

## Budgeted Service Savings Mandates Progress 2015/16

DIRECTORATE	Saving included in 2015/16 Budget	Savings reported achieved month 2	Savings reported achieved month 6	Savings reported achieved month 9	Savings achieved @ outturn	Percentage progress in achieving savings %	Delayed savings	Savings not achievable
	£'000	£'000	£'000	£'000	£'000		£'000	£'000
Children & Young People	1,514	1,400	1,377	1,377	1,398	92%	0	116
Social Care & Health	274	274	274	274	274	100%	0	0
Enterprise	1,393	1,025	975	1,015	1,047	75%	125	221
Operations	1,513	1,211	1,258	1,438	1,463	97%	75	0
Chief Executive's	85	85	85	85	85	100%	0	0
<b>Total Mandated Service Savings 2015-16</b>	<b>4,779</b>	<b>3,995</b>	<b>3,969</b>	<b>4,189</b>	<b>4,267</b>	<b>89%</b>	<b>200</b>	<b>337</b>

CHILDREN & YOUNG PEOPLE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium /
Schools delegated budgets	16	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000	0	0	Fully met, the delegated funds were reduced to all schools.	
School library service - combine with general library service	18	Continuation of 2014-15 mandate. Service costs expired in 2014-15	20,000	20,000	20,000	20,000	20,000	0	0	Fully met, SLS has closed	
School Music service - reduction in subsidy	20	Continuation of 2014-15 mandate. Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50,000	50,000	50,000	50,000	50,000	0	0	Fully met, Gwent music have worked very successfully on other income generation and have worked very closely with us to achieve this	

<b>CYP Transformation Additional Needs/Mounton House</b>	<b>35</b>	Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire £100k, Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure £20k.	120,000	120,000	120,000	120,000	120,000	0	0	Fully met, new SLA produced and schools have brought in	
<b>Youth Services</b>	<b>42</b>	Replace core funding with other income sources	200,000	86,000	63,000	63,000	84,000	0	116,000	£84,000 the savings have been met, but the service are reporting an £116k overspend at Outturn. This is due to two grants being delayed.	High

<b>1,514,000</b>	<b>1,400,000</b>	<b>1,377,000</b>	<b>1,377,000</b>	<b>1,398,000</b>	<b>0</b>	<b>116,000</b>
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ENTERPRISE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low)
DEVELOPMENT OF LEISURE SERVICES	1	Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction caretaking Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k	420,983	420,983	385,983	390,983	390,983	-	30,000	15k Caretaker savings will not be achieved as the school didn't charge us until 15-16 so there is a full years charge in this year. 15k 3G pitch income will not be achieved due to delays in the implementation of the lighting and electricity which had affected the number of bookings, this is a £5k improvement on the position at M6 <b>£35K achievable in alternative delivery plans</b> <b>Delayed Lighting</b>	High

<b>Collaboration on housing services and development of careline services</b>	<b>2</b>	Continuation of 2014-15 mandate involving the commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater	55,000	55,000	55,000	55,000	55,000	-	-	Saving fully achieved	Low
<b>Sustainable energy initiatives</b>	<b>5</b>	3 year mandate starting 2014-15, 2015-16 commitment Investing in biomass boilers £15k, sustainable energy initiatives £18k	33,000	-	-	-	14,890	-	18,110	The section has achieved £14,890 through the <b>Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £33K achievable.</b> The remaining element of the saving that has not been achieved has been offset in the division through increased income from within the cemeteries section.	

<b>Museums, Shirehall &amp; Castles and Tourism</b>	<b>6</b>	Continuation of 2014-15 mandate. Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models.	190,000	170,000	145,000	145,000	145,000	-	45,000	Museums - 30,000 of savings will not be achieved. Green Screen savings of 10,000 and 20,000 conservation income. The Green Screens are not yet up and running and they will not generate that amount of income within 1 year. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30,000 not 50,000, the museums are	
<b>Strategic Property Review (phase 2)</b>	<b>26</b>	The Accommodation Working Group is now charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.	100,000	100,000	100,000	100,000	100,000	-	-	Achieved	

Community Hubs & Contact Centre	28	Continuation of 2014-15 mandate. Reducing staffing costs £85k, improved management of green spaces £40k	250,000	125,000	125,000	125,000	125,000	125,000	-	"Forecast overspend of £10,000 is mainly due to higher than anticipated employee costs, this has been partly off set by a reduction in supplies and services expenditure where possible. Increase staffing costs are due to the delayed implementation of the of the Community Hubs restructure the mandate savings of £250k related to a full year saving where as it is only possible to achieve 6 months of reduced costs. The community Hubs are likely to achieve savings from September 2015." This outturn includes
ICT	31	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	250,000	130,000	140,000	138,000	150,000	-	100,000	Savings mandate 31 - SRS have achieved their 150k saving. The 100k savings that were to be



<b>Planning Income</b>	<b>40a</b>	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a	24,000	24,000	24,000	24,000	24,000	-	-	Fully achieved	Low
<b>Market Income</b>	<b>41a</b>	Increased Market Income generation	70,000	-	-	37,000	41,855		28,145	The section has been unable to deliver the mandate saving of £50k for increased income, part of the savings mandate had been delivered through a reduction in Advertisement and the processes outlined in <b>Alternative Delivery Plan (agreed by cabinet 2nd Dec) – 50k achievable Cease all repair and maintenance work to asset portfolio.</b>	

1,392,983    1,024,983    974,983    1,014,983    1,046,728    125,000    221,255

CHIEF EXECUTIVE'S UNIT & OPERATIONS											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
<b>OPERATIONS</b>											
Home to School Transport - fundamental review of policy	14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	101,000	0	72,000	101,000	101,000	0	0	£72k from mandate has been found by reducing the post 16 grants awarded. £30k achievable by other means through a reduction in the fuel budget to reflect reduced diesel prices.	Low

Facilities - transfer functions to other providers	15	Continuation of 2014-15 mandate. Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100,000	10,000	10,000	100,000	100,000	0	0	Building Cleaning £50k mandate saving has been partly achieved through transfer of public conveniences to town councils the remaining proportion of the saving has been achieved through the alternative delivery plan ". Waste - "Also there is £40k resulting from the shortfall on additional external income budget, ( £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of this increase, but a pressure still remains." <b>£90k achievable</b> <b>A reduction in grounds and</b>	
Transport Rationalisation	25	Rationalisation of transport services	62,000	62,000	62,000	62,000	62,000	0	0	Saving fully achieved	Low

<b>Cost neutral waste service</b>	<b>36</b>	Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k	270,000	184,000	184,000	270,000	270,000	0	0	There are two mandates that will not be fully achieved in 15-16. £86k on mandate 36 "Route Optimisation", transport leasing costs build into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings could be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut. Also there is £40k resulting from the shortfall on additional external income budget, (Mandate 15 above, £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of
<b>Waste Management - Project Gwyrdd</b>	<b>37</b>	Landfill cost reduction	250,000	250,000	250,000	250,000	250,000	0	0	Forecasted to be fully achieved
<b>Waste Mgt - Efficiency &amp; Realignment</b>	<b>37a</b>	Staff Restructuring	50,000	50,000	50,000	50,000	50,000	0	0	Achieved - Grounds Vacancies

<b>Waste Mgt - Modernising Trade Waste Services</b>	<b>37b</b>	Modernising Waste Collection Services	50,000	50,000	50,000	25,000	50,000	25,000	0	£15K were generated through the sale of trade recycling bags and £10k from the introduction of waste transfer notes. The £25K has been mitigated through fuel and superann contributions.	
<b>Waste Mgt - Collection changes, Grey bags and nappies</b>	<b>37c</b>	Coolection Changes to Waste Services	180,000	180,000	180,000	180,000	180,000	0	0	Achieved	
<b>Highways</b>	<b>41</b>	Staffing reduction £162k, materials and plant reduction £70k, procurement, stores and fuel savings £50k, trading account savings £113k, additional advertising and skip income £55k	450,000	425,000	400,000	400,000	400,000	50,000	0	No advertising savings achieved as previously reported - this shortfall has been found through other means.	Low

**TOTAL**

<b>1,513,000</b>	<b>1,211,000</b>	<b>1,258,000</b>	<b>1,438,000</b>	<b>1,463,000</b>	<b>75,000</b>	<b>0</b>
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CHIEF EXECUTIVE'S UNIT											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Democracy and Regulation Services	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	85,000	85,000	85,000	85,000	85,000	-	-	Achieved	Low

TOTAL

85,000	85,000	85,000	85,000	85,000	0	0
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2015/16 Budgeted Service Savings Mandates Progress

CHILDREN & YOUNG PEOPLE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
Schools delegated budgets	16	Proposal is about finding opportunities to reduce costs in schools. Schools budgets will be protected at cash limit, this means no pay inflation and or non pay inflation is provided for in funding,	1,124,000	1,124,000	1,124,000	1,124,000	1,124,000	0	0	Fully met, the delegated funds were reduced to all schools.	
School library service - combine with general library service	18	Continuation of 2014-15 mandate. Service costs expired in 2014-15	20,000	20,000	20,000	20,000	20,000	0	0	Fully met, SLS has closed	
School Music service - reduction in subsidy	20	Continuation of 2014-15 mandate. Total MCC contribution to schools music service is £260k, exploration of alternative models to reduce the subsidy required	50,000	50,000	50,000	50,000	50,000	0	0	Fully met, Gwent music have worked very successfully on other income generation and have worked very closely with us to achieve this	
CYP Transformation Additional Needs/Mounton House	35	Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire £100k, Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure £20k.	120,000	120,000	120,000	120,000	120,000	0	0	Fully met, new SLA produced and schools have brought in	
Youth Services	42	Replace core funding with other income sources	200,000	86,000	63,000	63,000	84,000	0	116,000	£84,000 the savings have been met, but the service are reporting an £116k overspend at Outturn. This is due to two grants being delayed.	High

1,514,000	1,400,000	1,377,000	1,377,000	1,398,000	0	116,000
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2015/16 Budgeted Savings progress

SOCIAL CARE & HEALTH										
Budget proposals 2014/15	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
SCH Transition project staff transfer to Bright New Futures	Combining our initiative with Bright new futures to establish a shared service model	14,000	14,000	14,000	14,000	14,000	0	0	Savings Achieved	N/A
Sustaining Independent Lives in the community	Cabinet report and business case presented on 2nd Oct 2013, aim is to divert people from needing statutory services through Local Area Co-ordination and small local enterprises	260,000	260,000	260,000	260,000	260,000	0	0	Savings Achieved	N/A
		<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>274,000</b>	<b>0</b>	<b>0</b>		



2015/16 Budgeted Service Savings Mandates Progress

ENTERPRISE											
Budget proposals 2015/16	Mandate No.	Savings Mandate Narrative	Saving included in 2015/16 Budget	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Risk of current forecast saving NOT being achieved ( High / Medium / Low )
DEVELOPMENT OF LEISURE SERVICES	1	Leisure centre staffing remodelled £115k, admin and clerical review £66k, support services review £20k, reduction caretaking Abergavenny £15k, outdoor education reduction £25k, leisure supplies and service £25k, increased income through fitness and sport offer £155k	420,983	420,983	385,983	390,983	390,983	-	30,000	15k Caretaker savings will not be achieved as the school didn't charge us until 15-16 so there is a full years charge in this year. 15k 3G pitch income will not be achieved due to delays in the implementation of the lighting and electricity which had affected the number of bookings, this is a £5k improvement on the position at M6 <b>£35K achievable in alternative delivery plans</b> <b>Delayed Lighting installed at the 3G pitch resulted in only partial income being reached against alternative delivery plans amounting to £5K.</b> <b>Increase income against swimming and fitness not achieved. This has resulted in a £5K improvement since month 6.</b>	High
Collaboration on housing services and development of careline services	2	Continuation of 2014-15 mandate involving the commercialisation of careline service, one housing solutions service with TCBC focussed on enabling wider access to housing options and providing greater scope for increasing the resources with which to address housing need and homelessness	55,000	55,000	55,000	55,000	55,000	-	-	Saving fully achieved	Low
Sustainable energy initiatives	5	3 year mandate starting 2014-15, 2015-16 commitment Investing in biomass boilers £15k, sustainable energy initiatives £18k	33,000	-	-	-	14,890	-	18,110	The section has achieved £14,890 through the <b>Alternative Delivery Plan (agreed by cabinet 2nd Dec) - £33K achievable. The remaining element of the saving that has not been achieved has been offset in the division through increased income from within the cemeteries section.</b>	
Museums, Shirehall & Castles and Tourism	6	Continuation of 2014-15 mandate. Consolidation of tourism and culture offer throughout the County through considering shared services models; making attractions self-sustainable and income generation. This relates to the museum business plan and explores roll-out of some community ownership models.	190,000	170,000	145,000	145,000	145,000	-	45,000	Museums - 30,000 of savings will not be achieved. Green Screen savings of 10,000 and 20,000 conservation income. The Green Screens are not yet up and running and they will not generate that amount of income within 1 year. The conservation income in the mandate was higher than agreed the total income from conservation was initially agreed as 30,000 not 50,000, the museums are looking at other ways to raise this income but the additional 20,000 will not be achieved this year. Castle - Achieving in year savings of 9k but reporting total overspend of 90k as reported at M2 due to historic budget assumptions and savings from 14-15 of 20,000. Tourism - 15,000 savings not achievable. The use of volunteers is not available at the moment due to issues with a member of the public which means the site has to be doubled manned which is having an effect on the staffing budget. <b>Alternative delivery Plan : The current staffing budget only runs until the end of October, the TIC has now closed for the winter and this has reduced the overall overspend but this hasn't affected the savings. We requested 15,000 from the town council but only 5,000 has been secured.</b>	

Strategic Property Review (phase 2)	26	The Accommodation Working Group is now charged with reviewing all property usage with the aim of minimising the costs and releasing any property that can be made surplus.	100,000	100,000	100,000	100,000	100,000	-	-	Achieved
Community Hubs & Contact Centre	28	Continuation of 2014-15 mandate. Reducing staffing costs £85k, improved management of green spaces £40k	250,000	125,000	125,000	125,000	125,000	125,000	-	"Forecast overspend of £10,000 is mainly due to higher than anticipated employee costs, this has been partly off set by a reduction in supplies and services expenditure where possible. Increase staffing costs are due to the delayed implementation of the of the Community Hubs restructure the mandate savings of £250k related to a full year saving where as it is only possible to achieve 6 months of reduced costs. The community Hubs are likely to achieve savings from September 2015." This outturn includes £113k of mitigating underspends including keeping a post vacant until April 2016 to help offsets the delayed mandate saving .
ICT	31	Staffing efficiencies, integrate enterprise agreement, reduce supplies and services budget	250,000	130,000	140,000	138,000	150,000	-	100,000	Savings mandate 31 - SRS have achieved their 150k saving. The 100k savings that were to be achieved through in-house software development and the sale of products will not occur. Other options to look for alternative savings are being actively sought.
Planning Income	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	24,000	24,000	24,000	24,000	24,000	-	-	Fully achieved  Low
Market Income	41a	Increased Market Income generation	70,000	-	-	37,000	41,855	-	28,145	The section has been unable to deliver the mandate saving of £50k for increased income, part of the savings mandate had been delivered through a reduction in Advertisement and the processes outlined in <b>Alternative Delivery Plan ( agreed by cabinet 2nd Dec) – 50k achievable</b> <b>Cease all repair and maintenance work to asset portfolio.</b>

1,392,983	1,024,983	974,983	1,014,983	1,046,728	125,000	221,255
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2015/16 Budgeted Service Savings Mandates Progress

CHIEF EXECUTIVE'S UNIT & OPERATIONS											
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<b>OPERATIONS</b>											
Home to School Transport - fundamental review of policy	14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	101,000	0	72,000	101,000	101,000	0	0	£72k from mandate has been found by reducing the post 16 grants awarded. £30k achievable by other means through a reduction in the fuel budget to reflect reduced diesel prices.	Low
Facilities - transfer functions to other providers	15	Continuation of 2014-15 mandate. Engaging with town and community councils, friends clubs to take on service related costs - Linda Vista, Bailey Park, Public Conveniences	100,000	10,000	10,000	100,000	100,000	0	0	Building Cleaning £50k mandate saving has been partly achieved through transfer of public conveniences to town councils the remaining proportion of the saving has been achieved through the alternative delivery plan ". Waste - "Also there is £40k resulting from the shortfall on additional external income budget, ( £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of this increase, but a pressure still remains." <b>£90k achievable</b> <b>A reduction in grounds and highways, fuel and manpower budget (45k/45k split respectively)</b> <b>The alternative delivery plan is forecast to achieve the mandate budget shortfalls at month 9 within the service.</b>	
Transport Rationalisation	25	Rationalisation of transport services	62,000	62,000	62,000	62,000	62,000	0	0	Saving fully achieved	Low
Cost neutral waste service	36	Cleansing service efficiencies £50k, Trade waste recycling £40k, Grey and Nappy bag changes £180k	270,000	184,000	184,000	270,000	270,000	0	0	There are two mandates that will not be fully achieved in 15-16. £86k on mandate 36 "Route Optimisation", transport leasing costs build into the saving but we own the vehicle that we reduced from the fleet and therefore no leasing savings could be achieved. Also, the mandate originally cut 6 FTE posts, but only 5 FTE posts could be cut. Also there is £40k resulting from the shortfall on additional external income budget, (Mandate 15 above, £50k in 14-15 and a further £50k in 15-16 was introduced). We have secured an additional £60 of this increase. An <b>Alternative Delivery Plan ( agreed by cabinet 2nd Dec ) – 86k achievable</b> <b>Reduced fuel and labour budget to reflect reduced diesel prices and staff not joining the Local Government Pension Scheme.</b>	
Waste Management - Project Gwyrdd	37	Landfill cost reduction	250,000	250,000	250,000	250,000	250,000	0	0	Forecasted to be fully achieved	
Waste Mgt - Efficiency & Realignment	37a	Staff Restructuring	50,000	50,000	50,000	50,000	50,000	0	0	Achieved - Grounds Vacancies	

Waste Mgt - Modernising Trade Waste Services	37b	Modernising Waste Collection Services	50,000	50,000	50,000	25,000	50,000	25,000	0	£15K were generated through the sale of trade recycling bags and £10k from the introduction of waste transfer notes. The £25K has been mitigated through fuel and superann contributions.	
Waste Mgt - Collection changes, Grey bags and nappies	37c	Collection Changes to Waste Services	180,000	180,000	180,000	180,000	180,000	0	0	Achieved	
Highways	41	Staffing reduction £162k, materials and plant reduction £70k, procurement, stores and fuel savings £50k, trading account savings £113k, additional advertising and skip income £55k	450,000	425,000	400,000	400,000	400,000	50,000	0	No advertising savings achieved as previously reported - this shortfall has been found through other means.	Low

<b>TOTAL</b>			<b>1,513,000</b>	<b>1,211,000</b>	<b>1,258,000</b>	<b>1,438,000</b>	<b>1,463,000</b>	<b>75,000</b>	<b>0</b>		
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2015/16 Budgeted Service Savings Mandates Progress

CHIEF EXECUTIVE'S UNIT											
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Democracy and Regulation Services	40a	To reduce budget requirement in a number of areas through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.	85,000	85,000	85,000	85,000	85,000	-	-	Fully acheieved	Low
<b>TOTAL</b>			<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>		