



# Greener Ealing Ltd

Business Plan – 2023/24

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## **1. Foreword – Mike Boulton, Non-Executive Director and Chair Greener Ealing Ltd**

### **GREENER EALING BUSINESS PLAN 2023/24**

I am delighted to introduce Greener Ealing's Business Plan for 2023/24.

Last year, as in previous years presented the Business with many challenges. The ongoing issues with HGV Driver recruitment and retention continued to dominate the operating environment. The cost-of-living crisis and the impacts of the War in Ukraine saw ever increasing cost pressures for fuel and other supplies. We were grateful to our shareholder for assistance in providing support that enabled us to reach a fair agreement with the GMB and workforce on pay. Despite all of this we have continued to deliver frontline services to a very high standard with all contract KPIs being maintained at a more than satisfactory standard.

This Business Plan for 2023/24 is in part continuation of our earlier work, concluding outstanding activities, but also preparation for significant growth as Ealing Council is actively considering the transfer of new services to GEL. Most notably the Council has indicated that its current Parking Enforcement contract will transfer to GEL with effect from 1<sup>st</sup> April 2024. In addition, the Graffiti Removal Contract will be a variation to the core Environmental Services Contract with effect from 6<sup>th</sup> June 2023. This is good news for GEL and demonstrates the confidence that our shareholder has in us. The mobilisation of the Parking Contract will be a major undertaking over the next 12 months.

We continue to support the Council on its Climate Change Strategy achieving a 7.3% reduction in Carbon emissions for the calendar year 2022.

As ever I am grateful to my colleague Non-Executive Directors Kieran Read and Alison Reynolds - for their support. Kieran has resigned from the Council, and we wish him well for the future. Kieran's replacement is Joanna Pavlides who we welcome to the Board.

Finally, my thanks to the Greener Ealing frontline staff for all that they do and for continuing to deliver first class services to Ealing residents.

I recommend this plan to you.

**MIKE BOULT  
CHAIR GREENER EALING LTD  
February 2023**

## **2. A welcome from Ealing Council - Councillor Deirdre Costigan, Deputy Leader and Cabinet Member for Climate Action**

**It gives me great pleasure as the Cabinet Member for Climate Action to welcome the Greener Ealing 2023/24 Business Plan.**

**Last year was another outstanding year for Greener Ealing, the council's wholly owned provider of essential environmental services. In the two years since we brought this service back under council control, we have seen a marked improvement, with year-on-year progress in service delivery and a real impact on ensuring we are one of the top boroughs in London for recycling. My thanks go to all the staff for their achievements, it really is appreciated.**

**This coming year will provide another test for Greener Ealing as we take steps to mobilise the currently outsourced parking enforcement contract. It is testament to the success so far of Greener Ealing that we've made the decision to move this important service back into the council fold. We know that our shared vision will be core to making this a success and ensuring that customer care and collaboration are central. We anticipate that staff transferring into Greener Ealing will appreciate the new culture and embrace our values.**

**We've also started work on ensuring Greener Ealing is ready to take advantage of further opportunities and it's been great to work with Mike Boulton, the GEL chair, on this. Not only is Greener Ealing crucial to delivering our climate action priorities, the environmental services provided are used by every resident in our borough and contribute to making our seven towns great places to live. We're rightly judged on our performance and it's fantastic to see year on year improvements and exciting plans for the future. Congratulations!**

**Councillor Deirdre Costigan**

**Deputy Leader and Cabinet Member for Climate Action**

**February 2023**

### **3. Executive Summary**

This is the Greener Ealing Business Plan for 2023/24. As with previous iterations we have built on the objectives that were agreed in the previous year and set out the challenges for GEL for this we include an outline financial forecast to March 2024.

We have revised our key objectives for 2023/24 based on what has been achieved in recent years, what remains to be done and the changing agenda as the Council considers the transfer of new services to Greener Ealing. We have retained the three overarching Strategic Objectives (SOs) as set out below.

**To deliver contracted services in line with the Ealing service contract, specification and key performance indicators**

**To deliver contracted services within the agreed financial targets.**

**To prepare Greener Ealing for future growth. By embedding the organisational culture, systems and processes that will position Greener Ealing to pursue commercial opportunities over the medium to long term.**

The plan covers:

- The financial forecast for 2023/24.
- Forecast cashflows for 2023/24.
- Confirmation of the GEL Mission Statement and the Vision and Values for the company.
- The key objectives/workplan for the Managing Director and his/her management team for 2023/24.
- A brief commentary on each of the key objectives.
- Priorities for the year include preparing to take on new services from the Council.
- Establishing an agreed timetable that recognises the capabilities and capacity available within the organisation to successfully mobilise and deliver new services.
- Delivering efficiencies and working closely with our clients to meet their requirements.
- Continuing to raise the GEL profile locally and within the sector.
- The ongoing development of the organisation in particular staff will be critical. A refresh of the 2020 Workforce Strategy has now been completed and the Workforce Strategy 2023 will be a key feature for this coming year.

#### **4. Introduction and background**

This is the Business Plan for Greener Ealing Ltd (GEL) for the period from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024. Greener Ealing Ltd is Ealing Council's wholly owned Local Authority Trading Company (LATCO).

This is GEL's fourth Business Plan following mobilisation in July 2020. GEL has made good progress since mobilisation and has faced a wide range of operating challenges over the period including the pandemic, the HGV Driver crisis, and wider economic challenges. GEL has managed to maintain high levels of performance throughout and looks forward with confidence to extend the range of services provided over the next year or so.

It is worth just confirming the GEL mission, vision and core values agreed in 2020.

#### **Our mission is:**

To deliver high quality environmental services

#### **Our vision is:**

For Greener Ealing to be recognised as one of the leading environmental service providers in West London and across the capital

#### **Our Core Values remain as our 4Cs:**

- Customer comes first
- Caring
- Commitment
- Collaboration

The creation of GEL continues to be an exciting opportunity to develop an organisation that works closely with the Council and fully reflects the Council's values and beliefs. The company has now established a public service ethos at its core with service delivery its main priority. GEL treats its employees in a commensurate manner, and we are seeing the benefits for residents with improving service delivery and reliability. We are now at a point in time where the Council sees Greener Ealing as a viable option to provide new services outside of the core environmental services contract.

## **5. Progress in 2022/23**

During 2022/23 development work has continued all fronts; selected highlights are listed below:

**Ongoing Board meetings** - the Board has met throughout 2022 addressing important issues facing the business including pay, HGV shortages, increasing costs and more recently considering future plans and expectations from the Council.

**Financial Performance** – the Business has managed to sustain financial stability in a year full of uncertainties, with rising inflation and cost pressures combined with commodity and labour shortages.

**Operational and Contract Performance** – overall contract performance has been very good and customer complaints have reduced significantly. There have been no major issues raised by Ealing throughout 2022/23.

**Collections Service** – delivered outstanding performance throughout the year, delivering route optimisations and established the annual Collections Team of the Year Award.

**Streets** – impressive and continuously improving NI195 results (independent assessment of the quality of street environment). We have rolled out Whitespace to the Street's teams enabling scheduled work performance to be effectively monitored with complete digital records retained.

**Grounds Maintenance** – awarded Gunnersbury Park contract from 1<sup>st</sup> April 2022. In addition, awarded the Elderly and Disabled Gardening contract for Ealing Housing. GEL supported Ealing Council in achieving 24 Green Flags for 2022. London in Bloom – Large City Award Ealing Gold Award. Awarded Employer of the Year for our work with Spring Hallows School, supporting their students with work experience and on-site environmental improvements through volunteer activity.

**HWRC** – 98,000 visitors to HWRC, delivery of Electric Materials handling machine imminent.

**Transport and Compliance** - achieved the GEL CO2 reduction target for 2022 and reduced CO2 by 7.3%, took delivery of our first 3.5t Electric Vehicle on the contract for Gunnersbury Park. Reduced vehicle overloads to zero and Driver behaviour incidents were much improved year on year. Successfully managed fuel crisis with no service impacts.

**Vehicle maintenance** – Go Plant our vehicle maintenance provider has continued to provide GEL with good service. GEL has worked in collaboration with Go Plant in a difficult year – via increase costs and supplier issues and with technical support.

**HGV Driver shortage** – this proved to be a challenge throughout the year and has been an ongoing pressure. An increase in the financial package to GEL Drivers was agreed in 2021 to help with staff retention, this was enhanced again in 2022. Our aim is now to create our own spare pool of HGV Drivers. The Business has however demonstrated a high level of resilience throughout.

**HSEQ accreditations** - we attained BSI - ISO full accreditation under all three ISO standards. ISO 14001:2015 Environmental, ISO 9001:2015 Quality and ISO 45001:2018 H&S for the Collections and Streets services.

**Personal Protective Equipment** – we introduced an automated PPE ordering App including a PPE recycling programme. This helps us to reduce waste and avoid waste going to landfill and promotes a circular economy with a full audit trail.

**Staff Survey** – conducted our third GEL staff survey in October 2022 with positive results showing higher levels of satisfaction with GEL as an employer and with individual job roles.

**Supporting Events** – including the Great British Spring Clean In a joint project between LBE and Volunteer Group (Lager Can). Various community events throughout the year including Ealing Half Marathon, Nagar Kirten, Chariot Festival, Hanwell Hootie, Hanwell Carnival, Remembrance Sunday and the Queens Jubilee. GEL also provided essential support for the Queens funeral where this passed through Ealing.



## **6. Financial Overview**

The Greener Ealing ("the Company") financial forecast for the accounting year 2022/23 and budget for financial year 2023/24 continues to show underlying financial resilience. This is welcome especially in the context of the current, very difficult operating environment with high levels of inflation, increased costs and the unstable political and economic situation across Europe. It is therefore pleasing to report a forecasted profit before tax of £45k for financial year 2022/23. The Company continues to make good progress and the budget for the financial year 2023/24 supports the short to medium term Greener Ealing objectives agreed with the Council.

Core Revenue and Revenue from other contracts for the year ended 31<sup>st</sup> March 2023 is forecasted at £23,479k (2022: £22,079k) which represents a 6% increase as a result of the Company securing additional contract with the Council and third parties.

The Management Team continues to maintain tight control over costs and is continually reviewing operations. We continue to search for efficiencies to ensure the Company can deliver a high standard of service and meet client and resident needs.

We have undertaken a full review of costs for the next financial year in comparison to the updated forecast for the current financial year as set out in the table below:

### **Greener Ealing Ltd** **Statement of Comprehensive Income (£'k)**

	FORECAST	BUSINESS PLAN
	2022/23	2023/24
<i>Income - Scheduled Works</i>	(21,835)	(23,102)
<i>Income - Additional Works</i>	(785)	(130)
<i>Income - Other Contracts</i>	(244)	(377)
Net Service Income	(22,865)	(23,609)
Other income	(928)	-
Turnover	(23,792)	(23,609)
Staffing costs	13,370	13,673
Agency Costs	2,092	1,826
Other staffing costs	276	283
Total staffing costs	15,738	15,783
Other Direct Costs	976	567
Depreciation & Amortisation	252	262
Vehicle Costs	4,620	4,682
Plant Costs	418	430
Property Costs	895	1,151
Communications	23	24
ICT Costs	292	277
Service Recharges	51	51
Professional Fees	474	465
Operating costs	8,002	7,909
OPERATING LOSS/(PROFIT)	(52)	83
Net funding costs	7	78
NET LOSS/(PROFIT) BEFORE TAX	(45)	161

Greener Ealing Business Plan costs are based on the following assumptions:

- Turnover: 2.5% inflation assumed on all revenue income apart from additional lease premises charge of £255k:
  - £23,102k Income from Scheduled Works consisting of the annual core contract value of £21,835k, 2022/23 Pay award of £340k, 2022/23 Leafing costs of £255k (excluding £17k of housing leafing provided from housing budget), £255k of additional premises lease charged above the originally agreed cost, £239k HGV market supplement. At the time of writing, discussions between the Company and the Council suggested £379k of efficiency savings. This is yet to be finalised by the Council but is currently shown as a deduction in the Company's core income. This will be clarified at GEL Board meeting on 9<sup>th</sup> March 2023.
  - £130k Income from Additional Works relates the revenue for works outside of the contract including salary recharges, Trade Waste, King's bank holiday cover, etc. As the level of non-scheduled works for 2023/24 is unknown at this point, we have not allowed for any additional income or cost.
  - £377k Income from Other Contracts represents income earned from a provision of services to a third party or the parent company successfully secured and entered into by the Company.
- Staffing Costs: actual FTE salaries and indirect costs with 2.5% inflation applied.
- Operating Costs: reflect current understanding of the arrangements with depot rental charge and provision for potential insurance premium increase. The cost excluding depreciation/amortisation and fleet lease repayment have been increased for 2.5% inflation.
- Funding Costs: interest rate is assumed at 8.88% and applied on £1.1m loan facility provided to cover the Company capital and stock start-up cost.

Every effort is being made to contain cost within the required limits as part of our risk management approach. However, it is certain that there may be unforeseen cost pressures. Based on the current market and financial knowledge, management already identified some of the emerging cost pressures listed below and will be looking to recover these unavoidable costs from the Council:

- Fuel – as agreed with the Council, fuel price is set at £1.42 (£1.70 incl. VAT) with an increase of over 5% above the set price to be recovered from the Council.
- Insurance – the Company allowed for up to 10% increase in insurance premium. As agreed with the Council, insurance premium increase above 10% will be recovered from the Council.
- Overtime – direct impact of HGV drivers' and loaders issues with the core services not being affected.
- Fleet ageing – we have been seeing an increase in annual maintenance costs as a result of some of the warranties coming to an end.
- Employee Pay Award – if staffing costs increase above 2.5%, this will cause a financial pressure that will need to be discussed with the Council. This is a significant risk.

## **7. Greener Ealing – Key Objectives for 2023/24**

<b>KO1</b>	<b>Workforce Strategy 2023 – implementing the new strategy</b>
<b>KO2</b>	<b>Operational and Business Efficiencies</b>
<b>KO3</b>	<b>HSEQ – on going</b>
<b>KO4</b>	<b>Communications and Marketing – extending our reach</b>
<b>KO5</b>	<b>Greening Greener Ealing</b>
<b>KO6</b>	<b>Growth - Preparing for new services – viz Graffiti, Parking</b>

### **OBJECTIVE 1 – Workforce Strategy 2023 - implementation**

We have refreshed the 2020 Workforce Strategy and have a new Strategy which we will embed over the coming months.

As before our approach will be guided by the Council's Values: Trustworthy, Innovative, Accountable and Collaborative; and geared towards improving the lives of residents and other service users.

We fully acknowledge that the front-line nature of our services means our employees will frequently be required to interact directly with service users - and this will affect perceptions of the quality of our services and the standing of Greener Ealing generally. We will therefore aim to develop a workforce who are positive ambassadors, committed to good customer service; who are flexible, engaged, highly skilled and competent; who understand our values and who are proud to work for Greener Ealing.

For our part, we will create an organisation where every employee feels valued and has opportunities to develop the skills and confidence, they will need to do their work to the highest standards and, in so doing, will help us achieve our goals.

We will do this by:

- delivering a significant and lasting improvement in the quality of services
- supporting the Council to make Ealing an attractive place to live, work and visit.
- delivering best value for money to our clients.
- creating a culture where employees feel valued.
- ensuring Greener Ealing has the smallest possible environmental footprint to support the Council's aim to achieve carbon-neutral status by 2030.
- Working collaboratively with the Council

Priorities in WFS are creating the right culture within the business, delivering value, resource levels, training, our workforce profile and reducing turnover.

## **OBJECTIVE 2 – Operational Efficiencies – continuing**

We will continue to work to find operational efficiencies across the business. We understand that our shareholder continues to face a challenging budgetary situation and appreciate the role that we must play in contributing to reducing costs and delivering efficiencies. We maintain an ongoing dialogue with council officers in trying to identify cost reductions and will continue this throughout 2023/24.

## **OBJECTIVE 3 – HSEQ – consolidation**

Our strategy is to identify, develop and implement technology and ways of working that eliminate or reduce exposure to health and safety risks and environmental impact and quality failures.

We have made significant progress to deliver a self-sustaining culture of safe behaviour and quality, driven by openness of reporting, positive intervention and learning from every incident and lesson identified.

We will continue to implement modern digital tools and ways of working that improve risk awareness and management while minimising administrative burdens.

Our Training Academy is demonstrating its worth and our Training Programme sets out an ambitious plan. As technology advances and our workplace strategies evolve, there is a need for us to align with these changes in terms of knowledge and skills. Providing our employees with relevant and consistent training to help improve performance and efficiency in the workplace.

Our employee training program is designed to help improve the current knowledge and skills of our employees to match the various changes within our industry and business.

- It will identify gaps in training.
- It prepares our employees for higher responsibilities.
- It shows our employees they are valued.
- It tests the efficiency of the integrated management system (IMS).
- It improves IT and computer skills.

We will extend our ISO accreditation to Grounds Maintenance and the HWRC.

## **OBJECTIVE 4 – Communications and Marketing – extending our reach**

This objective established in an earlier iteration of this plan is still relevant. We want to:

- Deliver clear, easily understood information supporting GEL's objectives to internal and external stakeholders.

- Create and maintain effective communication channels with the workforce to support staff engagement.
- Implement a dynamic website as our primary source of information.
- Develop the GEL brand and key messages using social media.
- Communicate effectively to support and enhance relationships with the GEL Board, Ealing Council, residents, businesses, community groups and other stakeholders.

We aim to achieve this through using all of our communications channels:

- Media relations; press briefings, news releases, social media as well as briefing papers, publications, direct marketing communications, toolbox talks, newsletters; and
- events as well as engagement surveys and other digital opportunities;

We will also design and deliver targeted campaigns to help us to achieve our goals.

Over the medium to long term Greener Ealing will want to position itself as an important organisation in the waste management/environmental services sector. Initially in West London and longer term across the Capital. It will be important that our communications strategy and action plan supports this. GEL wants to be seen the forefront of improved service delivery, innovation, exemplary environmental credentials, award successes, excellent staff performance that is properly recognised.

The transfer of new staff into the business during the next year will figure highly on our communications agenda as we seek to induct them into GEL.

### **OBJECTIVE 5 - Greening Greener Ealing**

Ealing Council has declared a Climate Emergency and aims:

“To make Ealing carbon neutral by 2030, taking into account both production and consumption emissions.”

As a key supplier to the Council, GEL has agreed a Carbon reduction plan. This is supported by a comprehensive action plan that will support the Council's aspirations. The plan addresses:

- **Energy**
- **Waste**
- **Business Travel and Commuting**
- **Procurement and supply chain analysis**

In the meantime, we have estimated a 17% carbon reduction in GEL's first year of operations based on the new fleet versus last known estimates of our predecessor. We have also made excellent initial progress on vehicle emissions via route optimisation and work with our Drivers

encouraging reduced or no vehicle idling using Masternaut our telematics system which provides detailed vehicle data analytics.

We will review our current Carbon Reduction plan in 23/24. We have achieved our CO2 reduction for 2022 but 2023 will be challenging as Transport is our biggest source of emissions and it is not possible to make the step change we want overnight.

Our agreed plan takes its lead from the London Borough of Ealing (LBE) **Climate and Ecological Emergency Strategy** and has identified specific, measurable actions to be taken in the operation of the vehicle fleet and in the management of operational service delivery.

For completeness and to embrace the wider impact of Greener Ealing outside of the Councils stated objectives the plan also includes consideration of the CO2 impact of waste generated, business travel and commuting, upstream fuel and energy, upstream transportation and distribution, purchased goods/services.

### **OBJECTIVE 6 – Growth – preparing for new services**

Our overall approach to growth was established last year and agreed by the Board as set out below: The GEL risk appetite for new opportunities will be driven by the following:

- The Client
- The nature of works and alignment with GEL core business/skills
- Contract Value
- Location
- Reputational considerations
- Opportunities within Ealing Council or the Borough itself or within the sub region will be attractive and we ought to have strong appetite for these.
- Higher value, complex contracts, with greater reputational associated issues and/or political risk will be treated with a greater level of caution.

We have had some small-scale success most notably the Gunnersbury Park contract which is just about to enter its second year. The Housing Departments Gardening Contract for Elderly and Disabled Persons is to be renewed and we have picked up some work for Play Inspections. We will also be awarded the Graffiti Contract from June 2023.

The Council has now indicated that it wishes to award the Parking Enforcement Contract to GEL with effect from 1<sup>st</sup> April 2024. This is a major contract and represents a step change in terms of what this will mean for GEL. An additional 90 plus staff to onboard, new premises, significant procurement challenges and new organisational systems and ways of working to embed. Work has started on this mobilisation, but this will be a major piece of work for 2024.

The Council has indicated that it wishes to consider other services that may transfer but there is no real clarity on this at this time.

## **8. Summary and Conclusion**

This will be a challenging year for GEL. Over the last few years, we have successfully established the core services. We are now on the cusp of the transfer of a significant new contract i.e. Parking Enforcement. This alone will be a major undertaking in 2023/24 and will change the nature of the overall business. From April 2024 onwards we will have a 25% increase in staff, new properties to manage, new technology and a new business to understand. It will also be a completely new customer relationship especially at the front end. This will need a great deal of preparation and potentially have impacts throughout the business as we establish new systems etc. It goes without saying that we cannot afford to lose our focus on the core contract, and this will remain a priority.

Our immediate and continuing ambitions will be to finish work on some of the key building blocks identified in 2022/23 which have been in part delivered. Our commitment is to deliver against all of our objectives but with an emphasis on:

- **Maintaining good contract performance on the core business**
- **Mobilising the Parking Enforcement Contract**
- **Greening the business**
- **Continuing the search for operational efficiencies and delivering value**

This plan will form the basis for 2023/24 work programme for Greener Ealing Ltd.

**Kevin O’Leary**

**Interim Managing Director**

**Greener Ealing Ltd**

**February 2023**



## Appendix A

### Cash Flow Statement – Forecast 2023/24

Category Description	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
<b>Opening Balance</b>	<b>3,032</b>	<b>2,407</b>	<b>2,501</b>	<b>2,571</b>	<b>1,255</b>	<b>3,487</b>	<b>3,452</b>	<b>2,584</b>	<b>2,706</b>	<b>2,732</b>	<b>1,937</b>	<b>2,148</b>
<b>INCOME</b>												
Cash receipts	2,155	2,225	2,332	2,159	4,292	2,163	2,163	2,162	2,161	2,160	2,160	2,196
<b>SubTotal</b>	<b>2,155</b>	<b>2,225</b>	<b>2,332</b>	<b>2,159</b>	<b>4,292</b>	<b>2,163</b>	<b>2,163</b>	<b>2,162</b>	<b>2,161</b>	<b>2,160</b>	<b>2,160</b>	<b>2,196</b>
<b>EXPENDITURE</b>												
Operational	(558)	(558)	(639)	(1,365)	(643)	(676)	(621)	(624)	(719)	(541)	(524)	(627)
Salaries	(810)	(755)	(755)	(710)	(710)	(755)	(710)	(710)	(710)	(855)	(710)	(710)
Leases (Vehicle & Plants)	(166)	(166)	(166)	(166)	(166)	(166)	(166)	(166)	(166)	(166)	(166)	(166)
SLA payments	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)
Landlords payments	(341)	-	-	(341)	-	-	(341)	-	-	(341)	-	-
PAYE (NIC/TAX/PENSION)	(350)	(470)	(520)	(360)	(360)	(420)	(360)	(360)	(360)	(520)	(370)	(360)
Other cash payments (CT/VAT)	(489)	(116)	(116)	(468)	(116)	(116)	(768)	(116)	(116)	(468)	(116)	(116)
Bank Charges/Interest	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<b>SubTotal</b>	<b>(2,731)</b>	<b>(2,082)</b>	<b>(2,214)</b>	<b>(3,428)</b>	<b>(2,013)</b>	<b>(2,150)</b>	<b>(2,984)</b>	<b>(1,994)</b>	<b>(2,089)</b>	<b>(2,909)</b>	<b>(1,903)</b>	<b>(1,997)</b>
Interest payable	(8)	(8)	(7)	(7)	(7)	(7)	(6)	(6)	(6)	(5)	(5)	(5)
Interest receivable	-	-	-	-	-	-	-	-	-	-	-	-
Loan drawdowns	-	-	-	-	-	-	-	-	-	-	-	-
Loan repayment	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)	(41)
<b>SubTotal</b>	<b>(49)</b>	<b>(48)</b>	<b>(48)</b>	<b>(48)</b>	<b>(48)</b>	<b>(47)</b>	<b>(47)</b>	<b>(47)</b>	<b>(46)</b>	<b>(46)</b>	<b>(46)</b>	<b>(46)</b>
<b>TOTAL CASH</b>	<b>2,407</b>	<b>2,501</b>	<b>2,571</b>	<b>1,255</b>	<b>3,487</b>	<b>3,452</b>	<b>2,584</b>	<b>2,706</b>	<b>2,732</b>	<b>1,937</b>	<b>2,148</b>	<b>2,302</b>