



NSW Department of
Community Services

Out-of-Home Care Costing Model Job Aid

**Out-of-Home Care Cost Model
(Residential Accommodation)**

Service System Development Division

Overview

This Job Aid is designed to assist Out of Home Care (OOHC) organisations in using the Excel-based Residential Costing Model tool.

This job aid outlines:

- the purpose of the Residential Accommodation Costing Model Job Aid
- who should use the Residential Accommodation Costing Model Job Aid
- data requirements for the Residential Accommodation Costing Model
- data input guiding principles
- detailed instructions illustrating how to:
 - save a cost model file to local disk
 - define service delivery assumptions and associated costs
 - define operating costs for the residential accommodation

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 Residential Accommodation Costing Model tool. It is recommended that the person selected to complete the data input templates be assisted by accounting and/or financial staff. For data related to the residential accommodation facility, the selected representative should seek assistance from facility 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 organisations 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.

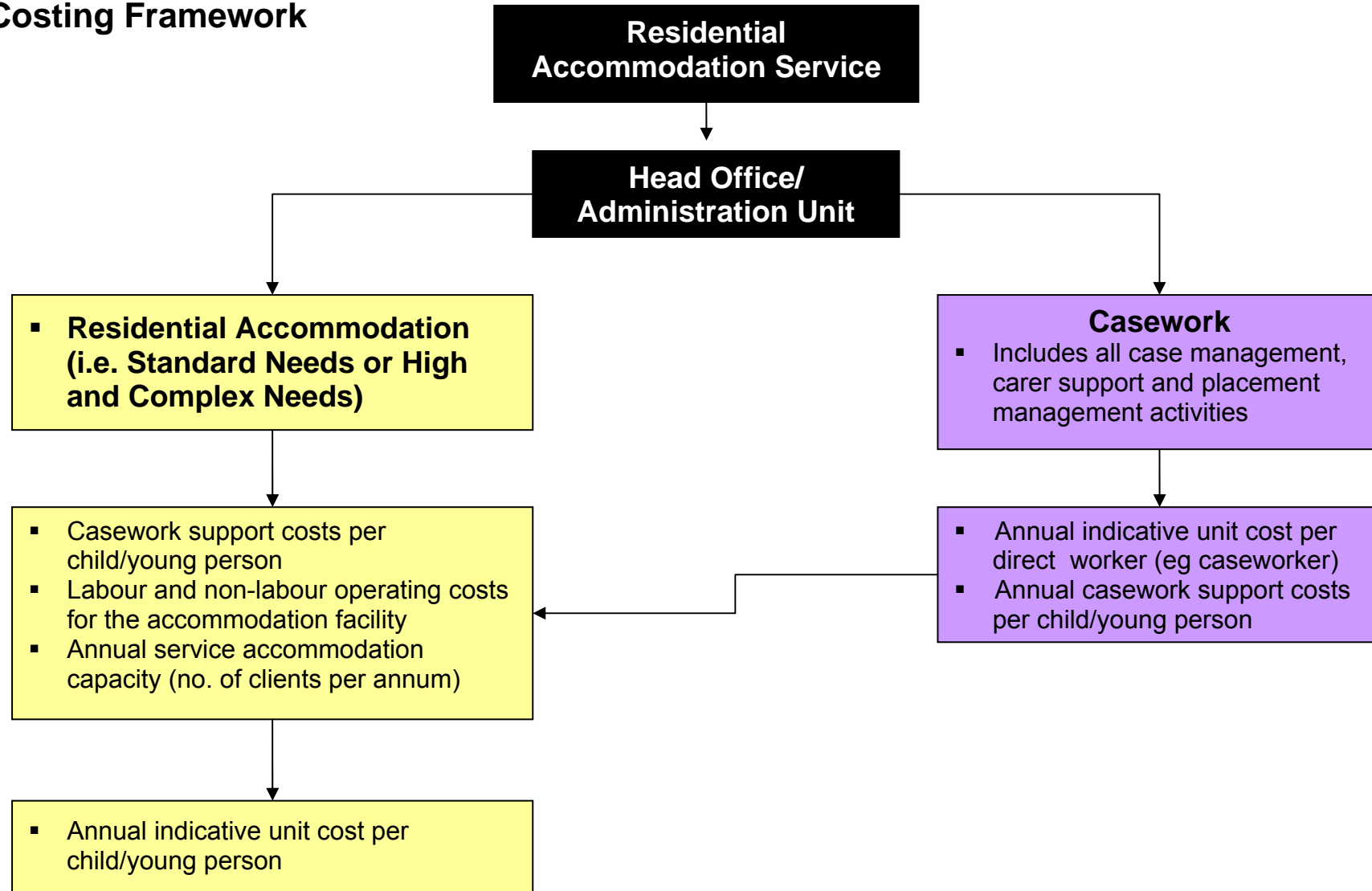
Data input guiding principles

The following data input guidelines should apply:

- ✚ Costs should reflect average indicative levels
- ✚ 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 should include the total costs 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 Residential Accommodation 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.

Residential Accommodation Costing Framework



Purpose of Each Worksheet

Worksheet Name	Purpose
Worksheet 1 "Service Assumptions"	Basic information about your organisation and the services it provides. Organisations select the residential accommodation placement type being costed from the 'drop-down' list – i.e. Standard (non-high) Needs Accommodation and High and Complex Needs Accommodation.
Worksheet 2 "INPUTS - Head Office"	Captures information regarding the labour and non-labour operating costs incurred by the Head Office /Administration Unit to case manage and support the service delivery of the residential accommodation arrangements.
Worksheet 3 "INPUTS - Res Accom"	Captures information about labour costs, client contingency costs and non-labour operating costs at the residential accommodation facility/ies being costed as well as general service assumptions (i.e. weeks open per year, shift availability, client occupancy, etc).
Worksheet 5 "Output"	Presents the indicative unit costs for the residential accommodation being costed. No data is required in this worksheet.

STEP 1 - Save cost model file to local disk

<p>1</p>	<p>Open the Excel Residential accommodation Costing Model template. Select 'File', then 'Save As'.</p>	<p>The screenshot shows the Microsoft Excel interface with the 'Save As' dialog box open. The spreadsheet has several tabs at the bottom: 'Service Assumptions', 'INPUTS - Head Office', 'INPUTS - Res Accom', and 'Output'. The 'Save As' dialog box is positioned over the spreadsheet, showing the file name 'OOHC - Residential Accom Costing Model-FINAL' and the save location 'Cost Models and Job Aids'. The dialog box also shows the file type as 'Microsoft Office Excel Workbook'.</p>
<p>2</p>	<p>Select the drive and folder that you wish to save the file in from the 'Save-in' drop down menu.</p>	
<p>3</p>	<p>Rename the file in 'File Name' e.g. 'NGO Name Residential Accommodation Cost Model' then click on 'Save'.</p>	
<p>4</p>	<p>To open up the required excel sheet to input data, click on the associated tabs located at the bottom of the page.</p>	

STEP 2 - Define residential accommodation placement type and general assumptions

<p>1</p>	<p>Provide organisational profile details including organisation name, location and contact details, and tax exempt status</p>	
<p>2</p>	<p>Select the type of service delivery undertaken by your organisation. If your organisation delivers both placement types - a separate cost template should be completed for each placement type.</p>	
<p>3</p>	<p>Note any general assumptions specific to the service provided.</p>	

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 residential accommodation facility/ies for which information is extended in Tab Label: INPUTS – Res Accom. In other words, the cost of the Head Office/Admin Unit should reflect the direct worker support provided to the residential accommodation facility/ies being costed in the template. This is to determine the indicative direct worker unit cost for the Head Office/Admin Unit (eg caseworker).

On the second worksheet (Tab label: INPUTS - Head Office), 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 and average indicative base salary levels 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 *non-labour operating costs* incurred by the head office/admin unit to deliver the residential accommodation service/s. 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>

Note: The costing model template calculates unit costs for one residential accommodation placement type at a time. Organisations delivering both placement types (i.e. Standard Needs Accommodation, and High and Complex Needs Accommodation) need to complete a separate costing model template for each placement type. Care needs to be taken to apportion head office and placement costs using an appropriate basis, such as each placement type's percentage of total direct costs.

In addition, the operating costs should reflect the appropriate proportional allocation, i.e. based on the FTE count reported in the Head office. In other words, they should reflect the operating costs associated with the provision of the residential care service/s being costed only and exclude operating costs associated with your organisation's provision of other services, such as foster care.

Note: Please enter information in the yellow cells only.

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

INPUTS - HEAD OFFICE / ADMINISTRATION UNIT																																			
LABOUR COSTS AND STAFF PROFILE			NOTE: Only Head Office labour and non-labour costs associated with Residential Care should be imputed																																
1	Enter up to three direct staff positions (eg caseworkers). Repeat this step for supervisory staff and other indirect support staff positions																																		
2	Input the number of FTEs that perform the role of each position. Repeat this step for supervisory staff and other indirect support staff positions																																		
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	Enter the annual base salary on-costs (%) including superannuation, worker's compensation, leave loading, payroll tax, etc																																		
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STEP 3 (cont) - Define staff profile and associated costs for the Head Office/Administration Unit

<p>1 Populate annual operating cost line items for the Head Office.</p>	NON-LABOUR OPERATING COSTS		
	Motor Vehicle		
<p>2 Space provided for additional comments.</p>	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
	Computer Expenses		
	[Other - Please specify if any]		
	TOTAL	\$0	
	Telecommunications		Annual Cost
	Telephone and Fax Charges		
	[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		
	Stationery / Postage / Printing		Annual Cost
	Postage, Freight and Courier		
	Printing and Stationery		
	[Other - Please specify if any]		
	TOTAL	\$0	
	Depreciation and Equipment Maintenance		Annual Cost
	Depreciation - Building		
	Depreciation - Plant & Equipment		
	Depreciation - Rental Properties		
	Depreciation - Rental Properties Furniture and Fittings		
	Assets Purchased < \$5000		
	Equipment Hire/Lease		
	[Other - Please specify if any]		

STEP 4 - Define staff profile and associated costs for the *Residential Accommodation Facility*

This next worksheet (Tab Label: INPUTS – Res Accom) includes the labour and non-labour costs associated with the direct service delivery of residential care provided in the accommodation facility/ies being costed. Data requirements associated with the residential care arrangement are explained below.

General assumptions: include average *weekly* living allowances per client, accommodation capacity/client occupancy assumptions including information on number of available beds per night and number of client days/nights utilised in a year.

Labour costs and workforce profile:

- Rostered direct staff - staffing information on rostered direct staff (e.g. youth workers) including Full Time Equivalent (FTE) count, average base salaries and total shift loadings (including casuals)
- Non-rostered direct staff - staffing and average base salary information
- Supervisory staff - staffing and average salary information for supervisors
- Other indirect support staff - staffing and average salary for admin support and senior management

Client contingency costs: Next, enter the annual contingency allocations for **all** clients in the accommodation facility/ies being costed including total annual costs associated with providing birth family contact, childcare, medical, tuition, housing, etc.

Non-labour operating costs:

Annual (not initial acquisition) costs for the list of operating cost line items including costs for motor vehicles, IT/Computer, telecommunications, staff training, accommodation and corporate overheads should be reported. The annual operating costs should reflect the true cost of service delivery irrespective of funding sources. This means that the *market values* of subsidised items such as rent, or donated materials such as equipment should be estimated and included in the worksheet where appropriate.

In addition, the operating costs should reflect the appropriate proportional allocation, i.e. based on the FTE count reported in the accommodation facility. In other words, they should reflect the operating costs associated with the residential care service only. Operating costs associated with your organisation's provision of other services, such as foster care, should be excluded.

Note: The costing model template calculates unit costs for one residential accommodation placement type at a time. Organisations delivering both placement types (i.e. Standard Needs Accommodation, and High and Complex Needs Accommodation) need to separate the labour and non-labour costs associated with each placement type and enter the information separately into the costing model tool to develop unit costs for each placement type. Care needs to be taken to apportion indirect costs using an appropriate basis, such as each placement type's percentage of total direct costs.

Note: Please enter information in the yellow cells only.

STEP 4 - Define staff profile and associated costs for the residential accommodation facility

1	Provide details for the accommodation facility/s been costed including name of the accommodation/s, location and contact details and tax status	INPUTS - RESIDENTIAL ACCOMMODATION				
		Name of Residential Accommodation				
		Location and Contact Details		1		
Tax exempt status						
2	Enter service assumptions for the accommodation facility including details on the physical capacity and actual utilised capacity pa. and average weekly client living allowance	LABOUR COSTS AND STAFF PROFILE				
		Service assumptions				
		Weeks open per year	52			
		Days open per week	365			
		# of Available beds per night - physical capacity (CYP)	2			
		Maximum Number of Bed nights Available per Year	0			
		Actual Number of Bed Nights Utilised per Year				
		Average Client Occupancy (per Night)	0.0			
		Average weekly client living allowance				
TIP: To work out the actual number of bed nights utilised per year multiply the average number of clients in a year X bed nights used in a year. E.g. (12 clients X 20 nights) + (8 clients X 20 nights) + (40 clients X 30 nights) + (1 client X 40 nights) = 1,640 bed nights utilised in a year.						
3	Enter up to three direct staff positions. Repeat this step for non-rostered staff.					
4	Enter the number of FTEs that perform the role of each position. Repeat this step for non-rostered staff.					
5	For each direct position, enter the average base salary (excluding salary oncosts) that one FTE would receive each year. Repeat this step for non-rostered staff.					
6	For each direct position only, enter the total shift loadings and allowances received by ALL staff in each position.					
		Rostered Direct Staff Positions				
			Number of FTEs (per position)	Total annual base salaries	Average annual base salary (per FTE)	Total shift loading and other allowances
		[Rostered Direct Position 1]	4	\$0	5	6
		[Rostered Direct Position 2]		\$0		
		[Rostered Direct Position 3]		\$0		
		TOTAL (all FTEs)	0.0	\$0	\$0	\$0
		Non-rostered Direct Staff Positions				
			Number of FTEs (per position)	Total annual base salaries	Average annual base salary (per FTE)	
		[Non-Rostered Direct Position 1]		\$0		
		[Non-Rostered Direct Position 2]		\$0		
		[Non-Rostered Direct Position 3]		\$0		
		TOTAL (all FTEs)	0.0	\$0	\$0	

STEP 4 (cont.) - Define staff profile and associated costs for the residential accommodation facility

<p>1</p>	<p>Enter up to three direct staff positions for supervisory staff. Repeat this step for other indirect staff positions.</p>	<p>Supervisory Staff Positions</p>		<p>Number of FTEs (per position)</p>	<p>Total annual base salaries</p>	<p>Average annual base salary (per FTE)</p>
<p>Position 1 Supervisor 1</p>		<p>Position 2 Supervisor 2</p>		<p>\$0</p>		<p>3</p>
<p>Position 3 Supervisor</p>		<p>TOTAL (all FTEs)</p>		<p>0.0</p>		<p>\$0</p>
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<p>2</p>	<p>Enter the number of FTEs that perform the role of each position. Repeat this step for other indirect staff positions.</p>	<p>Other Indirect Support Staff</p>		<p>Average annual base salary (per FTE)</p>		<p>Average annual base salary (per FTE)</p>
<p>Administration Officer</p>		<p>CEO</p>		<p>\$0</p>		<p></p>
<p>Senior Manager</p>		<p>Other 1</p>		<p>\$0</p>		<p></p>
<p>TOTAL (all FTEs)</p>		<p>0.0</p>		<p>\$0</p>		<p>\$0</p>
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<p>3</p>	<p>For each position, enter the average base salary (excluding salary oncosts) that one FTE would receive each year. Repeat this step for other indirect staff positions.</p>	<p>Salary Oncosts</p>		<p>%</p>		<p></p>
<p>Superannuation</p>		<p>Long service leave</p>		<p>4</p>		<p></p>
<p>Work cover</p>		<p>Leave loading</p>		<p></p>		<p></p>
<p>Payroll tax</p>		<p>FBT</p>		<p></p>		<p></p>
<p>[Other - Please specify if any]</p>		<p>TOTAL</p>		<p>0.00%</p>		<p></p>
<p>TOTAL</p>		<p>0.00%</p>		<p></p>		<p></p>
<p>4</p>	<p>Enter annual base salary on-costs (%) including superannuation, worker's compensation, leave loading, payroll tax, etc</p>	<p>Summary</p>		<p>TOTAL FTEs</p>		<p>0.0</p>
<p>TOTAL FTEs</p>		<p>Total annual base salary</p>		<p>\$0</p>		<p></p>
<p>Total annual base salary</p>		<p>Total annual shift loading and other allowances</p>		<p>\$0</p>		<p></p>
<p>Total annual shift loading and other allowances</p>		<p>Total annual salary oncosts</p>		<p>\$0</p>		<p></p>
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<p>TOTAL annual salaries</p>		<p>\$0</p>		<p>\$0</p>		<p></p>

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

STEP 4 (cont.) - Define staff profile and associated costs for the residential accommodation facility

<p>1 Input the total annual contingency payments for ALL clients in the residential accommodation facility/s being costed</p> <p>2 Populate annual non-labour operating cost line items for the residential accommodation facility/ies being costed.</p> <p>3 Additional space has been provided for comments.</p>	CLIENT CONTINGENCY COSTS																																																
	Total Annual Contingency Payments for All C/YP in Residential Accommodation Facility(s)																																																
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Once you have inputted data in all relevant sheets, the model will calculate the indicative unit costs shown in (Tab Label: Output)

OUTPUT WORKSHEET

Head Office Direct Worker Costs

Labour Costs per FTE	Annual Cost
Direct Worker Salary	\$0
Direct Supervisor Salary Allocation	\$0
Admin and Other Indirect Support Allocation	\$0
Salary Oncosts	\$0
Total Labour Costs per FTE	\$0

Non-Labour Costs per FTE	Annual Cost
Motor Vehicle	\$0
IT/Computer	\$0
Telecommunications	\$0
Stationery/postage/printing	\$0
Depreciation and Equipment Maint.	\$0
Training	\$0
Accommodation Costs	\$0
Program Costs	\$0
Corporate Overheads	\$0
Total Non-Labour Costs per FTE	\$0

Total Loaded Cost per FTE	\$0
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Residential Accommodation Costs

Caseload per Head Office Direct FTE	0
Annual Head Office Costs per C/YP	\$0
Caseload per Residential Unit Direct FTE	0

Client Supervision & Support	Total Annually	Annual Cost per C/YP
Rostered and Non-Rostered Direct Staff Costs (includes shift loading)	\$0	\$0