

**Southwark Council**

**Budget Book**

**2016/17**

**Capital Programme**

**2015/16 – 2024/25**

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## Capital Programme

A ten-year programme was established in 2006 for capital investment which is within the remit of the medium term resources strategy and accords with local priorities as expressed through Southwark 2016, the community strategy and the Council plan. Since then, the capital programme has been refreshed a number of times to ensure it is updated and fully aligned with the Council's plan and key priorities. The capital programme was recently refreshed in February 2016 up to 2024/25.

### Investment in services

The council has one of the most ambitious capital programmes in the country as it continues to invest in the services it provides by improving existing assets and developing new ones. Details of the capital programme for the ten years from 2015/16 to 2024/25, summarised by departments is shown below.

| Department                       | £'000            |
|----------------------------------|------------------|
| Environment and Leisure          | 111,107          |
| Finance and Governance           | 50               |
| Chief Executive                  | 195,267          |
| Children's and Adult Services    | 206,549          |
| Southwark Schools for the Future | 38,353           |
| Housing and Modernisation        | 73,724           |
| <b>Total General Fund</b>        | <b>625,050</b>   |
| Housing Investment Programme     | 1,391,364        |
| <b>Total Expenditure</b>         | <b>2,016,414</b> |

### Funding the capital programme

There are various forms of funding that are available to support the capital programme which are not available for revenue budget purposes. The major sources of funds for capital are:

- Income from the sale of council assets - although in some cases a proportion of this income must be set aside as a contribution towards government and to repay loans.
- Grants from central government departments, including education related grants for capital investment in schools and Decent Homes backlog funding for the housing investment programmes.
- Major repairs reserve – funding from the annual depreciation charge on HRA properties
- Other grants and contributions - such as planning gain receipts from developers, known as section 106 funds.
- Loans.
- Contributions from revenue or reserves.

The capital programme will be monitored closely on a regular basis against the above funding sources to mitigate cash flow and funding risks and ensure the programme can be sustained over the period.

## Capital Programme by Schemes

### General Fund Capital Programme Details 2015/16-2024/25

| Description of Programme / Project           | Environment & Leisure |  |                               |       |
|--|-----------------------|--|-------------------------------|-------|
|  | 2015/16               | 2016/17<br>and later<br>years<br>£'000 | 2017/18<br>and later<br>years | Total |
|  | £'000                 | £'000                                  | £'000                         | £'000 |
| Seven Islands Leisure Centre Refurbishment   | 233                   | 1,631                                  | 0                             | 1,864 |
| Other OLF Projects                           | 1,547                 | 2,528                                  | 0                             | 4,076 |
| Peckham Pulse Option 1 & 2                   | 545                   | 1,051                                  | 0                             | 1,596 |
| Leisure centres Lifecycle maintenance        | 126                   | 200                                    | 1,050                         | 1,376 |
| Olympic Legacy Phase 2                       | 383                   | 67                                     | 0                             | 450   |
| Castle Leisure Centre                        | 1,100                 | 0                                      | 0                             | 1,100 |
| SDM Essential H&S Project                    | 144                   | 1,032                                  | 0                             | 1,176 |
| Other Park projects                          | 182                   | 1,468                                  | 100                           | 1,751 |
| GMH Park accommodation refurbishment         | 8                     | 101                                    | 0                             | 109   |
| Newington Ward Park Improvements             | 50                    | 391                                    | 0                             | 441   |
| Cemetery Burial Strategy                     | 944                   | 2,222                                  | 1,698                         | 4,863 |
| Major Parks                                  | 579                   | 3,488                                  | 1,800                         | 5,867 |
| Additional Replacement Tree Planting         | 112                   | 50                                     | 350                           | 512   |
| Park Infrastructure & Investment Programme   | 850                   | 1,860                                  | 5,490                         | 8,200 |
| Other Public Realm Projects Funded by S106   | 93                    | 364                                    | 20                            | 477   |
| Russia Dock Woodland                         | 30                    | 0                                      | 0                             | 30    |
| Nelson Square                                | 50                    | 654                                    | 0                             | 704   |
| Kingswood House refurb                       | 0                     | 250                                    | 0                             | 250   |
| RFID   | 146                   | 0                                      | 0                             | 146   |
| Grove Vale Library                           | 0                     | 160                                    | 0                             | 160   |
| Canada Water Public Art                      | 81                    | 15                                     | 0                             | 96    |
| Further implementation of RFID in libraries  | 100                   | 0                                      | 0                             | 100   |
| Refurbishment at Peckham Library             | 321                   | 0                                      | 0                             | 321   |
| Temporary library at Elephant & Castle       | 201                   | 0                                      | 0                             | 201   |
| Cuming Museum fit out of temporary premises  | 75                    | 0                                      | 0                             | 75    |
| Community Safety                             | 17                    | 0                                      | 0                             | 17    |
| Parking contract upfront capital costs       | 21                    | 0                                      | 0                             | 21    |
| Street Metal Works - Lamp Column Replacement | 496                   | 500                                    | 3,500                         | 4,496 |

|  |               |               |               |                |
|--|---------------|---------------|---------------|----------------|
| Integrated Waste Solutions Programme                               | 50            | 275           | 1,500         | 1,825          |
| Carbon Reduction Investment  | 0             | 525           | 1,750         | 2,275          |
| Walworth Road  | 0             | 0             | 38            | 38             |
| Street Care Non Principal Roads Programme                          | 4,104         | 7,126         | 25,400        | 36,629         |
| Principal Road Programme   | 1,000         | 1,000         | 1,000         | 3,000          |
| Flood Prevention ( Highways drainage gulley replacement) Programme | 316           | 245           | 1,715         | 2,276          |
| Monuments & memorials in the Public Realm                          | 175           | 375           | 350           | 900            |
| Herne Hill Flood Prevention  | 381           | 0             | 0             | 381            |
| Parking Design Projects  | 45            | 0             | 0             | 45             |
| Southbank Accessibility Improvements                               | 0             | 205           | 0             | 205            |
| 20mph Zone   | 220           | 324           | 562           | 1,106          |
| Cycling Infrastructure Fund  | 75            | 700           | 1,156         | 1,931          |
| Dr Salter Statue   | 4             | 0             | 0             | 4              |
| Old Jamaica Road   | 50            | 85            | 0             | 135            |
| Astley & Coopers ball court  | 4             | 27            | 0             | 31             |
| Grange ward secure cycle storage                                   | 25            | 0             | 0             | 25             |
| CPZ for Rotherhithe and Surrey Quays.                              | 83            | 0             | 0             | 83             |
| Stevens Street   | 21            | 0             | 0             | 21             |
| Balfour Streetscape Improvement                                    | 40            | 379           | 0             | 419            |
| Cleaner Greener and Safer Programme                                | 1,740         | 1,996         | 15,570        | 19,305         |
| <b>Total Environment and Leisure</b>                               | <b>16,764</b> | <b>31,294</b> | <b>63,048</b> | <b>111,107</b> |

| Description of Programme / Project  | Finance and Governance |          |                               |           |
|-------------------------------------|------------------------|----------|-------------------------------|-----------|
|                                     | 2015/16                | 2016/17  | 2017/18<br>and later<br>years | Total     |
|                                     | £'000                  | £'000    | £'000                         | £'000     |
| Municipal Agency Bond               | 50                     | 0        | 0                             | 50        |
| <b>Finance and Governance Total</b> | <b>50</b>              | <b>0</b> | <b>0</b>                      | <b>50</b> |

| Description of Programme / Project               | Chief Executive |         |  |        |
|--|-----------------|---------|--|--------|
|  | 2015/16         | 2016/17 | 2017/18<br>and later<br>years<br>£'000 | Total  |
|  | £'000           | £'000   | £'000                                  | £'000  |
| Public Realm & Open Space Improvements           | 1,118           | 1,358   | 800                                    | 3,276  |
| Borough & Bankside St.scape Improvements         | 33              | 0       | 0                                      | 33     |
| Bermondsey Streetscape Improvements              | 344             | 444     | 633                                    | 1,422  |
| Improving Local Retail Enviroments               | 107             | 0       | 0                                      | 107    |
| Borough & Bankside Tourism Infrastructure        | 25              | 0       | 209                                    | 234    |
| Housing and Area Renewal                         | 75              | 505     | 600                                    | 1,180  |
| Hatfields Streetscape Improvements               | 99              | 100     | 0                                      | 199    |
| ILRE Phase 2                                     | 0               | 0       | 2,052                                  | 2,052  |
| Walworth Road South(Missing bit of the Jigsaw)   | 0               | 0       | 2,850                                  | 2,850  |
| Roads & Traffic Mgt Improvements                 | 3,142           | 3,239   | 0                                      | 6,381  |
| Major Schemes(Lower Road)                        | 160             | 100     | 0                                      | 260    |
| Quietways (Cycle paths)                          | 4,228           | 872     | 0                                      | 5,100  |
| Mayor's Air Quality Fund                         | 47              | 0       | 0                                      | 47     |
| Bermondsey Spa Public Realm Improvements         | 28              | 470     | 0                                      | 498    |
| Elephant & Castle Open Spaces                    | 211             | 2,578   | 2,900                                  | 5,689  |
| Walworth Town Hall                               | 1,400           | 1,000   | 17,580                                 | 19,980 |
| Rotherhithe Library (Albion Street) Demolition   | 433             | 0       | 0                                      | 433    |
| Charlotte Sharman Lodge Reinstatement            | 201             | 0       | 0                                      | 201    |
| Draper House/ Sherston Court Improvements        | 29              | 0       | 0                                      | 29     |
| Construction Skills Centre for South London(NHB) | 52              | 773     | 176                                    | 1,002  |
| St Olav's Square Redevelopment                   | 85              | 498     | 0                                      | 583    |
| Camberwell Green and Gateway to Peckham          | 2,611           | 14,225  | 8,362                                  | 25,198 |
| Revitalise5 Camberwell                           | 0               | 1,690   | 1,436                                  | 3,126  |
| Camberwell Library                               | 1,163           | 83      | 0                                      | 1,246  |
| Eagle Wharf Development                          | 311             | 4,751   | 12,938                                 | 18,000 |
| Canada Water Library                             | 18              | 91      | 0                                      | 109    |
| Construction of Community Centre                 | 677             | 63      | 0                                      | 741    |
| Revitalise Peckham Rye                           | 50              | 2,313   | 771                                    | 3,134  |
| Mint Street Adventure                            | 0               | 1,100   | 900                                    | 2,000  |
| Construction of Elephant & Castle Leisure Centre | 4,975           | 421     | 692                                    | 6,088  |
| Voluntary Sector Strategy                        | 0               | 1,031   | 0                                      | 1,031  |
| Property Acquisition                             | 2,000           | 2,915   | 14,000                                 | 18,915 |

|  |               |               |                |                |
|--|---------------|---------------|----------------|----------------|
| Pullens Yard Improvements              | 0             | 210           | 242            | 452            |
| Void Shops & Council Owned Parade      | 0             | 725           | 1,275          | 2,000          |
| Lease of New Office Accomodation       | 54            | 116           | 0              | 169            |
| Assets                                 | 0             | 1,615         | 0              | 1,615          |
| Acquisition of New Office Accomodation | 14            | 211           | 0              | 225            |
| Elephant & Castle Regeneration         | 4,676         | 5,465         | 48,419         | 58,560         |
| Blackfriards Road Boulevard            | 0             | 100           | 0              | 100            |
| Tate Modern Extension Project          | 0             | 1,000         | 0              | 1,000          |
| <b>Chief Executive Total</b>           | <b>28,368</b> | <b>50,064</b> | <b>116,835</b> | <b>195,267</b> |

| Description of Programme / Project             | Children's and Adults Services |         |                               |         |
|--|--------------------------------|---------|-------------------------------|---------|
|  | 2015/16                        | 2016/17 | 2017/18<br>and later<br>years | Total   |
|  | £'000                          | £'000   | £'000                         | £'000   |
| Other Grant Allocations                        | 491                            | 100     | 0                             | 591     |
| 3 Primaries                                    | 248                            | 476     | 0                             | 724     |
| Carbon Reduction in Schools                    | 0                              | 245     | 0                             | 245     |
| Other Primary Projects                         | 5                              | 0       | 0                             | 5       |
| Free School Meals                              | 3                              | 364     | 0                             | 367     |
| Bessemer                                       | 600                            | 77      | 0                             | 677     |
| Dulwich Wood (Langbourne)                      | 1,500                          | 248     | 0                             | 1,748   |
| Lyndhurst major expansion & refurb 1.5 to 2 fe | 900                            | 198     | 0                             | 1,098   |
| Youth Services projects                        | 7                              | 0       | 0                             | 7       |
| Troubled Families                              | 0                              | 133     | 0                             | 133     |
| SILS Porlock Hall                              | 293                            | 0       | 0                             | 293     |
| Essential Upgrade of Carefirst System          | 884                            | 843     | 0                             | 1,727   |
| Thomas Carlton fabric                          | 315                            | 0       | 0                             | 315     |
| Thomas Carlton ICT                             | 71                             | 0       | 0                             | 71      |
| Maintenance programme for Schools              | 3,667                          | 4,297   | 0                             | 7,963   |
| Permanent Expansions                           | 12,319                         | 84,004  | 78,702                        | 175,025 |
| Southwark Resource Centre                      | 0                              | 259     | 0                             | 259     |
| Adult PSS Capital Allocations                  | 0                              | 181     | 0                             | 181     |
| Half Moon Lane                                 | 100                            | 1,700   | 0                             | 1,800   |
| Adult PSS Orient Street                        | 85                             | 1,040   | 0                             | 1,125   |
| Kimmins Court                                  | 186                            | 0       | 0                             | 186     |
| Adult PSS Fred Francis                         | 34                             | 26      | 0                             | 60      |
| Adult PSS Southwark Park Road                  | 33                             | 2       | 0                             | 35      |
| Transformation of LD care - Brandon Trust      | 0                              | 727     | 0                             | 727     |
| Crebor Street                                  | 316                            | 0       | 0                             | 316     |
| Mount Adon Park                                | 6                              | 0       | 0                             | 6       |
| Therapia road                                  | 3                              | 0       | 0                             | 3       |
| Dover Lodge                                    | 8                              | 0       | 0                             | 8       |
| Telecare expansion                             | 150                            | 75      | 0                             | 225     |
| Centre of Excellence                           | 0                              | 1,000   | 1,500                         | 2,500   |
| Autism learning provision                      | 0                              | 0       | 7,000                         | 7,000   |
| Anchor Rose court                              | 223                            | 200     | 0                             | 423     |
| Anchor Greenhive                               | 0                              | 599     | 0                             | 599     |



|   |               |               |               |                |
|---|---------------|---------------|---------------|----------------|
| Anchor Waterside                            | 42            | 0             | 0             |                |
| Anchor Blue Grove                           | 66            | 0             | 0             |                |
| <b>Children's and Adults Services Total</b> | <b>22,555</b> | <b>96,792</b> | <b>87,202</b> | <b>206,549</b> |

| Description of Programme / Project            | Southwark Schools for the Future |              |                               |               |
|---|----------------------------------|--------------|-------------------------------|---------------|
|   | 2015/16                          | 2016/17      | 2017/18<br>and later<br>years | Total         |
|   | £'000                            | £'000        | £'000                         | £'000         |
| St Michael's PFI                              | 100                              | 0            | 0                             | 100           |
| SMAA  | 1,200                            | 357          | 0                             | 1,557         |
| New School Aylesbury                          | 147                              | 0            | 0                             | 147           |
| Bredinghurst Secondary School                 | 2                                | 0            | 0                             | 2             |
| SSSO (VA) St Saviours and St Olaves           | 5                                | 0            | 0                             | 5             |
| KS3/ KS4 SILS                                 | 50                               | 5,000        | 2,950                         | 8,000         |
| ICT   | 620                              | 70           | 396                           | 1,086         |
| Rotherhithe deferred                          | 0                                | 0            | 19,622                        | 19,622        |
| Phase 3 rescope                               | 0                                | 0            | 6,485                         | 6,485         |
| Contingency & retention payments              | 0                                | 43           | 1,307                         | 1,350         |
| <b>Southwark Schools for the Future Total</b> | <b>2,124</b>                     | <b>5,469</b> | <b>30,760</b>                 | <b>38,353</b> |

| Description of Programme / Project                  | Housing and Modernisation |               |                               |               |
|---|---------------------------|---------------|-------------------------------|---------------|
|   | 2015/16                   | 2016/17       | 2017/18<br>and later<br>years | Total         |
|   | £'000                     | £'000         | £'000                         | £'000         |
| Springtide Close travellers site                    | 32                        | 80            | 0                             | 112           |
| Ilderton travellers site wall                       | 0                         | 300           | 0                             | 300           |
| Wadding Street and Stead Street                     | 1,040                     | 0             | 0                             | 1,040         |
| Information Service                                 | 654                       | 47            | 795                           | 1,496         |
| IT Investment Schemes                               | 2,978                     | 1,600         | 6,453                         | 11,030        |
| Property Works Programme                            | 0                         | 715           | 1,200                         | 1,915         |
| Work to Council Buildings DDA                       | 47                        | 0             | 0                             | 47            |
| Planned Preventative Maintenance (PPM) & Compliance | 906                       | 4,303         | 32,376                        | 37,585        |
| Walworth Road Fire                                  | 1,459                     | 0             | 0                             | 1,459         |
| Housing Renewal                                     | 2,603                     | 2,567         | 11,964                        | 17,134        |
| Brayards Improvement Zone                           | 797                       | 810           | 0                             | 1,606         |
| <b>Housing and Modernisation Total</b>              | <b>10,515</b>             | <b>10,421</b> | <b>52,788</b>                 | <b>73,724</b> |

|   |               |                |                |                |
|---|---------------|----------------|----------------|----------------|
| <b>Total General Fund Capital Programme<br/>2014/15 - 2023/24</b> | <b>80,376</b> | <b>194,040</b> | <b>350,633</b> | <b>625,049</b> |
|---|---------------|----------------|----------------|----------------|

## Housing Revenue Account Capital Programme Details 2015/16-2024/25

| Description of Programme / Project          | Housing Revenue Account |         |                               |         |
|---|-------------------------|---------|-------------------------------|---------|
|   | 2015/16                 | 2016/17 | 2017/18<br>and later<br>Years | Total   |
|   | £'000                   | £'000   | £'000                         | £'000   |
| WDS carry-over schemes                      | 14                      | 0       | 0                             | 14      |
| WDS 2-year programme                        | 660                     | 2,430   | 432                           | 3,522   |
| WDS 2012 major works                        | 4,423                   | 411     | 5,357                         | 10,191  |
| WDS 2013 major works                        | 5,633                   | 1,647   | 6,730                         | 14,010  |
| WDS 2014 major works                        | 33,471                  | 21,612  | 7,592                         | 62,675  |
| WDS 2015 major works                        | 91,216                  | 96,519  | 2,097                         | 189,832 |
| FRA works                                   | 550                     | 2,125   | 0                             | 2,675   |
| M&E electrical                              | 83                      | 608     | 1,027                         | 1,718   |
| M&E heating                                 | 7,263                   | 6,249   | 203                           | 13,715  |
| M&E lifts                                   | 790                     | 42      | 0                             | 832     |
| WDS voids works                             | 4,000                   | 88      | 0                             | 4,088   |
| WDS Unallocated Budget                      | 113                     | 371     | 310                           | 794     |
| HINE WDS works                              | 2,762                   | 3,170   | 2,137                         | 8,069   |
| WDS Leathermarket JMB                       | 371                     | 0       | 0                             | 371     |
| Housing Stock - New Programme               | 11,685                  | 63,343  | 696,022                       | 771,050 |
| Additional FRA Works                        | 150                     | 615     | 2,300                         | 3,065   |
| HINE additional works                       | 13,373                  | 7,915   | 10,753                        | 32,041  |
| Aylesbury Estate PPM works                  | 549                     | 1,109   | 0                             | 1,658   |
| Aylesbury Estate regeneration               | 11,600                  | 7,050   | 45,311                        | 63,961  |
| Bermondsey Spa refurbishment                | 232                     | 556     | 0                             | 788     |
| East Dulwich Estate                         | 3,293                   | 935     | 0                             | 4,228   |
| Elmington Estate                            | 2,843                   | 136     | 0                             | 2,979   |
| Heygate Estate                              | 2,915                   | 4,981   | 0                             | 7,896   |
| Hidden Homes                                | 449                     | 0       | 0                             | 449     |
| Hostels new build                           | 2,448                   | 800     | 0                             | 3,248   |
| Local authority new build                   | 123                     | 120     | 0                             | 243     |
| Misc regen, acquisitions and home loss      | 239                     | 0       | 349                           | 588     |
| Purchase of S106 Prop from Developers       | 14,251                  | 3,096   | 0                             | 17,347  |
| Direct Delivery - New Council Homes         | 25,934                  | 49,349  | 0                             | 75,283  |
| Adaptations                                 | 2,109                   | 2,003   | 10,000                        | 14,112  |
| Affordable housing through commuted sums    | 0                       | 0       | 0                             | 0       |
| Cash incentive & Home owner buy back scheme | 1,910                   | 2,491   | 0                             | 4,401   |
| Digital switchover                          | 0                       | 0       | 148                           | 148     |
| Disposals costs                             | 500                     | 379     | 0                             | 879     |
| Energy                                      | 507                     | 0       | 0                             | 507     |
| Installation of Sprinkler & Smoke detectors | 7,557                   | 11,680  | 18,392                        | 37,629  |

|                                    |                |                |                |                  |
|------------------------------------|----------------|----------------|----------------|------------------|
| Lakanal House                      | 3,262          | 10,129         | 3,344          | 16,735           |
| Fire damage reinstatement          | 0              | 778            | 0              | 778              |
| Group repairs                      | 272            | 0              | 0              | 272              |
| Hostels accommodation              | 44             | 0              | 0              | 44               |
| Leasehold / freehold acquisitions  | 5              | 1,192          | 0              | 1,197            |
| Major voids                        | 1,121          | 839            | 0              | 1,960            |
| Office accommodation               | 0              | 0              | 250            | 250              |
| Scheme management costs            | 0              | 0              | 2,727          | 2,727            |
| Security                           | 90             | 10             | 300            | 400              |
| Sheltered accommodation            | 70             | 302            | 0              | 372              |
| T&RA halls                         | 1,720          | 3,341          | 0              | 5,061            |
| Heating Energy Efficiency Measures | 634            | 5,928          | 0              | 6,562            |
| <b>Total HRA</b>                   | <b>261,234</b> | <b>314,349</b> | <b>815,781</b> | <b>1,391,634</b> |

|                                | 2015/16        | 2016/17        | 2017/18<br>and<br>Later<br>Years | Total            |
|--------------------------------|----------------|----------------|----------------------------------|------------------|
|                                | £'000          |                | £'000                            | £'000            |
| <b>General fund</b>            | <b>80,376</b>  | <b>194,040</b> | <b>350,633</b>                   | <b>625,049</b>   |
| <b>Housing Revenue Account</b> | <b>261,234</b> | <b>314,349</b> | <b>815,781</b>                   | <b>1,391,364</b> |
| <b>Total Capital Programme</b> | <b>341,610</b> | <b>508,389</b> | <b>1,166,414</b>                 | <b>2,106,413</b> |

Please note that these schedules may contain rounding differences.