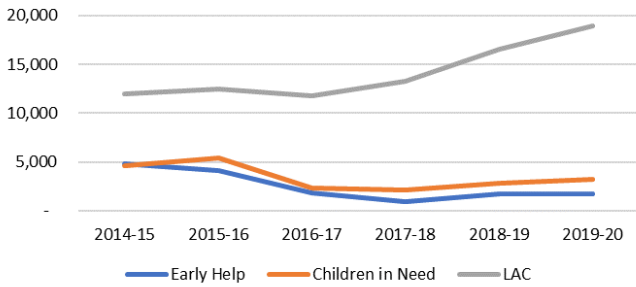
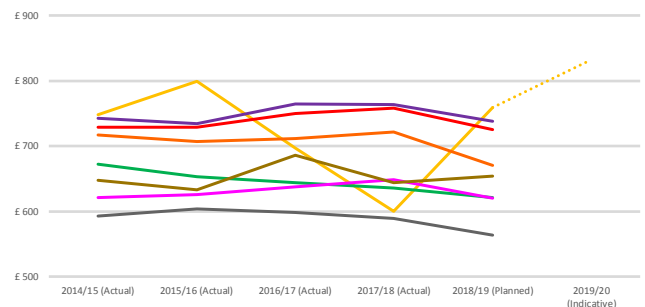


Project Description	Edge of Care: Edge of Care / Home (ECHO)																														
Sponsor	Chris Baird	Project Lead	Liz Elgar																												
Bid application against criteria	1) Invest to save/avoid future cost <input checked="" type="checkbox"/> 2) Invest to improve <input checked="" type="checkbox"/> 3) Transformation costs <input checked="" type="checkbox"/>																														
Why is the project needed? (the business problem)	<p>Families that might need some help and support will often say that they do not want to be taken into safeguarding or care services. They would rather be able to cope better with the challenges they face with support from their extended family, friends, and community. Herefordshire's multiagency safeguarding system continues to evolve with a focus on prevention through universal, early help and pre-care support, and on enabling children to safely and permanently return home if they do come into care.</p> <p>It is anticipated that overall spend on services for children and families in Herefordshire this year (excluding schools), will be in the region of £30m. Almost two thirds of this spend is expected to be on looked after children (LAC), with the main cost arising from their accommodation placements.</p> <p style="text-align: center;">Herefordshire Spend profile in £000s Source: Children's Finance Team</p>  <table border="1"> <caption>Herefordshire Spend profile in £000s (Estimated Data)</caption> <thead> <tr> <th>Financial Year</th> <th>Early Help</th> <th>Children in Need</th> <th>LAC</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>4,000</td> <td>4,000</td> <td>12,000</td> </tr> <tr> <td>2015-16</td> <td>4,000</td> <td>5,000</td> <td>12,500</td> </tr> <tr> <td>2016-17</td> <td>2,000</td> <td>2,000</td> <td>11,500</td> </tr> <tr> <td>2017-18</td> <td>1,500</td> <td>2,000</td> <td>13,000</td> </tr> <tr> <td>2018-19</td> <td>2,000</td> <td>2,500</td> <td>16,000</td> </tr> <tr> <td>2019-20</td> <td>2,000</td> <td>3,000</td> <td>19,000</td> </tr> </tbody> </table> <p>On the face of it, Herefordshire has been making significant investment in services for Children and Families since 2017-18 (chart below), and now looks to be spending more per capita (0-17 population) than its comparators. However, the growth in spend came after a period of reductions in Early Help and Child in Need services (chart above) that influenced Herefordshire's earlier decline in per capita spending compared to other areas. Over the same period, spend on looked after children significantly increased, mainly as a result of ongoing increases in numbers of children and placement costs, and also because of additional investments in new ways of working to slow, and begin to reverse, the historic increases.</p>			Financial Year	Early Help	Children in Need	LAC	2014-15	4,000	4,000	12,000	2015-16	4,000	5,000	12,500	2016-17	2,000	2,000	11,500	2017-18	1,500	2,000	13,000	2018-19	2,000	2,500	16,000	2019-20	2,000	3,000	19,000
Financial Year	Early Help	Children in Need	LAC																												
2014-15	4,000	4,000	12,000																												
2015-16	4,000	5,000	12,500																												
2016-17	2,000	2,000	11,500																												
2017-18	1,500	2,000	13,000																												
2018-19	2,000	2,500	16,000																												
2019-20	2,000	3,000	19,000																												

Where areas have services that are rated as Good or Outstanding by Ofsted, spend per capita is significantly lower than Herefordshire's current position (chart opposite). Such areas are likely to have invested in effective Early Help and Edge of Care arrangements that prevent the need for children to become looked after and avoid high spend on placement costs. With appropriate leadership, time and investment, it would be possible for Herefordshire to achieve a similar position. Assuming that, in time, Herefordshire did achieve the average per capita spend of comparator Good and Outstanding areas, overall spend could be expected to reduce by £6-8m per year.

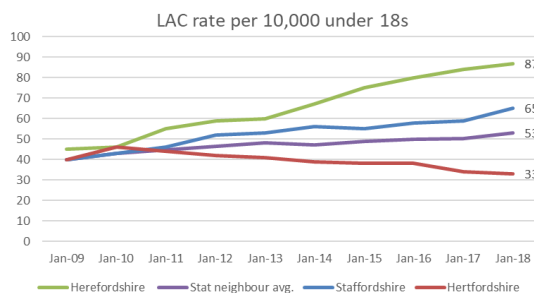
Spend per 0-17 year old on children's and young people's services (excluding schools)

Sources: Department for Education / Children's Finance Team

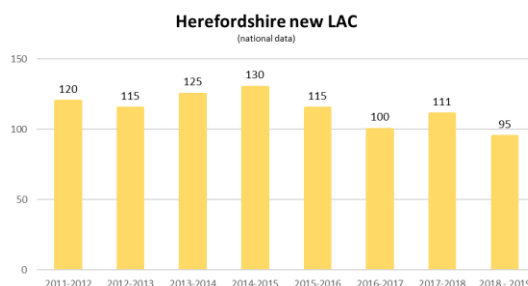


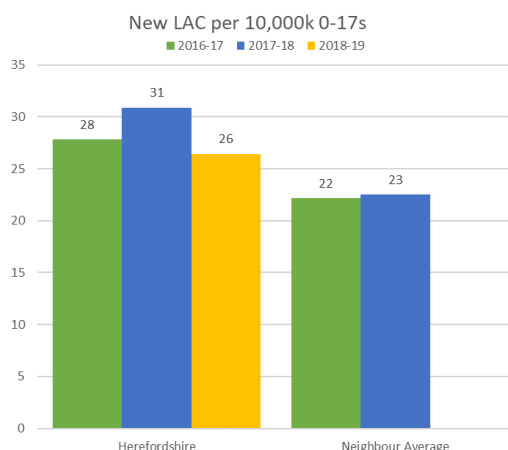
	2014/15 (Actual)	2015/16 (Actual)	2016/17 (Actual)	2017/18 (Actual)	2018/19 (Planned)	2019/20 (Indicative)
England	£ 717	£ 707	£ 712	£ 722	£ 671	
Herefordshire	£ 748	£ 799	£ 697	£ 600	£ 759	£ 832
Stat. Neighbour Avg.	£ 621	£ 626	£ 638	£ 649	£ 621	
W. Mids Neighbour Avg	£ 743	£ 735	£ 765	£ 764	£ 738	
Hertfordshire	£ 593	£ 604	£ 599	£ 589	£ 564	
Staffordshire	£ 648	£ 633	£ 686	£ 644	£ 654	
Spend by latest Ofsted rating (Statistical & Regional Neighbours + Hertfordshire)						
Avg. of Good/Outstanding	£ 672	£ 653	£ 645	£ 636	£ 621	
Avg. of RI/Inadeq. areas	£ 729	£ 729	£ 750	£ 758	£ 726	

The number of children looked after in Herefordshire continues to be above both the national and statistical neighbour average (chart below). Among the underlying issues will be the need to further improve the local rates of either children entering or leaving the care system.



Since a high point in 2014-15, there has been a gradual improvement in the number new LAC (chart below). During the three years 2016-2019, there were an average of 102 new LAC per year.





Herefordshire's annual rate of children that cease to be looked after has been lower than statistical neighbours since 2014 (chart opposite). In the three years 2016-2019, an average of 83 Herefordshire children ceased to be LAC each year. Based on year-to-date performance in September 2019, it has been projected that 85 children could cease to be LAC during 2019/20 (chart below opposite).

In 2018/19 the local ceased LAC rate deteriorated to 77 children/23% of the LAC population (chart opposite). Whereas, based on the current number of LAC (347 on 21 October 2019), an additional 50-60 children could be expected to cease being looked after if Herefordshire were in line with the neighbour average. Work is already underway to improve the rates of reunification and special guardianship orders, and cabinet approved measures to overcome barriers which had been identified in the work in 2018/19. This is expected to contribute to more children ceasing to be looked after each year.

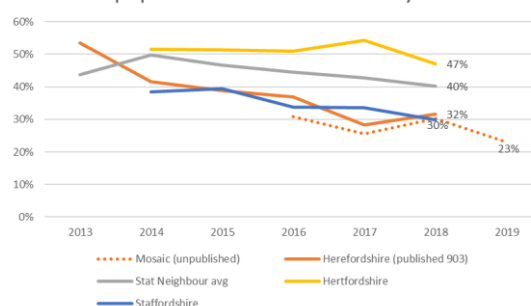
The factors that can lead to a child being looked after can include:

- Behavioural problems
- Substance/alcohol misuse of the child and or parents/carers
- Reduced attendance at education (part time timetables, exclusions, SEN/PRU)
- Emotional/mental health issues of the child and or parents/carers
- Risks of child exploitation
- Domestic abuse
- Housing issues
- Social Isolation
- Financial hardship
- Risk of abuse: neglect, physical abuse, sexual abuse, emotional abuse

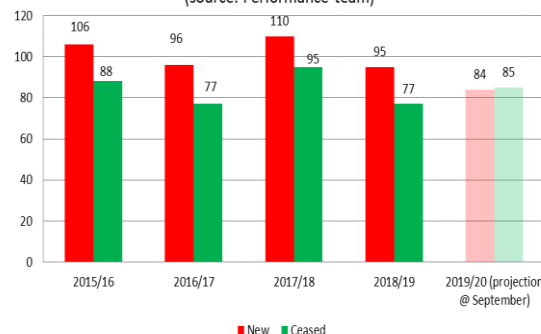
Despite the improving local trend, the new entrant rate remains higher than the statistical neighbour average (chart opposite). Around 20 fewer new entrants could be expected per year if Herefordshire were in-line with the average.

There are also children now within the looked after system that could be appropriately returned to the care of their families after adequate preparation and a period of continued support to sustain their successful return home. There is a need to work more effectively to return current and future LAC home as appropriate.

Ceased LAC during the year as % of LAC population on 31 March each year



New /ceased LAC per year
(source: Performance team)



Many children that are either on the edge of coming into care or have the potential to return home will have experienced the 'toxic trio' of domestic abuse, substance misuse and mental health issues. At the end of September 2019, there were over 1500 open child records on Mosaic where a toxic trio risk had been identified for the child's parent/s. Within this cohort, there were 983 family groups (charts opposite). At the lower end of the assessment and safeguarding system, most families had one risk identified, but the likelihood that a family is exposed to multiple risks increases as they escalate through the system. Within the LAC population, just over two thirds of children (c.240) have experienced at one of the toxic trio, almost a third of which have experienced the full trio. Additional support around the toxic trio within the Early Help and Safeguarding systems could have a positive impact on preventing individual needs escalating further.

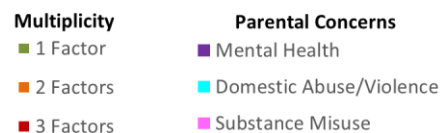
Learning from other areas has shown that:

- With the right support, at the right time and in the right place families can live independently and achieve their goals
- *There is a widely held misconception that reunification is more successful if it happens within the first six months of a child entering care or accommodation. This is inaccurate. Children are more likely to return to their families in this time period, but research shows that when reunification happens without enough time to support parents to change, the child is more likely to re-experience abuse and neglect, and to come back into care or accommodation. (NSPCC 2015)*
- Multiagency/multidisciplinary group supervision can be effective
- Effective leadership is necessary to drive forward the system-wide change effectively
- Embedding the new practice with all relevant practitioners, with significant investment in training and support in the new ways of working, is critical
- Developing new skills and models takes time

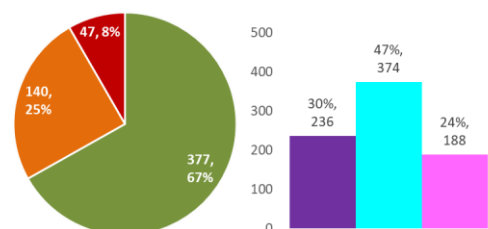
Parental Toxic Trio Concerns

983 FAMILY GROUPS

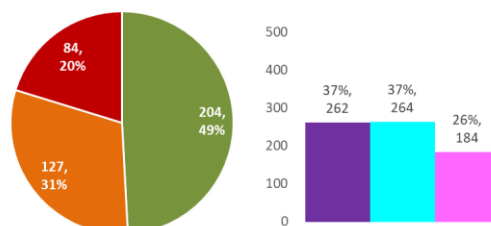
Open Mosaic child records 30 Sept 2019



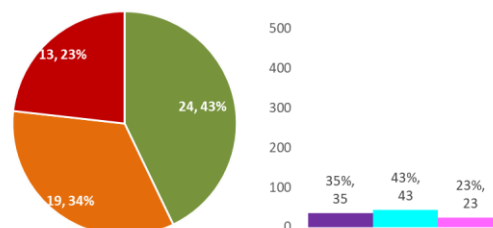
Have risks but did not meet threshold 564 family groups (845 children)



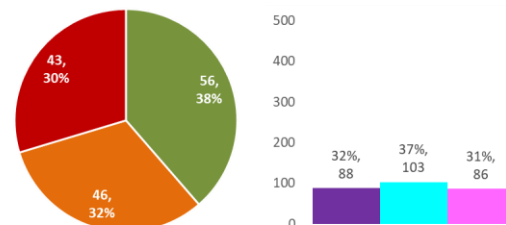
Child in Need 415 family groups (679 children)



Child Protection 56 family groups (117 children)



Looked After Children 145 family groups (240 children)



- Within the local safeguarding system (below), the council and its partners operate a suite of services that can provide Early Help to families with the aim of preventing them from entering care or other statutory systems. When a child's needs do escalate further through the MASH, the council provides a range of statutory and non-statutory services with the aim of stabilising the issues and, where possible, reducing the need so that they can step down to less intensive support. This includes a level of family support to children in need or in child protection arrangements. However, consideration of good practice in Staffordshire and Hertfordshire, in particular, has highlighted the potential for additional approaches that could support children that are on the edge of care / returning home (ECHO):

The diagram illustrates the flow of family support services:

- Early help provision**: A large green area on the left containing numerous ovals representing different services such as Emotional & mental health services, Public health nurses, Family & friends, Community hubs & offices, GPs, Voluntary sector, Schools & colleges, Domestic & sexual violence services, Universal services, Maternity services, WISH & media, Hospitals, Children Centres, Adult services, PCC diversionary activities, and Community brokers (all ages).
- Appropriate step-up**: An arrow points from the early help provision area towards the central services.
- Early Help Assessments**: A vertical blue bar labeled "E A S H" separates the early help provision from the next stage.
- Early Help Family Support**: A box containing three categories: Contracted Family Befriending, Contracted Family Mentoring, and In-house family support. Below this is a note: "With light touch ongoing support to 'revolving door' families".
- Safeguarding Family Support**: A box containing two categories: Child in Need and Child protection.
- Edge of Care/Home Children**: A yellow diamond shape positioned between the safeguarding and care outcomes sections.
- Care Outcomes**: Three boxes on the right represent different levels of care: Fostering, residential & supported accommodation; Looked after children; Intensive placement support; and Care leavers & transition.
- ECHO Family support**: A yellow box at the top right, accompanied by an icon of four people.
- Appropriate step-down**: Three arrows point away from the central services towards the bottom, indicating a reduction in support level.
- Continuation Note**: A pink banner at the bottom states: "Some early help provision may continue as part of a child's care plan".

In order to help mobilise the new approach, it is proposed that a corporate project manager is aligned to the ECHO project and that progress and impact is reported within the corporate framework.

The new service will provide evidence based intensive family support through two main approaches with some shared features:

For children on the approaching or on the edge of entering care

- For children that could step-down from long-term care to return to live with their immediate or extended family

- Follows a reunification framework, e.g. NSPCC five stage framework:
 1. Assessment of risk and protective factors and parental capacity to change
 2. Risk classification and decision on potential for return home
 3. Parental agreements, goal setting, support and services and continued assessment of parental capacity to change

■ A typical support package may involve:

Month	Visit/ contact days per week	Visit/ contact hours per day	Case management hours per day
1	7	4	1.5
2	5	3	1.5
3	4	2	1.5

- Anticipate 25 cases per year, identified by MASH assessment and referred with the appropriate consents
- Once referral is accepted, it will be initially allocated to the ECHO duty worker for a quick response and joint visit with the allocated social worker to understand needs, develop goals and begin to agree support plans
- Ongoing progress will be reviewed at least every 4-weeks during ECHO support
- May include a short period where the child is accommodated on an emergency basis to give the family a break and space to plan a way forwards while remaining within the prevention model
- If it becomes inappropriate for the child to remain in the family home, then safeguarding protocols would take precedence and a transfer to a LAC placement would be organised

4. Reclassification of risk, decision-making and planning for return home

5. Return home

- Anticipate c.20 cases per year
- Normally 4-6 months programme, including planning and return home phases
- Intensity increases at beginning of return home phase, before scaling down
- A typical support package may involve:

Phase	Month	Visit/ contact days per week	Visit/ contact hours per day	Case management hours per day
Planning	1	2	3	1.5
	2	2	3	1.5
	3	2	3	1.5
Return home	4	3	3	1.5
	5	2	3	1.5
	6	1	3	1.5

- Referrals made from the LAC service. Once accepted, an ECHO worker will be allocated and undertake initial visits with the allocated social worker to agree the support plan with the child and family.
- Input from the Virtual School for LAC to ease transition
- Progress will be reviewed at least every 6-weeks during ECHO support
- Some children may step-down to live with family through a care order and remain looked after for several months until the order can be rescinded

Shared approaches:

- Following consideration of the referral criteria by the child's allocated social worker and their team manager, a child and their family may be referred to ECHO service, with the appropriate consents
- The families of children aged 9-16, and their families can be considered/accepted for support
- Referrals received 9-5pm Monday-Friday will be considered (urgent out of hours concerns will be referred to EDT as normal, and potentially picked-up by the ECHO service on the following Monday)
- The ECHO team manager will review the referral against the service objectives and notify the referrer of the response and any action to be taken. Any disputes about referral acceptance/refusal decisions can be escalated to the ECHO head of service and then, if necessary to the assistant director
- Children will continue to have an allocated social worker who will remain actively responsible for the case. Statutory responsibilities will not be delegated to ECHO workers.
- Case supervision will be led by social care, involving the allocated social worker, social care team manager and ECHO worker, with input from other disciplines as appropriate
- Family progress will continue to be reviewed dynamically throughout the support period, in addition to the minimum required formal review
- Worker visit time includes travel and initial case recording in the field using Otter voice recognition system
- Additional 1.5 hours of worker time for case management, usually office based, to coordinate with other disciplines, complete case recordings, and seek guidance and supervision as required

- After completing the Prevention/Reunification programme, cases will step-down to early help support to help ensure that successful outcomes are sustained and to prevent re-escalation through a 'revolving door'

The ECHO team will:

- Employ a team manager and 6xFTE support workers. The team manager will also be able to provide cover to other family support teams on a reciprocal basis. Once the ECHO approach has been established, there may be scope to integrate the team with other teams across the early help and safeguarding services
- Ensure that each child and adult has a set of SMART personal outcomes to be achieved by the support, and their progress and outcomes achieved so far is reviewed and measured at each 4/6week review
- Be responsive to changing needs and able to dedicate more time to support individual families than other types family support or social care roles normally can
- Work with the whole family, mainly in the home environment but also in other community settings, to deliver evidence-based interventions and promote effective co-ordination between agencies with a clear and common focus on improving outcomes, particularly in 'toxic trio' cases with domestic abuse, substance misuse and mental health professionals
- Be able to provide Family Group Conferencing to support the child's immediate or extended family to take the lead in planning how they will respond to concerns and enable a child to remain at home or return from care
- Be able to use Motivational Interviewing, a client-centred, directive therapeutic style to enhance readiness for change
- Reinforce positive parenting techniques and support routines (such as bedtimes or morning to improve school attendance)
- Offer practical support, e.g. with healthy eating or household management
- Include a clinical psychologist resource that will help to identify the best therapeutic approaches that could meet each family's needs, support ECHO workers and other professionals to embed the approaches through reflective practice groups and thematic case discussion groups, and may undertake direct work with families. The ECHO psychologist would also be able offer some advice and support to other early help, child protection and family support teams, alongside existing input from Child and Mental Health Services (CAMHS), Herefordshire Intensive Placement Support Service (HIPSS) and educational psychology. To further help Herefordshire grow its own workforce, it is intended to offer a professional placement within the ECHO team for a Bachelor of Science (BSC) psychology student, which could be supervised by the ECHO psychologist
- Include specialist support around domestic abuse and substance misuse issues, potentially as enhancement to existing commissioned services with specialist staff being embedded with the in-house ECHO service. The specialist support will be provided as part of a wider ECHO package that will support both children and parents, including within their home, as appropriate
- Coordinate multi-agency input and group supervision where appropriate, to deliver a whole-family response that allows parent and child issues to be addressed effectively
- Work closely with the council's Safeguarding and Looked After services, with ongoing dialogue between to ensure that those children supported by ECHO are clearly sighted by all services that may be needed to support the family
- Work particularly closely with schools and the Virtual Head to help fulfil the statutory duty to promote school attendance

Sources:

	<ul style="list-style-type: none"> ▪ Family Safeguarding Hertfordshire Evaluation Report July 2017 ▪ Pioneering changes to child protection services - Hertfordshire County Council / LGA May 2018 ▪ Edge of Care: prevention is better than cure - Staffordshire County Council /LGA May 2018 ▪ Safe & Strong Communities Select Committee Inquiry on Edge of Care, Staffordshire County Council, August 2018 ▪ A guide to multi-agency roles and responsibilities, Staffordshire Safeguarding Children Board ▪ Reunification: an evidence-informed framework for return home practice, NSPCC, January 2019 			
Consequence of not undertaking the project	<p>There is clear scope to further the progress made to reduce the number of new children who become looked after each year, and significant opportunity to improve the rate at which children are supported to exit the looked after system. If the project were not undertaken, Herefordshire will continue to have higher than expected numbers of looked after children and ongoing financial pressure arising from placement costs. Some children will be taken into care when there is a reasonable likelihood that they could safely remain with or return to their family after a period of intensive intervention.</p>			
What will the investment money be spent on? (specific details)	<ul style="list-style-type: none"> ▪ 1xFTE 09HC ECHO Team manager ▪ 6xFTE 06HC ECHO Family Support Workers ▪ Staff mileage ▪ Staff training ▪ Family resources budget -to purchase essential items a family may need to remain stable ▪ Translation costs ▪ Clinical Psychologist (FTE to be confirmed, but expect minimum 1.0FTE) ▪ Professional placement of BSC psychology student ▪ Specialist support for Substance Misuse and Domestic Violence issues 			
Investment required	£ (internal)	£ (external)	Total	Guess factor in estimate 0 – 10 = (where 0 = actual costs 10 = guess)
	See return on investment section below.		19/20 £130k 20/21 £545k Total £685k	
Expected Benefits	<p>There are several variables that could influence the outcomes of individual children and the potential success of proposed ECHO service overall, which make accurate modelling the expected benefits more complex. However, the proposed project has been based on a set of cautious planning assumptions for annual delivery of a fully established service:</p> <ul style="list-style-type: none"> ▪ An annual case load of c.45 families, 25 prevention cases and 20 more cases identified for reunification (this being 20 more than currently normally identified each year) ▪ A step-down success rate of at least 50% of cases <p>It is expected that by year four/five:</p> <ul style="list-style-type: none"> ▪ c.20 fewer children should be looked after each year (c.77 by the end of year five and c.188 by year ten), in addition to 			Confidence factor in ROI 0 – 10 = (where 0 = low 10 = high)

	<p>those that cease to be LAC as a result of other initiatives and/or ageing-out at 18 as care leavers</p> <ul style="list-style-type: none"> ▪ resulting in potential costs associated with fostering or residential care being avoided for those supported by ECHO of c.£.250k per year (cumulatively c. £590k by the end of year five and £1.6m by year ten) 		
Expected return on investment & Spend profile	See Appendix 1		
High level timeline (scope/delivery/end)	<p>Team Manager appointed</p> <p>Team roles appointed</p> <p>Establish team procedures, processes, and training</p> <p>Social care identifies first target cases</p> <p>First planned interventions undertaken</p>	<p>Dec 2019 - Jan 2020</p> <p>Feb-Apr 2020</p> <p>Jan-Mar 2020</p> <p>Jan-Feb 2020</p> <p>Feb 2020 onwards</p>	
How we will know it's been successful (performance indicators)	<p>Key outcomes to be achieved for children supported by the service include a de-escalation in need, improved family resilience, and safely return to/remain with their family, school and community. Key performance measures will include:</p> <ul style="list-style-type: none"> ▪ % of cases supported where child/ren remain with or return to their family for 6, 12, 18, and 24+ months ▪ ECHO case impact and process audits as part of reflective learning ▪ Further improvement in new LAC rates ▪ Improved ceased LAC rates, closing the gap with statistical neighbours ▪ Placement spend decreases as part of a strategic approach that also includes workforce improvements and increased in-house placement sufficiency ▪ Freeing-up social worker capacity and further reducing reliance on agency workers 		
Resources required to deliver the project	<p>Internal</p> <ul style="list-style-type: none"> ▪ Head of Service line management of the service ▪ Project management support ▪ Performance team monitoring, analysis and reporting 	<p>External</p> <ul style="list-style-type: none"> ▪ Clinical supervision of ECHO psychologist ▪ University partner for potential BSC professional placement of psychology student from September 2020 	

Appendix 1: Expected return on investment and Spend profile – ECHo (Edge of Care / Return Home) Service

Activity	Year 1 Dec19/Mar20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	5-year total
Cases on immediate EOC	15	25	35	35	35	145
Toxic Trio cases at risk of escalating to EOC	0	10	10	10	10	40
Total Proposed EOC annual caseload	15	35	45	45	45	185
Assumed closed case success rate	0	40%	45%	50%	50%	
Expected successfully closed cases	0	14	19	22	22	77
In-house fostering avoided	0	8.3	12.8	15.3	16.2	53
IFA placements avoided	0	2.9	2.6	2.1	1.4	9
Residential placements avoided	0	2.8	4.1	4.5	4.5	16

Indicative costs avoided per annum (based on avg. placement costs and lengths of stay)	Year 1 Dec19/Mar20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	5-year total
	£s	£s	£s	£s	£s	£s
In-house Fostering	-	128,286	201,066	243,980	262,207	835,540
Independent Fostering Agencies	-	68,020	62,734	50,536	34,196	215,485
Independent Residential	-	341,280	501,042	565,064	573,540	1,980,925
Total	-	537,587	764,842	859,579	869,942	3,031,950

Service costs	Year 1 Dec19/Mar20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	5-year total
	£s	£s	£s	£s	£s	£s
Team Manager	14,571	44,807	45,927	47,075	48,252	200,632
Support workers	56,778	174,594	178,958	183,432	188,018	781,781
Running costs (Mileage, translation, training)	10,000	30,750	31,519	32,307	33,114	137,690
ICT equipment	18,000	-	-	-	-	18,000
Clinical Psychology	25,000	102,500	105,063	107,689	110,381	450,633
Clinical Supervision	3,333	10,250	10,506	10,769	11,038	45,897
Psychology placement expenses	-	6,000	10,000	10,000	10,000	36,000
Domestic abuse support	25,000	102,500	105,063	107,689	110,381	450,633
Substance misuse support	25,000	102,500	105,063	107,689	110,381	450,633
Project Management	6,000	12,000	12,000	-	-	30,000
Total	183,683	585,900	604,098	606,650	621,567	2,601,898

Estimated Cost Avoidance	-	183,683	-	48,314	160,744	252,929	248,376	430,052
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Year 6 2024/25	Year 7 2025/26	Year 8 2026/27	Year 9 2027/28	Year 10 2028/29	10-year total
35	35	35	35	35	320
10	10	10	10	10	90
45	45	45	45	45	410
50%	50%	50%	50%	50%	
22	22	22	22	22	188
16.2	16.2	16.2	16.2	16.2	134
1.4	1.4	1.4	1.4	1.4	16
4.5	4.5	4.5	4.5	4.5	38

Year 6 2024/25	Year 7 2025/26	Year 8 2026/27	Year 9 2027/28	Year 10 2028/29	10-year total
£s	£s	£s	£s	£s	£s
266,140	270,132	274,184	278,297	282,471	2,206,764
34,709	35,229	35,758	36,294	36,839	394,314
582,143	590,875	608,734	608,734	617,865	4,989,276
882,991	896,236	918,676	923,325	937,175	7,590,353

Year 6 2024/25	Year 7 2025/26	Year 8 2026/27	Year 9 2027/28	Year 10 2028/29	10-year total
£s	£s	£s	£s	£s	£s
49,458	50,695	51,962	53,261	54,593	460,601
192,719	197,537	202,475	207,537	212,725	1,794,773
33,942	34,791	35,661	36,552	37,466	316,101
20,000	-	-	-	-	38,000
113,141	115,969	118,869	121,840	124,886	1,045,338
11,314	11,597	11,887	12,184	12,489	105,367
10,001	10,002	10,003	10,004	10,005	86,015
113,141	115,969	118,869	121,840	124,886	1,045,338
113,141	115,969	118,869	121,840	124,886	1,045,338
-	-	-	-	-	30,000
656,857	652,529	668,593	685,059	701,936	5,966,873

226,135	243,707	250,083	238,266	235,238	1,623,481
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