

EAST RENFREWSHIRE COUNCIL

13 February 2014

Report by Director of Finance

GENERAL FUND CAPITAL PLAN 2014/15 TO 2021/22

**PURPOSE OF REPORT**

1. The purpose of this report is to present for consideration the General Fund Capital Plan covering the 8 years from 2014/15 to 2021/22.

**RECOMMENDATIONS**

2. The Council is invited to approve the programme for 2014/15 and authorise officers to progress the projects contained therein.

**RESOURCES**

3. Details of the available resources are provided in Appendix B.

4. Capital resources available to support investment remain constrained for future years. This is largely due to a drop-off in the value and delayed timing of potential capital receipts. Over the period of the Plan total capital receipts of £8.025 million are estimated. Disposals will only be progressed provided they demonstrate best value.

5. Given overall restrictions on capital resources within the Scottish Block, the Scottish Government rephased capital grants to local authorities over the 2012/13 to 2015/16 period. On an all Scotland basis, £120 million of capital grant was moved from 2012/13 to 2014/15 and £100 million was moved from 2013/14 to 2015/16. The result of this rephasing is that East Renfrewshire Council's capital grant for 2014/15 reflects a one-off increase of £696,000.

6. The Scottish Government has provided additional capital grant of £483,000 in support of the provisions contained within the Children and Young People Bill. This sum is contained within the overall general capital grant. The Capital Plan also assumes that this level of additional grant will continue for 2015/16.

7. The Plan assumes unsupported borrowing of £5.3 million in 2016/17 and £1.7 million in 2018/19. The costs of that planned borrowing in future years will be considered in the preparation of those years' revenue estimates.

8. The Council is currently in active discussion with developers over contributions receivable in relation to housing developments. The timescale and amount of such receipts are at this stage difficult to evaluate and have not therefore been fully reflected within the proposed Plan. These will be firmed up as developments progress.

9. Recognising the restrictions on the Council's capital investment capacity from the constraints on resources referred to in the preceding paragraphs, the Council has actively taken steps to build up its Capital Reserve to ensure that investment levels are maintained. Through early application of revenue efficiency savings resulting in a year-end underspend, in closing the financial accounts for 2012/13, the Council supplemented the Capital Reserve by £6.119 million. Similarly, an underspend is anticipated in the current financial year through efficiency savings applied and it is anticipated that in closing this year's financial accounts, a further contribution of £2.7 million will be made to the Capital Reserve. The revenue budget for 2014/15 proposes a further provision of £150,000 to be directed towards the Capital Reserve to assist in supporting investment within the Capital Plan.

## **EXPENDITURE PLAN**

10. The detailed programme for 2014/15 and the outline plan for the subsequent 7 years is set out in Appendix A. Significant capital investment planned for the 8 year period includes the following (with total project costs quoted below including the current or previous financial years' spend where appropriate to assist in clarifying the total investment on a particular project):

### CHCP

- £6.5 million as the Council's contribution towards the funding of a new Eastwood Health and Care Centre.
- £3.4 million spend in the Auchenback Family Centre and Community Hub representing a key investment on early years preventative measures.

### Education

- Working in partnership with the Scottish Futures Trust, commencement of construction of a new Barrhead High School. The total cost to the Council of this project is estimated at £11.202 million with this being supplemented by central government funding. The largest element of the Council's contribution to this project will be in support of central government's funding arrangements and will be payable in one lump sum at the end of the construction period (2015/16).
- Recognising capacity pressures, estimated investment of £1 million at Our Lady of the Missions Primary School.
- Recognising pressures from housing developments, the Plan includes provision for schools investment in the Mearns area as follows:
  - A new denominational primary school with nursery at a cost of £10 million.
  - Linked site investment to create a faith campus through the relocation of Calderwood Lodge Primary School at a cost of £3.6 million.
  - A new non-denominational primary school and nursery. This will be part funded by developer contributions with the Council's net contribution being estimated at £6.9 million.
- Full investment on pre-5 provision of the additional grant of £966,000 receivable over the next 2 financial years.

## Environment

- Continued investment in the Barrhead Foundry that will accommodate new library provision alongside an enhanced sports centre, employability services, conferencing, business and community services totalling £3.8 million.
- Regeneration investment of £500,000 per annum in each of the years 2014/15 and 2015/16
- In later years, provision of £500,000 per annum for priority regeneration projects across the Council area, projects to deliver against this sum being identified prior to approval of the programme on an annual basis.
- Capital investment in Roads projects totalling £10.642 million over the 8 year period.
- Gross capital investment including Heritage Lottery funding amounting to £2.6 million to upgrade specific projects at Rouken Glen Park.
- Provision of £1.5 million in 2020/21 for remedial work at Braidbar Quarries.

## Corporate

- A provision of £4.75 million for ICT infrastructure projects over the 8 year period to support necessary corporate improvements.
- A provision of £1.324 million to enable the introduction of Agile Working arrangements within the CHCP.
- A provision of £8.06 million over the period of the Plan for improvements necessary to Council property.

## **CONCLUSIONS**

11. The shortfall for 2014/15 represents approximately 1.9% of available resources and is within manageable limits.

12. The expenditure plan for subsequent years will continue to be subject to review in light of progress on capital receipts and the levels of funding provided by the Scottish Government.

## **RECOMMENDATIONS**

13. The Council is invited to approve the programme for 2014/15 and authorise officers to progress the projects contained therein.

Further information is available from:

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## **KEY WORDS**

General Fund Capital Plan 2014/15 to 2021/22, capital receipts, Capital Reserve.

## 8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
A. CHCP	9,900	7,710	2,150	40	0	0	0	0	0
B. EDUCATION	40,346	3,577	13,164	11,620	2,470	6,400	1,515	865	735
C. ENVIRONMENT	21,046	5,489	2,387	2,090	1,940	1,860	1,860	3,560	1,860
D. CORPORATE	15,359	3,386	2,155	2,123	1,755	1,560	1,460	1,460	1,460
E. PURCHASE OF ASSETS	14,010	2,472	1,255	1,581	1,430	1,364	2,638	1,424	1,846
<b>TOTAL</b>	<b>100,661</b>	<b>22,634</b>	<b>21,111</b>	<b>17,454</b>	<b>7,595</b>	<b>11,184</b>	<b>7,473</b>	<b>7,309</b>	<b>5,901</b>
<b>RESOURCES</b>	<b>100,656</b>	<b>22,221</b>	<b>20,652</b>	<b>16,981</b>	<b>7,105</b>	<b>10,764</b>	<b>8,313</b>	<b>7,099</b>	<b>7,521</b>
<b>SHORTFALL/(SURPLUS)</b>	<b>5</b>	<b>413</b>	<b>459</b>	<b>473</b>	<b>490</b>	<b>420</b>	<b>(840)</b>	<b>210</b>	<b>(1,620)</b>

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**8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022**

**A. CHCP**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
EASTWOOD HEALTH AND CARE CENTRE	6,500	6,100	400						
AUCHENBACK FAMILY CENTRE & COMMUNITY HUB (JOINT WITH EDUCATION)	3,200	1,410	1,750	40					
CARE AT HOME - IT SYSTEM	200	200							
<b>TOTAL</b>	<b>9,900</b>	<b>7,710</b>	<b>2,150</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022**

**B. EDUCATION MAJOR MAINTENANCE**

		£'000								
Project		Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
ST LUKE'S HS	WINDOW RENEWAL	40	40							
EAGLESHAM PS	WINDOW RENEWAL	50	50							
CAROLSIDE PS	WINDOW RENEWAL	80	80							
ST THOMAS' PS	WINDOW RENEWAL	50	50							
THORNLIBANK PS	ROOF & FABRIC IMPROVEMENTS	30	30							
SPRINGHILL & AUCHENBACK PS	REWIRE	110	110							
KIRKHILL PS	ROOF IMPROVEMENTS	50	50							
CAROLSIDE PS	FABRIC IMPROVEMENTS	40	40							
KIRKHILL PS	FABRIC IMPROVEMENTS	50	50							
PROVISIONAL SUMS		3,100		400	400	400	400	500	500	500
	<b>TOTAL</b>	<b>3,600</b>	<b>500</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>500</b>	<b>500</b>	<b>500</b>

## 8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022

## B. EDUCATION : OTHER PROJECTS

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
ROUTE 77 - SCHOOL DINING IMPROVEMENTS	640	90	70	70	70	70	90	90	90
EDUCATION NETWORK	900	125	100	100	100	100	125	125	125
BARRHEAD FOUNDRY - IT EQUIPMENT	78	78							
EASTWOOD HS - NEW BUILD	350	350							
ST MARK'S PS - EXTENSION	25	25							
BARRHEAD HS - NEW BUILD	11,202		11,202						
SECURITY (CCTV) EXPANSION	120	40	40	40					
OUR LADY OF THE MISSIONS PS - SUFFICIENCY OF PUPIL PLACES	699	699							
ST CADOC'S PS - PLAY BARN (PART FUNDED BY DEVELOPER CONTRIBUTIONS)	291	291							
GLEN FAMILY CENTRE - REMODELLING FOR FULL UNDER 3 PROVISION	66	66							
NEW DENOMINATIONAL PRIMARY SCHOOL FOR MEARN'S AREA (2 STREAM PRIMARY WITH 60:60 PLACE NURSERY)	10,000		530	8,200	1,130	140			
RELOCATION OF CALDERWOOD LODGE PS	3,600	200	180	2,790	380	50			
NEW NON-DENOMINATIONAL PS FOR NEWTON MEARN'S (2 STREAM + 60:60 NURSERY, ERC CONTRIBUTION)	6,900				370	5,620	780	130	
CHILDREN & YOUNG PEOPLE PROVISION	966	644	322						
PEOPLE'S NETWORK	160	20	20	20	20	20	20	20	20

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**B. EDUCATION : OTHER PROJECTS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
BARRHEAD SPORTS CENTRE - REFURBISHMENT	686	386	300						
BARRHEAD SPORTS CENTRE & EASTWOOD LEISURE CENTRE - GYM EQUIPMENT (LIFE CYCLE REPLACEMENT)	63	63							
<b>TOTAL</b>	<b>36,746</b>	<b>3,077</b>	<b>12,764</b>	<b>11,220</b>	<b>2,070</b>	<b>6,000</b>	<b>1,015</b>	<b>365</b>	<b>235</b>

  

<b>OVERALL EDUCATION TOTAL</b>	<b>40,346</b>	<b>3,577</b>	<b>13,164</b>	<b>11,620</b>	<b>2,470</b>	<b>6,400</b>	<b>1,515</b>	<b>865</b>	<b>735</b>
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**8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022**

**C. ENVIRONMENT DEPARTMENT : REGENERATION**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
BARRHEAD FOUNDRY (JOINT WITH EDUCATION)	1,974	1,974							
THORNLIBANK PUBLIC REALM/TOWN CENTRE RESILIENCE	40	40							
LAND AND PROPERTY ACQUISITIONS	220	50	170						
NEILSTON CHARTER DELIVERY	30	30							
NESTLE (FORMER) SITE PREPARATION WORKS	50	50							
INDUSTRIAL UNITS	330	110	220						
SHANKS PARK - SITE INVESTIGATIONS AND DEVELOPMENT	50	50							
ACCESS BARRHEAD	70	50	20						
NEWTON MEARNS BUSINESS INFRASTRUCUTRE	25	25							
COUNTRY PARK - TOURISM INFRASTRUCTURE AND ECONOMIC ACTIVITY PROJECTS	145	75	70						
COUNSULTANCY AND FEASIBILITY STUDIES	40	20	20						
REGENERATION PROJECTS (TO BE IDENTIFIED)	3,000			500	500	500	500	500	500
<b>TOTAL</b>	<b>5,974</b>	<b>2,474</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

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**C. ENVIRONMENT DEPARTMENT : ROADS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
LIGHTING 5TH CORE CABLE	640	80	80	80	80	80	80	80	80
LIGHTING EQUIPMENT REPLACEMENT	640	80	80	80	80	80	80	80	80
BRIDGES REFURBISHMENT	224	28	28	28	28	28	28	28	28
BRIDGES POINTING WORK	200	25	25	25	25	25	25	25	25
PRINCIPAL INSPECTIONS GROUP 1-6	168	21	21	21	21	21	21	21	21
TRAFFIC CALMING STUDIES	195	25	20	25	25	25	25	25	25
ROAD SAFETY MEASURES/EQUIPMENT AT SCHOOLS	170	30	20	20	20	20	20	20	20
SAFE ROUTES TO SCHOOL	165	25	20	20	20	20	20	20	20
A727 ROUKEN GLEN ROAD - RECONSTRUCTION	280	180	100						
CAR PARK REFURBISHMENT (INCL. LINES)	40	20		20					
A727 CLARKSTON TOLL TO SL BOUNDARY RECONSTRUCTION	298	148	150						
B771 PAISLEY ROAD RECONSTRUCTION	232				232				
A736 KELBURN STREET/LOCHLIBO ROAD RECONSTRUCTION	546	220	101	225					

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**C. ENVIRONMENT DEPARTMENT : ROADS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
AURS ROAD RE-ALIGNMENT	266	15	180	71					
AURS ROAD BRIDGE REPLACEMENT	100			100					
A77 FENWICK ROAD RECONSTRUCTION	250		100	150					
A77 AYR ROAD RECONSTRUCTION	835	140	100	150	247	198			
PEDESTRIAN CROSSINGS	73	23	25	25					
GLEN STREET BARRHEAD BRIDGE REPLACEMENT	220		150	70					
B767 CLARKSTON ROAD RECONSTRUCTION	628			140	187	301			
B769 STEWARTON RD (RURAL) RECONSTRUCTION	536	140			195	201			
B767 EAGLESHAM ROAD RECONSTRUCTION	441				140	301			
B769 THORNLIBANK/SPIERSBRIDGE RECONSTRUCTION	600						350	150	100
C2 KINGSTON ROAD RECONSTRUCTION	600						350	150	100
C8 DAVIELAND ROAD RECONSTRUCTION	301						301		
A736 MAIN STREET/LEVERN ROAD BARRHEAD	701							501	200

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**C. ENVIRONMENT DEPARTMENT : ROADS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
B759 CARMUNNOCK ROAD	200							100	100
C1 MEARNS ROAD	350							100	250
B755 GLENIFFER ROAD	151								151
B776 ROWBANK ROAD	100								100
CYCLING WALKING SAFER STREETS	140	140							
ROADS ONLINE COSTING SYSTEM	200	200							
SALIX ENERGY EFFICIENCY INITIATIVE	152	152							
<b>TOTAL</b>	<b>10,642</b>	<b>1,692</b>	<b>1,200</b>	<b>1,250</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>

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**C. ENVIRONMENT DEPARTMENT : OTHER PROJECTS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
ENVIRONMENTAL TASK FORCE	160	20	20	20	20	20	20	20	20
TOWN CENTRE ACTION	160	20	20	20	20	20	20	20	20
CORPORATE GIS	200			200					
PARKS INFRASTRUCTURE	160	20	20	20	20	20	20	20	20
CATHCART CEMETERY HEADSTONES & IMPROVEMENT WORKS	15	15							
CROOKFUR PAVILION REFURBISHMENT	200							200	
HERITAGE LOTTERY FUNDING BID FOR ROUKEN GLEN PARK	1,445	878	567						
EASTWOOD PARK - PARKING IMPROVEMENTS	180	180							
BRAIDBAR QUARRIES	1,500							1,500	
PARKS - REPLACEMENT OF PLAYGROUND EQUIPMENT	100	20	20	30	30				
PARKS - IMPROVEMENT TO PATHS NETWORK	180	40	40	50	50				
WOODFARM 5-A-SIDE SYNTHETIC SPORTS PITCHES	70	70							
LAGOONS AT GREENHAGS TRANSFER STATION	60	60							
<b>TOTAL</b>	<b>4,430</b>	<b>1,323</b>	<b>687</b>	<b>340</b>	<b>140</b>	<b>60</b>	<b>60</b>	<b>1,760</b>	<b>60</b>

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**C. ENVIRONMENT DEPARTMENT : OTHER PROJECTS**

		£'000							
Project	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
OVERALL ENVIRONMENT TOTAL	21,046	5,489	2,387	2,090	1,940	1,860	1,860	3,560	1,860

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**D. CORPORATE**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
RETENTIONS - ALL SERVICES	400	50	50	50	50	50	50	50	50
ICT INFRASTRUCTURE	4,750	650	800	800	500	500	500	500	500
CORPORATE INFORMATION SECURITY	400	100	100	100	100				
CORPORATE MOBILE PLATFORM & INTEGRATION SERVER	150	150							
e-HR NORTHGATE RESOURCELINK	75	60	15						
ELECTRONIC DOCUMENT & RECORDS MANAGEMENT SYSTEM ENTERPRISE LICENCE 2014	100	100							
GLADSTONE & ONLINE BOOKINGS	10	10							
AGILE WORKING SOLUTION (CHCP)	1,124	831	145	128	20				
BUSINESS OBJECTS ENTERPRISE (BOXI) 2013	130	130							
ORACLE TO WINDOWS TRANSITION 2013	95	95							
SOFTWARE ASSET MANAGEMENT (SAM) 2013	65	65							
PROPERTY MAINTENANCE (SEE ANNEX 1)	8,060	1,145	1,045	1,045	1,085	1,010	910	910	910
<b>TOTAL</b>	<b>15,359</b>	<b>3,386</b>	<b>2,155</b>	<b>2,123</b>	<b>1,755</b>	<b>1,560</b>	<b>1,460</b>	<b>1,460</b>	<b>1,460</b>

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E. PURCHASE OF ASSETS

			£'000								
Project			Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
EDUCATION	COMPUTER EQUIPMENT	(4 YEARS)	3,646	180	370	469	804	180	370	469	804
EDUCATION	GYM EQUIPMENT	(5 YEARS)	554	277					277		
EDUCATION	THEATRE EQUIPMENT	(5 YEARS)	108			54					54
ENVIRONMENT	GPRS SYSTEM	(4 YEARS)	140			70				70	
FINANCE	DEBT RECOVERY SYSTEM	(5 YEARS)	39				39				
CHIEF EXECUTIVE'S	VEHICLES	(5 YEARS)	30	15					15		
CHCP	VEHICLES	(5 YEARS)	876	438					438		
EDUCATION	VEHICLES	(5 YEARS)	379	64				251	64		
ENVIRONMENT	VEHICLES	(5 YEARS)	8,238	1,498	885	988	587	933	1,474	885	988
<b>TOTAL</b>			<b>14,010</b>	<b>2,472</b>	<b>1,255</b>	<b>1,581</b>	<b>1,430</b>	<b>1,364</b>	<b>2,638</b>	<b>1,424</b>	<b>1,846</b>



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**8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022**

**PROPERTY MAINTENANCE ANALYSIS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>1. CORPORATE</b>									
DISCRIMINATION ACT	100	100							
PROPERTY SAFETY AUDIT - HARD WIRE TESTING	50	50							
COSHH UPGRADE	50	50							
ASSET IMPROVEMENTS	270	270							
EASTWOOD HQ LIGHTING IMPROVEMENTS	50	50							
FIRE RISK ASSESSMENTS ADAPTATIONS	1,160	150	130	130	150	150	150	150	150
STRUCTURAL SURVEYS	10	10							
STRUCTURAL IMPROVEMENTS	320	40	40	40	40	40	40	40	40
SPEND TO SAVE (CEEF)	600	75	75	75	75	75	75	75	75
COMMUNITY FACILITY IMPROVEMENTS	440	80	80	80	100	100			
LEGIONELLA - REMEDIAL IMPROVEMENTS	50	50							
THORNIEBANK DEPOT - ROOF IMPROVEMENTS	510	150	120	120	120				

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**8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022**

**PROPERTY MAINTENANCE ANALYSIS**

Project	£'000								
	Total	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
PROVISIONAL SUM	4,450	70	600	600	600	645	645	645	645
<b>CORPORATE TOTAL</b>	<b>8,060</b>	<b>1,145</b>	<b>1,045</b>	<b>1,045</b>	<b>1,085</b>	<b>1,010</b>	<b>910</b>	<b>910</b>	<b>910</b>
<b>2. DEPARTMENT SPECIFIC</b>									
SCHOOLS MAJOR MAINTENANCE	3,600	500	400	400	400	400	500	500	500
<b>PROPERTY MAINTENANCE TOTAL</b>	<b>11,660</b>	<b>1,645</b>	<b>1,445</b>	<b>1,445</b>	<b>1,485</b>	<b>1,410</b>	<b>1,410</b>	<b>1,410</b>	<b>1,410</b>

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RESOURCES**

**8 YR GENERAL FUND CAPITAL PLAN 2014/2015 - 2021/2022**

	TOTAL £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>GRANTS</b>									
GENERAL CAPITAL GRANT	47,577	6,910	7,067	5,600	5,600	5,600	5,600	5,600	5,600
EARLY YEARS CHANGE FUND	231	231							
HERITAGE LOTTERY FUNDING	968	588	380						
CENTRAL ENERGY EFFICIENCY FUND	600	75	75	75	75	75	75	75	75
CYCLING WALKING SAFER STREETS	140	140							
<b>TOTAL GRANTS</b>	<b>49,516</b>	<b>7,944</b>	<b>7,522</b>	<b>5,675</b>	<b>5,675</b>	<b>5,675</b>	<b>5,675</b>	<b>5,675</b>	<b>5,675</b>
<b>DEVELOPERS CONTRIBUTIONS</b>	<b>88</b>	<b>88</b>							
<b>CAPITAL RECEIPTS</b>	<b>8,025</b>	<b>3,025</b>	<b>1,775</b>	<b>1,025</b>	<b>675</b>	<b>1,225</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>CFCR</b>	<b>180</b>	<b>180</b>							
<b>UTILISATION OF CAPITAL RESERVE</b>	<b>21,725</b>	<b>8,400</b>	<b>10,100</b>	<b>3,400</b>	<b>(675)</b>	<b>800</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
<b>BORROWING - ASSETS</b>	<b>13,970</b>	<b>2,432</b>	<b>1,255</b>	<b>1,581</b>	<b>1,430</b>	<b>1,364</b>	<b>2,638</b>	<b>1,424</b>	<b>1,846</b>
<b>BORROWING</b>	<b>7,152</b>	<b>152</b>		<b>5,300</b>		<b>1,700</b>			
	<b>100,656</b>	<b>22,221</b>	<b>20,652</b>	<b>16,981</b>	<b>7,105</b>	<b>10,764</b>	<b>8,313</b>	<b>7,099</b>	<b>7,521</b>