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

***CAPITAL PROGRAMME 2012-13 TO 2014-15***

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# The Royal Borough of Kensington and Chelsea

## Capital Programme 2012-13 to 2014-15

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## **Report from Cabinet to Council 7 March 2012 (paragraph 3)**

### **3. CAPITAL PROGRAMME 2012-13 TO 2014-15**

#### **3.1 INTRODUCTION**

- 3.1.2 The proposed capital programme entails investment of £180 million. The programme is focused on the three years to 2014-15 with several projects continuing into later years.
- 3.1.3 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 frontline services. Two thirds of the programme comprises six projects that will deliver these aims.
- 3.1.4 The Kensington Academy and Leisure Centre will provide a much needed secondary school and enhanced sports and recreational facilities in the Royal Borough's most deprived area. Warwick Road Primary School, the rebuilt Middle Row and Holland Park schools, and extended Marlborough Primary School will help improve the quality of education and significantly increase the number of primary school places available in the Royal Borough. The SPACE (office refurbishment) programme will deliver £2.6 million of savings per annum.
- 3.1.5 On a like-for-like basis, the previous capital programme was £155 million requiring £138 million of Council funding. The new programme of £180 million requires £142 million of Council funding. A summary of the changes between the programmes is set out overleaf.

**Table 1: Change between the 2011-12 and 2012-13 Capital Programmes**

	<b>Cost £m</b>	<b>Council Funding £m</b>
Council Funding 2011-12 Capital Programme		60.0
Housing Revenue Account (HRA) reform reclassified (funded by HRA)		21.0
Capital receipts (income from sale of assets) reclassified		57.0
<b>Comparable 2011-12 Programme</b>	<b>154.8</b>	<b>138.0</b>
Schemes progressing in from or going back to pipeline status	74.1	47.9
New HRA schemes and 2014/15 HRA programme added	13.2	13.2
Changes to existing General Fund schemes	5.0	30.5
2014-15 General Fund rolling programmes added	3.8	3.3
Changes to General Fund rolling programmes	- 0.9	- 1.3
New Information Technology projects	0.2	0.2
Spending incurred in 2011-12 and other changes	- 69.7	- 89.2
<b>2012-13 Programme</b>	<b>180.3</b>	<b>142.5</b>
<b>Net Change</b>	<b>25.6</b>	<b>4.5</b>

3.1.6 Key changes between the 2011-12 and 2012-13 programmes include:

- Projects that are progressing from the pipeline to the main programme: the Kensington Academy and Leisure Centre (£57.8 million), rebuilding Middle Row Primary School (£12.7 million), an extended Chelsea Sports Centre gym (£1.7 million), an extended Marlborough Primary School (£1.0 million) and two projects to replace plant at Kensington Town Hall (£1.0 million).
- 2014-15 HRA capital investment in dwellings (£7.2 million) and the Silchester garages project (£2.9 million) are included for the first time.
- The size of the HRA programme is being increased by £2.8 million as HRA resources permit an increase to the essential works that can be completed.
- Changes to existing General Fund schemes are mainly slippage. They include the following major changes: the SPACE (office accommodation) programme (£1.2 million), Piper House refurbishment (£776,000) and Warwick Road Primary School (£750,000).
- 2014-15 General Fund rolling programmes (£3.8 million) are included in the programme.

- Increases to existing rolling programmes have been offset by a transfer of £1 million of property maintenance costs to the revenue budget.
- £62 million of expenditure is forecast to be incurred by the end of 2011-12 mainly in relation to the transformation of Exhibition Road and the rebuilding of Holland Park School. Slippage and re-phasing of projects moves an estimated £5 million of expenditure from 2011-12 to 2012-13.

3.1.7 The programme is prepared in accordance with the objectives set out in the Council's Capital Strategy, Community Strategy and other key business plans and strategies.

### **3.2 MAJOR NEW SCHEMES**

3.2.1 The Council will proceed with three major schemes that are included in the programme for the first time:

- **Kensington Academy and Kensington Leisure Centre** – a new secondary school and re-built leisure centre at a cost of £57.8 million requiring £40.2 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.
- **Middle Row Primary School rebuilding** – £12.7 million at a cost to the Council of £4.3 million. The school buildings are life expired and it is more economical to replace them than to refurbish them. It is also anticipated that the Wornington Green redevelopment will increase demand for primary school places. The rebuilt school will include Special Educational Need provision, the first such facility in the Royal Borough, which will save money by reducing pupil placements outside the Royal Borough.
- **Whistler Walk replacement children's home** – £2.5 million funded by the Council. The Council will relocate and redevelop the existing children's home improving the accommodation for looked after young people and care leavers.

3.2.2 These schemes demonstrate the Council's commitment to improving and maintaining its services and quality of life in the Royal Borough. As is set out later in **The Capital Programme Book Appendix 4**, the Council will deliver these projects without external borrowing.

### 3.3 SUMMARY OF THE CAPITAL PROGRAMME

3.3.1 A breakdown of the programme by existing Business Group and source of funding is shown in **Table 2**.

**Table 2: Capital Programme by Business Group**

Business Group	2012-13 £'000	2013-14 £'000	2014-15 £'000	Later Years £'000	Total £'000
Children's Services and Libraries	32,829	36,167	13,476	650	83,122
Housing, Health and Adult Social Care - Housing Revenue Account	9,551	10,402	7,502	100	27,555
Housing, Health and Adult Social Care - General Fund	3,440	957	900	0	5,297
Planning and Borough Development	210	200	100	24	534
Environment, Leisure and Residents' Services/Transport and Technical Services	10,245	25,340	7,715	1,425	44,725
Corporate Services	10,877	5,666	2,560	0	19,103
<b>Total Spending</b>	<b>67,152</b>	<b>78,732</b>	<b>32,253</b>	<b>2,199</b>	<b>180,336</b>
<b>External Funding</b>	<b>8,312</b>	<b>27,910</b>	<b>1,645</b>	<b>0</b>	<b>37,867</b>
Capital Expenditure Reserve	19,338	8,378	5,962	1,640	35,318
Car Parking Reserve	2,503	1,225	3,275	59	7,062
Other Reserves	1,973	400	343	0	2,716
Housing Revenue Account Funded	9,136	7,202	7,202	0	23,540
Revenue Contributions	571	50	225	0	846
Earmarked Capital Receipts	24,814	33,102	13,136	400	71,452
Unallocated Capital Receipts	505	465	465	100	1,535
New Borrowing	0	0	0	0	0
<b>Total Council (Internal) Funding</b>	<b>58,840</b>	<b>50,822</b>	<b>30,608</b>	<b>2,199</b>	<b>142,469</b>
<b>Total Funding</b>	<b>67,152</b>	<b>78,732</b>	<b>32,253</b>	<b>2,199</b>	<b>180,336</b>

3.3.2 A comparison of the proposed programme with those in previous years is set out in the **Capital Programme Book Appendix 1** and full details of Business Group capital programmes are set out in **Appendix 1**. Further details on the funding of the programme are set out in **section 7**.

3.3.3 A summary of the main schemes, those with more than £2 million of costs remaining, but excluding those relating to the HRA are shown in **Table 3** below.

**Table 3: General Fund schemes with more than £2 million of costs remaining**

Scheme	Estimated Spend to 31-03-12 £'000	Estimated Remaining Cost £'000	Total Estimated Cost £'000	Estimated Council Funding to 31-03-12 £'000	Estimated Remaining Council Funding £'000	Total Estimated Council Funding £'000
Holland Park School Redevelopment	53,336	26,652	79,988	53,336	26,052	79,388
<b>New</b> Kensington Academy and Leisure Centre	700	57,100	57,800	700	39,500	40,200
<b>New</b> Middle Row Redevelopment	995	11,700	12,695	417	3,900	4,317
Warwick Road Primary School	250	10,000	10,250	250	4,000	4,250
<b>New</b> Whistler Walk Children's Home	0	2,500	2,500	0	2,500	2,500
SPACE (Office Accommodation)	6,645	17,190	23,835	6,645	17,190	23,835
<b>TOTAL</b>	<b>61,926</b>	<b>125,142</b>	<b>187,068</b>	<b>61,348</b>	<b>93,142</b>	<b>154,490</b>

3.3.4 Schemes that rely on external finance will be scaled back if required to the actual grant received when these are notified at a later date.



- 3.3.5 The Government has introduced major reforms to council housing finance administered via the statutorily ring-fenced Housing Revenue Account (HRA). These have altered the accounting and funding arrangements for HRA capital investment. Notably, Government subsidy for capital investment, known as the Major Repairs Allowance will cease at the end of 2011-12. The HRA will become 'self financing' whereby local authorities support their own stock from their own income. The maximum amount of housing debt that each authority can hold will also be prescribed, and so additional borrowing by the HRA is limited. The changes mean that most HRA capital investment, previously reported as externally financed, is now reported as internally financed.
- 3.3.6 Spending on the HRA schemes does not represent a call on the Council's resources, but reflects a prudent use of funds held by the HRA. Spending will be limited to maintaining the Decent Homes standard, works required for health and safety reasons and undertaking necessary structural repairs. A stock condition survey in 2010 confirmed that a substantial level of investment is needed over the next 30 years which significantly exceeds resources within the current capital programme. During 2012-13, it is planned to produce a longer term strategy for addressing this shortfall. The current projected level of HRA capital investment is shown in **Table 4** below.
- 3.3.7 The HRA capital programme is managed by the Tenant Management Organisation on behalf of the Council. The single most important scheme is Silchester Garages which will deliver, on behalf of the Council, 63 units of affordable housing in partnership with the Peabody Trust.

**Table 4: Housing Revenue Account Schemes**

	<b>2012-13</b> <b>£'000</b>	<b>2013-14</b> <b>£'000</b>	<b>2014-15</b> <b>£'000</b>	<b>Later Years</b> <b>£'000</b>
HRA main programme	9,261	7,252	7,252	0
Elm Park Gardens Basements	40	0	0	0
Silchester Garages	0	2,900	0	0
Regeneration (rolling programme)	250	250	250	100
	<b>9,551</b>	<b>10,402</b>	<b>7,502</b>	<b>100</b>

### **3.4 DELIVERY OF EXISTING SCHEMES**

- 3.4.1 There are a number of existing schemes that deserve special mention due to their size, complexity or financing issues. These are discussed, by current Business Group, below:

#### **Children's Services and Libraries**

- a. **Holland Park School Redevelopment** will provide a new school of the very highest quality, entirely funded by the disposal of part of the site for private residential development.
- b. **Warwick Road Primary School** will deliver a new one-form entry primary and nursery school on the site of the former St Charles House on Warwick Road. The proposed school has outline planning permission and will be largely funded through Section 106 contributions.

### **Adult Social Care, Housing and Environmental Health**

- c. **Piper House Refurbishment** will remodel and improve the building to deliver a better service to young adults with complex needs at a lower cost. The refurbished property will meet current care standards and will improve the amount of accommodation accessible to wheelchair users. The majority of the works will be completed during 2012-13.

### **Environment, Leisure and Residents', Transport and Technical**

- d. The first phase of the relocation of **Athlone Gardens as part of the Wornington Green project** has been completed. However a delay in construction has occurred outside the Council's control

### **Corporate Services**

- e. The **SPACE Programme** will refurbish Kensington Town Hall to deliver £2.6 million savings per year through lower running costs and denser office accommodation 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 on budget. The third floor of Kensington Town Hall will be completed in February 2012 with the second floor completed during 2012-13. The associated plant and electrical equipment replacement will ensure that major works will not be required for another 25-30 years.

## **3.5 ROLLING PROGRAMMES**

- 3.5.1 Rolling programmes are annual cash-limited budgets that allow the Business Groups to progress small schemes that address their priorities. They can be either recurring enhancements, structural maintenance or more significant schemes to improve services.
- 3.5.2 Rolling programmes funded from external sources, such as schools condition and suitability works, and transport action plans are brought in line with the amount made available.

3.5.3 A summary of each Business Group’s rolling programme is set out in **Table 5** below and full details of all the rolling programmes are shown in **The Capital Programme Book Appendix 2**.

**Table 5: General Fund Rolling Programmes**

Rolling Programmes	2012-13 £'000	2013-14 £'000	2014-15 £'000
Children's Services and Libraries	640	640	640
Adult Social Care, Housing and Environmental Health	1,140	900	900
Planning and Borough Development	50	50	50
Environment, Leisure and Residents' Services/Transport and Technical Services	3,365	2,325	2,225
Corporate Services	0	0	0
<b>Total</b>	<b>5,195</b>	<b>3,915</b>	<b>3,815</b>

### 3.6 PIPELINE SCHEMES AND KENSAL CROSSRAIL

3.6.1 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** together with the current estimates of the likely cost.

3.6.2 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, “Kensal Crossrail”. 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. As set out in **Table 6** below, if Kensal Crossrail proceeds, the capital programme will increase to £213 million requiring £175 million of Council funding.

**Table 6: Inclusion of Kensal Crossrail**

	External Funding £m	Council Funding £m	Total Spending £m
Main programme excluding Kensal Crossrail	38	142	180
Kensal Crossrail	0	33	33
<b>Programme Total</b>	<b>38</b>	<b>175</b>	<b>213</b>

3.6.3 The funding of the Capital Programme and the resources available to continue capital investment in the future are set out in more detail in **section 7**.

### **3.7. FINANCING THE PROGRAMME**

3.7.1 The total capital spending and funding sources for all Business Groups from 2012-13 onwards is set out in the **Capital Programme Book Appendix 4.**

#### **External Resources**

3.7.2 Capital funding from external resources includes grants received from the Government and contributions from third parties such as Section 106 funds will total £38 million.

#### **Council Funding**

3.7.3 Council funding is provided from revenue, capital receipts (income from the sale of assets) and the Council's General Fund reserves, mainly the Capital Expenditure Reserve and Car Parking Reserve.

3.7.4 A capital receipt from the sale of the Southern Site at Holland Park School which will more than meet the cost of rebuilding the school is due in 2013. Some of this may be needed to fund the affordable housing requirement at Silchester garages but the bulk of the remainder can be used to build the Kensington Academy and Kensington Leisure Centre in line with the unilateral undertaking given by the Council as part of the planning permission. The capital receipt may also be supplemented by potential planning and sales overage payments due from the developer, but could be reduced by penalties in the very unlikely event that there is a late hand-over of the site.

3.7.5 The Capital Expenditure reserve is used to fund the Council's long term capital investment. The Programme assumes that annual revenue contributions to capital spending continue at the current level of £5.5 million. It is projected that £35 million will be used to fund capital expenditure and associated revenue costs from 2012-13 and that at the end of 2014-15, £35 million will remain in the Capital Expenditure reserve, as set out in the **Capital Programme Book, Appendix 4, Table 3.**

3.7.6 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. The Council's projected use of the Car Parking reserve is £7 million from 2012-13, with a balance of £16 million remaining in the reserve at the end of 2014-15 as set out in the **Capital Programme Book Appendix 4, Table 4.** This assumes that current budgeted income levels can be maintained.

3.7.7 The £0.7 million cost of a number of feasibility studies and preparatory works in 2012-13 that relate to potential schemes and capital assets are being funded from reserves. Details are set out in the **Capital Programme Book Appendix 6.**

### **Affordability**

- 3.7.8 To help judge the affordability of the capital programme, the Council sets a test of maintaining minimum balances of £15 million in each of the Capital Expenditure Reserve and Car Parking Reserve at the end of the third year of the Programme (2014-15). The Capital Programme, as currently proposed, passes this test.
- 3.7.9 The projected cost of the current pipeline schemes (please see **Appendix 3**) and Kensal Crossrail is £53 million requiring £50 million of Council funding. The Council should be able to fund all these projects without recourse to borrowing. If no external funding, such as S106 contributions, is received to help pay for the station and if only the Capital Expenditure Reserve is used to fund the station, the sum remaining in the reserve would be £2 million. However, the Council has other reserves available that could be used to help fund the station and therefore it is unlikely that the balance on the Capital Expenditure Reserve will fall below the affordability limit set by the Council of £15 million.

### **Borrowing**

- 3.7.10 The underlying need to borrow for capital purposes, after all other sources of capital financing available are taken into account is the 'Capital Financing Requirement'. The Council's policy is that an increase in the Capital Financing Requirement will only be considered to fund:
- schemes of exceptional long-term strategic importance to the Council;
  - spend to save or to support mainly self-financing projects;
  - cover for temporary cash requirements pending an earmarked capital receipt; and, if required,
  - investment to lever in external support for the most important local priorities.
- 3.7.11 The Council does not intend to increase permanent borrowing to fund capital investment but to rely on external funding and internal resources as confirmed by the **Capital Programme Book, Appendix 4, Table 1 (Total Funding)**. However, the Council may borrow on a short term basis to bridge timing differences between capital spending incurred and the receipt of anticipated grants, S106 funding and capital receipts that will ultimately fund that spending.
- 3.7.12 There was no supported borrowing from government from 2011-12.

## **3.8 IMPACT ON COUNCIL TAX AND HRA**

### **General Fund**

- 3.8.1 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 internal reserves are applied to fund expenditure. Borrowing, rather than using reserves, incurs

external interest costs and a further statutory minimum provision for debt repayment. It is therefore beneficial to use reserves, where available, rather than borrowing.

- 3.8.2 The Council's proposed Minimum Revenue Provision (MRP) for the repayment of General Fund debt incurred prior to this programme is set out in the **Capital Programme Book Appendix 4, Table 5**. It summarises the calculation of the total budgeted revenue provision for debt repayment for 2012-13 which amounts to £1.35 million.
- 3.8.3 The effect of the 2012-13 capital programme on the Band D Council Tax is lower than that for the 2011-12 capital programme because HRA reform requires the Council's debt to be attributed to the HRA. Please see the **Capital Programme Book Appendix 5, Table 2**. In approving the previous Capital Programme, Cabinet indicated that when the ratio of financing cost to budget requirement exceeded 6.7 per cent, this should 'trigger' an even more careful consideration of the affordability of the Programme. The ratio over the next two financial years is 2 per cent.

#### **Housing Revenue Account (HRA)**

- 3.8.4 As set out in **paragraph 3.3.5**, HRA capital expenditure will be limited to the surplus funds that the HRA can generate.
- 3.8.5 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.

#### **Treasury Management**

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

### **3.9 LEGAL AND PERSONNEL ISSUES**

- 3.9.1 The Council must satisfy itself that it meets the requirements of the Prudential Code<sup>1</sup> for affordability e.g. implications for the Council Tax, prudence and sustainability (long-term implications of external borrowing).
- 3.9.2 The Capital Programme includes a number of schemes to upgrade and improve the property portfolio of the Business Groups. This will improve the facilities for both service users and staff.

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<sup>1</sup> Introduced by Section 3(5) of the Local Government Act 2003 in England and Wales.

### **3.10 DIVERSITY IMPLICATIONS**

3.10.1 The Council's buildings provide services to customers and clients with a wide range of backgrounds and abilities. The Council's Equality Scheme and Action Plan commits the Council to improving the accessibility of its buildings. The Capital Programme therefore includes a number of schemes designed to achieve these improvements. The implications of individual projects are either included in the Capital Budget Reports submitted to the Scrutiny Committees or will be included in more detail in the relevant Key Decision Reports.

### **3.11 ENVIRONMENTAL SUSTAINABILITY**

3.11.1 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.

3.11.2 All capital bids are required to describe how the objectives of the Environment Strategy will be met and how the scheme explicitly takes account of its own impact on the environment, both within and outside the Royal Borough.

### **3.12 RECOMMENDATIONS**

3.12.1 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, the Capital Programme Book** and set out in detail in **Annex 1** including:
- revisions to the 2011-12 capital programme where not previously approved;
  - the Capital Programme for 2012-13, being the first year of the three year Capital Programme as set out in **Table 2** subject to further specific approval being required for schemes not yet approved; and
  - inclusion of schemes starting in 2013-14 and 2014-15 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 **section 3.6** 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 2014-15.
- (f) As set out in the **Capital Programme Book Appendix 4, section 5** 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 to 1 April 2008.
- (g) Agree that revenue costs associated with capital schemes can be funded from the Capital Expenditure Reserve and Property Strategy Reserve as set out in the **Capital Programme Book Appendix 6**.
- (h) 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 3.7.11** and the **Capital Programme Book Appendix 5, Table 1**.
- (i) Agree the calculation of the General Fund Minimum Revenue Provision for debt repayment in 2012-13 and to make no provision in respect of the HRA in 2012-13 as set out in **paragraph 3.8.2** and **paragraph 3.8.5**.
- (j) Agree the affordability and sustainability of the revenue impact of the capital programme on the Council Tax and the Housing Revenue Account, in accordance with the requirements of the Prudential Code, as set out in **paragraph 3.8.3, paragraph 3.8.4** and the **Capital Programme Book Table 2 and paragraphs 1.4 and 1.5 of Appendix 5**.

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**Background Papers:**

Corporate Property Strategy  
Capital Programme 2011-12 to 2013-14  
Capital Strategy 2011-2014  
Capital programme bid submissions Autumn 2011



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## **APPENDICES**

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## APPENDIX 1

### COMPARISON WITH PREVIOUS CAPITAL PROGRAMMES

- 1.1 A simple comparison of the draft programme with previous programmes, which does not restate previous programmes to reflect changes to the HRA and treatment of capital receipts, is set out in **Table 1** below.

**Table 1: Comparison with Previous Programmes**

Capital Programme	Cost £m	Comparable Council Funding £m	Council Funding as Originally Reported £m
2012-13 to 2014-15	180	142	
2011-12 to 2013-14	155	138	60
2010-11 to 2012-13	191	157	69
2009-10 to 2011-12	205	109	76

- 1.2 **Table 2** below explains the changes between the previous and current Capital Programmes.

**Table 2: Changes to Programme Costs**

	Total	CSL	HHASC GF	HHASC HRA	PBD	ELRS/TTS	CS
<b>2011-12 to 2013-14 Capital Programme</b>	<b>154,750</b>	<b>72,873</b>	<b>5,533</b>	<b>22,538</b>	<b>517</b>	<b>28,795</b>	<b>24,494</b>
<b>Spending above no longer in programme</b>	-69,729	-34,049	-2,494	-8,170	-197	-17,489	-7,330
<b>New bids from last years pipeline:</b>							
Chelsea Sports Centre - Gym Extension	1,700					1,700	
Kensington Academy and Leisure Centre	57,800	28,700				29,100	
Middle Row Redevelopment	11,700	11,700					
Marlborough Primary School	1,025	1,025					
Whistler Walk Children's Home	2,500	2,500					
Other schemes	1,083						1083
<b>Completely new bids:</b>							
Rolling programmes	4,015	640	900	250		2,225	0
HRA Main Programme 2014-15	7,252			7,252			
Silchester Garages	2,900			2,900			
Other schemes	155						155
<b>Changes to existing bids: 2012-13 and beyond</b>							
Rolling programmes	959		300			659	
Office Accommodation (SPACE)	1,161						1161
HRA Main Programme	2,745			2,745			
Other schemes	3,179	843	1,547	40	214	235	300
<b>Projects moved back into the Pipeline</b>	-989		-489			-500	
<b>Bids retired</b>	-1,870	-1,110					-760
<b>2012-13 to 2014-15 capital programme</b>	<b>180,336</b>	<b>83,122</b>	<b>5,297</b>	<b>27,555</b>	<b>534</b>	<b>44,725</b>	<b>19,103</b>

- 1.3 The comparative council funding figures for 2012-13 to 2014-15 are distorted by the changes to HRA financing as set out in **paragraph 3.5**. This is exemplified in **Table 3** below, which shows that £14 million of expenditure included in the 2011-12 Programme that would previously have been reported as externally funded via the Major Repairs Allowance ("MRA") is now reported as internally funded via the HRA. Furthermore, the unwinding of the subsidy arrangement means that the Government is readjusting the debt levels of every HRA as a result the Council will pay the Government £25 million at the end of March 2012.
- 1.4 The Council has also altered its treatment of capital receipts, which is also reflected in **Table 3**. The 2012-13 Capital Programme now treats capital receipts as internal funding rather than external funding as was previously the case. Capital receipts reflect income generated by the Council from its own assets to fund its priorities. If capital receipts continued to be reported as external funding, Council funding required from 2012-13 would be reported as £40 million lower.

**Table 3: Changes to Council Funding From 2011-12 programme as originally reported\***

	Total	CSL	HHASC GF	HHASC HRA	PBD	ELRS/TTS	CS
<b>2011-12 to 2013-14 Capital Programme</b>	<b>59,794</b>	<b>9,130</b>	<b>4,123</b>	<b>999</b>	<b>217</b>	<b>20,931</b>	<b>24,394</b>
<b>Spending above no longer in programme</b>	- 24,604 -	3,115 -	1,993 -	299 -	47 -	11,820 -	7,330
<b>New bids from last years pipeline</b>							
Chelsea Sports Centre - Gym Extension	600					600	
Kensington Academy and Leisure Centre	40,200	11,100				29,100	
Middle Row Redevelopment	3,900	3,900					
Marlborough Primary School	1,025	1,025					
Whistler Walk Children's Home	2,500	2,500					
Other schemes	1,083						1,083
<b>Completely new bids</b>							
Rolling programmes	3,520	640	605	250		2,025	-
HRA Main Programme 2014/15	7,252			7,252			
Silchester Garages	2,900			2,900			
Other schemes	155						155
<b>Changes to Financing Arrangements and Reporting</b>							
Holland Park School Redevelopment	26,052	26,052					
HRA Main Programme	13,593			13,593			
<b>Changes to existing bids: 2012/13 and beyond</b>							
Rolling programmes	569					569	
Office Accommodation (SPACE)	1,161						1,161
HRA Main Programme	2,745			2,745			
Other schemes	2,633	1,000	1,334	40	24 -	65	300
<b>Projects moved back into the Pipeline</b>	- 739 -		489			250	
<b>Bids retired</b>	- 1,870 -	1,110					760
<b>2012-13 to 2014-15 capital programme</b>	<b>142,469</b>	<b>51,122</b>	<b>3,580</b>	<b>27,480</b>	<b>194</b>	<b>41,090</b>	<b>19,003</b>

\* This sets out the changes to Council funding between the original 2011-12 Capital Programme, as approved by Council, to the 2012-13 Programme as proposed in this paper.

- 1.5 On a strictly like-for-like basis, the previous capital programme required £138 million of Council funding compared to £142 million for the latest programme. Therefore, the Council's actual monetary commitment has increased overall by around £4 million.

## APPENDIX 2

### ROLLING PROGRAMMES

Title	Description	2012-13 £'000	2013-14 £'000	2014-15 £'000
<b>Nursery/ Primary Schools Condition</b>	Works to address necessary and prioritised works highlighted within asset management plans.	540	540	520
<b>Nursery/ Primary Schools Suitability</b>	Capital improvements in response to the results of Asset Management Plan suitability surveys. Building works to address issues at various primary and nursery schools highlighted in suitability surveys.	50	50	50
<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	60
<b>Secondary Schools Condition</b>	Planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	10	10	10
<b>Disabled Facilities Grant</b>	Eligible works to the private stock in the Royal Borough with expenditure offset by government subsidy.	695	455	455
<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 unfit 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	50
<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.	71	0	0
<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). Formerly known as Transport Action Plans.	550	350	250
<b>Parks Strategy and Development Plan</b>	The implementation of the strategy and capital investment 10 year plan covering all parks.	1,304	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.	165	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.	75	0	0
<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.	1,050	800	800
<b>Waste Management and Leisure Asset Management Plans</b>	Essential maintenance emanating from the stock condition surveys.	150	300	300
<b>Total Rolling Programmes</b>		<b>5,195</b>	<b>3,915</b>	<b>3,815</b>





## APPENDIX 3 PIPELINE SCHEMES

Scheme	Start Year	Total Cost £'000	Council Funding £'000
<b>Appraisal/ Concept (Stage 1)</b>			
<b>Children's Services and Libraries</b>			
<b>New</b> Parkwood Hall Condition Works	2013-14	1,000	1,000
<b>New</b> Pupil Referral Unit Refurbishment	2013-14	500	500
		1,500	1,500
<b>Environment, Leisure and Residents' Services/Transport and Technical Services</b>			
Golborne Road Area Improvement	2014-15	1,750	1,750
Hornton Street Public Conveniences	2013-14	180	180
Leighton House Museum Phase 3	2014-15	3,100	2,050
		5,030	3,980
<b>Corporate Services</b>			
<b>New</b> Commercial Data Centres - Additional Power	2013-14	430	430
ICT Fundamentals Revision	2013-14	400	400
Internet Content Management System - new	2014-15	350	350
<b>New</b> Malton Road Hub	2012-13	1,000	1,000
Unified Communications	2012-13	210	210
		2,390	2,390
<b>Total Appraisal/ Concepts (Stage 1)</b>		<b>8,920</b>	<b>7,870</b>
<b>Strategic Brief/ Outline Cost (Stage 2)</b>			
<b>Children's Services and Libraries</b>			
Central Library Condition Works	2012-13	4,500	4,500
<b>New</b> Colville Primary Classroom Relocation	2012-13	310	310
		4,810	4,810
<b>Adult Social Services</b>			
St Marks Road (SCOPE) Refurbishment	2013-14	536	536
<b>Environment, Leisure and Residents' Services/Transport and Technical Services</b>			
Acklam Road and Malton Road - Westway improvements	2013-14	150	0
Ireton Lodge	2013-14	800	800
Ladbroke Grove Mainline Railway Bridge Enhancement	2012-13	460	0
<b>New</b> South Kensington Station Flower Kiosk	2012-13	150	150
Stanley Bridge	2010-11	840	420
Symons Street - Road Layout and Streetscape	2013-14	500	250
		2,900	1,620
<b>Corporate Services</b>			
Council Archives Rationalisation	2012-13	50	50
Kensington Town Hall Boilers and Central Heating Plant	2014-15	1,000	1,000
Kensington Town Hall Replacement of Chillers	2014-15	1,500	1,500
Kensington Town Hall Roof Survey and Repairs	2012-13	300	300
		2,850	2,850
<b>Total Strategic brief/outline cost (Stage 2)</b>		<b>11,096</b>	<b>9,816</b>
<b>Total Pipeline Schemes</b>		<b>20,016</b>	<b>17,686</b>

### Major Pipeline Schemes

#### Children's Services and Libraries

- The **Central Library condition works** will facilitate more office space and fund the essential works required to keep the building properly maintained and operational at a cost of £4.5 million.

## **Environment, Leisure and Residents' Services/Technical Services**

- Although no specific scheme for **Golborne Road** has emerged, the Council still has ambitions and the pipeline scheme of £1.8 million is retained 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.

## **Corporate Services**

- 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.
- **Kensington Town Hall plant and services** comprises a number of projects totalling £2.8 million including replacement boilers, central heating plant and chillers.

## 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 and the Council has no plans to borrow in the near future for long term capital investment.
- 1.2 However, the Council may borrow on a short term basis to bridge timing differences between capital spending incurred and the receipt of anticipated grants, S106 funding and capital receipts that will ultimately fund that spending.

**Table 1: Total Funding**

General Fund	2012-13 £'000	2013-14 £'000	2014-15 £'000	Later Years £'000	Total £'000
<b>Total Spending</b>	<b>57,601</b>	<b>68,330</b>	<b>24,751</b>	<b>2,099</b>	<b>152,781</b>
Funded from external funding	8,237	27,910	1,645	0	37,792
<b>Net Balance ( from Council Funding)</b>	<b>49,364</b>	<b>40,420</b>	<b>23,106</b>	<b>2,099</b>	<b>114,989</b>
Use of capital receipts*	25,029	30,417	13,351	400	69,197
Use of Capital Expenditure Reserve	19,338	8,378	5,962	1,640	35,318
Use of Car Park Reserve	2,503	1,225	3,275	59	7,062
Use of other reserves and revenue	2,494	400	518	0	3,412
<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)	2012-13 £'000	2013-14 £'000	2014-15 £'000	Later Years £'000	Total £'000
<b>Total Spending</b>	<b>9,551</b>	<b>10,402</b>	<b>7,502</b>	<b>100</b>	<b>27,555</b>
Funded from external funding	75	0	0	0	75
<b>Net Balance (from HRA Funding)</b>	<b>9,476</b>	<b>10,402</b>	<b>7,502</b>	<b>100</b>	<b>27,480</b>
Use of reserves, revenue and self-funding	9,186	7,252	7,252	0	23,690
Use of capital receipts	290	3,150	250	100	3,790
<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.

#### 1. 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 about expected resources. Some further revisions may be necessary as further announcements are made. Some funding for schools capital expenditure is included in the Dedicated Schools Grant. Details of grants and contributions associated with specific bids are shown in **Table 2** below.

**Table 2: Grants and contributions**

<b>External Funding</b>	<b>2012-13 £'000</b>	<b>2013-14 £'000</b>	<b>2014-15 £'000</b>	<b>Total £'000</b>
Partnerships for Schools	2,100	15,500	0	17,600
Department for Health	75	0	0	75
Disabled Facilities Grant	295	295	295	885
Primary Capital Programme	2,000	5,800	0	7,800
Social Care Reform Grant	136	0	0	136
<b>Grants</b>	<b>4,606</b>	<b>21,595</b>	<b>295</b>	<b>26,496</b>
<b>Contributions</b>				
Developers (Section 106)	950	5,140	1,050	7,140
Transport for London	1,310	725	200	2,235
Other Authorities	456	0	0	456
Other Contributions	990	450	100	1,540
	<b>3,706</b>	<b>6,315</b>	<b>1,350</b>	<b>11,371</b>
<b>Total External Funding</b>	<b>8,312</b>	<b>27,910</b>	<b>1,645</b>	<b>37,867</b>

## **2. 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. The receipt generated from the sale of the southern site at Holland Park School being the key example.
- 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 ringfence is retained for capital investment in either local regeneration and/or housing.

### **Use of Reserves**

- 3.3 Where there are appropriate earmarked reserves available to fund individual schemes, they have been used. Details of the main reserves used for capital expenditure are set out overleaf.

### Capital Expenditure Reserve

- 3.4 The Capital Expenditure Reserve is funded through revenue contributions and is used to fund the Council's long term capital investment. It is therefore key to delivering the Capital Programme. **Table 3** shows a four-year projection based on the draft Programme. Further significant investment without the increased use of borrowing is dependent upon the Council's ability to maintain the level of the reserve.

**Table 3: Capital Expenditure Reserve**

Capital Expenditure Reserve	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m
Balance brought forward	63.0	52.5	38.1	34.9
Revenue contributions In	5.5	5.5	5.5	5.5
Released to fund associated revenue costs	-0.6	-0.6	-0.3	-0.3
Released to fund capital expenditure	-15.4	-19.3	-8.4	-6.0
<b>Balance carried forward</b>	<b>52.5</b>	<b>38.1</b>	<b>34.9</b>	<b>34.2</b>

- 3.5 The revenue costs funded from the Capital Expenditure Reserve are summarised in **Appendix 6**.

### Car Parking Reserve

- 3.6 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**

Car Parking Reserve	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m
Balance brought forward	30.0	22.7	20.2	19.0
Surplus from On Street Parking	26.4	26.0	26.0	26.0
Funding of revenue expenditure	-25.7	-26.0	-26.0	-26.0
Released to fund capital expenditure	-8.0	-2.5	-1.2	-3.3
<b>Balance carried forward</b>	<b>22.7</b>	<b>20.2</b>	<b>19.0</b>	<b>15.7</b>

### Other Reserves

- 3.7 The proposed capital programme can be fully funded from the Capital Expenditure Reserve and revenue contribution to capital without recourse to other reserves. However, should Kensal Crossrail proceed, the Council may draw on its other reserves to help pay for the station.

## 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. It is allowed under the Prudential Code provided that it is affordable. Self-financed borrowing has revenue implications because the Council has to meet the interest and repayment costs of the borrowing from its own resources.

### 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**. The final amounts charged in respect of items 1 to 3 will vary in line with the final capital expenditure and financing outturn for 2011-12 when this is known.

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

Provision for Debt Repayment	2011-12 £'000	2012-13 £'000	2013-14 £'000	2014-15 £'000
Historic capital debt	1,112	1,054	998	942
Ex-ILEA debt*	291	298	304	310
<b>Total Minimum Revenue Provision</b>	<b>1,403</b>	<b>1,352</b>	<b>1,302</b>	<b>1,252</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 Depreciation 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)**

	<b>Housing Revenue Account £m</b>	<b>General Fund £m</b>	<b>Total £m</b>
<b>Opening balance 2010-11</b>	<b>185</b>	<b>39</b>	<b>224</b>
Less Minimum Revenue Provision*	0	-2	-2
Add temporary internal borrowing	0	7	7
<b>Closing balance 2010-11</b>	<b>185</b>	<b>44</b>	<b>229</b>
Add HRA self-financing payment due to government	25	0	25
<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	31	31
<b>Closing balance 2011-12</b>	<b>210</b>	<b>73</b>	<b>283</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>97</b>	<b>307</b>
Less Minimum Revenue Provision*	0	-1	-1
Less repayment of internal borrowing (from capital receipt)	0	-62	-62
<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>

\*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

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

## General Fund Affordability

- 1.4 **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**

	Actual 2010-11 £'000	Forecast 2011-12 £'000	Forecast 2012-13 £'000	Forecast 2013-14 £'000	Forecast 2014-15 £'000
<b>Affordability for the General Fund</b>					
Interest on historic debt	2,020	1,458	56	56	56
Minimum Revenue Provision	1,627	1,533	1,435	1,381	1,332
Interest loss on use of cash balances (reserves and internal borrowing)*	83	395	739	977	1,057
<b>Total Financing Cost</b>	<b>3,730</b>	<b>3,386</b>	<b>2,230</b>	<b>2,414</b>	<b>2,445</b>
<b>Change year-on-year £</b>		-344	-1,157	184	31
<b>Cost per Council Tax Band D Equivalent</b>	<b>£37</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>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
<b>Last published capital programme (2011-12 -2013-14)</b>					
<b>Cost per Council Tax Band D Equivalent</b>	<b>£37</b>	<b>£38</b>	<b>£38</b>	<b>£38</b>	
<b>Ratio of financing cost to net revenue stream</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</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.

- 1.5 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.

## APPENDIX 6

### ASSOCIATED REVENUE COSTS

- 1.1 The tables below represent expected revenue costs associated with capital schemes, which it is proposed to fund from the Capital Expenditure reserve and Property Strategy reserve. Costs include initial feasibility work and spending that is part of delivering the project, but does not create an asset.

#### Associated revenue costs funded from the Capital Expenditure reserve

Cost type	Business Group/ Cost	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<b>Children's Services and Libraries</b>			
Feasibility	Asset Reviews and Feasibility Studies	270	270	270
Feasibility	Kensington Academy Education Development	253	0	0
		<b>523</b>	<b>270</b>	<b>270</b>
	<b>Environment, Leisure and Residents', Transport and Technical</b>			
Feasibility	Chelsea Sports Centre Gym Extension	20	0	0
Feasibility	<b>New</b> Symons Street- Road Layout and Streetscape	50	0	0
		<b>70</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>593</b>	<b>270</b>	<b>270</b>

#### Associated revenue costs Funded from the Property Strategy reserve

Cost type	Business Group/ Cost	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<b>Corporate services</b>			
Feasibility	5 and 6 Acklam Road Study	10	0	0
Feasibility	<b>New</b> Cremorne Gardens Site Study	20	0	0
Feasibility	Edenham Site Study	5	0	0
Feasibility	<b>New</b> Holland Park Eco House	15	0	0
Feasibility	<b>New</b> Marlborough School Development Site	30	0	0
Feasibility	Munro Mews Study	20	0	0
	<b>Total</b>	<b>100</b>	<b>0</b>	<b>0</b>



## **ANNEX 1**

### **SERVICES AND BUSINESS GROUP CAPITAL PROGRAMMES 2012-13 to 2014-15**

## **CAPITAL PROGRAMME 2012/13 TO 2014/15 NOTES**

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

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

Inclusion of schemes in 2012/13 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 2011 and estimates for 2012/13 and future years.

For each Business 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 2012/13 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 2012/13 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

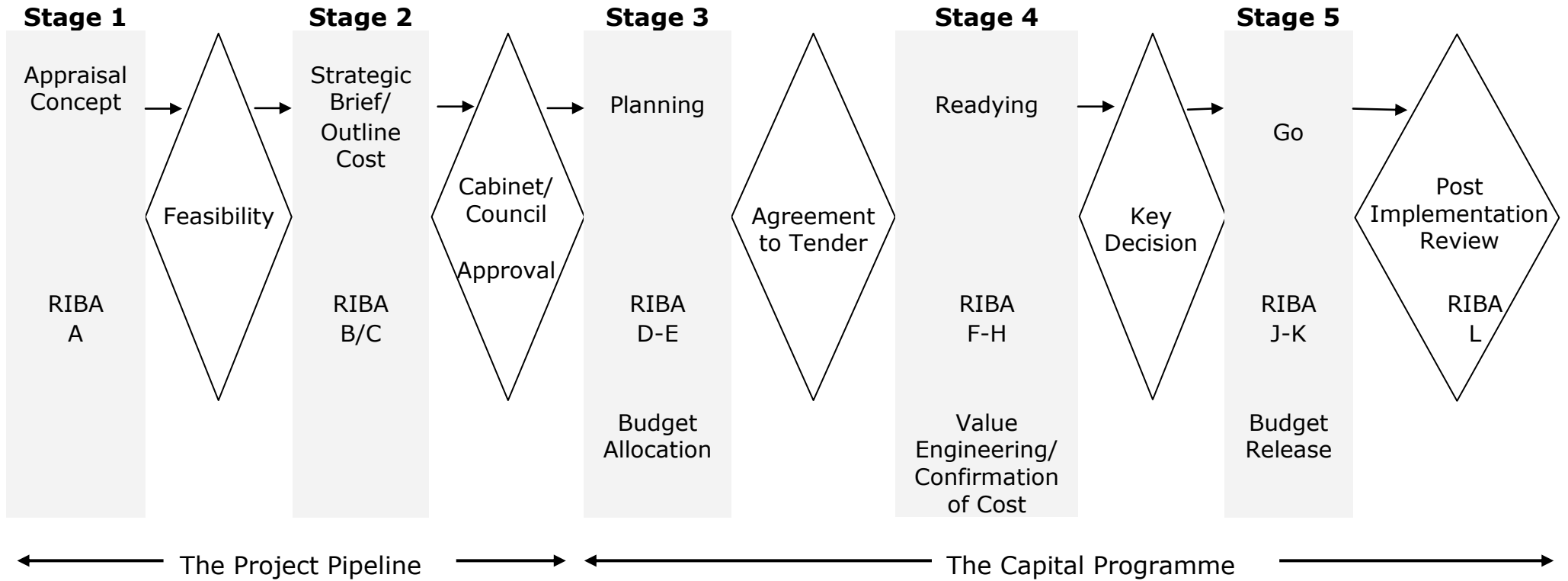
The progress of a capital scheme is divided into six stages, based on the Royal Institute of British Architects (RIBA) schema that records the lifecycle of a property project from initial feasibility to post implementation review. The Council amalgamates these as shown below:

### 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 2012/13 – 2014/15***

***CHILDREN'S SERVICES AND LIBRARIES***

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[ ✓ = Authority to spend]

CHILDREN'S SERVICES AND LIBRARIES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Chelsea Academy Development	Fees and feasibility study costs for new school, purchase of site, project management fees and site assembly costs.	2005/06	9,868	435	20	0	0	0	10,323	0	0	10,323	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	3,346	868	686	0	0	0	4,900	0	3,350	1,550	5
Early Intervention and Prevention	The project will deliver information systems to enable the first signs of vulnerability to be detected and relevant professionals to be notified, and then allow practitioners to plan, record and monitor interventions and outcomes.	2010/11	66	150	114	0	0	0	330	0	0	330	5
Family Services Condition	This is a rolling programme of planned maintenance designed to ensure that FCS family services buildings (primarily children's homes) provide a safe and healthy environment in which services can be delivered.	2011/12	0	100	0	0	0	0	100	0	0	100	R
Family Services Suitability	Capital improvements in response to the results of AMP Suitability surveys.	2011/12	0	75	0	0	0	0	75	0	0	75	R

[ ✓ = Authority to spend]

CHILDREN'S SERVICES AND LIBRARIES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
FCS ICT Document and Records Management	The development of a robust and future-proofed electronic document and case record management system. The project will also include document image processing and workflow, which can be used both across the business groups and the Council.	2010/11	48	75	35	0	0	0	158	0	0	158	5
General Access	A rolling programme of works to improve access to school buildings.	2011/12	0	50	0	0	0	0	50	0	0	50	R
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	22,402	30,934	22,264	3,352	1,036	0	79,988	600	75,104	4,284	5
Integrated Children's System - Service Team	Completes the development of the Integrated Children's System (ICS) by providing modules for Children with Disabilities and Adolescent Services teams. (was ICS Phase 4).	2009/10	207	10	0	0	0	0	217	0	0	217	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	0	350	2,850	18,350	6,800	0	28,350	17,600	10,400	350	3

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
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.	2011/12	0	180	0	0	0	0	180	0	0	180	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	0	900	0	0	0	0	900	0	0	900	5
Marlborough Primary School Expansion Phase 2	Remodelling and refurbishment of acquired building to accommodate the additional pupil numbers	2011/12	0	375	1,000	25	0	0	1,400	0	0	1,400	4
Middle Row Redevelopment	Redevelopment of Middle Row Primary School with enhanced Nursery and Special Education Needs provision.	2012/13	595	400	2,000	7,300	2,000	400	12,695	8,378	4,317	0	3
Minor Emergency Works	This is a contingency sum for emergency works and a provision to enable emergency repair/improvement projects to be carried out.	2011/12	0	100	0	0	0	0	100	0	0	100	R

[ ✓ = Authority to spend]

CHILDREN'S SERVICES AND LIBRARIES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Non School Education Buildings	This is a rolling programme of planned maintenance designed to ensure that FCS non-school buildings (primarily libraries) provide a safe and healthy environment in which services can be delivered	2011/12	0	150	0	0	0	0	150	0	0	150	R
Non School Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various FCS non-school buildings as highlighted in Suitability Surveys and Fit for Purpose assessments by service managers	2011/12	0	75	0	0	0	0	75	0	0	75	R
Nursery/ Primary Schools Condition	A rolling programme of works to address necessary and prioritised works highlighted within asset management plans.	2011/12	0	550	0	0	0	0	550	0	0	550	R
Nursery/ Primary Schools Condition	A rolling programme of works to address necessary and prioritised works highlighted within asset management plans.	2012/13	0	0	540	0	0	0	540	0	0	540	R
Nursery/ Primary Schools Condition	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2013/14	0	0	0	540	0	0	540	0	0	540	R



[ ✓ = Authority to spend]

CHILDREN'S SERVICES AND LIBRARIES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Nursery/ Primary Schools Condition	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2014/15	0	0	0	0	520	0	520	0	0	520	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2011/12	0	50	0	0	0	0	50	0	0	50	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2012/13	0	0	50	0	0	0	50	0	0	50	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2013/14	0	0	0	50	0	0	50	0	0	50	R
Nursery/ Primary Schools Suitability	Capital improvements in response to the results of AMP Suitability surveys. Building works to address issues at various Primary and Nursery schools highlighted in Suitability Surveys.	2014/15	0	0	0	0	50	0	50	0	0	50	R

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
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	37	45	70	0	0	0	152	0	0	152	5
School Kitchens	Enables a continuous programme of improvements in School Kitchens to ensure contractual obligations are met as well ensuring the efficient provision of meals.	2011/12	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.	2012/13	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.	2013/14	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.	2014/15	0	0	0	0	60	0	60	0	0	60	R

[ ✓ = Authority to spend]

CHILDREN'S SERVICES AND LIBRARIES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2011/12	0	10	0	0	0	0	10	0	0	10	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2012/13	0	0	10	0	0	0	10	0	0	10	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2013/14	0	0	0	10	0	0	10	0	0	10	R
Secondary Schools Condition	This is a rolling programme of planned maintenance designed to ensure that secondary schools provide a safe and healthy environment in which teaching and learning can be delivered.	2014/15	0	0	0	0	10	0	10	0	0	10	R
Special Schools Condition	This is a rolling programme of planned maintenance designed to ensure that our special schools provide a safe and healthy environment in which teaching and learning can be delivered.	2011/12	0	100	0	0	0	0	100	0	0	100	R

[ ✓ = Authority to spend]

CHILDREN'S SERVICES AND LIBRARIES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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	0	100	400	0	0	0	500	0	0	500	3
Virtual Lending Library	The library service would like to reach out to existing and new customers by offering a virtual branch library (an online lending resource).	2009/10	43	22	0	0	0	0	65	0	0	65	5
Warwick Road Primary School	The feasibility would involve funding the appointment of a client side project manager and architect-led design team, to develop the outline plans in advance of a submission for detailed planning permission in late 2010.	2011/12	0	250	1,750	5,000	3,000	250	10,250	6,000	0	4,250	3
Whistler Walk Childrens Home Replaceme	Project to replace Whistler Walk childrens Home	2012/13	0	0	1,000	1,500	0	0	2,500	0	0	2,500	3
<b>TOTALS</b>			<b>36,612</b>	<b>36,394</b>	<b>32,829</b>	<b>36,167</b>	<b>13,476</b>	<b>650</b>	<b>156,128</b>	<b>32,578</b>	<b>93,171</b>	<b>30,379</b>	

## BUSINESS GROUP SUMMARY OF FUNDING

Business Group / Funding Source	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total
<i>Children's Services and Libraries</i>	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>EXTERNAL FUNDING</b>							
Government Grant	178	400	4,100	21,300	0	0	25,978
Contributions Other	0	0	150	5,450	1,000	0	6,600
<b>TOTAL</b>	<b>178</b>	<b>400</b>	<b>4,250</b>	<b>26,750</b>	<b>1,000</b>	<b>0</b>	<b>32,578</b>
<b>INTERNAL FUNDING</b>							
Other Reserves *	21,464	30,938	22,864	7,252	9,836	400	92,754
Revenue Contributions	417	0	0	0	0	0	417
<b>TOTAL</b>	<b>21,881</b>	<b>30,938</b>	<b>22,864</b>	<b>7,252</b>	<b>9,836</b>	<b>400</b>	<b>93,171</b>
<b>CORPORATE FUNDING</b>							
General Resources	14,553	5,056	5,715	2,165	2,640	250	30,379
<b>TOTAL</b>	<b>14,553</b>	<b>5,056</b>	<b>5,715</b>	<b>2,165</b>	<b>2,640</b>	<b>250</b>	<b>30,379</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>36,434</b>	<b>35,994</b>	<b>28,579</b>	<b>9,417</b>	<b>12,476</b>	<b>650</b>	<b>123,550</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>36,612</b>	<b>36,394</b>	<b>32,829</b>	<b>36,167</b>	<b>13,476</b>	<b>650</b>	<b>156,128</b>

\* Includes earmarked capital receipts



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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***ADULT SOCIAL CARE***

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[ ✓ = Authority to spend]

ADULT SOCIAL CARE

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Assessment System for Community Care (ASCC)	To improve the current ASCC to reflect new business and legislative requirements	2006/07	209	40 ✓	644 ✓	0	0	0	893	136	55	702	3
Cambridge Gardens	The development of 4 flats offering supported living accommodation to people with a learning disability.	2007/08	658	23 ✓	0	0	0	0	681	681	0	0	5
Ellesmere Main Scheme	Redevelopment of site in order to meet registration standards, provide care to clients with higher dependency levels and incorporate the Gertrude Street Day Centre. The scheme is now expected to be largely self funding.	2004/05	10,518	318 ✓	106 ✓	0	0	0	10,942	1,228	8,607	1,107	5
Piper House Refurbishment	Complete internal remodelling to provide supported living and registered care accommodation.	2012/13	11	85 ✓	1,500 ✓	57 ✓	0	0	1,653	350	1,260	43	3
Premises Improvement Programme Adult's Services	The project comprises a variety of renewal and refurbishment projects to Social Services - Adult's premises	2010/11	314	120 ✓	0	0	0	0	434	0	0	434	R

## ADULT SOCIAL CARE

[ ✓ = Authority to spend]

## CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
St Marks Energy Improvements	Improvement of the energy systems at st Marks	2011/12	0	30 ✓	0	0	0	0	30	0	0	30	5
<b>TOTALS</b>			<b>11,710</b>	<b>616</b>	<b>2,250</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>14,633</b>	<b>2,395</b>	<b>9,922</b>	<b>2,316</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31 March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</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	0	136	0	0	0	<b>136</b>
Contributions Other	1,462	341	456	0	0	0	<b>2,259</b>
<b>TOTAL</b>	<b>1,462</b>	<b>341</b>	<b>592</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,395</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	8,673	42	1,150	57	0	0	<b>9,922</b>
<b>TOTAL</b>	<b>8,673</b>	<b>42</b>	<b>1,150</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>9,922</b>
<b>CORPORATE FUNDING</b>							
General Resources	1,575	233	508	0	0	0	<b>2,316</b>
<b>TOTAL</b>	<b>1,575</b>	<b>233</b>	<b>508</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,316</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>10,248</b>	<b>275</b>	<b>1,658</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>12,238</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>11,710</b>	<b>616</b>	<b>2,250</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>14,633</b>



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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***HOUSING GENERAL FUND***

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[ ✓ = Authority to spend]

HOUSING GENERAL FUND

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is partly offset by government subsidy.	2011/12	0	740 ✓	0	0	0	0	740	528	0	212	R
Disabled Facilities Grant	This scheme allows for resources to fund eligible works to the private stock in the Borough. Expenditure is offset by government subsidy.	2012/13	0	0	695	0	0	0	695	535	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.	2013/14	0	0	0	455	0	0	455	295	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	0	455	0	455	295	0	160	R
Housing Register Online Applications	Adopt and improve the online application facility in Home Connections so that application are made easily and effectively online. It will improve the service offered by housing to end-users, and make our housing application processes more efficient.	2011/12	0	10 ✓	20 ✓	0	0	0	30	0	20	10	5

[ ✓ = Authority to spend]

HOUSING GENERAL FUND

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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.	2011/12	0	615 ✓	0	0	0	0	615	300	0	315	R
Private Sector Renewal Grants	Within the new Private Sector Renewal Strategy, provide assistance to residents to improve the energy efficiency of their homes, improve home security and alleviate unfitnes and disrepair.	2012/13	0	0	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.	2013/14	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.	2014/15	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.	2011/12	0	294 ✓	0	0	0	0	294	0	0	294	R



## HOUSING GENERAL FUND

[ ✓ = Authority to spend]

## CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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.	2012/13	0	0	215	0	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.	2013/14	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.	2014/15	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	99	219 ✓	0	0	0	0	318	125	0	193	5
<b>TOTALS</b>			<b>99</b>	<b>1,878</b>	<b>1,160</b>	<b>900</b>	<b>900</b>	<b>0</b>	<b>4,937</b>	<b>2,078</b>	<b>20</b>	<b>2,839</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31 March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Later Years</b>	<b>Total</b>
<b>Housing General Fund</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	295	295	295	0	<b>1,180</b>
Contributions Other	0	658	240	0	0	0	<b>898</b>
<b>TOTAL</b>	<b>0</b>	<b>953</b>	<b>535</b>	<b>295</b>	<b>295</b>	<b>0</b>	<b>2,078</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	0	0	20	0	0	0	<b>20</b>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>
<b>CORPORATE FUNDING</b>							
General Resources	99	925	605	605	605	0	<b>2,839</b>
<b>TOTAL</b>	<b>99</b>	<b>925</b>	<b>605</b>	<b>605</b>	<b>605</b>	<b>0</b>	<b>2,839</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>99</b>	<b>925</b>	<b>625</b>	<b>605</b>	<b>605</b>	<b>0</b>	<b>2,859</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>99</b>	<b>1,878</b>	<b>1,160</b>	<b>900</b>	<b>900</b>	<b>0</b>	<b>4,937</b>

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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***HOUSING REVENUE ACCOUNT***

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[ ✓ = Authority to spend]

HOUSING REVENUE ACCOUNT

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Elm Park Gardens	This scheme aims to develop basements to be used for social housing whilst funding the development work through the sale of some of the redeveloped basements.	2005/06	4,064	610 ✓	40 ✓	0	0	0	4,714	0	4,714	0	5
Housing Revenue Account (HRA) Capital Programme	The HRA capital programme comprises planned investment to the local authority housing stock. The programme will be managed by the arms length management organisation (ALMO).	2011/12	0	8,660 ✓	0	0	0	0	8,660	8,610	50	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).	2012/13	0	0	9,261	0	0	0	9,261	75	9,186	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).	2013/14	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).	2014/15	0	0	0	0	7,252	0	7,252	0	7,252	0	H

## HOUSING REVENUE ACCOUNT

[ ✓ = Authority to spend]

## CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
HRA Self Financing	Implementation of HRA self-financing for council housing.	2011/12	0	25,911	0	0	0	0	25,911	0	0	25,911	5
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	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.	2012/13	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.	2013/14	0	0	0	150	100	0	250	0	0	250	R

## HOUSING REVENUE ACCOUNT

[ ✓ = Authority to spend]

## CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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.	2014/15	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	0	2,900	0	0	2,900	0	2,900	0	4
TMO Office Construction - Blantyre Tower	TMO to construct an office into existing undercroft space. TMO will fund construction, recouping cost through rent free period (rental figure agreed with property services) and deliver asset to RBKC for full rental at end of rent free period.	2011/12	0	240	0	0	0	0	240	240	0	0	5
<b>TOTALS</b>			<b>4,263</b>	<b>35,621</b>	<b>9,551</b>	<b>10,402</b>	<b>7,502</b>	<b>100</b>	<b>67,439</b>	<b>8,925</b>	<b>31,354</b>	<b>27,160</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31 March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Later Years</b>	<b>Total</b>
<b>Housing Revenue Account</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>							
HRA Major Repairs Allowance/Reserve	0	8,560	0	0	0	0	<b>8,560</b>
Government Grant	0	50	75	0	0	0	<b>125</b>
Contributions Other	0	240	0	0	0	0	<b>240</b>
<b>TOTAL</b>	<b>0</b>	<b>8,850</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,925</b>
<b>INTERNAL FUNDING</b>							
Other Reserves *	4,064	610	9,176	10,102	7,202	0	<b>31,154</b>
Revenue Contributions	0	50	50	50	50	0	<b>200</b>
<b>TOTAL</b>	<b>4,064</b>	<b>660</b>	<b>9,226</b>	<b>10,152</b>	<b>7,252</b>	<b>0</b>	<b>31,354</b>
<b>CORPORATE FUNDING</b>							
General Resources	199	26,111	250	250	250	100	<b>27,160</b>
<b>TOTAL</b>	<b>199</b>	<b>26,111</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>100</b>	<b>27,160</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>4,263</b>	<b>26,771</b>	<b>9,476</b>	<b>10,402</b>	<b>7,502</b>	<b>100</b>	<b>58,514</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>4,263</b>	<b>35,621</b>	<b>9,551</b>	<b>10,402</b>	<b>7,502</b>	<b>100</b>	<b>67,439</b>

\* Includes earmarked capital receipts



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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***ENVIRONMENTAL HEALTH***

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ENVIRONMENTAL HEALTH

[ ✓ = Authority to spend]

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Acolaid IT System	This replacement Environmental Health IT system is now nearly fully implemented.	2003/04 or earlier	217	28 ✓	0	0	0	0	245	0	203	42	5
Mortuary	This jointly run facility with Westminster CC requires refurbishment. Some works have been completed. Further discussions with Westminster may involve some further works.	2010/11	39	20 ✓	0	0	0	0	59	0	59	0	5
Services on the Web	Provision of online services within the Environmental Health service	2011/12	0	30 ✓	30 ✓	0	0	0	60	0	0	60	4
<b>TOTALS</b>			<b>256</b>	<b>78</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>364</b>	<b>0</b>	<b>262</b>	<b>102</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31 March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Later Years</b>	<b>Total</b>
<b>Environmental Health</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>							
Other Reserves	214	48	0	0	0	0	<b>262</b>
<b>TOTAL</b>	<b>214</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>262</b>
<b>CORPORATE FUNDING</b>							
General Resources	42	30	30	0	0	0	<b>102</b>
<b>TOTAL</b>	<b>42</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>256</b>	<b>78</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>364</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>256</b>	<b>78</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>364</b>

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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***PLANNING AND BOROUGH DEVELOPMENT***

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[ ✓ = Authority to spend]

**PLANNING AND BOROUGH DEVELOPMENT  
CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)**

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Kiosks	A newspaper kiosk has been designed to be used in four locations around the Borough. Two kiosks were installed in 2008/09 and the remaining two will be positioned on site within the next two years	2006/07	200	10 ✓	0	0	0	0	210	0	90	120	5
Local Enhancement Schemes	A number of local enhancement schemes have been identified in the various Conservation Area Proposal Statements such as garden square railings and mews arches.	2008/09	86	20	50	50	50	24	280	0	280	0	R
Public Art	Public Art commissioned by the Art Advisory Panel and funded from S106 contributions from developers	2011/12	10	50	150	140	50	0	400	400	0	0	4
Shop Front Grants	Grants to be given to shopkeepers to improve their shop fronts following the recommendations of the Retail Commission.	2009/10	17	18	10	10	0	0	55	0	55	0	5
<b>TOTALS</b>			<b>313</b>	<b>98</b>	<b>210</b>	<b>200</b>	<b>100</b>	<b>24</b>	<b>945</b>	<b>400</b>	<b>425</b>	<b>120</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31 March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</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>EXTERNAL FUNDING</b>							
Contributions Other	10	50	150	140	50	0	<b>400</b>
<b>TOTAL</b>	<b>10</b>	<b>50</b>	<b>150</b>	<b>140</b>	<b>50</b>	<b>0</b>	<b>400</b>
<b>INTERNAL FUNDING</b>							
Car Parking Reserve	158	48	60	60	50	24	<b>400</b>
Other Reserves	25	0	0	0	0	0	<b>25</b>
<b>TOTAL</b>	<b>183</b>	<b>48</b>	<b>60</b>	<b>60</b>	<b>50</b>	<b>24</b>	<b>425</b>
<b>CORPORATE FUNDING</b>							
General Resources	120	0	0	0	0	0	<b>120</b>
<b>TOTAL</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>303</b>	<b>48</b>	<b>60</b>	<b>60</b>	<b>50</b>	<b>24</b>	<b>545</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>313</b>	<b>98</b>	<b>210</b>	<b>200</b>	<b>100</b>	<b>24</b>	<b>945</b>



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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/  
TRANSPORT AND TECHNICAL SERVICES***

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[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Albert Bridge Major Structural Repairs	Major structural repairs commenced in 2010 to maintain the bridge as a vehicular crossing. TfL will bear the cost of these works (25%) with The Royal Borough meeting the repainting and relighting costs (25%).	2009/10	4,190	4,310 ✓	300 ✓	0	0	0	8,800	6,445	2,355	0	5
Athlone Gardens and Wornington Green	Landscaping and other works associated are required for the phased transition of parkland provision for the Wornington Green Estate to transfer the existing Athlone Gardens site within the proposed new Wornington Green development.	2011/12	0	120 ✓	0	0	490	1,390	2,000	0	0	2,000	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	0	65	1,700	35	1,800	0	1,800	0	3
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	150	1,700	0	0	0	1,850	1,100	0	750	3
Disability Discrimination Act Works - Leisure	Planned Programme of essential & desirable Disability and Discrimination Act works to meet legislative requirements and to increase accessibility to parks, and cemeteries for people with disabilities.	2011/12	0	195 ✓	0	0	0	0	195	0	0	195	R

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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	0	71	0	0	0	71	0	0	71	R
Exhibition Road - Design, PR and Research	The cost of design, Public Relations and the research and monitoring of pedestrian and traffic movement are included in this part of the project.	2003/04 or earlier	2,460	65 ✓	0	0	0	0	2,525	1,255	1,270	0	5
Exhibition Road - Stage 2	The main element of this scheme is the introduction of the single surface treatment of Exhibition Road. Contractors are on site with completion scheduled for spring 2012.	2008/09	12,763	8,909 ✓	369	0	0	0	22,041	12,789	7,805	1,447	5
FINAL ACCOUNTS	This item consolidates the outstanding payments for completed projects.	2011/12	0	320	0	0	0	0	320	5	240	75	5
GIS Asset Survey and update of software systems	A one-off borough-wide asset survey of signs and lines as well as other assets, the introduction of a proprietary software system (Parkmap) to store and manage all traffic management and an upgrade of our existing GIS system.	2011/12	0	170	221	0	0	0	391	0	391	0	4

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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	0	500	0	0	0	500	0	0	500	4
Hans Road / Basil Street Junction	This is an environmental enhancement of the junction adjacent to the Harrods store scheduled for full completion in 2011.	2010/11	109	253 ✓	0	0	0	0	362	313	25	24	5
Hanwell and Gunnersbury Cemeteries Toilets and DDA	This project is for toilet replacements at both cemeteries and DDA works.	2009/10	47	197	0	0	0	0	244	0	0	244	5
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.	2011/12	0	540	0	0	0	0	540	395	145	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.	2012/13	0	0	550	0	0	0	550	450	100	0	R

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL LEISURE SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Highways Improvement Schemes	This rolling programme is for implementing desirable traffic management schemes and environmental improvements. Some of the initiatives attract external funding contributions from Transport for London (TfL). Formerly known as Transport Action Plans.	2013/14	0	0	0	350	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	0	250	0	250	0	250	0	R
Holland Park - New Ecology Centre	This project is for the building of a new ecology centre at Holland Park with funding from KCEL.	2011/12	0	100	300	0	0	0	400	300	0	100	3
Holland Park Tennis Courts	The project is to replace the fencing and resurface the four tennis courts at Holland Park.	2011/12	0	220	0	0	0	0	220	0	0	220	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	0	350	2,850	22,950	3,300	0	29,450	0	28,200	1,250	3

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Ladbroke Grove Environmental Improvements	To implement remedial measures to reduce the number of Personal Injury Accidents (PIA's) occurring and to improve the environment.	2010/11	80	70 ✓	0	0	0	0	150	0	150	0	5
Litterbin Replacement Programme	Litterbin Replacement Programme	2012/13	0	0	60	0	0	0	60	0	0	60	3
Little Wormwood Scrubs Development - Phase 1	Landscaping and improvement works to Little Wormwood Scrubs. These phase 1 works with £400K funding from the GLA have been agreed and are now substantially completed and the site is now at a good standard.	2009/10	780	220 ✓	0	0	0	0	1,000	400	0	600	5
Little Wormwood Scrubs Development - Phase 2	Repairs to the boundary wall at Little Wormwood Scrubs.	2011/12	0	50	100	0	0	0	150	0	0	150	3
Old Brompton Road	This scheme is to repave and relight the area between Queensgate and Glendower Place after the completeion of Exhibition Road.	2012/13	0	0	330	0	0	0	330	0	330	0	3

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Parks Strategy and Development Plan	This is a rolling programme of capital works carried out across the borough to improve the quality of the parks.	2011/12	0	800 ✓	0	0	0	0	800	0	800	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.	2012/13	0	0	1,304	0	0	0	1,304	0	1,304	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	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.	2014/15	0	0	0	0	675	0	675	0	675	0	R
Pelham Street - Traffic Management Scheme	The introduction of a previously banned left turn from Brompton Road onto the A4 Thurloe Place has generated unexpected and unwelcome traffic patterns. This scheme would revise the current traffic arrangements to achieve a more desirable outcome.	2011/12	0	165	0	0	0	0	165	165	0	0	4



ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Portobello Rd Electricity Supply to Market Traders	This initiative is to ensure that market traders working in the northern stretch of Portobello Road have access to an electricity supply.	2011/12	18	232	0	0	0	0	250	0	40	210	5
Public Conveniences Refurb - Bevington & Talbot Rd	Refurbish Bevington Rd Public Conveniences to ensure they provide a quality facility for members of the public in line with RBKC's excellent status. Refurbish Talbot Rd Public Conveniences to a high standard, consistent with their Edwardian origin.	2010/11	111	457	0	0	0	0	568	0	98	470	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.	2011/12	0	252	0	0	0	0	252	0	7	245	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.	2012/13	0	0	165	0	0	0	165	0	0	165	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	0	200	0	0	200	0	0	200	R

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Royal Borough Environmental Project	A rolling programme to identify and implement environmental and community engagement initiatives in the Royal Borough. Formerly known as the North Kensington Environmental Project.	2014/15	0	0	0	0	200	0	200	0	0	200	R
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
Sports Centres Planned Refurbishment Programme	To carry out additional works that were not included in the original Sports Centres Planned Maintenance Programme (2005/10) but where a latent need has been identified following recent Customer Satisfaction surveys.	2011/12	0	421	0	0	0	0	421	0	0	421	R
Sports Centres Planned Refurbishment Programme	To carry out additional works that were not included in the original Sports Centres Planned Maintenance Programme (2005/10) but where a latent need has been identified following recent Customer Satisfaction surveys.	2012/13	0	0	75	0	0	0	75	0	0	75	R
Street Scene Improvements - Boroughwide Programme	This annual rolling programme is to review and propose streetscape improvements that are not incorporated into other highway programmes until all wards have been covered.	2011/12	0	1,019	0	0	0	0	1,019	743	276	0	R

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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.	2012/13	0	0	1,050	0	0	0	1,050	785	265	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	0	800	0	0	800	625	175	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.	2014/15	0	0	0	0	800	0	800	200	600	0	R
Westway Development Trust Multi-Use Games Areas	A grant to Westway Development Trust to fund the creation of Multi-Use Games Areas on their underused tennis courts at the Westway.	2011/12	0	75	0	0	0	0	75	0	75	0	5
WMCL 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.	2011/12	0	270	0	0	0	0	270	0	0	270	R

[ ✓ = Authority to spend]

ENVIRONMENT, LEISURE AND RESIDENTS' SERVICES/TRANSPORT AND TECHNICAL SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
WMCL 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	0	150	0	0	0	150	0	0	150	R
WMCL 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	0	300	0	0	300	0	0	300	R
WMCL 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	0	300	0	300	0	0	300	R
<b>TOTALS</b>			<b>20,558</b>	<b>19,930</b>	<b>10,245</b>	<b>25,340</b>	<b>7,715</b>	<b>1,425</b>	<b>85,213</b>	<b>26,145</b>	<b>48,376</b>	<b>10,692</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31</b>					<b>Later</b>	<b>Total</b>
	<b>March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Years</b>	
<b>ELRS/TTS</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	14,447	6,161	1,310	725	200	0	<b>22,843</b>
National Lottery	48	0	0	0	0	0	<b>48</b>
Contributions Other	523	1,331	1,400	0	0	0	<b>3,254</b>
<b>TOTAL</b>	<b>15,018</b>	<b>7,492</b>	<b>2,710</b>	<b>725</b>	<b>200</b>	<b>0</b>	<b>26,145</b>
<b>INTERNAL FUNDING</b>							
Car Parking Reserve	3,060	7,968	2,443	1,165	3,225	35	<b>17,896</b>
Other Reserves *	116	823	1,950	22,950	3,300	0	<b>29,139</b>
Revenue Contributions	350	470	521	0	0	0	<b>1,341</b>
<b>TOTAL</b>	<b>3,526</b>	<b>9,261</b>	<b>4,914</b>	<b>24,115</b>	<b>6,525</b>	<b>35</b>	<b>48,376</b>
<b>CORPORATE FUNDING</b>							
General Resources	2,014	3,177	2,621	500	990	1,390	<b>10,692</b>
<b>TOTAL</b>	<b>2,014</b>	<b>3,177</b>	<b>2,621</b>	<b>500</b>	<b>990</b>	<b>1,390</b>	<b>10,692</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>5,540</b>	<b>12,438</b>	<b>7,535</b>	<b>24,615</b>	<b>7,515</b>	<b>1,425</b>	<b>59,068</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>20,558</b>	<b>19,930</b>	<b>10,245</b>	<b>25,340</b>	<b>7,715</b>	<b>1,425</b>	<b>85,213</b>

\* includes earmarked capital receipts



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***CAPITAL PROGRAMME 2012/13 – 2014/15***

***CORPORATE SERVICES***

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[ ✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Belvedere Restaurant Structural Repairs	Structural repairs to the Belvedere Restaurant bell tower	2014/15	0	0	0	0	275	0	275	100	175	0	3
Civic Offices Major Works	Major maintenance works to the Council's three operational buildings.	2011/12	0	725 ✓	0	0	0	0	725	0	26	699	R
Data Storage Management	The purchase and implementation of data storage management software. This allows files that have not been accessed for a set period of time to be archived.	2012/13	0	0	400	0	0	0	400	0	400	0	4
Financial Systems Enhancement and Upgrade	Improvements include - replacement of workflow with an outlook based system, improvements to cashiering and cash management systems and upgrade to next release of One World.	2008/09	447	109 ✓	0	0	0	0	556	0	556	0	5
Infrastructure - Netbackup	To review the Netbackup setup and either renew or replace.	2011/12	0	150	0	0	0	0	150	0	0	150	3

[ ✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	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	0	68	0	0	0	0	68	0	0	68	3
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	5	445 ✓	0	0	0	0	450	0	450	0	4
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	0	187	186	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	0	650	0	0	0	650	0	0	650	3

[ ✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
Learning Management System Replacement	Learning Management System (LMS) Replacement	2011/12	0	79	0	0	0	0	79	0	79	0	5
Network Access Control	The implementation of enhanced network security preventing unauthorised access to the Council's network.	2011/12	0	250 ✓	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	1,549	5,096 ✓	9,425	5,480	2,285	0	23,835	0	2,035	21,800	5
Property Management Information System	Implementation of an integrated Property Management Information System	2011/12	27	321 ✓	60	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	0	50 ✓	0	0	0	0	50	0	50	0	5

[ ✓ = Authority to spend]

CORPORATE SERVICES

CAPITAL PROGRAMME 2012/13 - 2014/15 (£'000)

Project Title	Project Description	Start Year	Exp to 31 March 2011	2011/12	2012/13	2013/14	2014/15	Later Years	Total Cost	External Funding	Internal Funding	Corporate Funding	Programme Status
SAN Replacement	Replacement of the two Storage Area Networks (SANs), one at the Town Hall and one situated at Pembroke Road.	2010/11	282	48 ✓	0	0	0	0	330	0	330	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.	2012/13	0	0	155	0	0	0	155	0	0	155	3
<b>TOTALS</b>			<b>2,593</b>	<b>7,394</b>	<b>10,877</b>	<b>5,666</b>	<b>2,560</b>	<b>0</b>	<b>29,090</b>	<b>100</b>	<b>4,687</b>	<b>24,303</b>	

**BUSINESS GROUP SUMMARY OF FUNDING**

<b>Business Group/ Funding Source</b>	<b>Exp to 31 March 2011</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Later Years</b>	<b>Total</b>
<b>Corporate 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>							
Contributions Other	0	0	0	0	100	0	<b>100</b>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>100</b>
<b>INTERNAL FUNDING</b>							
Other Reserves	1,677	1,267	803	343	343	0	<b>4,433</b>
Revenue Contributions	0	79	0	0	175	0	<b>254</b>
<b>TOTAL</b>	<b>1,677</b>	<b>1,346</b>	<b>803</b>	<b>343</b>	<b>518</b>	<b>0</b>	<b>4,687</b>
<b>CORPORATE FUNDING</b>							
General Resources	916	6,048	10,074	5,323	1,942	0	<b>24,303</b>
<b>TOTAL</b>	<b>916</b>	<b>6,048</b>	<b>10,074</b>	<b>5,323</b>	<b>1,942</b>	<b>0</b>	<b>24,303</b>
<b>TOTAL COUNCIL FUNDING (Internal and Corporate)</b>	<b>2,593</b>	<b>7,394</b>	<b>10,877</b>	<b>5,666</b>	<b>2,460</b>	<b>0</b>	<b>28,990</b>
<b>TOTAL ALL SOURCES OF FUNDING</b>	<b>2,593</b>	<b>7,394</b>	<b>10,877</b>	<b>5,666</b>	<b>2,560</b>	<b>0</b>	<b>29,090</b>