

| Directorate | Service | Programme | Project Number | Project Name | 2023-24 Budget | 2024-25 Budget | 2025-26 Budget | 2026-27 Budget | 2027-28 Budget | Total |
|---------------------|--|-----------------------------|----------------|--|------------------|------------------|----------------|----------------|----------------|------------------|
| Adults | Adults Services | Adults - DFG | C35200 | Better Care Fund - Disabled Facilities Grant (indicative) | 782,798 | 0 | 0 | 0 | 0 | 782,798 |
| Adults | Adults Services | Adults - DFG | C40070 | Better care fund 2022-23 | 2,056,000 | 0 | 0 | 0 | 0 | 2,056,000 |
| Adults | Adults Services | Adults - DFG Total | | | 2,838,798 | 0 | 0 | 0 | 0 | 2,838,798 |
| Adults | Adults Services | Adults - Other | C28160 | Adults Learning Disabilities Provision Build | 1,676,673 | 0 | 0 | 0 | 0 | 1,676,673 |
| Adults | Adults Services | Adults - Other Total | | | 1,676,673 | 0 | 0 | 0 | 0 | 1,676,673 |
| Adults | Adults Services Total | | | | 4,515,471 | 0 | 0 | 0 | 0 | 4,515,471 |
| Adults Total | | | | | 4,515,471 | 0 | 0 | 0 | 0 | 4,515,471 |
| COO | Customer, Communication & Culture | Leisure Other | C35070 | Sports Centre | 918,852 | 0 | 0 | 0 | 0 | 918,852 |
| COO | Customer, Communication & Culture | Leisure Other | C39220 | Brittons Playing Fields - Enhancement of pitch to 3G surface with Lighting and Fencing | 36,413 | 0 | 0 | 0 | 0 | 36,413 |
| COO | Customer, Communication & Culture | Leisure Other Total | | | 955,265 | 0 | 0 | 0 | 0 | 955,265 |
| COO | Customer, Communication & Culture | Leisure SLM | C26860 | SLM - Central Park Leisure Centre - Refurbishment | 10,000 | 476,878 | 0 | 0 | 0 | 486,878 |
| COO | Customer, Communication & Culture | Leisure SLM | C26870 | SLM - Hornchurch Sports Centre - Redevelopment | 0 | 126,168 | 0 | 0 | 0 | 126,168 |
| COO | Customer, Communication & Culture | Leisure SLM | C26880 | SLM - Sapphire Ice and Leisure - Fit Out | 0 | 828,484 | 0 | 0 | 0 | 828,484 |
| COO | Customer, Communication & Culture | Leisure SLM | C28070 | SLM - Awaiting Allocation | 0 | 3,120,755 | 0 | 0 | 0 | 3,120,755 |
| COO | Customer, Communication & Culture | Leisure SLM Total | | | 10,000 | 4,552,285 | 0 | 0 | 0 | 4,562,285 |
| COO | Customer, Communication & Culture | Libraries | C22130 | Libraries CCTV Replacement | 19,073 | 0 | 0 | 0 | 0 | 19,073 |
| COO | Customer, Communication & Culture | Libraries | C22150 | Libraries Redecoration | 19,093 | 0 | 0 | 0 | 0 | 19,093 |
| COO | Customer, Communication & Culture | Libraries | C25250 | Library Wi-Fi | 1,970 | 0 | 0 | 0 | 0 | 1,970 |
| COO | Customer, Communication & Culture | Libraries | C25260 | Library Building Works | 19,257 | 0 | 0 | 0 | 0 | 19,257 |
| COO | Customer, Communication & Culture | Libraries | C25270 | Libraries Banner | 8,104 | 0 | 0 | 0 | 0 | 8,104 |
| COO | Customer, Communication & Culture | Libraries Total | | | 67,497 | 0 | 0 | 0 | 0 | 67,497 |
| COO | Customer, Communication & Culture Total | | | | 1,032,762 | 4,552,285 | 0 | 0 | 0 | 5,585,047 |
| COO | Transformation | Transformation | C38180 | CRM System | 792,000 | 203,731 | 0 | 0 | 0 | 995,731 |
| COO | Transformation | Transformation | C36070 | Smart Working Plus | 870,188 | 0 | 0 | 0 | 0 | 870,188 |
| COO | Transformation | Transformation | C38030 | Digital Portfolio Contingency | 517,500 | 0 | 0 | 0 | 0 | 517,500 |
| COO | Transformation | Transformation | C38060 | Platforms & Integration | 2,420,275 | 1,900,000 | 300,000 | 0 | 0 | 4,620,275 |
| COO | Transformation | Transformation | C38110 | Audio Visual | 200,490 | 0 | 0 | 0 | 0 | 200,490 |
| COO | Transformation | Transformation | C38120 | Organisational Data Capability | 1,523,472 | 4,000,000 | 1,500,000 | 1,000,000 | 0 | 8,023,472 |
| COO | Transformation | Transformation | C38130 | Business Systems, BI and Data Analytics | 48,460 | 0 | 0 | 0 | 0 | 48,460 |
| COO | Transformation | Transformation | C38140 | Borough Wide Connectivity and Digital Inclusion | 241,753 | 0 | 0 | 0 | 0 | 241,753 |
| COO | Transformation | Transformation | C38150 | Automation & Innovation (RPA & Chatbots) | 119,432 | 60,000 | 20,000 | 20,000 | 0 | 219,432 |
| COO | Transformation | Transformation | C38170 | IT Infrastructure - User Centred Design Capabilities | 19,367 | 0 | 0 | 0 | 0 | 19,367 |
| COO | Transformation | Transformation | C38040 | Cyber Security | 200,020 | 330,251 | 160,000 | 160,000 | 0 | 850,271 |
| COO | Transformation | Transformation | C38080 | Hardware Device Refresh | 2,449,600 | 0 | 0 | 0 | 0 | 2,449,600 |
| COO | Transformation | Transformation | C38090 | Teams Telephony | 54,507 | 0 | 0 | 0 | 0 | 54,507 |

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|-----------------------------|--|---|----------------|---|-------------------|-------------------|------------------|------------------|----------------|-------------------|
| COO | Transformation | Transformation Total | | | 9,457,064 | 6,493,982 | 1,980,000 | 1,180,000 | 0 | 19,111,046 |
| COO | Transformation Total | | | | 9,457,064 | 6,493,982 | 1,980,000 | 1,180,000 | 0 | 19,111,046 |
| COO Total | | | | | 10,489,826 | 11,046,267 | 1,980,000 | 1,180,000 | 0 | 24,696,093 |
| Childrens | Childrens Services | Childrens Other | C28140 | Children with SEND Residential Provision - Build | 1,250,000 | 0 | 0 | 0 | 0 | 1,250,000 |
| Childrens | Childrens Services | Childrens Other | C28150 | Childrens Residential and Attached Semi Independ Provision Home | 939,019 | 0 | 0 | 0 | 0 | 939,019 |
| Childrens | Childrens Services | Childrens Other | C29360 | Locality Based Childrens Centres Transformation | 24,416 | 0 | 0 | 0 | 0 | 24,416 |
| Childrens | Childrens Services | Childrens Other | C35100 | Youth Offending Service - 10 Headley Close | 11,436 | 0 | 0 | 0 | 0 | 11,436 |
| Childrens | Childrens Services | Childrens Other Total | | | 2,224,871 | 0 | 0 | 0 | 0 | 2,224,871 |
| Childrens | Childrens Services Total | | | | 2,224,871 | 0 | 0 | 0 | 0 | 2,224,871 |
| Childrens | Learning & Achievement | Learning & Achievement Other | C18960 | Catering Management System and Equipment | 0 | 0 | 11,226 | 0 | 0 | 11,226 |
| Childrens | Learning & Achievement | Learning & Achievement Other | C31030 | Scargill Inf Sch - Kitchen extension | 0 | 0 | 10,528 | 0 | 0 | 10,528 |
| Childrens | Learning & Achievement | Learning & Achievement Other Total | | | 0 | 0 | 21,754 | 0 | 0 | 21,754 |
| Childrens | Learning & Achievement | Schools | C39120 | 2021-22 CAD Small Capital Grants Programme | 58,400 | 0 | 0 | 0 | 0 | 58,400 |
| Childrens | Learning & Achievement | Schools | C39180 | St Edward's Primary School ARP | 328,900 | 0 | 0 | 0 | 0 | 328,900 |
| Childrens | Learning & Achievement | Schools | C40150 | Harris Academy ARP | 450,000 | 0 | 0 | 0 | 0 | 450,000 |
| Childrens | Learning & Achievement | Schools Total | | | 837,300 | 0 | 0 | 0 | 0 | 837,300 |
| Childrens | Learning & Achievement Total | | | | 837,300 | 0 | 21,754 | 0 | 0 | 859,054 |
| Childrens Total | | | | | 3,062,171 | 0 | 21,754 | 0 | 0 | 3,083,925 |
| Neighbourhoods | Environment | Environment Other | C40000 | Waste contract vehicles | 1,920,000 | 0 | 0 | 0 | 0 | 1,920,000 |
| Neighbourhoods | Environment | Environment Other Total | | | 1,920,000 | 0 | 0 | 0 | 0 | 1,920,000 |
| Neighbourhoods | Environment | Grounds Maintenance | C39150 | Grounds Maintenance Improvement | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| Neighbourhoods | Environment | Grounds Maintenance Total | | | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| Neighbourhoods | Environment | Highways | C26780 | Former Harold Wood Hospital Controlled Parking Zone (S106) | 130,716 | 0 | 0 | 0 | 0 | 130,716 |
| Neighbourhoods | Environment | Highways | C38000 | Traffic CCTV Cameras | 940,000 | 750,000 | 182,032 | 0 | 0 | 1,872,032 |
| Neighbourhoods | Environment | Highways | C38010 | Infrastructure - Verges for parking | 196,967 | 0 | 0 | 0 | 0 | 196,967 |
| Neighbourhoods | Environment | Highways Total | | | 1,267,683 | 750,000 | 182,032 | 0 | 0 | 2,199,715 |
| Neighbourhoods | Environment | Parks | C35030 | Park Improvements | 500,000 | 0 | 0 | 0 | 0 | 500,000 |
| Neighbourhoods | Environment | Parks Total | | | 500,000 | 0 | 0 | 0 | 0 | 500,000 |
| Neighbourhoods | Environment Total | | | | 3,837,683 | 750,000 | 182,032 | 0 | 0 | 4,769,715 |
| Neighbourhoods | Registration & Bereavement Services | Cems & Cems | C40030 | Redcrofts Lake - Creation of Waterfall | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| Neighbourhoods | Registration & Bereavement Services | Cems & Cems | C40040 | Crematory - Roof Shielding | 40,000 | 0 | 0 | 0 | 0 | 40,000 |
| Neighbourhoods | Registration & Bereavement Services | Cems & Cems Total | | | 70,000 | 0 | 0 | 0 | 0 | 70,000 |
| Neighbourhoods | Registration & Bereavement Services Total | | | | 70,000 | 0 | 0 | 0 | 0 | 70,000 |
| Neighbourhoods Total | | | | | 3,907,683 | 750,000 | 182,032 | 0 | 0 | 4,839,715 |
| OneSource | Asset Management | Asset Management Other | C26690 | Havering College - Quarles Campus | 143,642 | 0 | 0 | 0 | 0 | 143,642 |
| OneSource | Asset Management | Asset Management Other | C29770 | Acquisition of Hornchurch Police Station | 2,934,100 | 0 | 0 | 0 | 0 | 2,934,100 |
| OneSource | Asset Management | Asset Management Other Total | | | 3,077,742 | 0 | 0 | 0 | 0 | 3,077,742 |
| OneSource | Asset Management | Corporate Buildings | C18010 | H and S Corporate Buildings - Legionella Assessments | 20,410 | 0 | 0 | 0 | 0 | 20,410 |
| OneSource | Asset Management | Corporate Buildings | C25390 | Corporate Buildings - Water Hygiene Works 2017/18 | 4,590 | 0 | 0 | 0 | 0 | 4,590 |
| OneSource | Asset Management | Corporate Buildings | C30870 | H and S Corporate Buildings - Fire Risk Assessments | 6,800 | 0 | 0 | 0 | 0 | 6,800 |
| OneSource | Asset Management | Corporate Buildings | C38190 | Town Hall Site Development - Initial Works | 56,770 | 0 | 0 | 0 | 0 | 56,770 |

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|--|-------------------------------|---|----------------|---|-------------------|-------------------|------------------|------------------|----------------|-------------------|
| OneSource | Asset Management | Corporate Buildings Total | | | 88,570 | 0 | 0 | 0 | 0 | 88,570 |
| OneSource | Asset Management | Health & Safety | C12000 | H&S Fire Extinguisher Acquisitions | 7,000 | 0 | 0 | 0 | 0 | 7,000 |
| OneSource | Asset Management | Health & Safety | C28250 | H and S Corporate Buildings - Legacy Works | 22,376 | 18,000 | 0 | 0 | 0 | 40,376 |
| OneSource | Asset Management | Health & Safety | C30890 | H&S Corporate Buildings - Asbestos | 62,494 | 0 | 0 | 0 | 0 | 62,494 |
| OneSource | Asset Management | Health & Safety Total | | | 91,870 | 18,000 | 0 | 0 | 0 | 109,870 |
| OneSource | Asset Management | Schools Building Maintenance | C25490 | Unplanned works to Education Buildings | 806,537 | 0 | 0 | 0 | 0 | 806,537 |
| OneSource | Asset Management | Schools Building Maintenance | C25510 | Asbestos Removal 2017/18 | 31,206 | 0 | 0 | 0 | 0 | 31,206 |
| OneSource | Asset Management | Schools Building Maintenance | C31190 | Parklands Jr Sch replacement of dilapidated building | 100,000 | 0 | 0 | 0 | 0 | 100,000 |
| OneSource | Asset Management | Schools Building Maintenance | C35260 | Gidea Park School Heating and Controls | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| OneSource | Asset Management | Schools Building Maintenance | C38240 | James Oglethorpe - Replacement Boiler 2&3 | 2,160 | 0 | 0 | 0 | 0 | 2,160 |
| OneSource | Asset Management | Schools Building Maintenance | C38250 | Elm Park - Heating Controls | 14,460 | 0 | 0 | 0 | 0 | 14,460 |
| OneSource | Asset Management | Schools Building Maintenance | C38370 | Engayne - Flat roof 9 | 139,806 | 0 | 0 | 0 | 0 | 139,806 |
| OneSource | Asset Management | Schools Building Maintenance | C38440 | Towers Infants - Flat roofs roof 3,7 | 35,000 | 0 | 0 | 0 | 0 | 35,000 |
| OneSource | Asset Management | Schools Building Maintenance | C38450 | Towers Juniors - Flat roofs A,D,G | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| OneSource | Asset Management | Schools Building Maintenance | C40100 | Schools Conditions Programme (indicative) | 1,222,267 | 0 | 0 | 0 | 0 | 1,222,267 |
| OneSource | Asset Management | Schools Building Maintenance Total | | | 2,531,436 | 0 | 0 | 0 | 0 | 2,531,436 |
| OneSource | Asset Management | Schools Expansions | C18750 | Phase 2 Expansions Unallocated | 186,000 | 0 | 0 | 0 | 0 | 186,000 |
| OneSource | Asset Management | Schools Expansions | C26030 | Phase 4 Expansions Unallocated | 0 | 7,359,863 | 0 | 0 | 0 | 7,359,863 |
| OneSource | Asset Management | Schools Expansions | C30070 | Schools Basic Needs 2020/21 | 7,500,000 | 14,879,700 | 0 | 0 | 0 | 22,379,700 |
| OneSource | Asset Management | Schools Expansions | C40120 | High Needs Provision Capital Allocation – Unallocated | 9,564,821 | 0 | 0 | 0 | 0 | 9,564,821 |
| OneSource | Asset Management | Schools Expansions | C23300 | Crownfield Jr Expansion 3FE to 4FE - Phase 3 | 18,036 | 0 | 0 | 0 | 0 | 18,036 |
| OneSource | Asset Management | Schools Expansions | C26080 | Bower Park Sch - 6 to 7 FE Phase 4 | 400,000 | 289,195 | 0 | 0 | 0 | 689,195 |
| OneSource | Asset Management | Schools Expansions | C26110 | Marshalls Park Academy 6 to 8 Phase 4 | 142,301 | 0 | 0 | 0 | 0 | 142,301 |
| OneSource | Asset Management | Schools Expansions | C36330 | Clockhouse Primary School ARP | 50,000 | 336,649 | 0 | 0 | 0 | 386,649 |
| OneSource | Asset Management | Schools Expansions Total | | | 17,861,158 | 22,865,407 | 0 | 0 | 0 | 40,726,565 |
| OneSource | Asset Management | Vehicle Replacement | C39160 | Procurement of 8 Stand on mowers for Public Realm (Parks) | 19,442 | 0 | 0 | 0 | 0 | 19,442 |
| OneSource | Asset Management | Vehicle Replacement | C40180 | Purchase of 3 Gang on Mowers for Public Realm (Parks) | 90,300 | 0 | 0 | 0 | 0 | 90,300 |
| OneSource | Asset Management | Vehicle Replacement Total | | | 109,742 | 0 | 0 | 0 | 0 | 109,742 |
| OneSource | Asset Management Total | | | | 23,760,518 | 22,883,407 | 0 | 0 | 0 | 46,643,925 |
| OneSource | ICT | ICT Infrastructure | C25440 | Telephony Infrastructure | 126,798 | 0 | 0 | 0 | 0 | 126,798 |
| OneSource | ICT | ICT Infrastructure | C28180 | Infrastructure Improvements and Resilience | 468,122 | 0 | 0 | 0 | 0 | 468,122 |
| OneSource | ICT | ICT Infrastructure | C35110 | IT Device Refresh and Windows OS roll-out | 1,559,540 | 250,000 | 0 | 0 | 0 | 1,809,540 |
| OneSource | ICT | ICT Infrastructure | C35150 | Networking | 1,130,000 | 0 | 0 | 0 | 0 | 1,130,000 |
| OneSource | ICT | ICT Infrastructure | C35160 | Audio Visual Equipment | 160,000 | 0 | 0 | 0 | 0 | 160,000 |
| OneSource | ICT | ICT Infrastructure | C38050 | Data Centre & Core Network | 1,037,621 | 769,720 | 0 | 0 | 0 | 1,807,341 |
| OneSource | ICT | ICT Infrastructure | C38100 | Evergreening Capital - IT | 2,500,000 | 2,000,000 | 2,241,757 | 0 | 0 | 6,741,757 |
| OneSource | ICT | ICT Infrastructure Total | | | 6,982,081 | 3,019,720 | 2,241,757 | 0 | 0 | 12,243,558 |
| OneSource | ICT Total | | | | 6,982,081 | 3,019,720 | 2,241,757 | 0 | 0 | 12,243,558 |
| OneSource Total | | | | | 30,742,599 | 25,903,127 | 2,241,757 | 0 | 0 | 58,887,483 |
| General Fund Total Excluding Regeneration | | | | | 52,717,750 | 37,699,394 | 4,425,543 | 1,180,000 | 0 | 96,022,687 |