

London Borough of Enfield

Cabinet

Meeting Date: 15th July 2020

Subject: Capital Outturn 2019/20

Cabinet Member: Councillor Maguire

Executive Director: Fay Hammond

Key Decision: KD5149

Purpose of the Report

1. The purpose of this report is to detail the outturn position of the Council's 2019/20 Capital Programme.
2. This is the fourth and final report of 2019/20, following similar monitoring reports as at Period 3 (Q1), Period 6 (Q2) and Period 8.
3. At Period 8 (November), the forecast outturn position for 2019/20 across the General Fund and HRA was £215.4m. The actual outturn is £186.3m which represents 86% spend, compared to the Period 8 forecast.

Proposals

4. It is recommended that Cabinet notes the:
5. Total expenditure on the Capital Programme for 2019/20 is £186.3m, against the Period 8 forecast of £215.4m, as detailed from paragraph 13;
6. The total reprofiling of £19.3m on General Fund programmes and £10.0m on HRA programmes;
7. Project outcomes for the General Fund programmes from paragraph 22;
8. Variance analysis for the General Fund programmes from paragraph 89;
9. HRA Capital Outturn from paragraph 112;
10. Funding of the Council's capital expenditure for 2019/20 from paragraph 168.

Reasons for Proposals

11. To update Cabinet on the year end Capital Programme position, including project outputs.

Relevance to the Council's Corporate Plan

12. The Council's capital strategy provides the overall framework under which Capital investment plans are delivered. These plans are informed by the Council's strategic objectives as detailed in the Council's Corporate Plan.

Background

13. The Council's Capital Programme for 2019/20 to 2022/23 was approved by Council in February 2019. The Capital Programme is monitored and reported to Cabinet on a quarterly basis. This includes any additions, reductions and reprofiling of approved budgets.
14. 2020/21 is the first year of the Council changing to a 10 year capital programme which aligns with the 10 year Treasury management strategy. The ten year Capital programme (2020/21-2029/30) is in the process of being reviewed in light of COVID19, to ascertain which projects could be paused or stopped, if required. This exercise will include the identification of those capital schemes deemed essential for statutory, health and safety and business continuity reasons. The Q1 monitoring report presented to September Cabinet, will include an update on this review.

Outturn Position

15. The total expenditure on the Capital Programme for 2019/20 is £186.3m, against the Period 8 forecast of £215.4m. The position by Directorate is summarised below in Table 1, with further analysis in Table 2.

16. Table 1: Summary Outturn by Directorate

Department	2019/20 Revised Budget £'000	2019/20 Outturn £'000	Spend to Budget %
Resources	8,556	5,802	68%
People	13,411	13,492	101%
Place exc. HRA	88,739	72,646	82%
CEX	29	0	0%
Companies	8,560	8,244	96%
HRA	96,178	86,126	90%
TOTAL	215,471	186,309	86%

17. A breakdown of the variances between programme reprofiling and over/underspends is shown below in Table 3. Explanations for variances over £0.500m are detailed in Section 4.
18. Detailed outturn expenditure and variances by programme are shown in Appendix A.

19. Table 2: Capital Outturn Summary

	2019/20 (Nov) Budget	2019/20 Budget Adjustm ents	2019/20 Revised (Nov) Budget	2019/20 Outturn	Variance	Re- profil ing	(Under) / Overspe nd
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund							
Digital Data & Technology	8,425	0	8,425	5,771	(2,654)	(2,654)	0
Customer Exp. & Change	131	0	131	30	(101)	23	(124)
RESOURCES	8,556	0	8,556	5,802	(2,754)	(2,631)	(124)
Adult Social Care	974	0	974	1,093	119	119	0
Education	12,137	0	12,137	12,029	(107)	(107)	0
Community Safety	300	0	300	370	70	0	70
PEOPLE	13,411	0	13,411	13,492	81	12	70
Environment & Operations	22,319	0	22,319	21,110	(1,209)	(1,227)	18
Meridian Water	44,453	0	44,453	32,775	(11,678)	(11,678)	0
Property & Economy	19,065	0	19,065	15,651	(3,414)	(3,455)	40
Housing and Regeneration	2,013	888	2,901	3,110	209	0	209
PLACE (exc. HRA)	87,851	888	88,739	72,646	(16,092)	(16,360)	268
Gentlemen's Row	29	0	29	0	(29)	(29)	0
Chief Executive (CEX)	29	0	29	0	(29)	(29)	0
Energetik	3,060	0	3,060	2,744	(316)	(316)	0
Housing Gateway Ltd	5,500	0	5,500	5,500	0	0	0
Total Companies	8,560	0	8,560	8,244	(316)	(316)	0
Total General Fund	118,406	888	119,294	100,184	(19,110)	(19,324)	214
Housing Revenue Account	97,066	(888)	96,178	86,126	(10,052)	(10,052)	0
Total Capital Expenditure	215,471	0	215,471	186,309	(29,162)	(29,376)	214

20. The budget adjustment of £0.888m represents right to buy receipts that are transferred to Registered Providers to assist in either developing housing sites or acquiring properties.
21. Reprofiling represents budget adjustments to reflect new timescales for project delivery.
22. Underspends in the above table relate to completed projects that have come in under budget. Projects which are 'overspent' have spent above in year profiled budgets and are funded from future year budgets.
23. The next section provides details of significant areas of spend during 2019/20 on General fund projects and the associated outputs delivered by those schemes. The HRA is dealt with separately in Section 5 of the report.

Project Outcomes – General Fund

24. Projects outcomes for areas of spend over £1m are described in the paragraphs below. Appendix A details all expenditure at a programme level.
25. IT Investment (£5.771m)
26. During 2019/20 a number of ICT projects were completed which improved the ICT resources for staff, this included:

27. Infrastructure programme - to deliver a new network, data centre and mobile device contract - moving the Council to Teams, reducing existing telephony providers and removing a third party from the Data Centre.
28. The new network is faster, uses the latest technology lets staff work from anywhere securely and allows upgrade within contract. The first big test of this was COVID-19, when the Council went from a maximum of 500 users working remotely to over 2,300 without any impact on the network and have capacity for all staff to work remotely. IT has also created a new onsite Data Centre and closed the contract with the third party at a saving £1m per annum. This also has allowed applications to be moved into the cloud quicker such as SAP and Skype/Teams, removing the additional costs for third parties to support these. It is expected when complete this will save £300k per annum. The new Mobile Contract will work alongside the new network, so as the ability to connect to the new network remotely is increased, there will be less reliance on using the Mobile Providers network reducing the costs
29. New Device rollout (Build the Change) - purchase of assets and resource costs to roll out new devices including agreed desktop provision.
30. This has provided over 2,500 new devices with a 4-year support, work with the latest technology such as Windows 10 and Teams and can be used remotely anywhere. They are faster, more reliable, have increased battery life and by reducing the range of devices are easier for the team to look after. This means less issues for ICT to resolve, more productive staff and enables advantage to be taken of new applications and technology such Teams, SharePoint and working from home without needing to change devices. This led to improved stability, reduced staff down-time due to ICT issues, increased processing speed and therefore, improved the operation speed of applications.
31. During 2019/20 soft market testing and procurement of a new Customer Platform replacement and website was progressed, with programme to deliver incremental improvements over the next two years as well as savings
32. Customer Platform Replacement - During 2019/20 soft market testing and procurement of a new Customer Platform replacement and website was progressed, with programme to deliver incremental improvements over the next two years. This will also deliver savings.
33. SharePoint (Build the Change) - SharePoint and Intranet Projects were delivered within the same programme, using the same resources. This replaces the existing Enfield Eye, which was out of commission. Whereas SharePoint replaces the use of R-Drive as a corporate tool for collaborative delivery.
34. This project has enabled the Council to replace its Staff Intranet which required additional third party support and specialist staff to update content and terminate the contract with the previous supplier. This has been done by using the SharePoint, the application being used to replace where we store and access our documents. Currently, these are stored and accessed separately depending on the department. When completed it will save money

in terms of the storage of documents in the cloud, but also in terms of time and duplication since staff will be able to access and work from the same document regardless of where they are stored.

35. Reardon Court Extra Care Sheltered Housing Scheme (£1.093m)
36. Reardon Court overall programme is £27.4m and is expected to provide up to 91 self-contained homes and result in revenue savings by supporting cost avoidance through reducing the need for residential care. Delivery of this Scheme (agreed in July 2019, KD4898) started in 2019/20. The main areas of spend include engaging consultants, surveys and security costs and costs associated with meeting planning requirements, to connect to the Decentralised Heating Network. There was a fly tipping incursion which resulted in increased security provision and cost. The project has commenced procurement for a main contractor, which is expected to be completed in 2020/21.
37. Education (£12.029m)
38. Cabinet approved the strategy of increasing capacity in special schools that provide education services for some of the most acute special need categories.
39. To deliver the strategy of creating 252 additional Special Education Needs (SEN) places the following projects have been completed or are in progress:
 - West Lea School – expansion in progress;
 - Debohun School classroom block (completed July 2019);
 - Aylands School - ongoing design works and tender;
 - Springfield Autistic unit (completed July 2019);
 - St Marys School - satellite provision (completed July 2019);
 - Additional classroom at Russet House School (completed October 2019);
 - Minchenden New School (completed August 2019);
 - Swan Centre – refurbishment.
40. A further 70 places will be created from a successful bid for a new Social, Emotional and Mental Health (SEMH) Free School being delivered by the Education and Skills Funding Agency (ESFA) at Bell Lane.
41. Newly planned works at Winchmore School New Sixth Form building will also provide additional SEN places (not included in above) - feasibility and design works.
42. Officers continue to develop further proposals to increase the availability of SEN places as part of the invest to save in the special sector strategy.
43. The maintenance programme implementation takes into account the environmental legislation and advances in technology available to improve building and building services efficiency. Examples of the improvements include
 - Building envelope insulation and integrity – roofs and windows for George Spicer School and the Newbury Tuition Centre;

- Building Services design and efficiency - heating and electrical upgrades for Eldon School (electrics) and Eastfield School (heating);
 - Other examples of works to improve accessibility and safety include Enfield County security works, removal of Winchmore School DDA disability access; removal and Suffolks School security works.
44. Full details of above projects can be found in the approved Cabinet report, Updated Schools Condition Programme KD 5082.
45. Highways (£6.897m)
46. As part of the Council's Capital Programme for Highways and Street Scene in 2019/20 400 trees were planted, contributing to reducing the Council's carbon emissions by around 2 tCO₂e (tonnes of carbon dioxide equivalent) per year over time.
47. 11.9km of roads have been resurfaced/reconstructed and renewed and 7km of footway has been renewed. As part of a planned process for improving the condition of roads and pavements, 20,000 highway defects were repaired. Several bridge maintenance schemes completed; including bridge joints replaced at Conduit Lane and Mollison Avenue, footbridge replaced at Arnold Avenue and several small parks bridges schemes.
48. A number of capital projects underway this year are contributing to the climate change strategy, including those detailed in the paragraphs below.
49. Flood Alleviation scheme (£398k)
50. Two main wetland projects were completed during 2019/20 – one in Broomfield Park and other in Town Park. The Benefits of these schemes include:
- Storage of over 6,000 cubic metres of water during periods of extreme rainfall which reduces flood risk to properties downstream;
 - clean rainwater that drains from a combined catchment area of 50 hectares, helping to mitigate the impact of urban pollution on Enfield's rivers (from sources such as roads);
 - and the provision of valuable wetland habitat for birds, amphibians and other wildlife, and interesting places for people to visit and learn about nature.
51. Both schemes have received very positive feedback from the public. Designed Albany Park flood alleviation and wetlands scheme which will be ready for construction in 2020.
52. LED street Lighting (£1.239m)
53. Design for the LED Street Lighting scheme is complete and initial materials have been purchased and received. 697 assets have achieved the LED installation criteria. This project will reduce energy usage by approximately 47%, a carbon reduction of about emissions by 1200 tCO₂ (Tonnes of carbon dioxide equivalent is a comparative measure calculated using: Energy (kWh) x carbon factor / 1000) per annum.

54. As part of the Bridge Assessment & Strengthening Programme, TfL funded works on Whittington Road bridge (£18k). Bespoke bollards for protecting the substandard footways are installed to preserve the structural integrity of the bridge.
55. Changes to Waste and Recycling Collections (£1.514m)
56. To improve recycling performance and generate savings the waste and recycling service changed from a mixed food and garden fortnightly collection service to a paid for garden waste (collected fortnightly) and a weekly separate food recycling collection. These were introduced in November 2019. The weekly refuse and dry recycling collections were changed to Alternate Weekly Collections (AWC) and were introduced in 2 March 2020.
57. During 2019/20 £1.5m was invested into the waste and recycling service to support the roll-out of these changes. This was invested in providing a larger refuse, recycling and/or garden bins to residents, providing food caddies to 87,500 properties and on other items such as ICT, vehicles and home compost bins.
58. The changes to the waste and recycling services will result in forecast savings of £2.8m. Also, the environmental benefits will have a positive impact on climate change, such as a 12% increase in the Council's recycling rate, reducing the amount of waste generated across households and using fewer large vehicles to collect waste and recycling.
59. Transport for London (TfL) Schemes (£8.456m)
60. This expenditure has been funded through a combination of Local Improvement Plan (LIP) funding provided by TfL to deliver the objectives of the Mayor's Transport Strategy, plus additional funding that the Council has secured through a series of bids, e.g. mini Holland and Liveable Neighbourhoods.
61. Significant progress has been made on a number of projects including on the A1010 North Cycle Enfield route which is 80% complete, Enfield Town Liveable Neighbourhood project initiated and moving towards gate 2, Little Park Gardens public realm improvements 80% complete, A1010 South Cycle Enfield project, which is complete.
62. Others include, Cycleway defenders added to the A1010S and previous light segregation on the A105 have also been upgraded with Cycleway defenders to improve provision and create consistency across the network. Low Traffic Neighbourhood design has been completed for Fox Lane with an impact analysis conducted in other areas.
63. Haselbury Neighbourhood improvements which includes pedestrian rain gardens and other improvements and is 50% complete.
64. A number of additional bids have also been submitted, including Enfield Town to Broxbourne walking and cycling bid.

65. A Healthy Streets Team has been established and feasibility studies completed for further bids. The team has attended a number of public events where the Healthy streets agenda was promoted. School cycle training and road safety programmes are also in place.
66. Meridian Water (£32.775m)
67. The main achievements for Meridian Water in 2019/20 were securing a contract for the delivery of Meridian One which includes the delivery of up to 950 homes, 885 sqm of retail or workspace, 750 sqm of leisure and 600sqm of community use space. Also the selection of a developer to deliver Meridian Two (DA being negotiated) to build circa 270 homes, all of which will be affordable, and 3,000sqm of workspace.
68. In addition, a £156m Housing infrastructure Fund (HIF) grant has been secured which will deliver the strategic infrastructure required to deliver phases over the next 15 years, including roads, rail and parks. The completion of the Meridian Water train station which opened in June 2019 and currently has two to four trains an hour moving to four to six as part of the HIF infrastructure programme.
69. The planning and procurement process has commenced and allows for HIF works to begin at the earliest point, with £3.6m spent during the year. Works on the train station and public realm outside the station have totalled £3.3m. The purchase of Units 11, 11a and Unit 5 Anthony Way (also known as the Achilles land) for £3.3m completed in 2019/20. Further, a new site-wide 3-year security contract has been procured for 3 years at a total cost of £1.74m (equivalent to £580k per year).
70. The nature of the Meridian Water development means that the security requirements will vary as leases start or finish and as development starts on site or the Council acquires further assets. The total security costs for the year was £1.6m.
71. The Phoenix Wharf clearance was completed at a cost of £1.7m; this meant that enforcement action from the Environment Agency was avoided after a previous lease holder went into liquidation and left behind a mountain of rubbish. The new security contractor appointed at the end of last year, will ensure the site is secure until the appointed HIF contractor occupies the site. Works on Masterplan V2 have been procured and commenced, with total spend of £1.2m. Meridian 3 and Meridian 4/Phase 2 Detailed Delivery Plans are being developed, with outline planning consent costs for Phase 2 totalling £1.4m. The Willoughby Lane site had ground and water remediation works during the year at a cost of £700k in preparation for Meridian One scheme to commence.
72. £550k was spent on refurbishment and extension of the VOSA building. This was enabling work to ensure the building was safe, rubbish removed, and asbestos made safe so that the preliminary work for the BLOQS relocation could be undertaken, BLOQs will be moving into the VOSA building later this year. Creating a bigger space and the potential for more creative members

of the BLOQS Community supports on delivering on the MW aims of Make and Create.

73. Corporate Condition Programme (£1.405m)
74. A number of works were carried out to meet health and safety and fire safety landlord obligations.
75. These included various asbestos abatement works including at Civic Centre; various fire audit works including Millfield House sprinklers and Forty Hall sprinklers; Gentleman's Row fire alarm; various health & safety remedial works; Sloemans Farm demolition and repair works; Enfield Town Library air conditioning works; Millfield Arts Theatre and Arts Centre heating and ventilation works; Bromfield Park improvements; John Wilkes House ventilation works; Forty Hall roofing and other external fabric works; Bell Lane Youth Centre boiler and air conditioning upgrade.
76. Electric Quarter (£1.417m)
77. Progress has continued to be made on the Phase-B of the Electric Quarter project, which is to deliver 106 units by 2021.
78. The following outputs have been delivered, demolition of existing structures within Phase-B, granting of Phase-B lease to Lovell following 90% of Property Cost Estimate payment to all claimants.
79. Construction is underway with ground and enabling works and above ground build and 22 three and four bedroom houses were delivered by March 2020, as well as the Qube Meanwhile facility was relocated into Eagle House Car Park and the temporary library relocated to Swan annex.
80. Genotin Road (£11.352m)
81. During the year, the groundworks have been completed and progress has been made on the main structure, external glazing of the new Genotin Road (Metaswitch) building has also started. The project has experienced delays as a result of COVID-19 which has put back completion by 11 weeks and is now expected to finish at the end of December 2020. Metaswtich will then complete their internal fit out and move in before the end of the financial year. At this point the Council will start generating rental income of £1.5m per annum from the new offices.
82. DFG Housing Adaptations & Assistance (£2.222m)
83. DFG supports the provision of Enfield's Housing adaptations to enable disabled residents to live independently at home for as long as possible. Residents are provided with essential housing adaptations such as ramp access, stair lifts, level access showers etc. In 2019/20, 287 enquiries were received, 175 enquiries were approved and a total of 172 adaptations were completed.
84. Energetik (£2.744m)

85. The Council's commitment to the climate change agenda is in part being delivered through investment in connections to low carbon energy such as the Energetik heat network
86. During 2019/20 Energetik continued with planned infrastructure works including the commencement of Thames Water design work, further work has however been delayed accommodating delays in the Meridian water programme.
87. An additional £600k was used in extending the district heating pipe from Alma Estate to Ponders End High Street, reflecting a 75% completion of the project within the Capital Programme. The company carried out site investigative works and commissioned work to extend the Electric Quarter primary heat network and installing the heat exchanger substation for Phase B of Electric quarter, cost associated to these work were circa £110k. £300k was spent building a mobile prefabricated boiler plantroom, a project that is now 100% complete.
88. In addition to the specific work above, there is ongoing spend on the design, pre-construction management and planning submission of the Meridian Water Heat Network.
89. Housing Gateway Ltd (HGL) (£5.500m)
90. Housing Gateway has continued to work with the Council to deliver good quality housing solutions to the residents of Enfield. The company increased its housing property supply by 12 units bringing the company portfolio to 530 in total. The target for 2019/20 was the purchase of 50 properties, however this has not been met mainly due to increased house prices, which meant the company's yield requirements could not be satisfied. In addition to the purchase of 12 additional properties, the company undertook a range of major repairs on existing properties. The agreed refinancing of the company from April 2020 will enable the company's three-year 250 home growth programme to progress. The purchase of the additional 12 units has led to temporary accommodation cost avoidance of approximately £15k. The cost avoided for all HGL units in 2019/20 is £2.049m.

Variances

91. A breakdown of the variances, to the forecast position at November (Period 8), is shown in the table below, followed by the explanation for variances over £500k.

92. Table 3: Variance Analysis

Capital Budget Variations	Reprofiling £'000	(Under) / Overspend £'000
Resources:		
IT Investment	(2,654)	0
Libraries	23	(124)
People:		
Extra Care Housing: Reardon Court	119	0
Education	(107)	0
Community Safety	0	70
Place:		
Alley Gating	(21)	0
Flood Alleviation	(217)	0
LED Street Lighting	99	0
Whittington Road	0	18
Highways & Street Scene	(99)	0
Edmonton Cemetery	(374)	0
Southgate Cemetery	(589)	0
Play Areas	(34)	0
Tennis Courts Works	23	0
Changes to Waste & Recycling Collections	80	0
Vehicle Replacement Programme	583	0
Transport for London	(680)	0
Meridian Water	(11,678)	0
Broomfield House	(28)	0
Corporate Condition Programme (prev. BIP)	(769)	0
Corporate Property Investment Programme	(58)	0
Edmonton Cemetery Chapel Conversion	0	40
Electric Quarter	(1,007)	0
Forty Hall	(38)	0
Genotin Road (Metaswitch)	(1,223)	0
Montagu Industrial Estate	(165)	0
Town Centre Regeneration	(166)	0
Housing Adaptations & Assistance	0	209
Chief Executive:		
Gentlemen's Row	(29)	0
Companies:		
Energetik	(316)	0
Housing Revenue Account:		
Major Works	(8,338)	194
Minor Works	(324)	(698)
Development Programme	(979)	0
Estate Regeneration	(20)	526
Fire Works	(392)	(22)
	(29,376)	214
Overall Variance		(29,162)

93. IT Investment (-£2,654k)

94. New Device Rollout project has underspent as a result of not undertaking the desktop upgrades yet, this has been intentionally delayed to ensure it aligns with Build the Change programme requirements.
95. The Infrastructure programme has underspent, due to delays in delivery of current programme due to both supplier delays and awarding of contracts taking longer than originally expected. In addition, the impact of COVID-19, meant that some of the items ordered delivery is still awaited and that has meant deferring this into 2020/21. It is still expected that the programme will deliver fully.
96. The CRM Replacement has underspent, due to the delays in evaluation and awarding of the contract. That meant that initial costs for implementation were not spent. These will need carrying forward into 2020/21.
97. SharePoint and new Intranet projects combined have underspent. The Intranet replacement is now complete, but the SharePoint project was put on hold to enable the project to react to changes to as a result of increased remote working once the implications of COVID-19 were better understood.
98. Southgate Cemetery (-£589k)
99. There were a number of delays due to weather conditions, and design phasing. The project is continuing with Phase 2 in 2020/21 which will see a total of 363 chambers and 24 mausolea constructed. This includes the 95 burial chambers and 24 mausolea completed in 2019/20 as part of phase 1.
100. Vehicle Replacement Programme (VRP) (+£583k)
101. The spend on VRP in 2019/20 was higher than expected, due to bringing forward 2020/21 planned vehicle replacements to reduce the number of contract hired vehicles. This expenditure was funded through revenue contributions.
102. Transport for London (-£680k)
103. The initial allocation at beginning of year revised down with TfL by £400k owing to a change of subcontractor on the A1010 North Cycle route Enfield project which resulted in some changes to the programme and therefore level of spend. The predicted spend for the Angel Walk project (the creation of a new walking and cycling route to connect Edmonton Green to Meridian Water) was also revised down by £200k as the works were delayed as a consequence of a requirement for bridge removal on site.
104. Meridian Water (-£11,678k)
105. Total spend on the Meridian Water project in 2019/20 was £32.775m, which was £11.68m less than originally forecasted. Circa £4.7m of the underspend was deferred to the next financial year after the final quarterly monitoring report. Approximately £2.6m of the deferred amount relates to the land acquisition as discussions with landowners extended beyond the expected deadlines.

106. The remaining £6.9m was slippage at the end of the 2019/20 financial year. The delays related to HIF site investigations (£650k), HIF Rail (£780k), Meanwhile Works preparatory works and services (£390k). The 2019/20 budget included £1.74m to cover the full cost of the 3 year security contract. The 'underspend' of £1.1m represents the budget for the remaining value of the contract, that will be utilised in future years. The Phase 2 Delivery Plan and design development and planning budget has been underspent by £740k, while there was also a residual amount left from the Achilles land purchase and Phoenix Wharf clearance, totalling £300k. There was also a significant underspend of over £2.4m against the budget on capitalised interest due to a change in the way interest was apportioned to project.
107. Corporate Condition Programme (-£769k)
108. The replacement Barn at Beech Barn Farm was completed in May 2020 following a delayed start on site, resulting in £382k being carried over into 2020/21, but now spent. Fire audit works including sprinklers at Millfield House and Forty Hall cost £80k lower than estimated. Window replacements in D Block at the Civic Centre were delayed due to the block being locally listed. Consent has now been secured enabling works to progress. Other works had to be deferred to 2020/21, including £434k allocated to the reroofing of the Civic centre B block.
109. Electric Quarter (-£1,007k)
110. Not all of the Compulsory Purchase Order claims have been settled. A payment of 90% of the Property Cost Estimate (PCE) has been made in all cases, however, by their nature PCEs are conservative and therefore a substantial contingency has been set aside to cover those claims where further investigation/analysis is required. It is anticipated that all claims will be settled in 2020/21 apart from one substantial claim which may need to go to a tribunal.
111. Genotin Road (-£1,223k)
112. Works are approximately 11 weeks behind programme; owing to the combination of a delay in approval for Basic Asset Protection Agreement with Network Rail and adverse weather - rain and high winds that prevented the upper frame/roof slabs being poured. The building is scheduled to open in December 2020.
113. HRA (-£10,052k) – Explained in paragraph 144 onwards.

Housing Revenue Account (HRA)

114. Table 4: HRA Capital Outturn

Approved Capital Programme	2019/20 (Nov) Budget	2019/20 Budget Adjustments	209/20 Revised Budget	2019/20 Outturn	Variance	Re-profiling (Cfwd) / Bfwd	(Under) / Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HOUSING REVENUE ACCOUNT							
Major Works – Various	7,333	1,054	8,387	5,334	(3,054)	(3,418)	364
Decent Homes	5,150	(862)	4,288	767	(3,521)	(3,259)	(262)
Cambridge Road West	500	0	500	16	(484)	(484)	0
Lytchet Way	1,400	0	1,400	1,408	8	0	8
New Southgate	2,700	0	2,700	1,936	(764)	(764)	0
Upper Edmonton	500	0	500	87	(413)	(413)	0
Waltham Cross	1,500	0	1,500	1,584	84	0	84
Total Major Works	19,083	192	19,275	11,132	(8,144)	(8,338)	194
Minor Works	3,467	(1,080)	2,387	2,190	(196)	(324)	127
Aids & Adaptations	750	0	750	414	(336)	0	(336)
Structural Repairs	600	0	600	111	(489)	0	(489)
Total Minor Works	4,817	(1,080)	3,737	2,715	(1,021)	(324)	(698)
Development Programme	9,749	(2,991)	6,758	12,679	5,921	5,815	106
Bury Street	15,228	0	15,228	736	(14,492)	(14,492)	0
Electric Quarter	6,683	0	6,683	14,381	7,698	7,698	0
Property Purchases	20,000	2,991	22,991	22,991	0	0	0
Total Development Prog.	51,660	0	51,660	50,787	(873)	(979)	106
Estate Regeneration	1,569	0	1,569	1,096	(474)	(903)	429
Alma Towers	9,715	0	9,715	11,077	1,362	1,362	0
Ladderswood	250	0	250	241	(9)	0	(9)
New Avenue	2,615	0	2,615	2,159	(456)	(456)	0
Small Sites 1	4,956	0	4,956	4,933	(23)	(23)	0
Total Estate Regeneration	19,105	0	19,105	19,506	400	(20)	420
Fire Works	2,400	0	2,400	1,986	(414)	(392)	(22)
Total HRA	97,066	(888)	96,178	86,126	(10,052)	(10,052)	0

115. The net budget adjustment of £888,000 represents right to buy receipts that have been granted to a Registered Provider to build 9 affordable additional units in the borough in return for 100% nomination rights.

HRA Project Outcomes

116. Major Works (£11,132k)

117. The contracts have now been procured and work has commenced to deliver a three year programme of decency led works, including the replacement of kitchen and bathrooms and aged electrical installations for circa 1,800 homes.

118. The Exeter Road water mains renewal project is now complete. This work has resolved issues to do with partial loss of water supply, provided adequate

water pressure to all high rise blocks of flats and provided newly installed independent service to each block with isolation valves and access points.

119. The Lychet Way major works project comprising of bathroom, kitchen and window renewal and roof repairs is now complete. These works commenced in 2016 and have improved 440 properties across the estate.
120. The New Southgate scheme comprises of external enveloping and communal works to 30 blocks, this included mechanical and engineering items and the upgrade of the incoming mains carried out by UKPN to 16 of these blocks. These works are complete, but it has been necessary to add additional work items to meet statutory compliance. These works include asbestos removal, gas surveys and other health and safety works.
121. The improvement to Waltham Cross houses consists of decent homes works to 71 street properties. The works completed in 2019/20 and included roofing, window, kitchen and bathroom renewals and rewiring.
122. Minor Works (£2,715k)
123. A term contract for the delivery of aids and adaptations has now been let, delivering high priority adaptations for 45 vulnerable residents. A further 270 adaptations are programmed to be delivered over the 2020/21 capital year.
124. A programme of estate improvement works across the Borough has continued across the stock, driven by resident consultation via the Customer Voice, targeting environmental improvements, anti-social behaviour and enabling better waste management.
125. Fire Works/Building Safety (£1,986k)
126. Works to remove HPL cladding and re-clad Bliss and Purcell Houses have been completed and Phase-2 works (internal refurbishment, including decency works) are now due to commence on site.
127. Works to remove HPL cladding from Walbrook House and interim fire safety works have been completed. Phase-2 recladding and a deep retrofit programme addressing safety, sustainability and decency are currently being procured via a construction management appointment.
128. Works to reclad 8 blocks at Kettering Road and Exeter Road and install ground source heat pumps have been completed. Phase-2 internal refurbishment works are due to commence in during 2020/21.
129. Channel Islands (4 blocks) project works which include internal building safety works (upgrade of passive and active systems) and replacement of mechanical services have been delayed. The project was out to tender at the beginning of March, however due to lockdown bidders requested an extension as site surveys could not be completed to inform pricing. Works are due to commence in September
130. Brittany House (sheltered) works are the same as above, inclusive of the installation of a sprinkler system. The project was delayed late last year due

to the need to rescope part of the project following a resident consultation exercise and the additional need to access homes to complete drawings to complete the sprinkler design package. The project was due to go to tender in early March, however, has been further delayed as residents are in lockdown. Works are due to commence in January.

131. A Borough wide door replacement programme has also now been procured, with works commencing on site in June which will replace circa 8,000 over the three year term, representing a £12m investment across the stock.
132. A further 5 packages of building safety led works, totally a £15m investment is in procurement for the 2020/21 capital year, ensuring the Council continues to deliver safe homes for the future.
133. Development Programme (£50,787k)
134. Over the next 10 years, the Council housing programme aims to build or facilitate over 3,800 homes, of which 3,500 will be affordable, through a variety of strategies. The progress made during 2019/20 is set out in paragraphs 132-137 below
135. Gatward Green: Secured start on site of 12 new homes and met the GLA grant funding target – £420k of which £210k has been paid through the execution of the contract documents and start on site.
136. Newstead: Secured start on site of 22 homes and met the GLA grant funding target – £600k of which £300k has been paid through the execution of the contract documents and start on site.
137. Bury Street: Secured start on site of 50 homes and met the GLA grant funding target – £2.5m of which £1.25m has been paid through the execution of the contract documents and start on site.
138. Bullsmoor Lane: Purchased land with planning consent for 27 units. The scheme will be redesigned to achieve 30-32 units and reduce build costs. This will be taken forward as part of the 2020/21 development programme.
139. Electric Quarter: Entered into agreement to purchase 75 previously private units, of which 11 have been handed over. £1.14m GLA grant funding was claimed and paid, of which half was paid on completion of initial tranche.
140. Acquisitions: Purchases of approximately 70 street properties that have been let at London Affordable rents. Each of these purchases was within the HRA parameters.
141. Estate Regeneration (£19,506k)
142. Investment in estate renewal projects provides existing residents with high quality new homes. When viable and reflecting priority housing needs, consideration is given to increasing the number of affordable housing. Paragraphs 140 – 144 detail the 2019/20 outputs

143. Ladderswood – The completion of the hotel and commercial units was delayed until 2020/21 due to complicated lease structures relating to a third-party company and the change from a solely industrial site to one of mixed tenure. Delivery of phases 2 and 3 continued, alongside discussions for a potential optimisation of the scheme for phases 4, 5 and 6 subject to a viable business case.
144. Alma – Phase 1 completed, delivering 228 homes, of which 97 are Council owned. The 97 homes provided new homes for existing residents on the Alma estate, resulting in vacant possession of two failing tower blocks, which will now be demolished for the next phase of the development. 25 buybacks of leaseholder properties were also completed on the estate.
145. New Avenue – the CPO purchase of 9 properties completed in the year to enable vacant possession of blocks to be demolished in the next phases. This will enable phases 2 and 3 of the regeneration project to take place, delivering 281 homes, of which 87 will be affordable. The CPO was completed successfully, with seven residents remaining under licence ahead of a shared equity purchase in the new development. Agreement has now been reached between valuers where disputes had been lodged and we do not envisage any problem gaining vacant possession.
146. Small Sites 1 – completed 73 dwellings, 56 of which are for affordable housing. Agreement was reached with Kier over a deed of surrender that sees Kier honour their defects commitment but saves the Council £246k. In February 2020 North London Muslim Association purchased 21 properties (13 London Affordable Rent, 8 London Living Rent) across three sites, with negotiations still underway for the disposal of 4 shared ownership units. At Jasper Close (wholly owned by the Council) 4 family homes and 4 wheelchair homes have been let ,at London Affordable Rent. The Council has 10 remaining homes currently being marketed at Shared Ownership/equity. However, due to COVID-19 and concerns about affordability, this is being reviewed for a potential switch to London Affordable Rent, if the financial case can be made.
147. Joyce & Snells – approval was granted to hold a ballot on the regeneration of the estate and an associated budget awarded. This budget takes the project through to planning, with any costs incurred ahead of ballots being at risk. Given that a ballot will only be held when there is adequate confidence that a yes vote will be obtained, the risk of these costs being abortive is relatively low. Despite COVID-19, the ballot is still intended to be held in 2020/21 once the overall viability of the project is ascertained, for the scheme being presented and residents are in favour of it.

HRA Variance Analysis

148. A breakdown of the variances is shown in the table below, followed by the explanation for variances over £500k.

149. Table 5: Variance Analysis for HRA

Capital Budget Variations	Reprofiling £'000	(Under) / Overspend £'000
<u>Housing Revenue Account:</u>		
Major Works	(8,338)	194
Minor Works	(324)	(698)
Development Programme	(979)	106
Estate Regeneration	(20)	420
Fire Works	(392)	(22)
Total	(10,053)	0
Overall Variance		0

150. Major Works (-£8,338k)

151. The Borough wide decent homes programme was due to start in 2019, however due to the detailed procurement process to ensure service and contract delivery, these projects have been delayed. The programme including, electrical works, heating and insulation works, and replacement kitchen and bathrooms didn't commence until the end of the financial year. Term contracts have now been procured to deliver a three-year programme of decency led works. The remaining budget of £5.8m has been re-profiled into 2020/21 to continue to deliver this programme

152. The main contractor for the Brimsdown Pod replacement went into administration, The procurement of a new contractor has now been finalised and works will restart and the remaining budget of £865k will be spent during 2020/21

153. The new Southgate project consists of both external and communal area works to 24 blocks within the Borough. Works have been progressing well but have experienced delays due to Network Rail and UKPN approvals. These works included pitched and flat roof conversions, which have seen delays due to current drainage being insufficient. Additional improvements will be completed in 2020/21

154. Minor Works (-£324k)

155. The water safety programme will see the replacement of cold-water storage tanks. This project started at the beginning of 2020 but was put on hold due to lockdown restrictions. It will restart during 2020/21.

156. Fire Works (-£392k)

157. Fire Precaution Works at Bliss and Purcell were delivered for less than originally budgeted, producing a saving. This assisted in mitigating the

unforeseen costs arising for the need to provide waking watch services at Walbrook House, during the phase 1 de-clad work.

158. Development Programme (-£979k)
159. The overall programme for 2019/20 totals £51,660k; of which £979k has been re-profiled into 2020/21 for the reasons outlined below:
160. Upton/Raynham: This scheme forms part of the Building Council Homes for Londoners 2020/21 programme. The current proposal will deliver 150 new homes. Initial costs have been incurred through the procurement of architects and surveys to ascertain the feasibility of undertaking the project. Programme slippage has been largely due to design development issues, which are being worked through. Expected costs in 2020/21 include further design development and planning submission in Q2, contractor procurement and acquisition of Beck House in Q3 and start on site in Q4.
161. Bullsmoor Lane: This scheme forms part of the Building Council Homes for Londoners 2020/21 programme. The current proposal will deliver 30 new homes, which is a variation from its current planning consent for 27 units. The land purchase completed in Q4 2019/20. Programme slippage has been largely due to design development issues, which are being worked through. Anticipated costs in 2020/21 include further design development and planning submission in Q2, contractor procurement and acquisition of Beck House in Q3 and start on site in Q4.
162. Bury Street: This scheme forms part of the Building Council Homes for Londoners 2019/20 programme and will deliver 50 new homes. The build contract, which had been profiled to complete earlier in the year, was only awarded in March 2020, following a procurement exercise. The budget has been re-profiled to 2020/21.
163. Electric Quarter: A contract is in place to purchase 75 of the homes, bringing the level of affordable homes on the scheme to over 47%. 11 homes have been completed so far. The spend has been rep-profiled to reflect the agreed payment terms - £14.4m spent in 2019/20, £5.7m due in 2020/21 and £6.7m in 2021/22.
164. The New Avenue budget mostly comprises of consultants' fees and there has been an underspend on this due to less use of consultants than expected for the management of the construction of the affordable housing in Phase-1 – (86 affordable properties out of 127 Phase-1 properties in total) nearing completion but delayed by the virus.
165. Small Sites 1 – small underspend due to successful negotiation on delay costs with the contractor.

Financing - HRA Capital Programme

166. Table 6: Financing of the HRA Capital Outturn

Approved Capital Programme	Borrowing	Grants & Contributions	Capital Receipts	Earmarked Reserves	Total Funding
	£'000	£'000	£'000	£'000	£'000
Housing & Regeneration					
Housing Enabling	0	0	888	0	888
HOUSING REVENUE ACCOUNT					
Major Works	5,334	0	0	0	5,334
Major Works: Borough Wide Decent Homes	767	0	0	0	767
Major Works: Cambridge Road West	16	0	0	0	16
Major Works: Lytchet Way	1,408	0	0	0	1,408
Major Works: New Southgate	1,936	0	0	0	1,936
Major Works: Upper Edmonton	87	0	0	0	87
Major Works: Waltham Cross	1,584	0	0	0	1,584
Minor Works	2,190	0	0	0	2,190
Minor Works: Aids & Adaptations	414	0	0	0	414
Minor Works: Structural Repairs	111	0	0	0	111
Development Programme	4,074	7,665	517	0	12,256
Development Programme: Bury Street	736	0	0	0	736
Development Programme: Electric Quarter	7,602	2,561	4,218	0	14,381
Development Programme: Property Purchases	16,094	0	6,897	0	22,992
Estate Regeneration	0	0	1,518	0	1,518
Estate Regeneration: Alma Towers	468	1,698	1,601	7,310	11,077
Estate Regeneration: Ladderswood	0	241	0	0	241
Estate Regeneration: New Avenue	208	0	25	1,926	2,159
Estate Regeneration: Small Sites 1	268	976	3,689	0	4,933
Fire Works	703	0	0	1,283	1,986
Total HRA	44,000	13,141	18,466	10,519	86,126

Financing - General Fund

167. The capital expenditure was financed as set out in the below table.

168. Table 7: Sources of Funding

Sources of financing	General Fund	Companies	HRA
	£'000	£'000	£'000
Borrowing	61,901	0	44,000
Borrowing funded by Deferred Capital Receipts	0	8,244	0
Capital Grant & Contributions	25,858	0	13,141
Capital Receipts	2,509	0	18,466
Earmarked and Capital Reserves	468	0	10,519
Revenue Contribution	1,204	0	0
Totals	91,940	8,244	86,126
Total Capital Financing			186,309

169. External borrowing is used by the Council to finance a portion of the Capital Programme. Further information is included in the Treasury Management Outturn Report also on this Cabinet meeting agenda.

170. The 2020/21 Quarter 1 (June) Monitoring report in the new financial year will include details of reprofiling from 2019/20. The latest 2020/21 programme, including any additions to the programme since February 2020 (the approval of the 10-year Capital programme and Strategy Report), will be reviewed as part of the annual budget process to ensure all schemes are affordable with the Medium Term Financial Plan and meet corporate priorities.

Main Considerations for the Council

171. To note the project outputs and capital investment across the capital programme

Safeguarding Implications

172. Not relevant to this report.

Public Health Implications

173. Through investment in capital building and maintenance; the Council influences the built environment within Enfield significantly. The built environment in turn influences how residents interact with their environment; for example, during active travel or accessing facilities. Ensuring that our capital buildings are maintained, fit for purpose, and wellbeing considerations are taken in terms of their use, how they promote residents' wellbeing is key to contributing positively towards the public's health. Additionally, ensuring that all buildings have minimal environmental impact also contributes towards enhancing resident's wellbeing.

Equalities Impact of the Proposal

174. Not relevant to this report.

Environmental and Climate Change Considerations

175. Environmental and climate changes implications are referenced as relevant in the body of the report

Risks that may arise if the proposed decision and related Work is not taken

176. Not relevant to this report.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

177. Not relevant to this report.

Financial Implications

Financial implications are implicit in the report

Legal Implications

178. The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

Workforce Implications

179. Not relevant to this report.

Property Implications

180. Investment in the Council's Corporate Properties through the Corporate Condition Programme ensures that they remain compliant and fit for purpose ensuring improved energy efficiency and reducing future maintenance and operating costs. Minor delays to some projects in the 2019/20 programme will be caught up in the current financial year with no detriment on the long-term maintenance of the properties.

181. Investment in the Genotin Road project will secure a long-term income stream for the Council whilst ensuring the retention of a major employer in Enfield Town Centre.

Other Implications

182. There are no other implications.

Options Considered

183. Not relevant to this report.

Conclusions

The Report provided a year end position of the Capital programme, including the outcomes which were delivered

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APPENDIX A

Approved Capital Programme	2019/20 (Nov) Budget	2019/20 Budget Adjustments	209/20 Revised Budget	2019/20 Outturn	Variance	Re-profiling (Cfwd) / Bfwd	(Under) / Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES							
Digital Data & Technology							
IT Investment	8,425	0	8,425	5,771	(2,654)	(2,654)	0
Total Digital Data & Technology	8,425	0	8,425	5,771	(2,654)	(2,654)	0
Customer Experience & Change							
Libraries	131	0	131	30	(101)	23	(124)
Total Customer Experience & Change	131	0	131	30	(101)	23	(124)
Total RESOURCES	8,556	0	8,556	5,802	(2,754)	(2,631)	(124)
PEOPLE							
Adult Social Care							
Extra Care Housing: Reardon Court	974	0	974	1,093	119	119	0
Total Adult Social Care	974	0	974	1,093	119	119	0
Education							
School Expansions	6,609	0	6,609	5,942	(668)	(668)	0
Schools Maintenance	3,191	0	3,191	3,308	118	118	0
Schools' Future Programme	2,337	0	2,337	2,779	442	442	0
Total Education	12,137	0	12,137	12,029	(107)	(107)	0
Strategic Commissioning							
Community Safety	300	0	300	370	70	0	70
Total Strategic Commissioning	300	0	300	370	70	0	70
Total PEOPLE	13,411	0	13,411	13,492	81	12	70
PLACE							
Environment & Operations							
Alley Gating	100	0	100	79	(21)	(21)	0
Highways:							
Flood Alleviation	614	0	614	398	(217)	(217)	0
LED Street Lighting	1,140	0	1,140	1,239	99	99	0
Whittington Road	0	0	0	18	18	0	18
Highways & Street Scene	6,995	0	6,995	6,897	(99)	(99)	0
Parks:							
Edmonton Cemetery	1,327	0	1,327	954	(374)	(374)	0
Southgate Cemetery	1,116	0	1,116	527	(589)	(589)	0
Play Areas	41	0	41	7	(34)	(34)	0
Tennis Courts Works	5	0	5	28	23	23	0
Waste, Recycling & Fleet:							
Changes to Waste & Recycling Collections	1,434	0	1,434	1,514	80	80	0
Vehicle Replacement Programme	411	0	411	994	583	583	0
Traffic & Transportation:							
TFL: Local Implementation Plans	2,261	0	2,261	2,048	(213)	(213)	0
TFL: Cycle Enfield	6,010	0	6,010	5,481	(529)	(529)	0
TFL: Extra Investment	0	0	0	223	223	223	0
TFL: Angel Walk	865	0	865	704	(161)	(161)	0
Total Environment & Operations	22,319	0	22,319	21,110	(1,209)	(1,227)	18

APPENDIX A – Continued

Approved Capital Programme	2019/20 (Nov) Budget	2019/20 Budget Adjustments	209/20 Revised Budget	2019/20 Outturn	Variance	Re-profiling (Cfwd) / Bfwd	(Under) / Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PLACE							
Meridian Water							
Meridian Water	44,453	0	44,453	32,775	(11,678)	(11,678)	0
Total Meridian Water	44,453	0	44,453	32,775	(11,678)	(11,678)	0
Property & Economy							
Broomfield House	266	0	266	238	(28)	(28)	0
Corporate Condition Programme (prev. BIP)	2,174	0	2,174	1,405	(769)	(769)	0
Corporate Property Investment Programme	700	0	700	642	(58)	(58)	0
Edmonton Cemetery Chapel Conversion	108	0	108	148	40	0	40
Electric Quarter	2,424	0	2,424	1,417	(1,007)	(1,007)	0
Forty Hall	68	0	68	30	(38)	(38)	0
Genotin Road (Metaswitch)	12,575	0	12,575	11,352	(1,223)	(1,223)	0
Montagu Industrial Estate	500	0	500	335	(165)	(165)	0
Town Centre Regeneration	250	0	250	84	(166)	(166)	0
Total Property & Economy	19,065	0	19,065	15,651	(3,414)	(3,455)	40
Housing & Regeneration							
Housing Enabling	0	888	888	888	0	0	0
Assessment Services:							
Housing Adaptations (DFG)	2,001	0	2,001	2,143	142	0	142
Housing Assistance	12	0	12	79	67	0	67
Total Housing & Regeneration	2,013	888	2,901	3,110	209	0	209
Total PLACE exc. HRA	87,851	888	88,739	72,646	(16,092)	(16,360)	268
Chief Executive (CEX)							
Gentlemen's Row	29	0	29	0	(29)	(29)	0
Total Chief Executive (CEX)	29	0	29	0	(29)	(29)	0
Total GENERAL FUND exc. Companies	109,846	888	110,734	91,940	(18,794)	(19,008)	214
COMPANIES							
Energetik	3,060	0	3,060	2,744	(316)	(316)	0
Housing Gateway Ltd	5,500	0	5,500	5,500	0	0	0
Total COMPANIES	8,560	0	8,560	8,244	(316)	(316)	0
Total GENERAL FUND	118,406	888	119,294	100,184	(19,110)	(19,324)	214
HOUSING REVENUE ACCOUNT							
Major Works	7,333	1,054	8,387	5,334	(3,054)	(3,418)	364
Major Works: Borough Wide Decent Homes	5,150	(862)	4,288	767	(3,521)	(3,259)	(262)
Major Works: Cambridge Road West	500	0	500	16	(484)	(484)	0
Major Works: New Southgate	2,700	0	2,700	1,936	(764)	(764)	0
Major Works: Lytchet Way	1,400	0	1,400	1,408	8	0	8
Major Works: Upper Edmonton	500	0	500	87	(413)	(413)	0
Major Works: Waltham Cross	1,500	0	1,500	1,584	84	0	84
Minor Works	3,467	(1,080)	2,387	2,190	(196)	(324)	127
Minor Works: Aids & Adaptations	750	0	750	414	(336)	0	(336)
Minor Works: Structural Repairs	600	0	600	111	(489)	0	(489)
Development Programme	9,433	(2,991)	6,441	12,256	5,815	5,815	0
Development Programme: Bury Street	15,228	0	15,228	736	(14,492)	(14,492)	0
Development Programme: Electric Quarter	6,683	0	6,683	14,381	7,698	7,698	0
Development Programme: Property Purchases	20,000	2,991	22,991	22,992	0	0	0
Estate Regeneration	1,886	0	1,886	1,518	(368)	(903)	535
Estate Regeneration: Alma Towers	9,715	0	9,715	11,077	1,362	1,362	0
Estate Regeneration: Ladderswood	250	0	250	241	(9)	0	(9)
Estate Regeneration: New Avenue	2,615	0	2,615	2,159	(456)	(456)	0
Estate Regeneration: Small Sites 1	4,956	0	4,956	4,933	(23)	(23)	0
Fire Works	2,400	0	2,400	1,986	(414)	(392)	(22)
Total HRA	97,066	(888)	96,178	86,126	(10,052)	(10,052)	0
Total PLACE inc. HRA	184,916	0	184,916	158,772	(26,145)	(26,412)	268
TOTAL CAPITAL PROGRAMME	215,471	0	215,471	186,309	(29,162)	(29,376)	214

Background Papers

The following documents have been relied on in the preparation of this report:

None