

**CAPITAL BUDGET MONITORING REPORT – 31 DECEMBER 2019**

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**1 EXECUTIVE SUMMARY**

1.1 This provides an update on the position of the capital budget as at 31 December 2019. The report provides information on the financial position in respect of the capital plan and also the performance in terms of delivery of capital plan projects.

**1.2 Financial Position:**

**Current Year to Date** – actual net expenditure to date is £14,625k compared to a budget for the year to date of £14,524k giving rise to an overspend for the year to date of £101k (0.7%).

**Forecast Outturn for 2019-20** – forecast net expenditure for the full

**2 INTRODUCTION**

- 2.1 This provides an update on the position of the capital budget as at 31 December 2019. The report provides information on the financial position in respect of the capital plan and also the performance in terms of delivery of capital plan projects.

**3 RECOMMENDATIONS**

- 3.1 Note the contents of this report, the financial summaries as detailed in Appendix 8 and approve the proposed changes to the capital plan detailed in Appendix 4.

## **4 CURRENT YEAR TO DATE FINANCIAL POSITION**

### **4.1 Overall Position**

Actual net expenditure to date is £14,625k compared to a budget for the year to date of £14,524k giving rise to an overspend for the year to date of £101k (0.7%). Overall position

### **4.2**

## **5 FORECAST OUTTURN 2019-20**

### **5.1 Overall Position**

Forecast net expenditure for the full financial year is £17,375k compared to an annual budget of £23,295k giving rise to a forecast underspend for the year of £5,920k (25.4%).

### **5.2 Project/Department Position**

The table shows the forecast expenditure and budget for the year by project type and service:

<b>Project Type:</b>	<b>Annual Budget £'000</b>
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## 7 TOTAL PROJECT PERFORMANCE

### 7.1 Overall Position

There are 147 projects within the Capital Plan, 119 are Complete or On Target, 18 are Off Target and Recoverable and 10 are Off Track.

### 7.2 Project Position

The table below shows the Performance Status of the Projects in the Capital Plan:

<b>Project Type:</b>	<b>Complete / On Target</b>	<b>Off Target/ Recoverable</b>	<b>Off Target/ Problem</b>	<b>Total</b>
Asset Sustainability	75	11	0	86
Service Development	21	4	2	27
Strategic Change	23	3	8	34
<b>Total</b>	<b>119</b>	<b>18</b>	<b>10</b>	<b>147</b>
<b>Service:</b>				
ICT	4	3	0	7
Education	23	0	0	23
Live Argyll	19	0	0	19
Health & Social Care Partnership	19	1	0	20
Shared Offices	30	2	1	33
Roads & Infrastructure	14	8	3	25
Development & Economic Growth	8	2	4	14
CHORD	2	2	2	6
<b>Total</b>	<b>119</b>	<b>18</b>	<b>10</b>	<b>147</b>

Appendix 7 provides further information in relation to Strategic Change Projects.

### 7.3 **Chart of Performance Status**

The graph provides a view of the Performance Status of the Projects included in the Capital Plan:





## **9 STRATEGIC CHANGE PROJECTS**

- 9.1** Appendix 7 gives detailed information in respect of the Strategic Change Projects within the Capital Plan. The appendix gives details of the forecast cost of the project against the approved budget, the start and anticipated completion date of the project and an assessment of the risks of the project and if these are not green gives an explanation of the problem.

## **10 CHANGES TO CAPITAL PLAN**

### 10.1

## **11 CAPITAL RECEIPTS**

- 11.1 The Capital Programme is funded by various income streams as detailed in Appendix 5. Changes for December relate to income from Strategic Housing Fund for the Demolition of Witchburn Road, adjustment to Town Centre Fund income and Coastal Communities Fund for Campbeltown Flood and Rothesay Harbour.

## **12 APPENDICES**

- Appendix 1** – Year to date finance variance explanations
- Appendix 2** - Forecast Outturn variance explanations
- Appendix 3** - Total Project finance variance explanations
- Appendix 4** - Changes to Capital Plan and Financial Impact
- Appendix 5** – Capital Funding
- Appendix 6** - Off track project variance reports
- Appendix 7** - Cumulative spend, completion dates and risks relating to significant capital projects.
- Appendix 8** - Financial Summary – Overall  
Financial Summary – DIS  
Financial Summary – Customer Services
- Appendix 9** - Updated/Revised Capital Plan

**Kirsty Flanagan**  
**Section 95 Officer**  
% ' : YVf i Ufm'2020

**Councillor Gary Mulvaney, Depute Council Leader – Policy Lead for  
Financial Services and Major Projects**

APPENDIX 1 – Year to Date Finance Variance Explanations

Listed below are the projects where the variance is +/- £50k.

Project	YTD Budget £'000	YTD Actual £'000	(Over)/ Under Variance £'000	Explanation
Dunoon Primary School	2,629	2,681	(52)	Profiling of budget needs amending for early payments
Variances Less than £50k			(49)	Total value of non-material variances less than +/-£50k
Total			(101)	

APPENDIX 2 – Forecast Outturn Variance Explanations

				Works over 20/21 and 21/22
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### APPENDIX 3 – Total Project Finance Variances

Listed below are the projects where the variance is +/- £50k.

Project	Capital Plan Budget £'000	Forecast Project Costs £'000	Capital Plan Variance £'000	Explanation
Carbon Management - Group Heating Conversion Project (PB)	78	10	68	Site works complete - overall project delivered under budget. Prudential borrowing to be re-assessed.
Dunoon Primary School	10,784	10,836	(52)	Profiling of budget needs amending for early payments
Other Variances			162	Total value of non-material variances less than +/-£50k
Total			178	

APPENDIX 4 – Changes to Capital Plan and Financial Impact

OVERALL COST CHANGES

Project	2019-20 £'000	2020-21 £'000	2021-22 £'000	Future Years £'000	Total Capital Plan £'000	Recommendation	Explanation
<b>Total Cost Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

SLIPPAGES AND ACCELERATIONS

Project	2019-20 £'000	2020-21 £'000	2021-22 £'000	Future Years £'000	Total Capital Plan £'000	Recommendation	Explanation
Applications Projects	(22)	22	0	0	0	Slip budget into 20-21	Delays in final deliverables for Leisure Management System (8k) predicted. Tranman underspend slipped to 2020/21 for Equipment tracking in response to H&S inspection.
MS Exchange & Doc Sharing	(10)	10	0	0	0	Slip budget into 20-21	Planned spend not required for Titus upgrade - funded from revenue.
PC Replacement	32	(32)	0	0	0	Accelerate budget into 19-20	



to reduce resulting in delay to works.

							budget slipped for future projects.
Bowmore Area Office	(51)	48	3	0	0	Slip budget into future years	Reprofiling of expenditure to suit current programme. Expenditure will be committed by Financial Year end 19/20 with actual expenditure occurring in 20/21.
Burnett Building	(100)	97	3	0	0	Slip budget into future years	Reprofiling of expenditure to suit current programme. Expenditure will be committed by Financial Year end 19/20 with actual expenditure occurring in 20/21.
Hill Street Dunoon Rewire	(32)	31	1	0	0	Slip budget into future years	As this project is linked to the Dunoon Office rationalisation Project it is being held in abeyance until the outcome of the Office rationalisation study is known.
Joint Valuation Board	(39)	39	0	0	0	Slip budget into 20-21	Property changes that the JVB are making to which we will make a contribution.
Lorn House, Oban	(22)	22	0	0	0	Slip budget into 20-21	Project on hold subject to potential office rationalisation.
Manse Brae District Office	(85)	85	0	0	0	Slip budget into 20-21	Funding slipped to dovetail with NDEEF programme.
Old Quay Offices, Campbeltown	(15)	15	0	0	0	Slip budget into 20-21	Project completed under budget - budget slipped for future projects.
Asbestos Capital Property Works	(57)	57	0	0	0	Slip budget into 20-21	Contingency budget to be reassigned to assist with NDEEF programme
Legionella Control Works	(300)	150	150	0	0	Slip budget into future years	£300k slipped due to previously agreed reprofiling of Legionella Control Works over 20/21 and 21/22
Carbon Management Capital Property Works 16/17	(20)	20	0	0	0	Slip budget into 20-21	Funding slipped to dovetail with NDEEF programme.
Bridge Strengthening	(150)	150	0	0	0	Slip budget into future years	Site programme for Cliad bridge now expected to be largely in 2020-21 which has knock-on effects to other projects in programme.
Town Centre Funds	(1,006)	1,006	0	0	0	Slip budget into future years	Delays due to procurement timelines and due process
Total Slippages and Accelerations	(5,759)	360	(4,003)	9,402	0		

CAPITAL PROGRAMME FUNDING

Appendix 5

	Approved Capital Funding £'000	Carry Forwards from 18/19 £'000	Slippage / Accelerati on £'000	Additional Funding £'000	Updated Capital Funding Available £'000	Estimated Capital Funding £'000	Slippage / Accelerati on £'000	Additional Funding £'000	Updated Capital Funding Available £'000	Estimated Capital Funding £'000	Slippage / Accelerati on £'000	Additional Funding £'000	Future Years	
													Updated Capital Funding Available £'000	Slippage / Acceleration £'000
General Capital Grant	12,262		0		12,262	12,262		0	12,262	12,262			12,262	
General Capital Grant - Reallocated	2,634		0		2,634	0		0	0	0			0	

<p>Is this project initially funded? Scottish Government grant / Council funding split is 80/20</p>	<p>Please detail any additional funding. Council agreed at P&amp;R in Dec. 2019 to allocate £270k from Coastal Communities fund as part of its share toward the project.</p>
<p>Previously Reported Committee and Date: n/a</p>	<p>Next Reported Committee and Date: n/a</p>
<p>Why is the project classified as off target? Spend in this financial year is lower than budget.</p>	
<p>What has caused the issue outlined above? Council agreed at P&amp;R in Dec. 2019 to allocate £270k from Coastal Communities fund as part of its share of funding to this project. It has been allocated to 2019-20 financial year and this won't be spent before March 2020. It takes the place of £270k from the RIS block allocation which was allocated for 20-21 and 21-22.</p>	
<p>What action will be taken to rectify this issue? Budget to be moved as follows: Move £173k from 19-20 to 20-21 and £97k from 19-20 to 21-22.</p>	
<p>What are the implications of the action proposed? The budget will align better with established project programme. The £270k previously allocated to the project from the RIS block allocation has been moved to assist with the Fleet Management Project.</p>	

OFF TRACK PROJECT		Appendix 6
Project Name: Harbour Investment Programme	Project Manager: Stewart Clark	Risk: Low
Initial Start Date : 2016	Proposed End Date : Rolling ten year programme	
How was this project initially funded? Capital funding through Prudential Borrowing	Please detail any additional funding.	
Previously Reported Committee and Date:	Next Reported Committee and Date:	
Why is the project classified as off target? The forecast total and this year's project cost to date is £650k lower than the budgeted figure.		
What has caused the issue outlined above?  Generally slippage in expenditure of the individual projects has resulted as actual works become clearer as scheme detail evolves through concept, feasibility detailed design and tender process. There has also been a slight impact on the marine scheme due to competing priorities for staff time on other/new Council projects such as Town Centre Fund and Coastal Communities Fund projects. However, it should be noted that the positive and proactive approach taken by the overall team has enabled a competent list of schemes from these additional budget lines to be successfully progressed towards works on the ground.		





It is worth noting that the council's street lighting energy consumption has been significantly reduced bringing both a cash saving and a significant carbon reduction saving.



# OFF TRACK PROJECT

Appendix 6

Project Name: Rothesay Pavilion

Project Manager: Jonathan M Miles

Risk:

Initial Start Date : 29<sup>th</sup> November 2017

Proposed End Date : ~February/March 2020

How this project was initially funded? 1. A&BC: £5,689,000 (inc. RPC Underwriting £268, 243); 2. HLF: £4,187,500 3. HLF Volunteer Time £50,900; 4. ERDF: £1,055,602; 5. HIE: £750,000; 6. HES: £750,000; 7. RCGF: £625,000; 8. CCF: £600,000 9. West Coast Foundation (Johnny Bute) £116,957; 10. Scottish Landfill Communities Fund: £20,000.

Please detail any additional funding. N/A

Total Approved Budget: £13,844,959.

Previously Reported Committee and Date : 3<sup>rd</sup> December 2019

Next Reported Committee and Date: 3<sup>rd</sup>

What are the implications of the action proposed?

The

OFF TRACK PROJECT		Appendix 6
Project Name: Dunoon CARS	Project Manager: Audrey Martin	Risk:
Initial Start Date : 01/04/2017	Proposed End Date : 30/03/2022	
How was this project initially funded? Council	Please detail any additional funding. n/a	
Previously Reported Committee and Date: EDI Committee – 12 <sup>th</sup> September 2019	Next Reported Committee and Date: EDI Committee – 5 <sup>th</sup> March 2020	
<p>Why is the project classified as off target?</p> <p>Current year budget will not be spent.</p>		
<p>What has caused the issue outlined above?</p>		

OFF TRACK PROJECT		Appendix 6
Project Name: Kilmartin House	Project Manager: Audrey Martin	Risk:
Initial Start Date : 2020	Proposed End Date : August 2022	
How was this project initially funded? Council funding external project	Please detail any additional funding. n/a	
Previously Reported Committee and Date: n/a	Next Reported Committee and Date: n/a	
Why is the project classified as off target?		

Current year budget will not be spent.

This is not a council asset and the spend is in relation to a contribution spend as so

OFF TRACK PROJECT

Appendix 6

Project Name: Rothesay THI

Project Manager: Audrey Martin

Risk:

Initial Start Date : 01/04/2017

Proposed End Date : 30/03/2022

How was this project initially funded? Council

Please detail any additional funding.



## OFF TRACK PROJECT

Appendix 6

Project Name: Carbon Management - Group Heating Conversion  
Project

Strategic Change Projects - Cumulative Spend, Start/Finish Dates and Project Risks

APPENDIX 7

Strategic Change Projects	Prior Years Spend £'000	Current Year Forecast £'000	Total Project Forecast £'000	Total Project Budget £'000	Project Start Date	Estimated Completion Date	Project Risks Identified	Explanation if not Green
CHORD Rothesay	8,104	5,581	13,845	13,845	01/04/2015	31/03/2020		Original cash flows unrepresentative of Works Programme and are being reviewed by new project manager.
Harbour Investment Programme	1,802	3,300	93,054	93,054	01/04/2017	31/03/2028		









Service	Previous Years £000's	2019-20 £000s	2020-21 £000's	2021-22 £000's	Future Years £000s	Total £000s
ICT	8,482	909	1,011	1,011	0	2,931
Education	3,670	8,714	7,953	2,949	0	19,616
Live Argyll	10,339	1,085	396	563	0	2,044
HSCP	7,162	764	895	536	0	2,195
Shared Offices	47,774	2,097	1,500	725	0	4,322
RIS	10,898	15,624	16,940	19,655	69,752	121,971
DEG	30,146	1,632	2,388	364	217	4,601
Major Projects	661	7,406	9,489	7,352	1,462	25,709
Area Committee		44			0	44
<b>Overall Total</b>	<b>119,132</b>	<b>38,275</b>	<b>40,572</b>	<b>33,155</b>	<b>71,431</b>	<b>183,433</b>

Category	Service	Project	Previous Years £000's	2019-20 £000s	2020-21 £000's	2021-22 £000's	Future Years £000s	Total £000s
Asset Sustainability	ICT	Block Allocation - ICT	0	0	1,011	1,011	0	2,022
		Computer Network Security	697	22	0	0	0	22
		Corporate GIS Portal Rollout	140	0	0	0	0	0
		MS Exchange & Doc Sharing	389	17	10	0	0	27
		PC Replacement	3,817	706	-32	0	0	674
		Server Sustainability	811	74	0	0	0	74
		Telecomms Network	1,323	67	0	0	0	67
<b>Asset Sustainability Total</b>			<b>7,177</b>	<b>886</b>	<b>989</b>	<b>1,011</b>	<b>0</b>	<b>2,886</b>
Service Development	ICT	Applications Projects	1,305	23	22	0	0	45
<b>Service Development Total</b>			<b>1,305</b>	<b>23</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>Overall Total</b>			<b>8,482</b>	<b>909</b>	<b>1,011</b>	<b>1,011</b>	<b>0</b>	<b>2,931</b>

Category	Service	Project	Previous Years £000's	2019-20 £000s	2020-21 £000's	2021-22 £000's	Future Years £000s	Total £000s
Asset Sustainability	Education	Asbestos Control/Removal Works	192	7	0	0	0	7
		Block Allocation - Education	0	10	2,900	2,920	0	5,830
		Free School Meals	15	14	0	0	0	14
		Homeless Houses - Housing Quality Standard	25	1	0	0	0	1
		Internal Refurbishment Budget	1,053	8	38	0	0	46
		Pre-5's/Nurseries	7	2	0	0	0	2
		Primary Schools	248	2,133	923	26	0	3,082
		School Houses - Housing Quality Standard	78	0	2	0	0	2
Secondary Schools			184	168	200	3	0	371
<b>Asset Sustainability Total</b>			<b>1,802</b>	<b>2,343</b>	<b>4,063</b>	<b>2,949</b>	<b>0</b>	<b>9,355</b>
Service Development	Education	Bowmore Primary School - Pre Five Unit	0	-3	0	0	0	-3
		Bunessan Primary School - Gaelic Medium Improvements	273	5	0	0	0	5
		Clyde Cottage - 600 hours provision	0	40	0	0	0	40
		Craignish Primary School - Pre Five Extension (600 hours funding)	188	35	0	0	0	35
		Early Learning and Childcare	93	2,058	2,281	0	0	4,339
		Iona Primary School - Pre Five Unit (600 hours funding)	23	40	0	0	0	40
		Islay High & Rosneath PS Pitches	2	670	24	0	0	694
		Lochgoilhead Primary School - Pre Five Unit (600 hours funding)	2	23	0	0	0	23
		Park Primary Extension and Pre Fives Unit	23	5	0	0	0	5
		Sandbank Gaelic Pre Five Unit	0	-27	0	0	0	-27
Tarbert High School - Biomass enabling work			119	20	0	0	0	20
<b>Service Development Total</b>			<b>723</b>	<b>2,866</b>	<b>2,305</b>	<b>0</b>	<b>0</b>	<b>5,171</b>
Strategic Change	Education	Campbeltown Schools Redevelopment	23	271	50	0	0	321
		Dunoon Primary School	300	2,629	985	0	0	3,614
		Kirn Primary School	794	301	0	0	0	301
		Replacement of Oban High School	28	304	550	0	0	854
<b>Strategic Change Total</b>			<b>1,145</b>	<b>3,505</b>	<b>1,585</b>	<b>0</b>	<b>0</b>	<b>5,090</b>
<b>Overall Total</b>			<b>3,670</b>	<b>8,714</b>				



Category	Service	Project	Previous	2019-20	2020-21	2021-22	Future	Total
			Years				Years	
			£000's	£000s	£000's	£000's	£000s	£000s
Asset Sustainability	HSCP	Ardfenaig	253	16	98	242	0	356
		Block Allocation	171	0	0	0	0	0
		Capital Property Works	554	20	8	142	0	170
		Digitalising telecare	0	50	50	0	0	100
		Eadar Glinn	36	83	68	40	0	191
		Glencruitten Hostel	686	5	38	0	0	43
		Gortonvogie	2,844	21	0	0	0	21
		Greenwood/Woodlands	0	3	0	100	0	103
		Health and Safety	800	0	0	0	0	0
		Kilmory Castle Top Floor Toilet Refurb	182	55	0	0	0	55
		Legionella Control Works	0	0	0	0	0	0
		Lochgilphead Resource Centre	545	16	0	0	0	16
		Lorn Resource Centre	19	370	12	0	0	382
		Rothesay Community Education Centre	415	0	0	0	0	0
		Shellach View	26	0	0	0	0	0
2951.8(370)-3998.2(12)456.7(100)(W156)wv -1, Ob8.3- Fi0'salarm upgrad's								



Category	Service	Project	Previous	2019-20	2020-21	2021-22	Future	Total
			Years				Years	
			£000's	£000s	£000's	£000's	£000s	£000s
Asset Sustainability	Shared Offices	Argyll House, Dunoon	136	375	105	0	0	480
		Asbestos Capital Property Works	434	0	57	0	0	57
		Block Allocation	0	24	561	561	0	1,146
		Bowmore Area Office	7,129	25	48	3	0	76
		Burnett Building	82	62	98	3	0	163
		Capital Property Works	365	29	0	0	0	29
		Castle House, Dunoon	409	9	1	0	0	10
		Dunoon Office Rationalisation	12	5	215	7	0	227
		Fire Risk Assessment Works	341	60	0	0	0	60
		Hill Street Dunoon Rewire	76	0	32	1	0	33
		Joint Valuation Board	835	0	39	0	0	39
		Kilmory Castle	78	194	0	0	0	194
		Legionella Control Works	6	281	150	150	0	581
		Lorn House, Oban	0	2	22	0	0	24
		Manse Brae District Office	298	67	87	0	0	154
		Manse Brae Roads Office	154	2	0	0	0	2
		Oban Municipal Buildings	536	27	0	0	0	27
		Old Quay Offices, Campbeltown	31	0	15	0	0	15
		Rothesay Office Rationalisation	12,238	30	0	0	0	30
		Tobermory Area Office	465	14	50	0	0	64

Category	Service	Project	Previous Years £000's	2019-20 £000s	2020-21 £000's	2021-22 £000's	Future Years £000s	Total £000s
Asset Sustainability	RIS	Astro Pitch Repairs	35	26	0	0	0	26
		Block Allocation	30	0	0	0	0	0
		Bridge Strengthening	0	150	867	250	0	1,267
		Castle Lodge, Dunoon - Building Works	70	0	0	0	0	0
		Cemetery Houses	105	10	0	0	0	10
		Environmental Projects	273	10	477	0	0	487
		EV Quick Chargers	0	486	0	0	0	486
		Fleet Management	30	384	3,796	449	0	4,629
		Flood Prevention	2	179	120	0	0	299
		Footway Improvements	72	348	0	0	0	348
		Furnace Coastal Protection	58	0	0	0	0	0
		Glengorm - Capping	309	7	88	0	0	95
		Lighting	97	0	307	0	0	307
		Oban Play Park	0	124	0	0	0	124
		Public Convenience Upgrades	32	66	0	0	0	66
Roads Reconstruction	397	8,427	5,486	3,140	0	17,053		
<b>Asset Sustainability Total</b>			<b>1,510</b>	<b>10,217</b>	<b>11,141</b>	<b>3,839</b>	<b>0</b>	<b>25,197</b>
Service Development	RIS	Campbeltown Old Quay	761	45	0	0	0	45
		Lismore Ferry Replacement	0	0	100	400	0	500
		Lochgilphead Depot Rationalisation	6,483	0	0	0	0	0
		Millpark Depot Demolition	30	0	0	0	0	0
		Oban Depot Development	0	1,532	68	0	0	1,600
		Preliminary design for Regional Transport projects (tif)	201	0	16	0	0	16
		Witchburn Road Demolition	1,387	0	0	0	0	0
<b>Service Development Total</b>			<b>8,862</b>	<b>1,577</b>	<b>184</b>	<b>400</b>	<b>0</b>	<b>2,161</b>
Strategic Change	RIS	Campbeltown Flood Scheme	400	280	465	1,416	0	2,161
		Harbour Investment Programme PB	19	3,300	4,200	14,000	69,752	91,252
		Street Lighting LED Replacement	107	250	950	0	0	1,200
<b>Strategic Change Total</b>			<b>526</b>	<b>3,830</b>	<b>5,615</b>	<b>15,416</b>	<b>69,752</b>	<b>94,613</b>
<b>Overall Total</b>			<b>10,898</b>	<b>15,624</b>	<b>16,940</b>	<b>19,655</b>	<b>69,752</b>	<b>121,971</b>

Category	Service	Project	Previous	2019-20	2020-21	2021-22	Future	Total
			Years £000's	£000s	£000's	£000's	Years £000s	£000s
Service Development	DEG	Cycleways - H&L (FSPT)	595	100	0	0	0	100
		Fire Engines Coll & Colonsay PB	11,500	0	0	0	0	0
		Kilmartin House	182	0	400	0	0	400
		Safe Streets, Walking and Cycling (CWSS)	1,938	761	0	0	0	761
		SPT - bus infrastructure	956	100	0	0	0	100
		Town Centre Funds	8,104	285	1,006	0	0	1,291
<b>Service Development Total</b>			<b>23,275</b>	<b>1,246</b>	<b>1,406</b>	<b>0</b>	<b>0</b>	<b>2,652</b>
Strategic Change	DEG	01 TIF - Lorn/Kirk Road	0	211	0	0	0	211
		05 TIF - North Pier Extension	0	10	336	0	0	346
		09 TIF - Oban Airport Business Park	1,078	143	0	0	0	143
		Dunoon CARS	1,400	0	333	167	0	500
		Glengorm Wind Turbine	1,959	22	0	0	0	22
		Helensburgh CARS	108	0	80	80	167	327
		Lochgilphead CARS	2,326	0	100	50	50	200
		Rothesay THI	0	0	133	67	0	200
<b>Strategic Change Total</b>			<b>6,871</b>	<b>386</b>	<b>982</b>	<b>364</b>	<b>217</b>	<b>1,949</b>
<b>Overall Total</b>			<b>30,146</b>	<b>1,632</b>	<b>2,388</b>	<b>364</b>	<b>217</b>	<b>4,601</b>

Category	Service	Project	Previous	2019-20	2020-21	2021-22	Future	Total
			Years £000's	£000s	£000's	£000's	Years £000s	£000s
Strategic Change	Major Projects	CHORD - Dunoon	447	284	0	0	0	284
		CHORD - Helensburgh -Public Realm Imprv	214	363	383	0	0	746
		CHORD - Oban	0	813	15	0	0	828
		CHORD - Rothesay	0	5,581	160	0	0	5,741
		Helensburgh Waterfront Development	0	379	8,931	7,352	1,462	18,124
		OBC for Dunoon Pier	0	-14	0	0	0	-14
Strategic Change Total			661	7,406	9,489	7,352	1,462	25,709
Overall Total			661	7,406	9,489	7,352	1,462	25,709