



NSW Department of
Community Services

Out-of-Home Care Costing Model Job Aid

**Out-of-Home Care Cost Model
(Foster Care and Other Placement Types)**

Service System Development Division

Overview

This Job Aid is designed to assist Out-of-Home Care (OOHC) organisations in using the Excel-based Foster Care and Other Placement Types Costing Model Tool.

This Job Aid outlines:

- the purpose of the Foster Care and Other Placement Types Costing Model Job Aid
- who should use the Foster Care and Other Placement Types Costing Model Job Aid
- data input guiding principles
- detailed instructions illustrating how to:
 - save the cost model file to local disk
 - define staff profile and associated costs
 - define staff time availability for casework and non-direct client activities
 - define operating costs for the Head Office/Administration Unit
 - define service delivery assumptions and associated additional costs for foster care and other placement types

Who should use this Job Aid?

Non-government services and the Department of Community Services (DoCS) should use this Job Aid for assistance in using the Foster Care and Other Placement Types Costing Model tool. It is recommended that accounting and/or financial staff should assist the person selected to complete the data input templates. For data related to service delivery, the selected representative should be assisted by service delivery staff. The basic user requirements of the Excel data input templates for NGO and DoCS staff include:

- a basic understanding of Excel
- a basic understanding of costs and costing principles
- a good understanding of the organisation's structure and cost centres

Note: Refer to [DoCS Costing Manual for Child and Family Services](#) for an overview of basic costing principles, definitions and concepts.

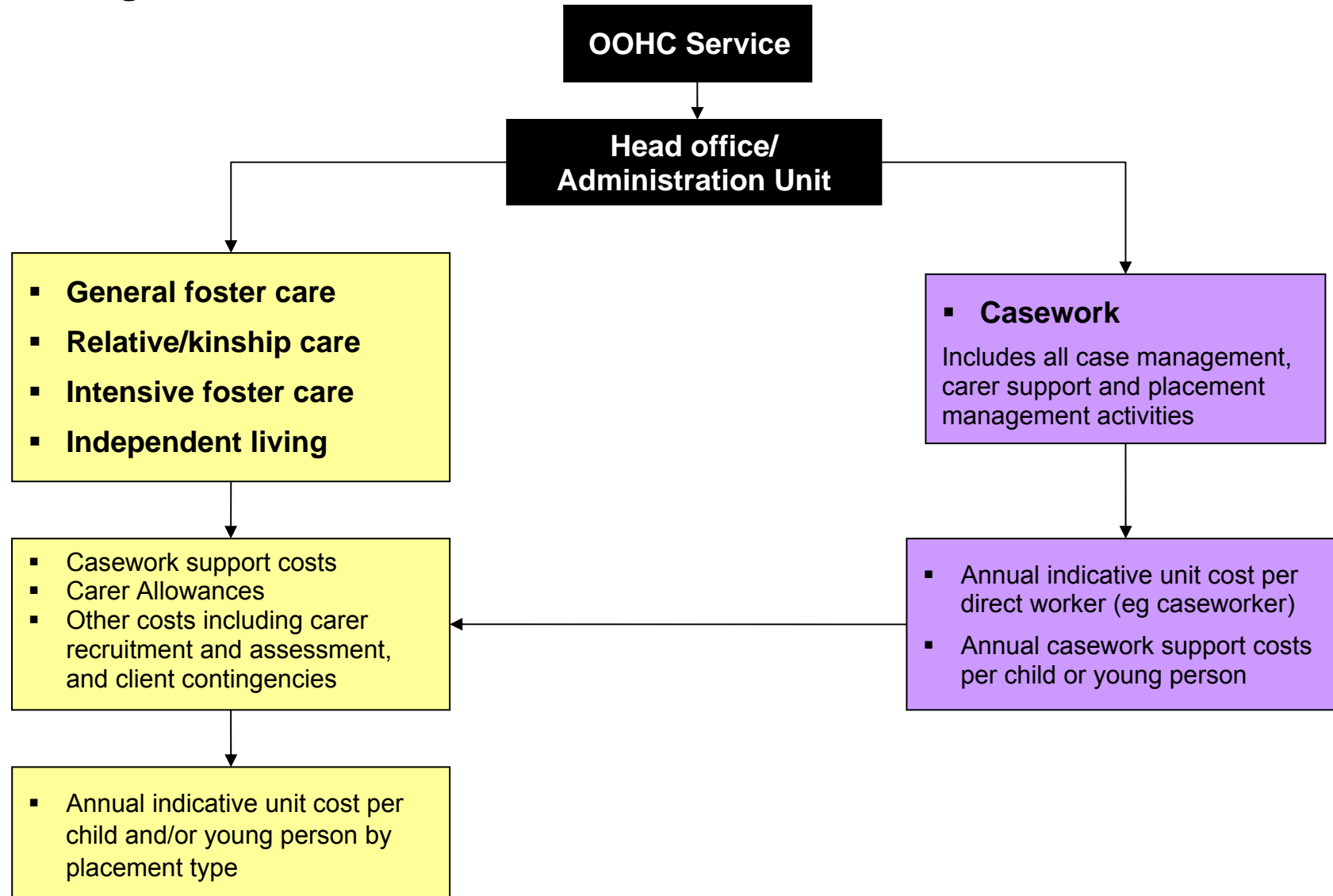
Data input guiding principles

The following data input guidelines should apply:

- ✚ Costs should reflect the average indicative service levels for your organisation
- ✚ Data should be accurate, up-to-date and include data for a full year, i.e. financial or calendar year
- ✚ The costing process should be transparent with clear documentation of sources of data, assumptions and parameters
- ✚ Service costs should be indicative and include the total and actual cost to deliver the service, independent of funding sources
- ✚ The costs of services should only include the actual financial costs; economic costs such as unpaid, volunteer work should not be reported.

The next section outlines a detailed set of instructions on using the Foster Care and Other Placement Types Costing Model Tool including illustrative examples on the type of data required, information sources, cost elements, model assumptions, and handy tips to help populate the costing templates.

OOHC Costing Framework



Purpose of Each Worksheet

Worksheet Name	Purpose
Worksheet 1 “Service Details”	Basic information about your organisation and the services it provides.
Worksheet 2 “INPUTS - Head Office - Labour”	Captures information regarding the labour that performs case management and other indirect and agency support staff at the Head Office/Administration Unit to support service delivery of the foster care and other placement types.
Worksheet 3 “INPUTS – Head Office Non-Labour”	Captures information regarding the non-labour operating costs that are incurred by the Head Office/Administration Unit to support the casework activity undertaken by the direct staff to support service delivery of the foster care and other placement types.
Worksheet 4 “INPUTS – Clients in Care”	Captures information about general service assumptions and associated costs by the different foster care placement types including general foster, relative/kinship and intensive foster care. This includes information on the total number of clients and carer allowance rates by age group, respite costs and annual contingency costs per child or young person.
Worksheet 5 “ INPUTS – Independent Living”	Captures information about general service assumptions and costs associated with delivering the organisation’s independent living accommodation facilities.
Worksheet 6 “Output”	Presents unit costs for different OOHC placement types. No data is required to be entered in this worksheet.
Worksheet 7 “Analysis”	Contains calculations for deriving the indicative unit costs. No data is required to be entered in this worksheet.

STEP 1 - Save cost model file to local disk

1	Open the Excel Costing Model template. Select 'File' then 'Save as'.	
2	Select the drive and folder from the 'Save-in' drop down menu where you want to save the file.	
3	Rename the file, eg File Name: "NGO Name Foster and Other Placement Type Cost Model" and click 'Save'.	
4	To open up the required excel sheet to input data, click on the associated tabs located at the bottom of the page.	

STEP 2 - Define Foster Care and Other Placement Types general assumptions

<p>1</p>	<p>Provide organisational profile details - NGO name, program being costed, location and contact details, and tax-exempt status.</p>	ORGANISATION AND SERVICE MODEL OVERVIEW		
<p>2</p>	<p>Provide information on the types of foster care and other placement types provided.</p>	Organisation Name		
		Name of Program/s Being Costed	<p>1</p>	
		Location and Contact Details		
		Tax Exempt Status		
<p>3</p>	<p>Note any general assumptions specific to the service provided.</p>	Placement types	Service provided	General assumptions
		FOSTER CARE	Yes/No	Child = 0-15 years of age Young person = child above 16 years but below 18 years
		General Foster Care	<p>2</p>	<p>3</p>
		Relative / Kinship Care		
		Intensive Foster Care		
		OTHER PLACEMENT TYPES	Yes/No	Young person = (15 years+)
		Independent Living		

STEP 3 - Define staff profile and associated costs for the Head Office/Administration Unit

The costs included here should be in line with the level of service delivery provided in your foster care and other placement types. In other words, the cost of the Head Office/Admin Unit should reflect the casework support provided to the foster care and other placement type facilities being costed in the template. This information will be used to determine the labour component of the direct worker unit cost for the Head Office/Admin Unit (eg. caseworker costs).

On the second worksheet (Tab label: INPUTS - Head Office - Labour), provide information relating to the staff profile of the NGO including:

- Direct staff – staffing information on direct staff (eg caseworkers) including details on the appropriate Full Time Equivalent (FTE) count, average indicative base salary levels for 1 FTE, and average number of annual leave days, training days, sick days, and total average available hours per week for 1 FTE
- Supervisory staff – staffing and average base salary information for supervisors
- Other Indirect Support Staff – staffing and average base salary information for admin support and senior management

Next, input the average number of clients a FTE direct worker would have at any one time for each placement type, if they only worked on the one placement type. For example, the number of foster care cases per FTE direct worker if the FTE direct worker only dealt with foster care clients, the number of relative/kinship care cases if the FTE direct worker only dealt with kinship/relative care clients, etc. In other words, the standard caseloads for 1 FTE caseworker per placement type should be entered.

Note: When estimating the caseload, only tasks which are directly associated with client activities, eg needs assessment, case planning, implementation, case monitoring and review, placement management, carer support, travel required to facilitate client related meetings, time required for direct client related report writing, client supervision etc, should be considered.

Finally, enter data on time spent per week by an average FTE direct worker on non-direct client related activities. This includes time spent on general team meetings, administration tasks, compliance activities, i.e. all tasks that are not associated with a particular client.

Note: Please enter information in the yellow cells only.

STEP 3 - Define staff profile and associated costs for the Head Office/Administration Unit

		LABOUR COSTS AND STAFF PROFILE - HEAD OFFICE / ADMINISTRATION UNIT								
		Direct Staff	FTE	Total salaries	Average salary (per FTE)	Average work days per week (per FTE)	Average hours per week (per FTE)	Average annual training days (per FTE)	Average annual leave days (per FTE)	Average annual sick leave (per FTE)
1	Enter up to three direct staff positions (eg caseworkers). Repeat this step for supervisory staff and other indirect support staff positions	Position 1		\$0						
2	Enter the no. of FTEs that perform the role of each position. Repeat this step for supervisory staff and other indirect support staff positions	Position 2	1	\$0	3			4		
		Position 3		\$0						
		TOTAL	0.0	\$0	\$0	0	0	0	0	0
		Supervisory Staff	FTE	Total salaries	Average salary (per FTE)					
		Position 1 Supervisor		\$0						
		Position 2 Supervisor		\$0						
		Position 3 Supervisor		\$0						
		TOTAL	0	\$0	\$0					
		Other Indirect Support Staff	FTE	Total salaries	Average salary (per FTE)					
		Administration Officer 1		\$0						
		Administration Officer 2		\$0						
		CEO		\$0						
		Senior Manager		\$0						
		Other 1		\$0						
		Other 2		\$0						
		TOTAL	0.0	\$0	\$0					
		Salary Oncosts								
		Superannuation								
		Long Service Leave	5							
		Workcover								
		Leave Loading								
		Payroll Tax								
		FBT								
		Other								
		TOTAL	0.00%							
3	For each position, enter the average base salary (excluding salary on-costs) that 1 FTE would receive each year. Repeat this step for supervisory staff and other indirect support staff positions									
4	For each direct staff position only, enter the average no. of days and hours that 1 FTE would work in a week as well as the average no. of workdays 1 FTE would take for training, annual leave and sick leave.									
5	Enter annual base salary on-costs (%) including superannuation, worker's compensation, leave loading, payroll tax, etc									

Please note the average days and average hours per week **ONE FULL-TIME** position would work under a given award/grade.

NOTE: Only Head Office labour and non-labour costs associated with Foster, Relative /Kinship Care and Independent Living services being costed should be imputed here.

TIP: If one person works half the time of a person working full time, that person is considered to be 0.5 FTE.

STEP 3 (cont) - Define staff profile and associated costs for the Head Office/Administration Unit

<p>1</p>	<p>For each placement type, enter the average number of clients a FTE direct worker would be responsible for at any one time i.e. the caseload, assuming that the direct worker only works on one placement type.</p>	<table border="1"> <thead> <tr> <th>Target caseload for each placement type at one point in time</th> <th>Average Caseload per FTE</th> </tr> </thead> <tbody> <tr> <td>General Foster Care</td> <td></td> </tr> <tr> <td>Relative/kinship care</td> <td>1</td> </tr> <tr> <td>Intensive Foster Care</td> <td></td> </tr> <tr> <td>Independent Living</td> <td></td> </tr> </tbody> </table>	Target caseload for each placement type at one point in time	Average Caseload per FTE	General Foster Care		Relative/kinship care	1	Intensive Foster Care		Independent Living											
Target caseload for each placement type at one point in time	Average Caseload per FTE																					
General Foster Care																						
Relative/kinship care	1																					
Intensive Foster Care																						
Independent Living																						
<p>2</p>	<p>Enter the average number of hours that a FTE direct worker would spend on non-direct client activities. These include team meetings, administration etc.</p>	<table border="1"> <thead> <tr> <th rowspan="2">Staff Utilisation - Non Direct Client Related Activities per FTE Direct Worker</th> <th colspan="2">Team Meetings</th> <th colspan="2">Administration</th> <th colspan="2">Other 1 (Please Specify)</th> </tr> <tr> <th>%of time</th> <th>Hrs per week</th> <th>%of time</th> <th>Hrs per week</th> <th>%of time</th> <th>Hrs per week</th> </tr> </thead> <tbody> <tr> <td>Average per FTE Direct worker</td> <td>0%</td> <td>2</td> <td>0%</td> <td></td> <td>0%</td> <td></td> </tr> </tbody> </table> <div data-bbox="817 821 1915 1284" style="border: 1px solid black; background-color: yellow; padding: 10px; margin-top: 20px;"> <p>1 NOTE ON TARGET CASELOADS - Enter the number of cases one FTE Position would have at any point in time if they only managed that placement type. For example, if you have 8 intensive foster care clients and 1 independent living client and they all receive the same amount of caseworker attention on average, then the target caseload would be 9 for each service type.</p> <p>The output page automatically adjusts the relative caseloads based on the number of staff and clients. For example, if you enter an target caseload of 12 for general foster care and 6 for intensive foster care, but only have half the number of Caseworkers needed for this level of service, the output page will automatically double the caseloads to 24 and 12. The caseloads on the output page represent the caseloads that can actually be achieved given the number of staff and clients.</p> </div>	Staff Utilisation - Non Direct Client Related Activities per FTE Direct Worker	Team Meetings		Administration		Other 1 (Please Specify)		%of time	Hrs per week	%of time	Hrs per week	%of time	Hrs per week	Average per FTE Direct worker	0%	2	0%		0%	
Staff Utilisation - Non Direct Client Related Activities per FTE Direct Worker	Team Meetings			Administration		Other 1 (Please Specify)																
	%of time	Hrs per week	%of time	Hrs per week	%of time	Hrs per week																
Average per FTE Direct worker	0%	2	0%		0%																	

STEP 4 - Define the non- labour operating costs for the Head Office/Administration Unit

The next worksheet (Tab label: INPUT-Head Office - Non Labour) relates to operating costs which are the non-labour cost elements associated with the casework activity involved in the foster care and other placement types. This information will be used to determine the non-labour component of the direct worker unit cost for the Head Office/Admin Unit (eg. caseworker costs).

Your organisation should include *annual* costs (not initial acquisition costs) for the list of operating cost line items including costs for motor vehicles, IT/Computer, telecommunications, stationery, staff training, accommodation and corporate overheads.

To develop indicative unit costs for your service, annual operating costs should reflect the true cost of service delivery irrespective of funding sources. This means that the value of subsidised items such as rent, or donated materials such as equipment should be estimated at market values and included in the worksheet where appropriate.

Note: the non-labour operating cost line items are consistent with the *Standard Chart of Accounts for Non-Government Organisations Data Dictionary*. A full description of all cost line items in the data dictionary is available at: <http://www.mob.com.au/mob2007/COA.html>

The operating costs should reflect the appropriate proportional allocation, i.e. based on the FTE count reported on the first worksheet. In other words, they should reflect the operating costs associated with the foster care and other placement type services only. Operating costs associated with your organisation's provision of other services, such as residential accommodation or early intervention, should be excluded.

Note: Please enter information in the yellow cells only.

STEP 4 - Define the non- labour operating costs for the Head Office/Administration Unit

1	Populate annual non-labour operating cost line items for the Head Office/Admin Unit.	NON LABOUR OPERATING COSTS		
	2	Space provided for additional comments.		
		Motor Vehicle	Annual Cost	Comments
		Depreciation - Motor Vehicle		
		Fuel and Oil	1	2
		Repairs and Maintenance		
		Insurance		
		Registration		
		Lease Payments		
		[Other - Please specify if any]		
		TOTAL	\$0	
		Tip: Quote indicative annual costs and not initial acquisition prices. Define average lifespan of the equipment/motor vehicle and calculate depreciation value to work out annual costs		
		IT / Computer	Annual Cost	Comments
		Computer Expenses		
		[Other - Please specify if any]		
		TOTAL	\$0	
		Note: Service costs reported should be indicative of the total and actual cost to deliver the service irrespective of funding sources		
		Telecommunications	Annual Cost	
		Telephone and Fax Charges		
		[Other - Please specify if any]		
		TOTAL	\$0	
		Stationery / Postage / Printing	Annual Cost	Comments
		Postage, Freight and Courier		
		Printing and Stationary		
		[Other - Please specify if any]		
		TOTAL	\$0	
		Depreciation and Equipment Maintenance	Annual Cost	Comments
		Depreciation - Plant & Equipment		
		Assets Purchased < \$5000		
		Equipment Hire/Lease		
		[Other - Please specify if any]		
		TOTAL	\$0	

STEP 5 - Define service delivery assumptions and associated costs for Foster Care and Other placement types

The next two worksheets (INPUTS – Clients in Care and INPUTS – Independent Living) look at determining the costs associated with direct service delivery of care provided to the child/young person (C/YP) in each of the relevant foster and other placement type care arrangements provided by your organisation. Data requirements for these are explained below.

1. Tab Label: INPUTS – Clients in Care

For each foster care placement type provided by your organisation including general, relative/kinship and intensive foster care:

- For each age group (0-4 yrs, 5-13 yrs and 14-17yrs) input:
 - the total number of C/YP at any point in time
 - the weekly carer allowance rate paid to foster carers to meet basic costs associated with caring for the C/YP. Services that pay more (or less) than Care, Care +1 and Care +2 rates for all placements, disaggregated by age, should input the carer rates applicable to their service.
- Annual contingency allocations, which represent indicative costs per C/YP associated with additional client care allowance requirements (eg contact, childcare, medical, tuition, housing costs etc.), should also be identified. These costs should be entered on a per C/YP, per annum basis.
- There is a separate section for respite care costs. Assumptions for respite care include the average cost per night and average number of respite nights per CYP per year.

2. Tab Label: INPUTS - Independent living

Input direct service delivery costs for young persons (YPs) in independent living care arrangements. General service assumptions include the total number of clients across all independent living facilities at any point in time, average number of YPs per residence and average weekly living allowance per YP.

Total other payments including rent, facility set-up, bills, etc, for **all** independent living facilities, and annual contingency allocations **per YP** including medical, tuition, legal, etc, should also be identified.

Note: Please enter information in the yellow cells only.

STEP 5 - Define service delivery assumptions and associated Costs – FOSTER CARE placement types

1	Where appropriate, for each age group, input the total number of clients at any point in time and the matching <u>weekly</u> carer allowance rate per CYP.	FOSTER CARE - SERVICE DELIVERY INPUTS						
		General Foster Care- SERVICE DELIVERY INPUTS						
		Carer Allowance Rates (Weekly Costs per CYP) and Total Number of CYP (At Any Point in Time) by Age Group	0 - 4 years		5 - 13 years		14 - 17 years	
			Total no. of clients in care	Allowance Rate	Total no. of clients in care	Allowance Rate	Total no. of clients in care	Allowance Rate
		Care	←		1		→	
		Care +1						
		Care +2						
2	Input the average number of respite nights per CYP per year and the average respite cost per night.	Respite Care Costs per CYP						
		average cost per night	2					
		average # of nights per CYP per year						
3	Input the average annual contingency payments <u>per CYP</u> including birth family contact, childcare, education, etc	Annual Contingency Payments per CYP						
		Birth Family Contact (incl. travel etc.)	3					
		Childcare						
		Court Ordered Assessment Reports						
		Damages Caused by Children & Young People						
		Education						
		Escort (not for birth family contact)						
		Establishment and Housing Costs						
		Family Restoration						
		Legal Costs						
		Maintenance of Identity & Culture						
		Medical						
		Professional Reports						
		Professional Therapy (including Counselling)						
		Travel (Excl. Holidays)						
		Other - Please Specify						
		Total Contingency Costs per Client	\$0					

Note: Please input the annual cost per CYP if they are placed all year

STEP 5 - Define service delivery assumptions and associated costs – INDEPENDENT LIVING

<p>1</p>	<p>Enter the total number of clients across all independent living facilities at any point in time. Next, enter the average number of YPs per residence.</p>	INDEPENDENT LIVING - SERVICE DELIVERY INPUTS		
		General Service Assumptions		<p>Note: Total across ALL Independent Living facilities</p>
		Total number of clients at any point in time	1	
		Average number of YPs per residence	1	
		Weekly Costs per YP		
		Average weekly living allowance per YP	2	
<p>2</p>	<p>Input the average weekly living allowance rate per young person in the accommodation facility.</p>	Total Annual Payments for All Independent Living Accommodation Facilities		<p>Note: Annual costs for all facilities not per YP</p>
		Rent		
		Cleaning	3	
		Energy Bills		
		Water Bills		
		Facility Maintenance		
		Insurance		
		Other Costs 1		
		Other Costs 2		
		Other Costs 3		
		Total Facility Costs	\$0	
<p>3</p>	<p>Enter any other annual client payments for all independent living accommodation facilities. Note, these costs are associated with the <u>total number</u> of clients in step 1.</p>	Annual Contingency Payments per YP		<p>Note: Costs per YP</p>
		Birth Family Contact (incl. travel etc.)		
		Childcare		
		Court Ordered Assessment Reports	4	
		Damages Caused by Children & yp		
		Education		
		Escort (not for birth family contact)		
		Establishment and Housing Costs		
		Family Restoration		
		Legal Costs		
		Maintenance of Identity & Culture		
		Medical		
		Professional Reports		
		Professional Therapy (including Counselling)		
<p>4</p>	<p>Input the average annual contingency payments per YP including birth family contact, childcare, education, etc</p>			

Once you have inputted data in the relevant sheets, the model will calculate the indicative unit costs shown in (Tab Label: Output)

OUTPUTS - ALL PLACEMENT TYPES

DIRECT WORKER - UNIT COST

Total loaded cost of a direct worker	\$0
Total available hours in a year	0
% of time spent on non-direct client activities	0%
Total hours available	0
Unit cost per direct client support staff FTE hour	\$0.00

DO NOT ENTER ANY DATA ON THIS WORKSHEET

GENERAL FOSTER CARE - UNIT COST

Actual Caseload and Casework Costs

Actual caseload per direct FTE worker	0
Annual Casework Costs per C/YP	\$0

Foster Carer Allowances (inc. Respite Costs)	Annual Cost per C/YP
Care	\$0
Care +1	\$0
Care +2	\$0

Other Costs	Annual Cost per C/YP
Birth Family Contact	\$0
Professional Therapy (including Counselling)	\$0
Other Contingency Costs	\$0
Total Other Costs	\$0

Total Annual Cost Per C/YP

Care	\$0
Care +1	\$0
Care +2	\$0

INTENSIVE FOSTER CARE - UNIT COST

RELATIVE / KINSHIP CARE - UNIT COST

Actual Caseload and Casework Costs

Actual caseload per direct FTE worker	0
Annual Casework Costs per C/YP	\$0

Foster Carer Allowances (inc. Respite Costs)	Annual Cost per C/YP
Care	\$0
Care +1	\$0
Care +2	\$0

Other Costs	Annual Cost per C/YP
Birth Family Contact	\$0
Professional Therapy (including Counselling)	\$0
Other Contingency Costs	\$0
Total Other Costs	\$0

Total Annual Cost Per C/YP

Care	\$0
Care +1	\$0
Care +2	\$0

INDEPENDENT LIVING - UNIT COST