



REPORT TO POLICY & RESOURCES COMMITTEE - 11 JUNE 2015

CAPITAL PLAN PRIORITISATION REPORT

1 Recommendations

The Policy & Resources Committee is recommended to:

- 1.1 **Approve the Corporate Prioritisation Process at Appendix A including the details at Appendix B;**
- 1.2 **Instruct Officers to provide a further report providing details of the scoring of service priorities projects; and**
- 1.3 **Instruct Officers to provide a further report on the impact of reducing expenditure on the rolling programmes and for this to be reported to Policy and Resources in September 2015 for approval.**

2. Background

- 2.1 Aberdeenshire Council has approved an ambitious programme of capital investment over the next 15 years. The current Capital Plan was approved by the Full Council at its meeting of 12 February 2015. The Plan (provided in **Appendix D**) sets out a programme of capital investment to 2030 worth £933.383 million, with a further £18.752 million of grants to outside bodies. The setting of the Capital Plan at the Full Council addressed the issue of the Capital Plan being out of balance.
- 2.2 Although the Plan is now in balance there are significant pressures on the Plan from new projects coming forward for inclusion. These pressures were first identified following a review of service asset management strategies in 2013/14 and have continued to increase since then. The review of service strategies in 2013 initially identified up to £592 million of additional pressures, which reduced to £322 million after Services directorate teams met with a sub group of the Capital Plan Group for challenge and support of their proposals. Since then further potential pressures have been identified. It is proposed that as part of the approved process an updated list of service priority projects proposals is provided by Services.

- 2.3 In 2014 an Internal Audit report on the Capital Plan found that general procedures were working well, however there was a need to address the funding gap and to review and prioritise projects. A sub-group of the Capital Plan Group was set up to develop a prioritisation process as an aid to decision making.
- 2.4 Given the current and impending financial climate, it is increasingly important to ensure that expenditure in the Capital Plan is commensurate with the available budget. In addition, it is essential that any expenditure on Capital Plan projects meets business objectives, is linked to the strategic objectives of the Council, provides value for money, and is sustainable in the long term.
- 2.5 The Council manages the Capital Plan in line with CIPFA guidance, including a corporate gateway process outlined in **Appendix C**, and the Corporate Prioritisation process developed by the Capital Plan sub-group is based on CIPFA guidance but tailored to fit the situation within Aberdeenshire Council.
- 2.6 The CIPFA guidance on development of the Capital Programme of works recommends that investments should be split between 3 broad categories. Councils decide what Capital Investment is affordable and then agree a mechanism for allocating investment between each of these broad categories of work:
- (i) Baseline statutory obligations ie improved disabled access, Health and Safety, Safety Initiatives, Equality Act works;
 - (ii) Baseline backlog lifecycle, ie Property Planned Maintenance, Roads Resurfacing, Parks and Open Spaces and the like; and
 - (iii) Additional project investment identified by Service Strategies ie School Enhancements, Public Toilets, Household Waste Recycling and the like. This category can be segmented into two aspects, firstly projects already committed and secondly projects not yet committed.
- 2.7 In April 2014 The Policy and Resources Committee approved a two stage prioritisation process. Stage 1 involves assessing how capital plan programme themes align to the 20 strategic priorities set out in the Council Plan. This allows members opportunity to question the capital spending priorities of the Council and to determine if resources are being spent on the right things. Stage 2 involves developing a scoring mechanism to allow one project to be prioritised against another in the first instance.

- 2.8 Earlier this year the Capital Plan sub-group concluded a draft process for prioritising projects. The proposed methodology was tested against a number of projects. In the table in **Appendix B** the added value criterion score has been separated from the total score and the table shows the running costs of the new asset, the revenue borrowing costs and any revenue and capital saving in respect of disposal/cessation of any existing asset. The table will also include a recommended course of action. Those projects that are at stage 0 are not in the Capital Plan and will only be added if affordable or substitution criteria are met.
- 2.9 It is recommended that the prioritisation process should only apply to new projects, not those already approved for inclusion in the Capital Plan. There are five existing projects that are in the plan but not yet legally committed. It is recommended these should remain in the Plan as priorities. However, all projects not legally committed in the Plan will continue to be scrutinised at the appropriate Gateway Stages.
- 2.10 Details of the prioritisation process are provided at **Appendix A** to this report. The process will be used to re-score the potential new projects highlighted by services and thereafter considered by the appropriate committee, as illustrated at **Appendix E**. It is recognised that the governance process of how things make their way into the Plan needs to be clearly defined. **Appendix A** and **Appendix E** refer.
- 2.11 The Capital Plan sub-group agreed that there was a need to ensure that service asset management strategies closely align to service plans and should be updated regularly. This would involve consultation in the first instance with Service Policy Committees, thereafter Area Committees and then Policy and Resources Committee as appropriate. This would provide a work plan in terms of any assessments to be carried out on the Service Strategy projects together with highlighting any work in connection with the asset reviews. A table is provided at **Appendix E**.
- 2.12 With regards governance, the current process involves services developing their own asset management strategies, which are then reviewed and incorporated into the Corporate Asset Management Plan. This is presented to the Policy and Resources Committee for approval on a 5 year cycle and informs the Capital Plan Strategy (which is continually reviewed).
- 2.13 It should be noted that the methodology currently in development has not been used to score rolling programmes of work because it is not deemed appropriate to compare a programme (such as a roads maintenance programme or a programme of property planned maintenance works) with discrete projects. A different mechanism is being developed to address programmes of work.

- 2.14 The development of a process to score rolling programmes will require:-
- (i) A detailed programme of work to be developed for each budget line showing what projects are planned over the next three years
 - (ii) Reaching agreement on the maximum size of a project to be included within each rolling programme. Projects over a certain threshold should be treated as individual projects
 - (iii) Agreeing the criteria to be used to score each programme.
- 2.15 Analysis indicates that up to 50% of the Capital Plan can be classed as rolling programmes and a modest reduction in these would release funds of between £50 -80 million, however further work requires to be undertaken to assess the viability and impact of such a reduction taking into consideration other budgetary implications..
- 2.16 The Capital Plan is not static and there will always be new projects coming forward for inclusion in the Plan. The project prioritisation process in development by the Capital Plan Sub-Group will inform recommendations to Committee on capital investment. However the final decision on what is, or is not, included in the Capital Plan will rest with elected members.
- 2.17 Services will continue to review asset based strategies to ensure validity of future requirements and investment. These future requirements and investment needs have been realigned to reflect current timescales, including deliverability, and available funding. This realignment is reflected within the approved Capital Plan 2015 - 2030. There is currently a large programme of property disposals and this is anticipated to continue over the next five years whilst Services are re-aligned. A programme of property service reviews is being scheduled, following on the previous reviews on offices, toilets and depots.
- 2.18 The Head of Commercial and Procurement Services has been consulted and has no comments to add.
- 2.19 The Head of Finance has been consulted and comments incorporated within the report.
- 2.20 The Monitoring Officer within Business Services has been consulted and has no comments to make.

3 Equalities, Financial and Staffing Implications

- 3.1 An Equalities Impact Assessment is not required for this report as an EIA was provided as part of the Capital Plan Budget in February 2015. An EIA is generally provided for each major project/programme within the Capital Plan. A further EIA is not required here as there will be no differential impact, as a result of this particular report, on people with protected characteristics

- 3.2 The implementation of the Capital Plan has resource implications for all services. The maintenance of the corporate asset management data and the delivery of capital projects are managed primarily from internal resources within Infrastructure Services. Financial Monitoring is undertaken by Finance with input from all Services providing an intelligent client role, dependent on the programme line within the Capital Plan. The further development of the projects detailed in Appendix B will require cross service input. This will be met from existing resources.
- 3.3 For every £1 million borrowed to build a new school or other asset Finance calculate that an additional £54,343 worth of borrowing is incurred on an annual basis. This borrowing impacts on the Revenue Budget. Given the current pressures on the Revenue Budget extensive further borrowing is considered to be unaffordable. Given the recommendations at Appendix B, there are no financial implications at this time, other than the cost of further work to substantiate business cases.

Head of Finance

Director of Infrastructure Services

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APPENDIX A

Proposed Corporate Prioritisation Model (March 2015) – Methodology and Observations

- 1.1 The methodology uses a scale of 5 – 0 where 5 = directly supports the delivery of all areas covered by the criterion and 0 = project does not support delivery of any area covered by the criterion.
- 1.2 The Criteria used to assess each project are:
- (i) **Support for Council's Priorities** – there are 20 priorities listed under the 4 Core Outcomes in the Council Plan. This Criterion assesses how well the project supports delivery of each priority.
 - (ii) **Service Asset Management Strategy** – the proposed project must have been included in the service Asset Management Strategy and evidence under the following issues provided to show why it was included:
 - Condition of asset;
 - Demographic Pressures;
 - Supports objectives in key service strategies; and
 - Robust option appraisal has been carried out.
 - (iii) **Local Value** – this Criterion asks for evidence of the benefits that the proposed project would deliver to the local community under the general headings of Community Well Being, Jobs and the Economy, Lifelong Learning, Sustainable Environment and finally Corporate Improvement.
 - (iv) **New Statutory Requirements or Policy Initiatives.** This Criterion asks for evidence that something has changed or some new requirement has come along that has to be addressed. We assume that New Statutory Requirements covers any changes since 2010.
 - (v) **Project Consequences.** This Criterion assesses the potential risks of not going ahead with the project and how immediate are they.
 - (vi) **Sustainable Development.** This Criterion assesses how well the project contributes to the delivery of actions set out in the Council's Environmental Charter. It is not sufficient to claim that a new build will be environmentally friendly, to score highly under this Criterion the specific purpose of the project must be to address a specific environmental issue.
 - (vii) **Added Value** – this Criterion assesses the revenue consequences of the project (both capital financing costs and running costs) and applies a score to the net annual revenue implications.

- 1.3 A weighting is then applied to the score from each Criterion giving a total score of 400. This is shown in the table below:

Criterion	Score	Weighting	Weighted Score
(i) Contributes To The Council's Vision, Aims and Priorities.	(20)	X 5	(100)
(ii) Service Asset Management Strategy	(20)	X 4	(80)
(iii) Local Value	(25)	X 2	(50)
(iv) New statutory requirements or national policy initiatives	(5)	X 5	(25)
(v) Project consequences (risk of not proceeding)	(25)	X 2	(50)
(vi) Sustainable Development	(30)	X 1	(30)
Sub Total			(335)
(vii) Added Value	(25)	X 2.6	(65)
Total			(400)

Observations

- 1.4 The revised method was used to score a total of 19 projects. These projects were taken from additional pressures as identified through the review of service strategies.
- 1.5 One issue with the prioritising mechanism used is that projects with a small net annual revenue implication tend to score higher than projects with a greater net revenue implication. Projects with a smaller net revenue impact are those which involve consolidating two or more assets on one site so making savings on running costs whilst generating capital receipts or projects that are able to access external sources of funding hence reducing the levels of borrowing required.
- 1.6 A number of other observations must be made with regards the prioritisation process:-
- The basic assumption is that no additional borrowing is affordable and that the existing plan must remain in balance. New projects will only be added to the Capital Plan if savings can be made from existing budget lines or if they are self-funding.
 - Decision made at the project prioritisation process are not necessarily final. A number of assumptions made when scoring the project will need to be reviewed before the Council can fully commit to the project. For example a detailed business case will need to be developed, capital and running costs detailed and other funding streams.

- Projects excluded from the Capital Plan at this stage can be re-submitted for prioritisation at a later date if further information in support of the project becomes available.

PROPOSED CAPITAL PROJECTS APPRAISAL SUMMARY OF SCORES												
Themes	Project	Gateway Stage	Status- in Plan Yes/No	Strategic Priorities Score	Added Value Score	Total Score	Revenue Impact	Estimated Capital Cost	Estimated Disposal Savings	Ranking	Recommendation	Comments
Accommodation With Care	Adult Extra Care Housing Formartine	0	No	218	65	283	Annual financing charge of £209.7k with potential savings in running costs giving a net cost of £87.3k per annum.	£5.8 million (but with potential contributions of up to £3.868 million)	The capital and revenue implications of this project still need to be finalised. Potentially revenue savings from reductions in overnight cover	1	Progress to Stage 1 Assessment	
Accommodation With Care	Adult Day Services Hub Central	0	No	178	52	230	Annual financing costs of £211.9k. Running costs are expected to be revenue neutral.	£3.9 million	Capital receipts arising from sale of vacated premises could be used to offset capital costs.	12	Progress to Stage 1 Assessment	
Public Transport	Inverurie Interchange	0	No	171	52	223	Annual financing costs of £169.6k plus running costs of £25k = £194.6k per annum.	£4 million (but £0.5 million from Government)		18	Progress to Next Assessment Stage	

APPENDIX B

Project	Description Of Project
Adult Extra Care Housing Formartine	Proposals for care homes in each area but the full business case for these has still to be developed. The proposed unit for Ellon would have 24 one bedroom flats for assisted living. The project will allow the development of housing that is more appropriate for the needs of adults with learning disabilities and should allow disinvestment in a number of Support Living Services and registered Care homes that are no longer suitable or sustainable and are costly to run and maintain.
Adult Day Services Hub Central	Delivery of three purpose built bases to provide care and support to Adults with profound and or complex disabilities and health needs. The hubs will also provide a base for staff to deliver a service to adults who can be supported in the community. The project will enable disinvestment in a range of large, unsuitable and costly to run and maintain buildings bringing a capital gain from the sale of these buildings and sites and a revenue gain from the opportunity to deliver services from efficient and well-designed
Inverurie Interchange	This involves the construction of a Public Transport Interchange (bus, taxi and cycle facilities) and the expansion of the surface of the car park at the Inverurie Rail Station (+180 spaces) utilising land previously occupied by the now redundant rail freight terminal. It has been a strategic priority for the service for a long time but project development was delayed as a result of protracted negotiations for land with Scot Rail. A very detailed business plan has been developed to support project proposals. Project costs are estimated to be £4 million but contributions of £500K are available from the Scottish Government.

APPENDIX C

Overview of project approach and gateway review process

Strategic appraisal	Project Stage 1 - Assessment	Project Stage 2 - Develop proposed solution	Project Stage 3 - Develop preferred solution	Project Stage 4 - Construction	Project Stage 5 - Handover and Review
<p>Programme management</p> <ul style="list-style-type: none"> ➢ Prepare Service strategies ➢ Link to Strategic Plan / Community Plan ➢ Develop overall funding for Capital Plan ➢ Prioritise with Capital Plan / Asset Management Plan ➢ Identify individual projects 	<p>RIBA 1: Preparation</p> <ul style="list-style-type: none"> ➢ Project Management Structure (Project Sponsor/Manager/Team) ➢ Stakeholder consultation ➢ Stakeholder Management (Client End User, IT Planning, Environment) ➢ Determine projects objectives ➢ Design brief – Inception, Feasibility ➢ Define options (Do nothing, refurbishment, extend, new build) ➢ Option appraisal ➢ Assess options ➢ Risk management ➢ Value management/engineering appraisal ➢ Site identification / site appraisal ➢ Site Acquisition (with conditions to planning consent) ➢ Agree lifespan of buildings ➢ Sustainability and BREEM Planning issues ➢ Section 75 approval in Authority's favour (if applicable) ➢ Whole life costing (NPV) ➢ Cost / Value matrix – scoring mechanism (Net cost of development) 	<p>RIBA 2 & 3: Concept & Developed Design</p> <ul style="list-style-type: none"> ➢ Outline proposals and detailed estimate scheme ➢ Design specification ➢ Outline Risk / Value Management ➢ Risk / Value Management ➢ Need for estimated cost report to be developed / approved ➢ Consultation with Service, Area Committees ➢ Planning application submitted ➢ Major Application Planning process 	<p>RIBA 4 & 5: Technical & Specialist Design</p> <ul style="list-style-type: none"> ➢ Detailed design ➢ Production information ➢ Risk / Value management ➢ Procurement options ➢ Tender Action ➢ CDM Planning 	<p>RIBA 6: Construction</p> <ul style="list-style-type: none"> ➢ Project Programme ➢ Project construction ➢ Risk/Value Management ➢ Cost Control ➢ Safety Monitoring and project progress reports 	<p>RIBA 7: Use & Aftercare</p> <ul style="list-style-type: none"> ➢ Post occupancy evaluation ➢ Defects period ➢ Final account ➢ Lesson learned report
<p>Output – Recommend projects to progress to Business justification Stage</p>	<p>Output – Business Case with recommended options and approximate costs for a project which is deliverable</p>	<p>Output – Completed scheme design and estimated costs</p>	<p>Output – Completed detailed design and competitive construction quotes</p>	<p>Output – Building works completed and building occupied</p>	<p>Output – End of defects liability period and final account settled</p>
<p>Gateway Review 0 - Recommendations by Capital Plan Group/Strategic Management Team followed by approval of Policy and Resources Committee for individual projects to progress</p>	<p>Gateway Review 1 - Submission to Asset management / Capital Plan Group for recommendation followed by approval by Policy Committee for inclusion in Capital Plan</p>	<p>Gateway Review 2 - Schema Design / Estimated costs approved by Area Service Committee and Policy and Resources Committee if in excess of Capital Plan approved figure.</p>	<p>Gateway Review 3 - Tender approval by Area Committee and Policy and Resources (if in excess of Capital Plan)</p>	<p>Gateway Review 4 - Confirm the project meets the business need and operational governance measures are in place</p>	<p>Gateway Review 5 - Confirm smooth operation, delivery of outputs, and achievement of benefits</p>

Abbreviations guide
RIBA – Royal Institute of British Architects (applicable to property projects only)
CDM – Construction (Design & Management) Regulations
NPV – Net Present Value
BREEM – British Research Establishment Environmental Assessment Method

Author: Allan Whyte	Issue Date	Reference Number
Reviewer: Dave Clark	29 August 2010	PA-FM/CPM/0001

APPENDIX D

ABERDEENSHIRE COUNCIL - CAPITAL PLAN 2014-2030
Policy and Resources 23 April 2015

STRATEGIC PRIORITIES

Community Wellbeing

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020-2025 £000	2025-2030 £000	Total £000
CWB 1 Safety Initiatives	620	496	547	500	500	500	2,500	2,500	8,163
CWB 1 Cycling and Walking	1,172	678	250	250	250	250	1,250	1,250	5,350
CWB 1 Cycling and Walking (CFCR)	90	95	0	0	0	0	0	0	185
CWB 1 Street Lighting	1,500	1,181	1,531	1,400	1,400	1,400	7,000	7,000	22,412
CWB 2 Coblehaugh Childrens Home (Old Kemnay Road)	42	0	0	0	0	0	0	0	42
CWB 2 Scalloway Park Childrens Home	600	748	0	0	0	0	0	0	1,348
CWB 2 Westfield Community Hub	1,500	2,039	0	0	0	0	0	0	3,539
CWB 2 New Family Centre, Victoria Road, Inverurie	1,471	0	0	0	0	0	0	0	1,471
CWB 2 Social Work - Minor Works	106	66	80	73	73	73	365	365	1,201
CWB 3 Blythwood Care Home (Conglass)	7,466	629	0	0	0	0	0	0	8,095
CWB 3 Edenholme Care Home	194	0	0	0	0	0	0	0	194
CWB 3 New Care Home	83	400	5,000	2,500	0	0	0	0	7,983
CWB 3 Learning Disabilities - Adaptation Centres	32	134	77	70	70	70	350	350	1,153
CWB 4 Private Sector Housing Grant	847	900	900	771	750	750	3,750	3,750	12,418
CWB 5 Gypsy/Traveller's Transit Site	10	116	0	0	0	0	0	0	126
CWB 7 Parks & Open Spaces	600	618	852	600	600	600	3,700	3,700	11,270
CWB 8 Public Toilets	60	241	361	120	120	120	600	600	2,222
Community Wellbeing Total	16,393	8,341	9,598	6,284	3,763	3,763	19,515	19,515	87,172

Jobs and the Economy

JE 2 Harbours, Coast & Flooding	1,400	6,496	3,311	1,000	1,000	1,000	5,000	5,000	24,207
JE 2 Development of Industrial Portfolio & Factory Units	350	3,450	9,400	1,000	1,000	1,000	5,000	5,000	26,200
JE 3 Public Transport	700	4,488	836	760	760	760	3,800	3,800	15,904
JE 3 Aberdeen Western Peripheral Route	16,427	16,584	7,000	24,989	0	0	0	0	65,000
JE 3 Aberdeen Western Peripheral Route (Funded from Earmarked Reserves)	946	0	0	0	0	0	0	0	946
JE 4 Quarries	421	356	272	260	260	260	1,300	1,300	4,429
JE 4 Vehicles	5,654	5,356	4,634	5,000	5,000	5,000	25,000	25,000	80,644
JE 4 Bridges & Structures	1,155	2,224	1,918	1,700	1,700	1,700	8,500	8,500	27,397
JE 4 Bridges & Structures (Six Key Areas)	140	0	0	0	0	0	0	0	140
JE 4 Roads Resurfacing/Reconstruction (CFCR Funded from Borrowing)	1,083	0	0	0	0	0	0	0	1,083
JE 4 Roads Resurfacing/Reconstruction (CFCR)	1,105	0	0	0	0	0	0	0	1,105
JE 4 Roads Resurfacing/Reconstruction	9,931	8,747	8,591	8,750	8,750	8,750	43,750	43,750	141,019
Jobs and the Economy Total	39,312	47,701	35,962	43,459	18,470	18,470	92,350	92,350	368,074

Lifelong Learning										
LL1	Market Hill PS Replacement	110	4,536	6,980	0	0	0	0	0	11,626
LL1	Eilon Academy (SFT)	18,700	6,975	0	0	0	0	0	0	25,675
LL1	Mearns Academy (SFT)	4,900	0	0	0	0	0	0	0	4,900
LL1	Alford Complex (SFT)	21,500	9,728	0	0	0	0	0	0	31,228
LL1	Garioch Academy	100	400	5,000	19,531	0	0	0	0	25,031
LL1	Kemnay Academy Refurbishment and Extension	5,558	0	0	0	0	0	0	0	5,558
LL1	Kinellar Primary School	19	515	5,716	5,592	0	0	0	0	11,842
LL1	Uryside Primary School	430	4,850	7,659	0	0	0	0	0	12,939
LL1	Kintore Primary School	100	6,170	6,356	0	0	0	0	0	12,626
LL1	School Enhancements	1,800	1,184	570	2,450	2,450	12,250	12,250	12,250	35,404
LL1	Drumoak PS	3,300	4,407	0	0	0	0	0	0	7,707
LL1	Portlethen/Hillside Primary School New Build	365	1,266	8,880	555	0	0	0	0	11,066
LL1	Improved Disabled Access (Education)	731	400	400	400	400	2,000	2,000	2,000	6,731
LL1	Site Acquisition	2	8,109	0	0	0	0	0	0	8,111
LL1	Minor Works (Education)	320	233	400	400	400	2,000	2,000	2,000	6,153
LL1	Aboyne Academy - Upgrade All Weather Pitch (Grant Funded Element)	79	0	0	0	0	0	0	0	79
LL1	PFI Lifecycle Maintenance (CFCR)	1,503	1,757	2,295	2,135	2,197	7,587	7,587	3,795	23,618
LL1	ELL (CFCR)	655	0	0	0	0	0	0	0	655
LL1	Children & Young Peoples Bill (SG GCG)	800	6,095	0	0	0	0	0	0	6,895
LL1	School Meals P1-P3 (SG GCG)	600	100	0	0	0	0	0	0	700
LL4	Support for Learners	20	209	165	150	150	750	750	750	2,344
LL5	Canal Park (net cost)	300	1,009	2,850	0	0	0	0	0	4,159
LL5	Fraserburgh Pool & Comm/Sport Centre	204	0	0	0	0	0	0	0	204
LL5	Community Sports Facility, Hill of Banchoy	64	700	7,074	0	0	0	0	0	7,838
LL5	Dales Park Multi Use Games Area - All Weather Court	186	0	0	0	0	0	0	0	186
	Lifelong Learning Total	62,346	58,643	54,345	31,213	5,597	5,749	24,587	20,795	263,275
Sustainable Environment										
SE 3	Carbon Reduction - Council Wide Objectives	800	1,145	727	600	600	600	3,000	3,000	10,472
SE 3	Access/Environment Projects	6	520	97	50	50	50	250	250	1,273
SE 5	New Waste Collection Service	1,241	870	0	0	0	0	0	0	2,111
SE 5	Landfill, HWRC	678	5,210	2,580	1,000	1,000	2,060	2,060	1,045	14,573
	Sustainable Environment Total	2,725	7,745	3,404	1,650	1,650	1,650	5,310	4,295	28,429
Corporate Improvement										
C16	Burial Grounds	150	533	266	250	250	250	1,250	1,250	4,199
C16	Depots	400	4,979	12,759	9,000	500	500	2,500	2,500	33,138
C16	Disability Discrimination Act	36	0	0	0	0	0	0	0	36
C16	Planned Maintenance - Council Wide Objectives	4,185	2,500	2,500	2,500	2,500	22,500	22,500	22,500	61,685
C16	Health and Safety - Council Wide Objectives	607	450	550	500	500	2,250	2,250	2,250	7,607
C16	Workspace	1,075	6,052	0	0	0	0	0	0	7,127
C16	Workspace - Inverurie Offices	0	0	5,812	0	0	0	0	0	5,812
C16	Workspace - Peterhead Offices	4,648	681	0	0	0	0	0	0	5,329
C16	Woodhill House - Complete Refurbishment	2,789	1,710	1,640	1,450	1,450	851	7,250	7,250	1,037
C16	ICT	0	1,000	700	0	0	0	0	0	24,989
C16	Internal Wireless Networks	0	1,083	1,083	1,083	1,083	5,415	5,415	5,415	1,700
C16	Capital From Current Revenue (CFCR)	0	1,083	1,083	1,083	1,083	5,415	5,415	5,415	16,245
	Corporate Improvement Total	13,890	19,174	25,310	14,783	6,283	6,283	42,016	41,165	168,904
TOTAL - STRATEGIC PRIORITIES										
		134,666	141,604	128,619	97,389	35,763	35,915	183,778	178,120	935,854

