,201,500	156,000	175,000	175,000
Transport and Plant	561,600	500,000	5,500,000	350,000
Waste Operations	45,500	45,500	45,500	40,000
Environment & Regeneration	15,658,050	12,663,520	15,473,700	4,277,000

Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 17/18 as grant funding has not been announced. An estimated £528,000 has been added to 16/17 this will be adjusted when funding is announced.
- 3) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.
- 5) Figures show the anticipated net cost of the provision of a new secondary school

FUNDING THE CAPITAL PROGRAMME 2015-20**ANNEX 2**

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
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2015/16 Current Budget	29,912	10,674	19,237
Potential Slippage b/f	7,272	6,348	924
2015/16 Revised Budget	37,184	17,022	20,161
Potential Slippage c/f	(1,859)	(795)	(1,064)
Total Spend 2015/16	35,324	16,227	19,097

2016/17 Current Budget	39,296	28,168	11,128
Potential Slippage b/f	1,859	795	1,064
2016/17 Revised Budget	41,155	28,963	12,192
Potential Slippage c/f	(5,670)	(4,403)	(1,267)
Total Spend 2016/17	35,485	24,560	10,925

2017/18 Current Budget	38,743	29,889	8,855
Potential Slippage b/f	5,670	4,403	1,267
2017/18 Revised Budget	44,413	34,292	10,122
Potential Slippage c/f	(4,442)	(4,071)	(371)
Total Spend 2017/18	39,972	30,221	9,751

2018/19 Current Budget	32,070	23,119	8,950
Potential Slippage b/f	4,442	4,071	371
2018/19 Revised Budget	36,511	27,190	9,321
Potential Slippage c/f	(2,042)	(1,829)	(213)
Total Spend 2018/19	34,469	25,361	9,108

2019/20 Current Budget	12,307	7,402	4,905
Potential Slippage b/f	2,042	1,829	213
2019/20 Revised Budget	14,349	9,231	5,118
Potential Slippage c/f	(717)	(570)	(147)
Total Spend 2019/20	13,632	8,661	4,971

* Funded by Merton refers to expenditure funded through Capital Receipts, Revenue Reserves and by borrowing.

DETAILED CAPITAL PROGRAMME 2016-20

ANNEX 3

Corporate Services	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Corporate Budgets					
Acquisitions Budget	O&SC	500,000	0	0	0
Capital Bidding Fund	O&SC	482,000	0	0	0
Total Corporate Budgets		982,000	0	0	0
Business Improvements					
Replace doc management system	O&SC	398,000	0	0	0
Planweb/Stratus Update	O&SC	0	0	42,000	0
M3 LP and PP	O&SC	500,000	0	0	0
Map Information	O&SC	50,000	0	0	0
Aligned Assets	O&SC	0	75,000	0	0
Customer Contact Programme	O&SC	570,000	0	0	0
Data Labling	O&SC	133,850	0	0	0
Electronic Asset Management	O&SC	50,000	0	0	190,000
Revenue & Benefits	O&SC	0	0	400,000	0
Capita Housing	O&SC	0	100,000	0	0
Replacement SC System	O&SC	525,340	0	0	0
Total Business Improvement		2,227,190	175,000	442,000	190,000
Resources					
Replacement of Civica Icon	O&SC	106,800	0	0	0
Improving Information Systems	O&SC	108,200	0	0	0
Total Resources		215,000	0	0	0
Information Technology					
Planned Replacement Programme	O&SC	1,125,000	1,746,000	510,000	430,000
ITSD Enhancements	O&SC	200,000	200,000	275,000	200,000
Multi-Functioning Device (MFD)	O&SC	200,000	75,000	0	600,000
Total Information Technology		1,525,000	2,021,000	785,000	1,230,000
Facilities Management					
Invest to Save Schemes	O&SC	1,300,000	300,000	300,000	300,000
Water Safety Works	O&SC	150,000	150,000	100,000	0
Asbestos Safety Works	O&SC	250,000	250,000	250,000	0
Capital Works - Facilities	O&SC	300,000	300,000	300,000	700,000
Civic Centre Passenger Lifts	O&SC	116,270	0	0	0
Civic Centre Boilers	O&SC	0	0	300,000	0
Data Centre Support Equipment	O&SC	0	0	300,000	0
Civic Centre Staff Entrance Improvements	O&SC	0	0	200,000	0
Photovoltaics (PV) & Energy Conservation in Schools	O&SC	500,000	2,000,000	0	0
Civic Centre Lightning Upgrade	O&SC	0	0	0	300,000
Civic Centre Block Paving	O&SC	0	0	0	75,000
Total Facilities Management		2,616,270	3,000,000	1,750,000	1,375,000
TOTAL		7,565,460	5,196,000	2,977,000	2,795,000

Community and Housing	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Adult Social Care					
CareFirst report Development	HC&OP	14,000	0	0	0
Excel Add-Ins	HC&OP	3,000	0	0	0
Captive E-Learning CareFirst	HC&OP	8,350	0	0	0
Adult Social care Collections	HC&OP	10,000	0	0	0
Telehealth	HC&OP	43,750	0	0	0
Total Adult Social Care		79,100	0	0	0
Housing					
191-193 Western Road	HC&OP	115,000	0	0	0
Western Road *	HC&OP	760,000	0	0	0
Disabled Facilities Grant	HC&OP	840,000	755,000	628,900	280,000
Small Repairs Grant	HC&OP	0	0	0	0
Total Housing		1,715,000	755,000	628,900	280,000
Libraries					
Colliers Wood Library Re-Fit	SC	200,000	0	0	0
West Barnes Library Re-Fit	SC	0	200,000	0	0
Library Management System	SC	0	100,000	0	0
Library Self Service	SC	80,000	0	0	0
Total Libraries		280,000	300,000	0	0
TOTAL		2,074,100	1,055,000	628,900	280,000

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 17/18 as grant funding has not been announced. An estimated £528,000 has been added to 16/17 this will be adjusted when funding is announced.
- 3) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.
- 5) Figures show the anticipated net cost of the provision of a new secondary school

Children, Schools and Families	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Primary School Expansions					
Dundonald expansion	C&YP	2,926,910	0	0	0
Singlegate expansion	C&YP	1,174,810	0	0	0
Total Primary School Expansions		4,101,720	0	0	0
Scheme 1 Phased Extra 2fe	C&YP	2,181,400	2,181,310	0	0
Scheme 2 Phased Extra 2fe	C&YP	151,000	2,948,740	2,681,000	0
Scheme 3 Phased Extra 2fe	C&YP	542,800	2,000,000	0	0
Scheme 5 Contingency	C&YP	0	100,000	1,530,000	4,200,000
Scheme 4 New School Extra 6fe	C&YP	5,070,000	7,000,000	4,478,950	0
Total Secondary School Expansions		7,945,200	14,230,050	8,689,950	4,200,000
Perseid	C&YP	200,000	850,000	650,000	0
Further SEN Provision	C&YP	295,320	3,434,360	3,000,000	
Secondary School Autism Unit	C&YP	600,000	560,000	0	0
Total SEN		1,095,320	4,844,360	3,650,000	0
Other					
Schs Cap Maint & Accessibility	C&YP	751,540	650,000	650,000	650,000
Schools Equipment Loans	C&YP	104,450	104,450	0	0
Admissions IT System	C&YP	0	0	0	105,000
Total Other		855,990	754,450	650,000	755,000
TOTAL		13,998,230	19,828,860	12,989,950	4,955,000

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

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- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.
- 5) Figures show the anticipated net cost of the provision of a new secondary school

Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Footways Planned Works					
Repairs to Footways	SC	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works		1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces					
Parks Investment	SC	276,000	216,000	322,500	325,000
Canons Parks for People Dev HLF	SC	113,000	0	0	0
Pay and Display Machines	SC	0	0	0	60,000
Parks Bins - Finance Lease	SC	34,000	34,000	27,500	0
Living Wandle Ravensbury Park	SC	63,200	0	0	0
Total Greenspaces		486,200	250,000	350,000	385,000
Highways General Planned Works					
Surface Water Drainage	SC	69,000	69,000	72,000	77,000
Highways bridges & structures	SC	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	SC	90,000	90,000	90,000	90,000
Total Highways General Planned Works		419,000	419,000	422,000	427,000
Highways Planned Road Works					
Borough Roads Maintenance	SC	1,500,000	1,500,000	1,500,000	1,250,000
Total Highways Planned Road Works		1,500,000	1,500,000	1,500,000	1,250,000
Leisure Centres					
Leisure Centre Plant & Machine	SC	300,000	300,000	300,000	300,000
Morden Leisure Centre	SC	5,130,970	4,928,220	247,400	0
Wimbledon Park Lake De-Silting	SC	0	0	1,500,000	0
Total Leisure Centres		5,430,970	5,228,220	2,047,400	300,000
Other E&R					
Mortuary Provision	SC	45,000	0	0	0
Total Other E&R		45,000	0	0	0
On and Off Street Parking					
Replacing Handheld Computers	SC	35,000	0	0	0
Total On and Off Street Parking		35,000	0	0	0

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- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.
- 5) Figures show the anticipated net cost of the provision of a new secondary school

Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Regeneration Partnerships					
Industrial Estate Investment	SC	0	450,000	0	0
Mitcham Major schemes - TfL	SC	1,000,000	700,000	0	0
S106 Wim broadwy CA	SC	46,480	0	0	0
Town Centre Investment	SC	1,037,000	0	0	0
Morden shopping parades	SC	518,000	0	0	0
Brighter Business	SC	55,000	0	0	0
Morden - TfL	SC	0	220,000	2,000,000	0
Total Regeneration Partnerships		2,656,480	1,370,000	2,000,000	0
Street Lighting					
Street Lighting Replacement Pr	SC	462,000	290,000	509,000	290,000
Total Street Lighting		462,000	290,000	509,000	290,000
Street Scene					
Street Tree Programme	SC	60,000	60,000	60,000	60,000
Total Street Scene		60,000	60,000	60,000	60,000
Transport for London					
Unallocated	SC	1,754,800	1,844,800	1,864,800	0
Total Transport for London		1,754,800	1,844,800	1,864,800	0
Traffic and Parking Management					
Traffic Schemes	SC	150,000	156,000	175,000	175,000
Tackling Traffic Congestion		532,500	0	0	0
CCTV (match funding)	SC/O&S	399,000	0	0	0
£1 Coinage Changs P&D Machines	SC	120,000	0	0	0
Total Traffic and Parking Management		1,201,500	156,000	175,000	175,000
Transport and Plant					
Replacement of Fleet Vehicles	SC	500,000	500,000	500,000	350,000
Shared Space	SC	20,000	0	0	0
B610 Wim Town Centre trans imp	SC	41,600	0	0	0
Transportation Enhancements	SC	0	0	5,000,000	0
Total Transport and Plant		561,600	500,000	5,500,000	350,000
Waste Operations					
Alley Gating Scheme - Fly Tip	SC	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	SC	5,500	5,500	5,500	0
Total Waste Operations		45,500	45,500	45,500	40,000
TOTAL		15,658,050	12,663,520	15,473,700	4,277,000

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Please Note

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- 3) Excludes expenditure budgets relating to Transport for London Grant from 19/20 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.
- 5) Figures show the anticipated net cost of the provision of a new secondary school

	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Corporate Services					
Business Improvements					
Planweb/Stratus Update	O&SC	0	0	42,000	0
M3 LP and PP	O&SC	500,000	0	0	0
Map Information	O&SC	50,000	0	0	0
Aligned Assets	O&SC	0	75,000	0	0
Electronic Asset Management	O&SC	0	0	0	190,000
Revenue & Benefits	O&SC	0	0	400,000	0
Capita Housing	O&SC	0	100,000	0	0
Total Business Improvement		550,000	175,000	442,000	190,000
Information Technology					
Planned Replacement Programme	O&SC	(287,000)	60,000	(447,000)	(145,000)
ITSD Enhancements	O&SC	(50,000)	80,000	225,000	200,000
Multi-Functioning Device (MFD)	O&SC	0	0	0	600,000
Total Information Technology		(337,000)	140,000	(222,000)	655,000
Facilities Management					
Water Safety Works	O&SC	0	0	0	(75,000)
Asbestos Safety Works	O&SC	0	0	0	(250,000)
Capital Works - Facilities	O&SC	0	0	0	400,000
Photovoltaics (PV) and Energy Conservation in Schools	O&SC	500,000	2,000,000	0	0
Civic Centre Lightning Upgrade	O&SC	0	0	0	300,000
Civic Centre Block Paving	O&SC	0	0	0	75,000
Total Facilities Management		500,000	2,000,000	0	450,000
TOTAL		713,000	2,315,000	220,000	1,295,000

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

** Negative growth in the capital programme is as a result of reduction when compared to the approved (16/19) and indicative (19/20) programme.

ANALYSIS OF GROWTH 2016-20**ANNEX 4**

Community and Housing	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Housing					
Small Repairs Grant	SC	(60,000)	(60,000)	(60,000)	(60,000)
Total Housing		(60,000)	(60,000)	(60,000)	(60,000)
Libraries					
West Barnes Library Re-Fit	SC	0	200,000	0	0
Library Management System	SC	0	100,000	0	0
Total Libraries		0	300,000	0	0
TOTAL		(60,000)	240,000	(60,000)	(60,000)

ANALYSIS OF GROWTH 2016-20**Annex 4**

Children, Schools and Families	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Primary School Expansions					
Beecholme	C&YP	(2,575,000)	(2,075,000)	0	0
23 FE School Expansion 1fe Expansion	C&YP	(100,000)	(555,000)	(2,575,000)	(1,600,000)
26 FE School Expansion - Temp C/rooms	C&YP	0	(618,780)	0	0
27 FE School Expansion - Temp C/rooms	C&YP	0	(300,000)	0	0
28 FE School Expansion – Temp C/rooms	C&YP	0	(300,000)	0	0
Total Primary School Expansions		(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)
Secondary					
Scheme 1 Phased Extra 4fe	C&YP	(682,600)	2,181,310	(3,677,560)	0
Scheme 2 Phased Extra 4fe	C&YP	(2,780,000)	2,948,740	410,880	0
Scheme 3 Phased Extra 2fe	C&YP	(2,362,200)	2,000,000	0	0
Scheme 5 Phased Extra 2fe	C&YP	(95,000)	(1,400,000)	2,360	4,200,000
Scheme 6 Phased Extra 2fe	C&YP	(1,900,000)	(3,000,000)	(2,000,000)	0
Scheme 4 New School Extra 6fe	C&YP	(110,000)	0	0	0
Total Secondary School Expansions		(7,929,800)	2,730,050	(5,264,320)	4,200,000
Secondary School Expansions					
Cricket Green	C&YP	(2,057,210)	(1,500,000)	0	0
Perseid	C&YP	200,000	850,000	(200,000)	(850,000)
Further SEN Provision	C&YP	295,320	3,434,360	3,000,000	0
Perseid - Further 28 Places Primary	C&YP	(1,600,000)	(1,500,000)	0	0
Secondary School Autism Unit	C&YP	(560,000)	560,000	0	0
Total SEN		(3,721,890)	1,844,360	2,800,000	(850,000)
Other					
Inflation Contingency	C&YP	(2,433,860)	(1,875,580)	(2,074,530)	(165,600)
Admissions IT System	C&YP	0	0	0	105,000
Total Other		(2,433,860)	(1,875,580)	(2,074,530)	(60,600)
TOTAL		(16,760,550)	(1,149,950)	(7,113,850)	1,689,400

ANALYSIS OF GROWTH 2016-20

ANNEX 4

Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20
Greenspaces					
Parks Investment	SC	0	0	0	(25,000)
Pay and Display Machines	SC	0	0	0	60,000
Total Greenspaces		0	0	0	35,000
Highways General Planned Works					
Surface Water Drainage	SC	0	0	3,000	8,000
Total Highways General Planned Works		0	0	3,000	8,000
Highways Planned Road Works					
Borough Roads Maintenance	SC	0	0	0	(250,000)
Total Highways Planned Road Works		0	0	0	(250,000)
Other E&R					
Mortuary Provision	SC	45,000	0	0	0
Total Other E&R		45,000	0	0	0
On and Off Street Parking					
Replacing Handheld Computers	SC	35,000	0	0	0
Total On and Off Street Parking		35,000	0	0	0
Regeneration					
Mitcham Major schemes - TfL	SC	(1,484,000)	700,000	0	0
Wimbledon - TfL	SC	(3,200,000)	0	0	0
Morden - TfL	SC	(300,000)	(2,780,000)	2,000,000	0
Total Regeneration		(4,984,000)	(2,080,000)	2,000,000	0
Street Lighting					
Street Lighting Replacement Pr	SC	0	0	0	(219,000)
Total Street Lighting		0	0	0	(219,000)
Street Scene					
Street Tree Programme	SC	0	0	(40,000)	(40,000)
Total Street Scene		0	0	(40,000)	(40,000)
Transport and Plant					
Replacement of Fleet Vehicles	SC	0	0	0	(150,000)
Total Transport and Plant		0	0	0	(150,000)
Transport for London					
TfL Allocation		(71,200)	18,800	1,864,800	0
Total Transport for London		(71,200)	18,800	1,864,800	0
Waste Operations					
Alley Gating Scheme - Fly Tip	SC	20,000	20,000	20,000	20,000
Total Waste Operations		20,000	20,000	20,000	20,000
TOTAL		(4,955,200)	(2,041,200)	3,847,800	(596,000)

INDICATIVE CAPITAL PROGRAMME 2020-25

ANNEX 5

Corporate Services	Scrutiny	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Business Improvements						
Planweb/Stratus Update	O&SC	0	42,000	0	0	42,000
M3 LP and PP	O&SC	0	500,000	0	0	0
Map Information	O&SC	0	50,000	0	0	0
Aligned Assets	O&SC	0	0	75,000	0	0
Customer Contact Programme	O&SC	200,000	1,800,000	0	0	0
Data Labling	O&SC	0	0	0	0	0
Electronic Asset Management	O&SC	0	0	0	190,000	0
Revenue & Benefits	O&SC	0	0	0	0	400,000
Capita Housing	O&SC	0	0	100,000	0	0
Replacement SC System	O&SC	150,000	1,950,000	0	0	0
Total Business Improvement		350,000	4,342,000	175,000	190,000	442,000
Resources						
Replacement of Civica Icon	O&SC	125,000	0	0	0	0
Improving Information Systems	O&SC	700,000	0	0	0	0
Total Resources		825,000	0	0	0	0
Information Technology						
Planned Replacement Programme	O&SC	860,000	770,000	560,000	575,000	575,000
ITSD Enhancements	O&SC	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	O&SC	0	0	0	0	600,000
Total Information Technology		1,060,000	970,000	760,000	775,000	1,375,000
Invest to Save Schemes	O&SC	300,000	300,000	300,000	300,000	300,000
Capital Works - Facilities	O&SC	700,000	700,000	700,000	700,000	700,000
Total Facilities Management		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL		3,235,000	6,312,000	1,935,000	1,965,000	2,817,000

Community and Housing	Scrutiny	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Housing						
Disabled Facilities Grant	HC&OP	280,000	280,000	280,000	280,000	280,000
Total Housing		280,000	280,000	280,000	280,000	280,000
Libraries						
Library Self Service	SC	350,000	0	0	0	0
Total Libraries		350,000	0	0	0	0
TOTAL		630,000	280,000	280,000	280,000	280,000

INDICATIVE CAPITAL PROGRAMME 2020-25

ANNEX 5

Children, Schools and Families	Scrutiny	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Secondary School Expansions						
Scheme 4 New School Extra 6fe	C&YP	6,000,000	4,008,000	0	0	0
Total Secondary School Expansions		6,000,000	4,008,000	0	0	0
Other						
Schs Cap Maint & Accessibility	C&YP	650,000	650,000	650,000	650,000	650,000
Admissions IT System	C&YP	0	0	0	105,000	0
Total Other		650,000	650,000	650,000	755,000	650,000
TOTAL		6,650,000	4,658,000	650,000	755,000	650,000

Environment and Regeneration	Scrutiny	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Footways Planned Works						
Repairs to Footways	SC	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces						
Parks Investment	SC	325,000	325,000	325,000	325,000	325,000
Pay and Display Machines	SC	0	0	0	0	60,000
Total Greenspaces		325,000	325,000	325,000	325,000	385,000
Highways General Planned Works						
Surface Water Drainage	SC	77,000	77,000	77,000	77,000	77,000
Highways bridges & structures	SC	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	SC	90,000	90,000	90,000	90,000	90,000
Total Highways General Planned Works		427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works						
Borough Roads Maintenance	SC	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Total Highways Planned Road Works		1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres						
Leisure Centre Plant & Machine	SC	300,000	300,000	300,000	300,000	300,000
Total Leisure Centres		300,000	300,000	300,000	300,000	300,000
On and Off Street Parking						
Replacing Handheld Computers	SC	0	35,000	0	0	0
Total On and Off Street Parking		0	35,000	0	0	0

Environment and Regeneration	Scrutiny	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Street Lighting						
Street Lighting Replacement Pr	SC	290,000	290,000	290,000	290,000	290,000
Total Street Lighting		290,000	290,000	290,000	290,000	290,000
Street Scene						
Street Tree Programme	SC	60,000	60,000	60,000	60,000	60,000
Total Street Scene		60,000	60,000	60,000	60,000	60,000
Traffic and Parking Management						
Traffic Schemes	SC	175,000	175,000	175,000	175,000	175,000
Total Traffic and Parking Management		175,000	175,000	175,000	175,000	175,000
Transport and Plant						
Replacement of Fleet Vehicles	SC	350,000	350,000	350,000	350,000	350,000
Total Transport and Plant		350,000	350,000	350,000	350,000	350,000
Waste Operations						
Alley Gating Scheme - Fly Tip	SC	40,000	40,000	40,000	40,000	40,000
Total Waste Operations		40,000	40,000	40,000	40,000	40,000
TOTAL		4,217,000	4,252,000	4,217,000	4,217,000	4,277,000

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

** Negative growth in the capital programme is as a result of reduction when compared to the approved (15/18)and indicative (18/19) programme.

Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant
- 3) Excludes expenditure budgets relating to Transport for London Grant .
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools.
- 5) Excludes re-provision costs for Customer Contact and Social Care Information Technology Systems

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