

In preparing this report the relevance of the following factors has been considered: prevention of crime and disorder, equality of opportunity, environmental, financial, health, legal and human rights, personnel, property and transport considerations

## **DERBYSHIRE COUNTY COUNCIL**

### **SERVICES FOR CHILDREN IMPROVEMENT AND SCRUTINY COMMITTEE**

**21 JANUARY 2009**

### **IMPROVEMENT AND SCRUTINY REVIEW OF SUPPORT FOR CHILDREN IN CARE**

#### **1.0 Introduction**

The County Council has a duty to provide a parenting role for all children within its care. Although the council cannot replace the role of a parent it must seek for children in its care everything that a good parent would want for their own children. This role, known as 'Corporate Parenting', is the collective responsibility of all Members and Officers to achieve good parenting for the children in their care from safeguarding to promotion of education.

This review set out to look at the way in which children in residential care were supported in respect of the financial support provided by the council.

#### **1.1 Background information**

The review of support for children in care arose from an initial concern raised by Councillor David Chapman over the funding available for holidays for children in care homes. This followed a contribution he made to a residential home from the Community Priorities Programme. This was to enable residents from one home to undertake a one-off vacation to Disneyland Paris on the condition of travelling by air to help enrich their life experience. Subsequently a review was established to look in more detail at the wider financial support for children in care homes.

The council has eight long-term placement homes and one short-term placement home within the county providing a total of 44 places. The combined budget for these homes for 2008/09 is £4.1million.

## **1.2 Terms of reference**

At its meeting on 22 May 2008 the Services for Children Committee agreed a project scope outlining broad areas for consideration for the review:

- What financial support do Children in Care receive?
- What support is provided to Children in Care in respect of outings/activities/holidays?
- What other means of financial support are provided to Children in Care?
- How much is spent on providing support for Children in Care?

## **1.3 Consultation**

In undertaking this review a working group was established and consulted with:

- Cabinet Member for Children's Services
- Assistant Director for Safeguarding and Specialist Services
- Residential Childcare Operations Managers
- Residential Unit Managers
- Children and Younger Adults (CAYA) Finance Officers
- Looked after Children Council

In addition information has been gathered from Government Departments/Agencies, local authorities and other bodies representing Children in Care. It should be noted that a number of local authorities were contacted during the course of this review with regards to allowances they provide to children in care but only one authority, Leicestershire County Council, provided such information.

In December 2008 Derbyshire County Council's Children and Younger Adults Department produced a 'Policy and Practice Guidance for Staff in Children's Homes'. The document was developed during the review and the working group were careful not to duplicate the work being undertaken in this area.

## **2.0 National Policy**

The Department of Health published 'National Minimum Standards and regulations for Children's Homes' in March 2002 following implementation of the Children's Act 1989 and the Care Standards Act 2000. These minimum standards make reference to allowances for children in care but only in relation to their administration (Standard 11, see Appendix 1). There are no national guidelines on rates for pocket money, clothing, holidays etc. It is for each authority to agree its own rates.

These guidelines preceded the Children's Act 2004 and the subsequent Every Child Matters: Change for Children framework for delivering services to children and young people. The Act set out the duty on local authorities as corporate parents to promote the education of looked after children and improve their life chances.

## **2.1 Local Policy**

Derbyshire County Council introduced a 'Policy and Practice Guidance for Staff in Children's Homes' as this review was nearing completion. The guidelines are consistent with the national minimum standards and also set out:

- How residential children's workers and managers should work together to provide good quality care for the children and young people;
- Describes the roles, responsibilities and action to be taken of all staff who work in the children's home;
- How residential practitioners work together with multi agency professionals, such as Field Social Workers and Youth Offending Workers, Health and Education Professionals and the Police.

The CAYA Finance section also provided notes for children's homes managers on the revised 2008/09 children's home budgets (see Appendix 2).

### **3.0 Review findings**

The feedback that has been gathered during this review has generated the following findings.

#### **3.1 The Children's Homes Budgets**

In the course of the 2007/08 financial year a review was conducted by the Children and Younger Adults (CAYA) department's finance section at the request of the children's home managers. The review looked at all aspects of budget requirements and spending by the homes for the previous three financial years. The result was a budget for the financial year 2008/09 for each home ranging from £392,963 for the smallest to £772,616 for the largest home. The overall budget for the service was £4,146,533 which included an annual increase from 2007/08 based on inflation. A further £250,000 of additional funding was made available to the service to ensure the budgets were sufficiently resourced to meet the estimated running costs of the homes, ensuring sufficient funding particularly for food and activities expenditure.

The budgets for each home (Appendix 3) are laid out in columns by the cost centre codes for ease of reference. The amounts in each cost centre are a guideline of the proportion of the home's total budget which can be spent in that area. Therefore the budget for the home is effectively one sum of money that can be spent on any aspect of running the home or providing allowances to the children who reside within it.

On some allowances the homes have been funded for more than they would require each year. For example the pocket money budget is funded at the top rate per week, based on the oldest child in the home, multiplied by the number of beds in the home. Therefore a 4 bed unit with a 15 year old as the oldest resident would receive £1,711.84 per year (£8.23 per week multiplied by 4 beds multiplied by 52 weeks) regardless of whether the rest of the children in the home were younger. This allows for surplus funding should there be any movements of children into the home that may require a higher rate. It is unlikely that a home with young children would have a 16 year old placed into it therefore the surplus funding should be sufficient. This method also applies to the clothing and birthday allowances, the rates payable per week for each of these is shown below:

<b>Age Range</b>	<b>Clothing Allowance</b>	<b>Pocket Money Allowance</b>	<b>Birthday Allowance</b>
0-1	£15.45	Nil	£103.00
2-4	£15.76	£2.05	£105.06
5-10	£17.46	£3.08	£116.39
11-12	£19.93	£5.14	£132.87
13-15	£19.93	£8.23	£132.87
16+	£23.33	£14.60	£155.53

The pocket money allowances for children in residential care have been aligned with those for children in foster care to ensure commonality across the two services. Furthermore, the amounts being paid to children in Derbyshire are relatively high. The annual Halifax Pocket money survey 2008 showed that the average amount for children aged 12-15 across England was £6.13 and in the East Midlands it was £4.46. The table below also highlights the difference in the rates paid between children in Derbyshire and Leicestershire, with the Derbyshire rate being more favourable. The relatively high rate paid to those aged 16 and above in Derbyshire includes the expectation that the young person will use part of the money to buy personal items rather than use the personal needs allowance. This is part of the ongoing education of young people to budget for themselves in preparation for leaving care.

<b>Age</b>	<b>Leicestershire Pocket Money Allowance</b>	<b>Derbyshire Pocket Money Allowance</b>
13	£5.70	£8.23
14	£7.05	£8.23
15	£7.90	£8.23
16	£9.36	£14.60
17	£11.90	£14.60

Separate funding is also available to any child in the care of the council, whether residential or foster care, up to the age of 16 for any activity or event that would enrich their life. This Enriching Life Experiences Fund (ELE Fund) can be accessed through each child's care worker and can provide funding for up to six months for activities such as horse-riding lessons, music tuition, gym membership etc. Each request is considered on a case by case basis and a review undertaken for continued need after a defined period usually up to six months.

Each children's home budget also allows for miscellaneous/contingencies funded at £25 per bed for each home as well as a computer and internet subscription cost code which has been funded at £500 for each home. Additionally, there is further funding elsewhere within CAYA that is used to ensure computer kit is regularly renewed.

### 3.2 Budget issues

The amount of money set out in the budgets (Appendix 3) for holidays and activities, personal needs/toiletries and food were queried by the Children's homes managers who felt they had not been funded sufficiently. The amount provided for holidays depends on the number of beds in the home:

- 4 beds        £1,000
- 5 beds        £1,100
- 6 beds        £1,200
- 7 beds        £1,300

Activities are funded at £10 per week per bed. Therefore, a 4 bed unit would receive £2,080 in total for holidays and activities. As stated in section 3.1 this is just a guideline of how much can be spent in this area based on what has been spent by each home in the past three years. Children's Homes managers have the option to spend more than the allocated amount but would need to make sure the home's budget balances at end of the year.

The number of holidays taken by homes over the past few years has varied with some homes going to holiday camps and staying in static caravans, and others not going away at all but instead allowing the children to go on holiday schemes, such as the Youth Hostel Association's "Do it 4 real" that do not incur a cost. Where a home is paying for a holiday, the cost is likely to be high due to several factors. These include taking the holiday during peak times such as summer; including staff members in the cost of the holiday when the home is only funded by number of beds; having to ensure children and members of staff have separate rooms and are split by gender – in the case of caravan holidays this usually means booking multiple caravans.

Costs incurred during holidays such as food, activities, and staffing are also paid for. Staff that do not partake in the holidays are encouraged to take leave, e.g. annual or Time off in Lieu, or go on a rota and work at another children's home. In some cases training for staff has been arranged for periods where children are on holiday.

The toiletries/personal needs budget payable to each child is based on £4 per week per bed meaning a 4 bed unit would receive £832 per year. Again as with all elements of the budget this is a rough guide of what has been spent in previous years. Each child will not be given £4 per week instead they will be given the money to purchase any personal items or services such as haircuts when the need arises. Compared

with Leicestershire, Derbyshire is again providing more per child as Leicestershire budget for £10 per child per month – therefore a 4 bed home would only receive £480 - just over half the Derbyshire equivalent.

The amount shown in the budget sheet for food for the year was felt to be insufficient by a group of children's home managers. Each home has been provided with a guideline amount of £26 per week per bed plus 2 members of staff (4 in the case of the short-term placement home) therefore a 4 bed unit is provided with £8,112 for the year. This would equate to a maximum of £1.23 per person per meal per day. However, as expressed in relation to holidays and toiletries the amounts shown in the accounts are guidelines based on the past three years expenditure. More could be spent on food within the budget given for the year but that may mean spending less on other areas such as holidays or activities.

In order to cut the cost of food in homes, the option of buying into the education catering service deliveries has been suggested by CAYA finance but to date none of the homes have looked at using this scheme. The arguments put forward for not using it relate to children not being involved in the purchasing of food and planning of meals therefore home delivery is not seen as being part of a normalised home environment. It was also noted that in one home cooking is seen as a key activity for the young people to be involved in. In cases such as this some of the money allocated in the activities budget could be used towards the cooking activities.

Although the children's homes' managers can see clearly how the budgets have been created, there is still some uncertainty amongst them on how to operate within the guidelines on a day to day basis, particularly in respect of taking a 'bottom-line' view of the budget. With over-spends in the service already reaching £130,000 for 2008/09 (as at end of October), on top of the increased resources allocated for 2008/09, there is a need to keep a control on spending levels. It should be noted though that the over-spends are related largely to staffing costs and not specifically the areas looked at in this review.

### Recommendation 1

CAYA finance should provide clear guidance to children's home managers and deputy managers on how to operate within the budgets they have been provided. The guidance should also assist the children's homes' managers to understand the financial implications of arrangements for staff that do not partake in any holiday with the children. The guidance should also be supplemented by training on budgeting for residential children's home managers. Comparisons

should also be sought by CAYA with similar authorities to see how budgets compare for looked after children in residential care.

### **3.3 Funding for festivities**

Each young person in a children's home is allowed up to £120 each year for any presents which relate to a festive/religious event such as Easter, Divali, and Christmas etc. This money is for presents for the individual young person and is not for the young person to purchase presents for people other than themselves such as family members, care workers, and residential managers. Such presents are expected to be funded through the young person's own savings i.e. the pocket money allowance which they are given by the council. The same also applies in relation to the purchase of birthday presents for relatives, particularly if they are for special occasions.

Both residential unit managers and children in care have suggested that the council could encourage young people to save their pocket money towards presents for others if the council was prepared to match fund the amount they saved or provide a specific amount such as £30 if the child had demonstrated they had saved their money. The encouraging part of such a scheme is that the children would be required to save some money regardless of the amount they receive at the end. Each scheme may need to vary depending on the environment within the home.

There are some concerns with this proposal as any child entering a home too close to a festive period would be unable to save sufficient money and would therefore be disadvantaged. There is also no funding within the budget for such a scheme, however, with each home being over-funded for pocket money within their overall budget it is likely that the funding could be provided. All homes should be operating some form of pocket money incentive scheme and there is the opportunity to integrate these with a savings scheme for festivities.

#### **Recommendation 2**

The residential children's homes managers should consult with the young people in their care and agree a savings scheme that would operate prior to a religious/festive period. Funding should also be budgeted for at the start of the year by CAYA finance to ensure such schemes are viable.



### **3.4 Enriching Life Experiences fund**

As stated in section 3.1 there is a fund available to all children in the care of the council whether residential or foster care called the Enriching Life Experiences (ELE) fund. The fund is administered through the Looked After Children Education Services (LACES) team within the Children and Younger Adults Department. The annual budget for the fund is relatively small at approximately £27,000 for 2008/09. It is available for any child up to the age of 16 although post 16 funding has been provided in cases where it would be beneficial for the recipient to continue with the activity. Any request is vetted by the LACES team prior to payments being made.

During the course of the review it became apparent that both the young people in the children's homes and the unit managers themselves were unsure as to the availability of the fund or how it is accessed. Investigation into the fund showed that it is active and should be discussed during each young person's Personal Education Plan (PEP) meeting with their Social Worker and LACES representative. Furthermore, with the fund being relatively small it can easily be used up within the first six months of each financial year therefore making it difficult to process future applications.

This may change in the future with local authorities in Derbyshire implementing schemes whereby children and young people in all care settings can access leisure facilities including gyms for free. This could potentially free some ELE Fund money up for the young people who have had gym memberships in the past.

#### **Recommendation 3**

The Children and Younger Adults department should ensure that the ELE fund is actively promoted to children in care during each of their PEP meetings with a Social Worker. More informed guidance as to the use and accessibility of the fund should also be made available to staff in children's homes.

### **4.0 Conclusions**

Over the course of this review it has been made apparent that all officers involved in all aspects of the children's home service want the best for the children in the council's care. The issues that have been raised have come from genuine concern that children may be being disadvantaged in the financial support they receive from the council.

The report has, however, highlighted that some of the issues have come from misunderstandings by the parties involved. With clearer guidance and training for the manager's of children's homes they will be in a position to improve on the existing good service for children in the council's care.

## **Appendix 1**

### **Department of Health Children's Homes National Minimum Standards Children's Homes Regulations March 2002**

#### **Personal appearance, clothing, requisites and pocket money**

##### **Outcome**

*Children are encouraged and enabled to choose their own clothes and personal requisites and have these needs fully met.*

##### **Standard 11**

- 11.1 Children's clothing and personal requisite needs are fully met.
- 11.8 Children's money is held in safe keeping for them and children sign the records. They are encouraged to manage their own finances through help with budgeting and banking, and are given as much freedom as possible in making decisions about spending their own pocket money or earnings.
- 11.9 There is a policy, implemented in practice and known to the children, on personal allowances. The policy makes clear the purpose of different allowances, the arrangements for children receiving them, reasons why they may be withheld, the monitoring of their use and how requests for special allowances should be made and decided upon.

## **Appendix 2**

### **Children's Homes Budgets 2008/09**

#### **Staffing**

##### **Management**

Each home is funded for 1 Unit Manager (pt 34-40) and 1 Deputy Manager (pt 32-38), both at top of scale.

##### **Residential Children's Workers**

Each home gets funded for 8.5 FTE (pt 20-27), at mid point 23.

College Rd-Additional 1.5 FTE due to 3 floors layout

Three Gables and Mundy Street-Additional 1.5FTE instead of having domestic hrs (cooks/cleaners).

Stephenson-Additional 8FTE due to requirement of having 4 on duty at all times (double that of a normal home)

All homes are funded for the additional cost of 2 of the residential Children's workers at point 34 i.e. will progress to NVQ 4. Stephenson will be funded for 4.

##### **Waking Nights**

Only Three Gables, College Rd and Stephenson employ staff on a waking nights basis. Both College Rd and Three Gables have been given the number of hours which they currently have contracted staff for. Stephenson currently employs agency staff for this but we have funded them for a 37hr post.

##### **Relief**

All home have been given a budget of 15% of their total residential social worker costs.

##### **Caretakers**

All current contracted hours for cleaners/caretakers have been funded.

##### **Cooks**

All current contracted hours for cooks have been funded.

##### **Admin**

Stephenson Unit have 1 FTE on scale 2/3.

##### **Travel**

Based on number of children in home:

4 bed gets £3,000

5 bed £5,000

6 bed £7,000

7 bed £9,000

## **Appendix 2**

Due to geographical location, Three Gables and Linden House are given an additional £3,000 each and College Rd £1,000. Stephenson are given an additional £3,000 due to the nature of unit. Top Rd deducted £1,000 due to use of car/mini bus hired from Environmental Services.

### National Health Service Charges

Each home given £30.

### Training

2% of total staffing budget.

### Recruitment Advertising

Funded at £100 per bed.

### Interview Expenses

Funded at £10 per bed.

## **Premises**

### Decoration

Each home is funded for 5 rooms to be decorated each year at a cost of £550 per room. Additional funding has been given to College Rd due to larger rooms and ensuite bathrooms and also to Stephenson due to the nature of it.

### Energy

Budgets have been calculated on previous year spends and information provided by managers e.g. College Rd has storage heaters and therefore uses more electricity than gas.

### Rates

Business rates are currently paid for by Stephenson and Mundy St for space used as an office. Property services are currently looking into getting an exception for these. Budgets have been put to cover costs until we hear otherwise.

### Alarms

All homes have been given a budget of £300 for alarms purchase and maintenance.

### Window Cleaning

All homes have been given £200 except College Rd who have £400 due to 3storey building and Stephenson £300 which will have a larger building.

## Appendix 2

### Trade Waste

Based on previous years spend.

### Equipment

Based on each home will replace:

Fridge or freezer	£200	
Washer or dishwasher or tumble dryer		£250
¼ cooker	£150	
Toaster	£ 50	
Hoover	£250	
Kettle	£ 50	
Pots, pans etc	£100	
Other	£ 50	
TV	£300	
Total	£1,400	

### Furniture

Based on each home will replace:

Bed	£150	
Wardrobe	£100	
Desk	£60	
Chair	£50	
Bedside table	£60	
Table and Chairs	£300	
Sofa	£200	
Lamp & misc	£200	
Total	£1,120	

Then each home given this by number of beds plus 2.

E.g. a 4 bedded unit gets  $4+2=6$  \*£1,020 = £6,720

### TV Licence

Each home is funded for one licence £140.

### Consumables

Based on number of beds:

4 beds £300

5 beds £500

6/7 beds £700

## **Appendix 2**

### Laundry

Based on £100 per bed.

### **Costs associated with child**

#### Bus and Rail Fares

Based on number of beds:

4 beds £1,300

5 beds £1,400

6 beds £1,500

Stephenson slightly higher due to nature of children.

Mundy St with no budget as discussed previously the age of the children means that bus/trains are not used.

#### Food

Each home is based on number of beds plus 2 (staff) times by £26 per week. With the exception of Stephenson where there are 4 members of staff so they will get number of beds plus 4 times by £26 per week.

#### Clothing

Initial clothing to be paid for by the area. Clothing allowance is £22.65 per week therefore each homes gets the allowance for the number of beds for a year.

#### Outings/Activities/Holidays

Made up of holiday, based on number of beds

4 beds £1,000

5 beds £1,100

6 beds £1,200

7 beds £1,300

Activities/outings based on £10 per week per bed.

#### Personal Needs

Based on £4 per bed per week.

#### Festivities

Based on number of beds plus 2 by £120.

#### Pocket Money

The rates depend on age, therefore taking into account the maximum age of child in a unit and times it by number of beds by 52 for the year.

#### Pocket Money-Incentive Scheme

Based on £3.50 per week per bed.

## **Appendix 2**

### Birthday

Similar to pocket money, rates vary with age. Funded at highest rate for age of children in home and then multiplied by number of beds and 52 weeks.

### Other costs

#### Printer/photocopier costs

All homes are funded at £550.

#### Medical/First Aid Supplies

All homes are funded at £150.

#### Cleaning materials (also includes PHS)

All homes funded for £100 PHS plus general cleaning materials based on number of beds:

4 beds	£450
5 beds	£550
6 beds	£600
7 beds	£650

#### Hire of vehicles

Used instead of personal cars for journeys of 110 miles or more. All homes given £500.

#### Hire of fleet vehicles, petrol and unfair wear and tear

Only Top Rd currently have a hire vehicle from environmental services although Stephenson are currently looking into this.

#### Printing and Stationary

Based on £100 per bed.

#### Postage

Based on number of beds:

4 beds	£100
5 beds	£125
6 beds	£150
7 beds	£175

#### Computer lines

Each home is allocated £200.

#### Internet subs

Each home is allocated £300.



## **Appendix 2**

### Payphones

Each home is allocated £100

### Telephones

Each home is allocated £300

### Mobile Phones (staff)

Based on £25 per bed.

### IT hardware maintenance

Based on £78 per bed.

### Software purchase

Each home is allocated £100.

### Hardware purchase

Each home is allocated £150 per bed.

### Misc

Based on number of beds:

4 beds	£100
5 beds	£125
6 beds	£150
7 beds	£175

### Costs to be picked up centrally

There will be 2 budgets held centrally, one for occupation health recharges of £1,000 and one for inspection/registration fees of £15,000.

## **Budget codes and which one to use**

Travel (3400) This code is for staff travel, therefore the only thing going through this code should be travel paid each month with staffs salaries.

Decoration (2010). This is quite self explanatory, to be used when decorating rooms i.e. to pay painters/decorators.

Energy -The code for gas is 2120, electricity 2130, water 2400 and rates 2300.

Alarms purchase and maintenance (2501)-self explanatory.

## Appendix 2

Equipment (4000)- Covers such items as:

Fridge etc.	Dishwasher	Toaster	Pot, pans
Freezer	Tumble Dryer	Hoover	TV
Washer	Cooker	Kettle	

Furniture (4040)-Covers items such as:

Bed	Chair	Sofa
Wardrobe	Bedside table	Lamp
Desk	Table and Chairs	

Consumables (4051) –Covers items such as:

Washing powder  
Bedding  
Towels  
Toys  
Kids mobile phone top ups

Laundry (4330)-This code should be used for purchasing a laundry service.

TV Licence (4519) This has its own code so please code the TV licence here.

Bus and Rail Fare (3300) This is for bus and rail fares for the children.

Food (4200)

Homes have been funded on a 52 week basis therefore any school dinner moneys and money spent on food whilst on an outing or holiday should also be charged here.

Clothing (4300) It is understood that the area's should pay for initial clothing and then the home will fund the weekly clothing allowance for each child.

Personal Needs (4507) Based on a rate of £4 a week, should include toiletries and haircare.

Printer/Photocopier Costs (4646) This includes the rental of the photocopier/printer and also ink.

Cleaning materials (2600)- This includes the contract with PHS and also other general cleaning material costs such as bleach, washing up liquid, dishcloths etc.

## Appendix 2

Printing and Stationary (4400)- This includes such things as paper, pens, folders, envelopes for both the children and staff office.  
Computer lines (4612) This is for the line rental cost for the internet.

Internet subscriptions (4616) this is for the subscription charges from the internet provider, this is most likely to be your broadband provider.

Payphones (4618) only costs associated with the payphone should be charged here.

Telephones (4610) Only costs associated with the telephone (not internet) should be charged here i.e. bill from BT.

Mobile Telephones (461M) This is for staff mobile phones only. Invoices are received and processed centrally so it is unlikely for the home to use this code directly.

Misc (4890) Although a budget has been set here, this code is only to be used as a last resort and the expenditure really does not fit under any other category.

## Appendix 3

		point 40, funded pt 38		24,789	7,011		6840	£31.74									
		Staffing incl oncosts: funded		8.5	Add'l RSW	Additional RSW Past BAR		Waking Nights		Sleeping In		Relief				Caretaker	
Unit	Beds	Family Ctr Manager	Deputy	RSW's pt 23 funded	FTE	FTE	PT 34 FUNDED(pt 36 - 27)	6.73		£0.00						Cleaners	
Code		£	£	£	£	£	£	Hours per wk	£	per night	£	£	£	£	£	hrs per week	
TA1CR BUXTON	6	41,650	39,262	210,703	1.5	37,183	2	14,022	21	7,354	1	0	9.5	35,324			
TA1N2 CHESTERFIELD	4	41,650	39,262	210,703			2	14,022		0	2	0	8	29,746	0.27	10	
TA1TG CHAPEL	4	41,650	39,262	210,703	1.5	37,183	2	14,022	63	38,167	1	0	9.5	35,324			
TA14A OPEN UNIT	7	41,650	39,262	210,703	8	198,309	4	28,044	37	12,957	2	0	16	59,493	2.64		
16640 LONG EATON	5	41,650	39,262	210,703			2	14,022		0	2	0	8	29,746	0.65		
16650 SWADLINCOTE	5	41,650	39,262	210,703			2	14,022		0	2	0	8	29,746	0.32		
16760 ILKESTON	5	41,650	39,262	210,703			2	14,022		0	2	0	8	29,746	0.81		
31810 CALOW	4	41,650	39,262	210,703			2	14,022		0	2	0	8	29,746	0.27	10	
31850 HEANOR	4	41,650	39,262	210,703	1.5	37,183	2	14,022		0	2	0	9.5	35,324			
	44	374,849	353,354	1,896,328	12.5	309,858		140,220	121	58,478	16	0	85	314,196			

## Appendix 3

rs	Admin	Cooks	OTHER:						CONTACT - AREA												
			1903		1940		1960		1970		Staff Travel				3300		3100		3005		3040
			6.73	NHS	Training	Advertising	Interview	exps	Travel	Geographical	Travel	Top up	Total Travel	Bus & Rail Fares	Hire of Fleet Vehicles	Hire of Vehicles					
			£	£	£ Staffing Basic	0.2	100 per bed	10 per bed	£	£	£	£	£	£	Actuals	Petrol					
	£	hrs per week																			
	0		20	7,004	30	371,125	742	600	60	7,000	1,000			8,000	1,500			500			
	3100		15	5,253	30	329,714	659	400	40	3,000				3,000	1,300			500			
	0		0	0	30	364,121	728	400	40	3,000	3,000			6,000	1,300			500			
	31200	20,088	55.5	19,435	30	620,139	1,240	700	70	9,000		3,000		12,000	2,500			500			
	1400		20	7,004	30	329,764	660	500	50	5,000				5,000	1,400			500			
	3650		20	7,004	30	332,014	664	500	50	5,000	3,000			8,000	1,400			500			
	13950		20	7,004	30	342,314	685	500	50	5,000				5,000	1,400			500			
	3100		15	5,253	30	329,714	659	400	40	3,000		(1,000)		2,000	1,300	4,750		500	1,500		
			0	0	30	364,121	728	400	40	3,000				3,000	0			500			
	56,400	20,088	166	57,955	270		6,766	4,400	440	43,000	7,000	2,000		52,000	12,100	4,750		4,500	1,500		

## Appendix 3

PREMISES:				2007-08 prices															
3102	ENERGY:			2130	2300	2400	2501	2610			2600			4550	4000	4040	4519	4051	
Unfair Wear & Tear	Planned/Turnover	Decoration	Gas	Electricity	Rates	Water	Alarms	Window	Cleaning	Cleaning mats	Trade Waste	Equipment	Furniture	TV Licence	Consumables				
	rooms x cost	£ Add on £	Total £	£	£	£	£	£	£	PHS	TOTAL	£	£	£	£				
	5 x 550	2,750	3,000	5,750	300	3,000		1,400	300	400	600	100	700	500	1,400	8,960	140	700	
	5 x 550	2,750		2,750	2,500	1,500		800	300	200	450	100	550	300	1,400	6,720	140	300	
	5 x 550	2,750		2,750	2,000	3,000		800	300	200	450	100	550	300	1,400	6,720	140	300	
	5 x 550	2,750	3,000	5,750	5,000	5,000	14,500	5,000	300	300	650	100	750	1,000	1,400	10,080	140	700	
	5 x 550	2,750		2,750	2,500	1,500		1,300	300	200	550	100	650	400	1,400	7,840	140	500	
	5 x 550	2,750		2,750	2,000	2,000		1,300	300	200	550	100	650	300	1,400	7,840	140	500	
	5 x 550	2,750		2,750	3,500	2,500		1,300	300	200	550	100	650	400	1,400	7,840	140	500	
351	5 x 550	2,750		2,750	1,700	1,500		800	300	200	450	100	550	400	1,400	6,720	140	300	
	5 x 550	2,750		2,750	1,700	1,500	500	800	300	200	450	100	550	300	1,400	6,720	140	300	
351		24,750	6,000	30,750	21,200	21,500	15,000	13,500	2,700	2,100	4,700	900	5,600	3,900	12,600	69,440	1,260	4,100	

## Appendix 3

4646	4840	4200	4300	4330	4501	4507	4508	450E	4400	4523	4547	4600		
Photocopier/Printer	Medical Supplies	Food	Clothing	Laundry	Outings/activities	10			Print & Stat	Occ Health	Inspection/Reg	Postage		
£	£	£	22.65*52 per bed 100 per bed		Holiday	Visits	TOTAL	£4 per bed per week	£120 per person	Birthday	Birthday			
550	150	10,816	7,067	600	1,200	3,120	4,320	1,248	960	151	1,208	600		
550	150	8,112	4,711	400	1,000	2,080	3,080	832	720	151	906	400		
550	150	8,112	4,711	400	1,000	2,080	3,080	832	720	151	906	400		
550	150	14,872	8,245	700	1,300	3,640	4,940	1,456	1,080	151	2,114	700		
550	150	9,464	5,889	500	1,100	2,600	3,700	1,040	840	129	903	500		
550	150	9,464	5,889	500	1,100	2,600	3,700	1,040	840	129	903	500		
550	150	9,464	5,889	500	1,100	2,600	3,700	1,040	840	151	1,057	500		
550	150	8,112	4,711	400	1,000	2,080	3,080	832	720	151	906	400		
550	150	8,112	4,711	400	1,000	2,080	3,080	832	720	113	678	400		
4,950	1,350	86,528	51,823	4,400	9,800	22,880	32,680	9,152	7,440	9,581	4,400	0	0	1,100

## Appendix 3

4612	4616	4618	4610	461M Staff	461F	4632	4635	4630	4890	5040	5041	
Computer Lines	Internet Subs	Payphone	Telephones	Mobile Phones	Feature net	IT Mntce	Software Purchase	Hardware Purchase	Miscellaneous	Pocket Money	Incentive Scheme	TOTAL
200	300	100	300	25	As it is	78	100	150	25	Per Week per bed	£ 3.5 per week	
200	300	100	300	150		468	100	900	150	14.6	4,555	463,467
200	300	100	300	100		312	100	600	100	14.6	3,037	392,963
200	300	100	300	100		312	100	600	100	14.6	3,037	469,607
200	300	100	300	175		546	100	1,050	175	14.6	5,314	772,616
200	300	100	300	125		390	100	750	125	14.6	3,796	402,163
200	300	100	300	125		390	100	750	125	14.6	3,796	407,318
200	300	100	300	125		390	100	750	125	14.6	3,796	416,892
200	300	100	300	100		312	100	600	100	14.6	3,037	397,864
200	300	100	300	100		312	100	600	100	5.14	1,069	423,643
1,800	2,700	900	2,700	1,100	0	3,432	900	6,600	1,100	31,437	8,008	4,146,533