

**Cabinet – 14 September 2011****Financial Plan 2012/13 to 2014/15: Draft Revenue and Capital Budget Proposals for Consultation**

*Below are sections 6 and 7 of each Appendix of the above report, which were reported as “to follow”.*

**APPENDIX 1A****PORTFOLIO: REGENERATION****6. Reshaping the revenue budget – 3 year financial plan**

The provisional cash limit for the next 3 years is set out below, including savings and growth proposals. 2012/13 proposals are firmed up, highlighted below, and are for consultation with scrutiny and stakeholders in setting the 2012/13 budget. Savings for future years, 2013/14 to 2014/15 onwards, will be delivered through the Working Smarter programme as it is rolled out and becomes embedded within the organisation.

Provisional Cash Limit 2012/13 to 2014/15	2012/13	2013/14	2014/15
	£000	£000	£000
<b>Provisional revenue cash limit carried forward</b>	<b>10,697</b>	<b>11,152</b>	<b>11,728</b>
<b>Proposed growth</b>			
Economic Regeneration - Job Creation	1,090	1,101	1,112
<b>Proposed savings for 2012/13 for consultation:</b>			
Property services - review of hard and soft facilities management functions via service re-design	(175)	(125)	0
Property services – increased efficiencies within the cleaning services and review of fee income	(150)	(90)	0
Planning and building control – increase in fees and charges	(5)	0	0
Planning and building control – review of directorate support	(24)	0	0
Development and delivery - removal of vacant post	(32)	0	0
Development and delivery - re-negotiate contracts in markets service	(10)	0	0
Development and delivery – review of the markets service	(8)	0	0
Development and delivery - increase income from markets service	(20)	0	0
Housing - phase 2 of working smarter service re-design	(211)	(100)	0
<b>Savings 2013/14 onwards to achieve best in class :</b>			
Planning & building control - potential for shared service	0	(10)	0
Planning and building control – potential for generation of income to cross-subsidise the service	0	(10)	(10)
Housing	0	(62)	(62)
Planning and building control	0	(32)	(32)
Property services	0	(80)	(80)
Development and delivery	0	(16)	(16)
<b>Notional Revenue Cash Limit</b>	<b>11,152</b>	<b>11,728</b>	<b>12,640</b>

*Note: Allocations shown represent new savings/growth each year. For example, the 2013/14 budget includes the 2012/13 budget carried forward, adjusted for new savings/growth.*

## **7. Future capital requirements**

The draft programme is set out below for 2012/13 onwards. Allocations beyond next year are not yet known so assumptions are that they will be in line with that year; however allocations may increase or decrease.

<b>Provisional Capital Programme 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Council's own resources:</b>			
<i>Prior Year Approvals:</i>			
Regenerating Walsall capital programme	500	500	500
Shop maintenance	120	120	120
Aids and adaptations	1,500	1,500	1,500
General planned property maintenance	450	500	500
Demolition of redundant buildings to save on rates	200	200	200
<i>Business Critical / Invest to Save</i>			
Fire risk assessment	200	200	200
Health through warmth	1,000	1,000	1,000
<i>Critical to Service Inspection / Delivery Outcomes</i>			
Refurbishment of Leckie sons of rest located in arboretum	10	0	0
<i>Capital Insurance Reserve</i>			
Asbestos removal	155	155	155
Control of legionella	275	275	275
Work resulting from the statutory testing of buildings	300	300	300
<b>Externally Funded (Grant subject to confirmation):</b>			
Willenhall Townscape Heritage Initiative - Heritage Lottery Fund	350	150	150
Willenhall Townscape Heritage Initiative - View	175	75	75
Disabled facilities grant	1,215	1,215	1,215
<b>Notional Capital Programme</b>	<b>5,950</b>	<b>5,690</b>	<b>5,690</b>

**PORTFOLIO: COMMUNITIES AND PARTNERSHIPS****6. Reshaping the revenue budget – 3 year financial plan**

The provisional cash limit for the next 3 years is set out below, including savings proposals. 2012/13 proposals are firmed up, highlighted below, and are for consultation with scrutiny and stakeholders in setting the 2012/13 budget. Savings for future years, 2013/14 to 2014/15 onwards, will be delivered through the Working Smarter programme as it is rolled out and becomes embedded within the organisation.

<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional Revenue Cash Limit carried forward</b>	<b>7,267</b>	<b>7,183</b>	<b>6,793</b>
<b>Proposed savings for 2012/13 for consultation:</b>			
Environmental health and trading standards – deletion of vacant technical officer post	(31)	0	0
First stop shop – review of service delivery	(53)	(32)	(32)
<b>Savings 2013/14 onwards to achieve best in class:</b>			
Environmental health and trading standards	0	(114)	(114)
Community safety	0	(223)	(223)
Walsall partnership (including voluntary and community organisations)	0	(21)	(21)
<b>Provisional Revenue Cash Limit</b>	<b>7,183</b>	<b>6,793</b>	<b>6,403</b>

*Note: Allocations shown represent new savings/growth each year. For example, the 2013/14 budget includes the 2012/13 budget carried forward, adjusted for new savings/growth.*

**7. Future capital requirements**

There are no capital requirements identified for this portfolio.

**PORTFOLIO: LEISURE and CULTURE****6. Reshaping the revenue budget – 3 year financial plan**

The provisional cash limit for the next 3 years is set out below, including savings proposals. 2012/13 proposals are firmed up, highlighted below, and are for consultation with scrutiny and stakeholders in setting the 2012/13 budget. Savings for future years, 2013/14 to 2014/15 onwards, will be delivered through the Working Smarter programme as it is rolled out and becomes embedded within the organisation.

<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional Revenue Cash Limit carried forward</b>	<b>17,848</b>	<b>17,116</b>	<b>16,682</b>
<b>Full Year Effect of Previous Approvals:</b>			
Museums - rationalisation of Walsall Museum	(4)	0	0
Greenspaces - rationalisation of greenspaces	(22)	(21)	0
Greenspaces - reduction in business support	(19)	(4)	0
Sports - reduction in business support	(16)	(4)	0
Catering - reduction in business support	(4)	(1)	0
Increase in bereavement fees & charges; 4.5% (£90k) in year 1, 3% (£60k) in year 2 and 3.25% (£65k) in year 3	(60)	(65)	0
<b>Proposed savings for 2012/13 for consultation:</b>			
Catering – working smarter	(79)	0	0
New Art Gallery - review of gallery assistants	(46)	(20)	0
Efficiencies to be generated via service re-design of greenspaces and grounds maintenance	(300)	0	0
Libraries - staff efficiencies following introduction of self service facilities and revenue from chip and pin transactions	(67)	(70)	(2)
Review of services using working smarter principles	(115)	0	0
<b>Proposed savings 2013/14 onwards to achieve best in class :</b>			
Catering	0	(191)	(191)
Libraries - staff reduction through use of further technology	0	(40)	0
Creative development - reduced accommodation costs	0	(5)	0
Libraries - potential black country management arrangement	0	0	(220)
Museums and archives potential heritage centre	0	0	(72)
Walsall Adult and Community College	0	(5)	(5)
Creative Development Team	0	(8)	(8)
<b>Provisional Revenue Cash Limit</b>	<b>17,116</b>	<b>16,682</b>	<b>16,185</b>

*Note: Allocations shown represent new savings/growth each year. For example, the 2013/14 budget includes the 2012/13 budget carried forward, adjusted for new savings/growth.*

## 7. Future capital requirements

The draft programme is set out below for 2012/13 onwards. Allocations beyond next year are not yet known so assumptions are that they will be in line with that year; however allocations may increase or decrease.

<b>Provisional Capital Programme 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Council's own resources:</b>			
<i>Critical to Service Inspection / Delivery Outcomes</i> Greenspaces improvement plan	50	50	50
<b>Externally Funded (Grant subject to confirmation):</b>			
Walsall Arboretum restoration programme	2,216	0	0
<b>Provisional Capital Programme</b>	<b>2,266</b>	<b>50</b>	<b>50</b>

**PORTFOLIO: TRANSPORT AND ENVIRONMENT****6. Reshaping the revenue budget – 3 year financial plan**

The provisional cash limit for the next 3 years is set out below, including savings and growth proposals. 2012/13 proposals are firmed up, highlighted below, and are for consultation with scrutiny and stakeholders in setting the 2012/13 budget. Savings for future years, 2013/14 to 2014/15 onwards, will be delivered through the Working Smarter programme as it is rolled out and becomes embedded within the organisation.

<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional Revenue Cash Limit carried forward</b>	<b>33,629</b>	<b>33,235</b>	<b>32,520</b>
<b>Proposed growth</b>			
Shortfall in car park income	164	0	0
<b>Full Year Effect of Previous Approvals:</b>			
Deletion of vacant post, closure of laboratory and staff reduction within pollution control service.	(42)	0	0
Following LEAN review of the reactive highways maintenance service with the outcome of deleting vacant posts and restructure	(17)	0	0
Restructure of service within engineers - removal of 8 posts and service efficiencies	(26)	0	0
<b>Proposed savings for 2012/13 for consultation:</b>			
Improved efficiency and changed methods leading to financial benefits for patching works	(10)	0	0
Through lean review of planned maintenance teams anticipated efficiency savings will be identified together with improved working practices.	(40)	0	0
Highways maintenance works budget	(100)	0	0
Reduce 24 hour temporary repairs requirement to 28 days response in accordance with national guidelines	(20)	0	0
Negotiation ongoing with Tarmac contract on reduction of rates	(50)	0	0
Brunel system thinking commenced with Tarmac to reduce costs in highway maintenance delivery.	(50)	0	0
Review of engineering design function	(15)	0	0
Shared traffic signal maintenance contract	(10)	0	0
Staff reductions in traffic management	(33)	0	0
Income from fines - from the enforcement of dropped kerbs, bus lanes and double parking	(15)	0	0
Portfolio wide - review of service using working smarter principles.	(130)	41	0
<b>Savings 2013/14 onwards to achieve best in class:</b>			
Service re-design and efficiencies	0	(40)	0
Shared service delivery	0	(25)	0
Review of staff parking permit arrangements as part of the smarter workplace initiative	0	0	(35)
Improved efficiencies in respect of the parking service	0	(40)	0

Operational efficiencies	0	0	(300)
Improve street cleansing service	0	(200)	0
Improve trade waste service	0	(300)	0
Waste disposal via W2R	0	0	(900)
Revised waste collection arrangements	0	0	(1,020)
Street cleansing	0	(5)	(5)
Engineering Services - traffic mgt and road safety	0	(100)	(100)
Pollution control	0	(46)	(46)
<b>Provisional Revenue Cash Limit</b>	<b>33,235</b>	<b>32,520</b>	<b>30,114</b>

*Note: Allocations shown represent new savings/growth each year. For example, the 2013/14 budget includes the 2012/13 budget carried forward, adjusted for new savings/growth.*

## **7. Future capital requirements**

The draft programme is set out below for 2012/13 onwards. Allocations beyond next year are not yet known so assumptions are that they will be in line with that year; however allocations may increase or decrease.

<b>Provisional Capital Programme 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Council's own resources:</b>			
<i>Prior Year Approvals:</i>			
Memorial safety	100	100	100
Highways maintenance	1,200	1,200	1,200
<i>Business Critical / Invest to Save</i>			
Hatherton multi storey car park - safeguarding income	200	0	0
<i>Capital Insurance Reserve</i>			
Lighting invest to save initiatives	250	250	250
<b>Externally Funded (Grant subject to confirmation):</b>			
Local transport plan	2,000	2,000	2,000
Red routes	3,000	3,000	3,000
<b>Provisional Capital Programme</b>	<b>6,750</b>	<b>6,550</b>	<b>6,550</b>

**PORTFOLIO: CHILDREN'S SERVICES****6. Reshaping the revenue budget – 3 year financial plan**

The provisional cash limit for the next 3 years is set out below, including savings proposals. 2012/13 proposals are firmed up, highlighted below, and are for consultation with scrutiny and stakeholders in setting the 2012/13 budget. Savings for future years, 2013/14 to 2014/15 onwards, will be delivered through the Working Smarter programme as it is rolled out and becomes embedded within the organisation.

<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional revenue cash limit carried forward</b>	<b>55,125</b>	<b>53,631</b>	<b>52,297</b>
<b>Proposed savings for 2012/13 for consultation:</b>			
Redesign of services to include youth justice service, youth work, parent partnership and information and advice guidance arrangements	(354)	(196)	(90)
Projects mainstreamed to improve integrated working through children's centres. Further redesign of integrated working will be confirmed for 2014/15.	(400)	0	(300)
Involving school and community associations to deliver universal careers guidance plus partnership governance of assets (pilot scheme)	(71)	(89)	0
Volume savings - reduction in numbers of looked after children (LAC)	(86)	(572)	(695)
Contact brokerage - reduce value of contracts via economies of scale linking up with other local authorities	(185)	(37)	(64)
Service mix improvements (increase % of LAC in lower cost placement types), specifically independent foster agency placements.	(398)	(440)	(435)
<b>Savings 2013/14 onwards to achieve best in class :</b>			
Education	0	0	(1,500)
<b>Provisional Revenue Cash Limit</b>	<b>53,631</b>	<b>52,297</b>	<b>49,213</b>

*Note: Allocations shown represent new savings/growth each year. For example, the 2013/14 budget includes the 2012/13 budget carried forward, adjusted for new savings/growth.*

In relation to year 2012/13 the saving targets are deemed to be secure. Years 2013/14 and 2014/15 will be reviewed as part of the ongoing resource allocation and budget monitoring processes and in light of working smarter system redesign, and the prevailing economic conditions which can make the looked after children numbers volatile. A new operating model is to be implemented in September 2011. Evidence from other authorities and research has shown that it is likely that secure evidence of improvement will not be available until 3-5 years following implementation. In order to accelerate progress an 'invest to save' bid, based on our comparator authority is being considered for implementation during 2012/13. Any proposed changes will be discussed with the head of finance, the portfolio holder and brought to Cabinet for approval.



## **7. Future capital requirements**

The draft programme is set out below for 2012/13 onwards. Allocations beyond next year are not yet known so assumptions are that they will be in line with that year, however allocations may increase or decrease.

<b>Provisional Capital Programme 2012-13 to 2014-15</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Proposed Capital Programme</b>			
<b>Non mainstream - externally funded (subject to confirmation)</b>			
Basic need	2,650	2,650	2,650
Devolved formula capital	869	869	869
Capital maintenance	4,711	4,711	4,711
Academies	8,120	0	0
<b>Provisional Capital Programme</b>	<b>16,350</b>	<b>8,230</b>	<b>8,230</b>

**PORTFOLIO: BUSINESS SUPPORT SERVICES****6. Reshaping the revenue budget – 3 year financial plan**

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<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional Revenue Cash Limit carried forward</b>	<b>10,800</b>	<b>10,941</b>	<b>10,841</b>
<b>Proposed growth</b>			
Shortfall in print and design income targets	300	0	0
<b>Proposed savings for 2012/13 for consultation:</b>			
Through the implementation of the business improvement service structure 4 posts have been identified as savings	(159)	(100)	(97)
<b>Provisional Revenue Cash Limit</b>	<b>10,941</b>	<b>10,841</b>	<b>10,744</b>

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**7. Future capital requirements**

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<b>Provisional Capital Programme 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Council's own resources</b>			
<i>Prior Year Approvals</i>			
Council wide IT planned rolling replacement and upgrade	1,199	1,081	1,081
<i>Business Critical / Invest to Save</i>			
Resources delivering right, fast simple	400	250	0
<b>Provisional Capital Programme</b>	<b>1,599</b>	<b>1,331</b>	<b>1,081</b>

**PORTFOLIO: FINANCE AND PERSONNEL****6. Reshaping the revenue budget – 3 year financial plan**

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<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional Revenue Cash Limit carried forward</b>	<b>22,109</b>	<b>20,313</b>	<b>18,979</b>
<b>Proposed growth</b>			
Sickness absence centre	150	(50)	0
Reduction in Housing Benefit administration grant	179	169	159
<b>Full Year Effect of Previous Investment Approvals:</b>			
Electoral services: collection of personal identifiers from absent voters - Section 14 of Electoral Administration Act 2006 introduced this collection of data	(11)	(3)	0
<b>Full Year Effect of Previous Saving Approvals:</b>			
Revenues: restructure programme	(115)	0	0
Benefits: Home working - this is expected to increase productivity by 10% which will result in staff reduction	(120)	0	0
Benefits: Enhanced use of telephone systems to improve service delivery rather than requiring staff visits. (capital bid submitted to support this as part of the new operating model for support services)	(31)	0	0
Benefits: reduction of paid overtime	(2)	(63)	0
Restructure within human resources	(399)	(272)	0
Finance – final phase of restructure 2011/12	(150)	0	0
<b>Proposed savings for 2012/13 for consultation:</b>			
Insurance – efficiencies arising from improved claims handling and reduced premiums	(500)	(400)	0
Treasury management – rescheduling of existing borrowing	(684)	(316)	0
Revenues - merge benefit and council tax bill into same envelope when issued to customer which will realise efficiencies on postage costs and improve customer service.	(10)	0	0
Constitutional and mayoral services - joint admin pool	(35)	0	0
Constitutional and mayoral services – review of mayoral transport	(44)	0	0
Electoral services - use internal secondments rather than temp staff for pre-election work	(10)	0	0
Electoral services - use internal secondments rather than temp staff for canvassing work	(14)	0	0
<b>Savings 2013/14 onwards to achieve best in class :</b>			
Reduced debt levels allows reduction in staffing thereafter	0	0	(50)
Review of banking hall	0	0	(60)
Recover cost of bank charges for payment transactions	0	(70)	0

Merge to one bailiff contract for the council	0	0	(5)
Internal audit	0	0	(12)
Finance (accountancy and financial administration) – restructure/efficiencies	0	(137)	(137)
Legal & constitutional services – restructure and efficiencies	0	(166)	(166)
Electoral services - efficiencies	0	(26)	(26)
<b>Provisional Revenue Cash Limit</b>	<b>20,313</b>	<b>18,979</b>	<b>18,682</b>

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## **7. Future capital requirements**

The draft programme is set out below for 2012/13 onwards. Allocations beyond next year are not yet known so assumptions are that they will be in line with that year; however allocations may increase or decrease.

<b>Provisional Capital Programme 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Council's own resources</b>			
<i>Capital Insurance Reserve:</i>			
Risk management	100	100	100
Uninsured property damage	200	200	200
<b>Provisional Capital Programme</b>	<b>300</b>	<b>300</b>	<b>300</b>

**PORTFOLIO: SOCIAL CARE AND INCLUSION****6. Reshaping the revenue budget – 3 year financial plan**

The provisional cash limit for the next 3 years is set out below, including savings proposals. 2012/13 proposals are firmed up, highlighted below, and are for consultation with scrutiny and stakeholders in setting the 2012/13 budget. Savings for future years, 2013/14 to 2014/15 onwards, will be delivered through the Working Smarter programme as it is rolled out and becomes embedded within the organisation.

<b>Provisional Cash Limit 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Provisional Revenue Cash Limit carried forward</b>	<b>72,851</b>	<b>66,570</b>	<b>64,868</b>
<b>Full Year Effect of Previous Investment Approvals:</b>			
Increase in demand within mental health services. Dementia statistics show this is a national issue not just at Walsall 2010/11.	119	0	0
Increase in demand within older peoples services 2010/11	87	0	0
Older persons - demographic growth. Increase in investment as identified in 2009/10.	72	323	0
<b>Full Year Effect of Previous Saving Approvals:</b>			
Development of the external/voluntary sector community meals market within Walsall, and decommissioning of current Sedexo contract.	(100)	0	0
Implement a fair and equitable entitlements policy covering all client groups, types of care and ensuring cost reductions and ensuring more effective processes of block lower cost placements rather than one off spot rates which are more expensive on a unit cost basis.	(25)	0	0
Housing 21 incomes - surplus generated as part of ongoing and annually calculated affordability envelope.	596	(396)	0
Sharing local authority buildings with NHS Walsall and charging for their partial occupancy.	(20)	0	0
Review of, and increase in, non-residential care charges including incremental removal of meals subsidy and charging for community alarm rentals.	(10)	0	0
<b>Proposed savings for 2012/13 for consultation:</b>			
Rollout of personal budgets providing review of current costs of community care packages and reprovision of expensive out of borough packages of care within Walsall	(4,900)	(1,500)	(1,500)
Retender of current domiciliary care contract and review of supporting people and Housing 21 contracts.	(1,000)	0	0
Development of external / voluntary sector transport market within Walsall	(500)	0	0
Further roll out of benefits based charging to extra care establishments	(600)	0	0
<b>Savings 2013/14 onwards to achieve best in class :</b>			
Working smarter	0	(129)	(129)
<b>Provisional Revenue Cash Limit</b>	<b>66,570</b>	<b>64,868</b>	<b>63,239</b>

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## **7. Future capital requirements**

The draft programme is set out below for 2012/13 onwards. Allocations beyond next year are not yet known so assumptions are they will be in line with that year; however allocations may increase or decrease.

<b>Provisional Capital Programme 2012/13 to 2014/15</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>
<b>Council's own resources</b>			
<i>Business Critical / Invest to Save</i>			
Supporting independent living - part of the transformation of social care	397	483	483
Preventative adaptations - part of the transformation of social care	1,000	1,000	1,000
<b>Externally Funded (Grant subject to confirmation):</b>			
Department of Health capital allocation	750	0	0
<b>Provisional Capital Programme</b>	<b>2,147</b>	<b>1,483</b>	<b>1,483</b>