

The Costs of Short Break Provision

Resource pack for service providers

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INTRODUCTION

Who is this pack for?

This pack has been developed to help short break providers including, Children's Trusts members, voluntary and private providers, to cost the short break provision offered to disabled children and their families. This pack is based on research carried out by the Centre for Child and Family Research (CCFR), at Loughborough University. The research was commissioned by the former Department for Children, Schools and Families (DCSF, now The Department for Education) to calculate the costs incurred to social care departments for delivering short break provision, with the aim of providing information for the forthcoming spending review. This pack was commissioned by DCSF to assist providers to calculate the costs of short break provision. It can be used alongside the resource pack, *Looking after children, at what cost?*¹. The research examining the costs of short breaks is part of the wider costs and outcomes programme being undertaken at CCFR. For more information see the box on page 8.

While the research focuses on social care costs, the research identified that costs will be incurred by other agencies, particularly as Children's Trusts arrangements are implemented further². The methodology can be applied to any agency delivering short break provision.

The calculation of costs are intended to contribute to effective planning and commissioning strategies. Using the costing methodology outlined in Part 2 of this pack will introduce transparency into cost calculations and therefore facilitate accurate comparisons between different types of services and different service providers, such as neighbouring local authorities.

Who produced this pack?

This pack has been produced by Samantha McDermid at the Centre for Child and Family Research, in consultation with Lisa Holmes (Centre for Child and Family Research), Doug Lawson (Consultant), Alison Upham (Halton Borough Council), Si Chun Lam (Coventry City Council), Mike Tompkinson (Coventry City Council), Mary Wilton (Derbyshire County Council), Shelley Kerslake (Derbyshire County Council) and Carol Lynagh (Department for Children, Schools and Families).

1 Holmes L., with Lawson, D., and Stone, J. (2005) *Looking after children: At what cost? Resource pack*. London: Department for education and skills.

2 DCSF (2008) *Children's Trusts: statutory guidance on interagency cooperation to improve the wellbeing of children, young people and their families*. London: Department for Children, Schools and Families.

Background

The aim of the study on which this pack is based, was to calculate the costs of various types of short break services provided to disabled children in three participating local authorities. The research defined short break provision as in *Aiming High for Disabled Children (AHDC)*³. Short breaks can be delivered in the form of overnight stays, day, evening and weekend activities and can take place in the child's own home, the home of an approved carer or a residential or community setting. The central aim of short break provision is to provide disabled children enjoyable experiences away from their primary carers, and parents and families a necessary and valuable break from their caring responsibilities.

Short breaks can be offered as part of a package of services for disabled children and their families receiving support under Section 17 of the 1989 Children's Act⁴ or children looked after. Local authorities can provide short breaks under section 17(6) or Section 20(4) of the Children Act 1989. The short breaks practice guidance states that a series of pre-planned overnight short breaks for a child in the same placement should be treated as a single placement. This placement is considered a short break if a stay does not exceed 14 days at a time or a total of 60 days per year⁵.

The short breaks practice guidance advocates an proportionate approach to referral and assessment, whereby the level of administration and investigation increases in line with the presenting needs and circumstances of the child and family. The guidance also emphasises the importance of high quality assessment, planning and review to safeguard and promote the welfare of disabled children and their families.

In order to calculate the full range of costs associated with the provision of short breaks, the study aimed to identify and calculate the costs of the routes by which families are able to access short break provision; any ongoing activity undertaken to support the child and family once in receipt of short break services; along with the costs of individual services, provided by both local authority and voluntary service providers.

³ Department for Children, Schools and Families (2007) *Aiming high for disabled children: short breaks implementation guidance*. London: Department for Children's Schools and Families.

⁴ Children Act 2004, London: Her Majesty's Stationary Office.

⁵ DCSF (2010) *Short breaks practice guidance: how to safeguard and promote the welfare of children in need using short breaks*. London: DCSF; DCSF (2010) *Consultation on care planning, placement and case review regulations*. London: DCSF

AHDC requires local authorities to improve access to short breaks to all families with disabled children. Two types of access routes were identified and costed for comparison: the 'traditional' assessment and referral route, which includes an initial or core assessment, resource allocation panels, and assessments carried out as part of the Common Assessment Framework⁶; and a 'local core offer' or 'eligibility model' whereby a local authority offers the provision of a standardised package of short break services to a specific population of disabled children and young people, who meet an identified set of eligibility criteria.

A summary of the research findings are detailed in Part 1.

How are unit costs calculated in this pack?

The methodology used in this pack is based on the principles for calculating unit costs outlined in *Unit Costs – Not Exactly Child's Play*⁷. This is a 'bottom up' approach to calculating unit costs, which takes into consideration the activity undertaken by practitioners to assess, refer, support and review disabled children and their families, in addition to the provision of individual services or interventions.

This costing methodology has been developed by CCFR as part of their costs and outcomes research programme. Since 2000, CCFR have worked closely with over 20 local authorities using and refining the methodology. A software application has been developed as part of the research programme: The Cost Calculator for Children's Services (see page 44).

The costs in this pack have been calculated for the 2008/2009 financial year. These costs can be inflated for forthcoming years using the inflation index outlined in the annual Personal Social Services Research Unit (PSSRU) Publication, *Unit Costs of Health and Social Care*⁸.

6 Children's Workforce Development Council (2006) *The Common Assessment Framework for Children and Young People: Managers' Guide*. London: Department for Children, Schools and Families.

7 Beecham, J. (2000) *Unit Costs – Not Exactly Child's Play: A Guide to Estimating Unit Costs for Children's Social Care*. University of Kent: Department of Health, Dartington Social Research Unit and the Personal Social Services Research Unit.

8 Curtis, L. (2008) *Unit Costs of Health and Social Care*. Kent: Personal Social Services Research Unit. http://www.pssru.ac.uk/pdf/uc/uc2008/uc2008_inflationindices.pdf

Why calculate unit costs in this way?

While this approach can seem time consuming and complex at first, it does allow the many variations associated with providing short break services to be taken into account when assigning costs to various short break services and care packages. The approach takes into consideration the variations in the type and amount of activity undertaken with children with differing levels of needs. It also takes into account variations in the types of service delivered. In this way it is possible to relate costs to outcomes.

Including the costs of activities, allows you to understand the full range of costs incurred in delivering short breaks; the costs of accessing services, referral and assessment routes, any ongoing support in addition to the cost of providing individual services.

The approach also allows costs to be understood over time. By using the unit costs as 'building blocks', the comprehensive cost of the range of intervention received by disabled children and their families can be accurately calculated, enabling local authorities to gather appropriate information to inform their planning and commissioning strategies.

This resource pack is intended to help local authorities, Children's Trust members, and independent providers, to understand the costs associated with providing short break services to disabled children and their families. Greater transparency in costs will help service providers to see the links between costs and outcomes for children, and therefore make informed decisions about how to allocate resources for the greatest benefit to disabled children and their families⁹. Increased transparency in costs and linking these to needs and outcomes helps authorities to make informed decisions about the services they provide.

How to use this pack

This pack breaks down the costing process to its component parts. This allows you to take a 'stepped approach' to your own costing exercise, addressing each part at a time. The stepped approach is detailed in Part 3, on page 43.

This pack is made up of four sections:

- **Part 1** outlines the research that underpins this resource pack. The key messages from the research to cost short break provision, that has been undertaken by CCFR are summarised in this section.
- **Part 2** explains the approach used to calculate unit costs, and the benefits of calculating costs in this way.
- **Part 3** contains the "how to" documents and gives a step by step guide to how your agency might calculate the unit costs of short break provision.
- **Part 4** contains the templates for you to use in your own costing exercise.

⁹ For more information on the economic value of short breaks see NEF consulting (2009) *The social and economic value of short breaks*. London: NEF consulting

PART 1: KEY MESSAGES FROM THE RESEARCH

1

Background: The costs and outcomes programme at CCFR

The study to cost short break provision is one study in a programme of research exploring costs and outcomes for children in need being undertaken at the Centre for Child and Family Research (CCFR), at Loughborough University. The programme consists of a number of related studies (outlined on page 8) and aims to investigate the theoretical and empirical relationship between the costs and outcomes. It also seeks to provide social services and other agencies with practical support to explore how scarce resources can be better deployed to deliver care that will secure better outcomes. The ultimate aim of the costs programme is to make it possible for agencies to compare the full cost to the public purse incurred over time by children with different levels of need, and to relate these to outcomes.

Key messages from the research programme

- Variations in unit costs can be attributed to three main factors relating to:
 - The local authority, such as procedures and travelling times
 - Placement and provider type
 - Child characteristics and needs, such as disabilities, or emotional and behavioural difficulties
- Children's needs can be categorised by single or multiple combinations of additional support needs
- Provisions to children who display none of these factors cost substantially less than those who display one of them, and costs were found to be even higher for those children who display combinations of two or more factors
- Professionals' activity constitutes an important cost element in calculating the overall costs of services and interventions
- For some children postponing service provision only reduced short term costs; in the long term more costly placements were required increasing the overall costs of the care episodes
- Financial costs need to be balanced with wellbeing costs.

The costs programme at the Centre for Child and Family Research

The costs and outcomes programme, which began in 2000, consists of a range of related studies which each seek to explore the costs of various services provided to vulnerable children and families.

The key studies in the research programme include:

Costs and consequences of child care provision

This prospective longitudinal study explored the relationship between costs and outcomes for children looked after away from home. The study aimed to assess how far variations in the cost of different types of provision are reflected in the quality of care experienced by children with different needs, and to devise robust methods that enable local authorities to calculate the cost consequences of different types of child care provision. The cost calculator methodology was developed as part of this research.

The costs and outcomes of child welfare interventions: extending the cost calculator to include cost calculations for all children in need

This project is designed to extend the cost calculator framework to include the costs of services for children in need who are not looked after. The study will help increase understanding of the comparative costs of providing services for children who are supported in their families or independently through Section 17 arrangements.

The researchers have completed a mapping exercise, with 15 local authorities, which sought to identify which services were most commonly accessed by children in need, their relative cost, and which could be most usefully included in calculations. More detailed work in four authorities is being undertaken to calculate the unit costs of the core services identified in the mapping exercise and the case management processes associated with support children in need.

The costs and capacity implication of Lord Laming's recommendations

The Local Government Association commissioned CCFR to carry out a study on the cost and capacity implications for local authorities of implementing Laming's (2009) recommendations. The overarching aim of the study was to explore the potential financial and capacity implications for local authorities of implementing a number of key recommendations from the Laming report. These include referral and assessment processes, appropriate levels of supervision and training for front-line staff along with social worker perspectives on what constitutes a quality service response and barriers to service delivery.

Costs of adoption overheads

A detailed analysis of the indirect and overhead costs involved in finding adoption placements has been undertaken. The purpose of this study is to explore how far these are commensurate with the fees charged for finding an agency placement. Comparisons between the costs involved in providing local authority and voluntary agency adoption will be made. The findings of this study have been used to develop a framework for the calculation of service provider overheads.

The costs of multidimensional treatment foster care

Multidimensional Treatment Foster Care (MTFC) is a specialist model of foster care which is designed to provide a therapeutic environment that addresses the needs of young people with emotional and behavioural difficulties. The model is currently being piloted in 21 local authorities in England and Wales. The study aimed to calculate the costs incurred over a specific time period to a range of agencies by children who were experiencing treatment foster care and to compare these with the costs incurred by children in similar circumstances who received a different type of placement.

Exploring costs to other agencies – education and health.

The costs of providing services to other agencies have been explored in two Knowledge Transfer Partnerships. CCFR worked in partnership with Coventry City Council to explore the costs of supporting children with special educational needs, and with Cheshire West, Chester and East Cheshire children's services departments to explore the costs of health and mental health services provided to looked after children. An additional piece of work, funded by the Department of Health, was undertaken to calculate the costs of children's continuing care

Further information on the costs and outcomes programme can be found at www.ccrf.org.uk and www.ccfcs.org.uk

The costs of short break provision

Summary of key messages

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Aims of the study

The aim of this study was to calculate the costs incurred by children's services departments of providing short breaks to disabled children and their families. The study aimed to calculate the costs of individual services, provided by both local authority and voluntary service providers.

In addition, and in order to calculate the full range of costs associated with the provision of short breaks, the study aimed to identify and calculate the costs of the routes by which families are able to access short break provision, and any ongoing activity undertaken to support the child and family once in receipt of short break services.

Two types of access routes were identified and costed for comparison: the 'traditional' assessment and referral route, which includes an initial or core assessment, resource allocation panels, and assessments carried out as part of the Common Assessment Framework; and a 'local core offer model' whereby a local authority offers the provision of a standardised package of short break services to a specific population of disabled children and young people, who meet an identified set of eligibility criteria.

Methodology

Selection of authorities

Three local authorities were recruited to participate in this study. These authorities are referred to as A, B and C throughout this summary. Two of the authorities, A and B, are Short Breaks Pathfinder sites. All were selected for their approach to offering, or being in the process of developing a 'local core offer model' as outlined above.

The participating authorities consisted of one medium sized London borough, one large metropolitan authority and one large rural shire authority. Two voluntary service providers were also recruited for participation in the study and provided finance and service data.

Additional data regarding the activity of key processes, including initial and core assessments, child in need reviews, and ongoing activity, gathered as part of a study to explore the costs and outcomes of services provided to children in need has been utilised in this short breaks study¹⁰.

In total, five focus groups were held across the three participating authorities. In total, 37 professionals participated in the focus groups. Questionnaires were distributed to the authorities where panel procedures were in place for short break provision to capture the time spent on panel meetings. The questionnaire explored the time spent preparing for the meeting, travel time and attendance at the meeting, and any subsequent activity and actions. Completed questionnaires were returned by seven senior managers, four team managers and two administrators, from four local authorities.

The unit costs of short break provision were calculated using the 'bottom up' methodology outlined in this resource pack¹¹. The methodology is explored in more detail in Part 2 on page 23.

¹⁰ Holmes, L., McDermid, S., and Ward, H. (forthcoming) *The costs and outcomes of child welfare interventions: extending the cost calculator methodology to include services to children in need*. Report to Department for Children, Schools and Families, Loughborough, Centre for Child and Family Research, Loughborough University

¹¹ Beecham, J. (2000) *Unit Costs – Not Exactly Child's Play: A Guide to Estimating Unit Costs for Children's Social Care*. University of Kent: Department of Health, Dartington Social Research Unit and the Personal Social Services Research Unit; Ward, H., Holmes, L., and Soper, J. (2008). *Costs and consequences of placing children in care*. London: Jessica Kingsley.

Findings: The unit costs of short break provision

Activity: referral, assessment and support

Access to short break services

Each of the participating authorities had developed, or were in the process of developing, a 'tiered' referral process, whereby the assessment undertaken with families was determined by both the presenting needs and the intensity of service likely to be required. Short break services could be accessed via a local core offer route for families with lower levels of need, and the traditional referral and assessment route for those with higher need.

In each of the participating authorities, the local core offer was available to children with severe physical or learning difficulties, but low levels of need. Two of the participating authorities required no further assessment to be undertaken with families meeting the criteria for the local core offer. In both cases, the majority of activity to refer children and their families into local core offer provision, will be undertaken by lead professionals from other agencies. Therefore, costs to social care per child are estimated to be nominal. In Authority A, some families requesting local core offer services were discussed at the resource panel. It was noted by participants, that in the vast majority of cases, the needs of the families' requesting services from the local core offer are minimal and can therefore be discussed quickly by panel members.

The costs to social care of these discussions have been calculated at **£12.03** per child.

The traditional referral and assessment route was undertaken in the participating authorities where it was felt that a family may have a greater level of need, which could not be met by the services provided in the local core offer. In such cases a more in depth assessment was undertaken, most commonly an initial assessment.

One authority was also using the Common Assessment Framework where appropriate. Participating authorities reported that a core assessment was only undertaken with those families whose need is greatest, or where a more intensive service, such as an overnight short break, is requested.

Two of the three participating authorities used panels in deciding how resources may be most usefully deployed to support families. In both cases, the panels consisted of senior managers from a number of agencies.

Table 1 below summarises the costs of each referral process to social care in each of the participating authorities.

Table 1: Costs of referral processes in Authorities A, B and C

Level of need identified	Authority A		Authority B		Authority C			
	Referral and assessment route identified	Cost (£)	Referral and assessment route identified	Cost (£)	Referral and assessment route identified	Cost (£)		
Local core offer: Low Need	Panel discussion	12.03	No assessment needed	Nominal cost	No assessment needed	Nominal cost		
Medium need	Initial Assessment	307.36	Initial Assessment	271.84	CAF assessment	186.10		
	Panel discussion	52.11			OR			
	Total Cost	359.47			Initial Assessment	399.04		
High need	Initial Assessment	307.36	Initial Assessment	271.84	Initial Assessment	399.04		
			Panel discussion	95.55			Core Assessment	568.96
	Core Assessment	710.12	Total Cost	367.39				
	Panel discussion	52.11	OR					
	Total Cost	1069.59	Initial Assessment	271.84	Total Cost	968.00		
			Core Assessment	710.12				
			Panel discussion	95.55				
			Total Cost	1077.51				

Ongoing support

In addition to the assessment of disabled children and their families and the delivery of services, children's services departments provide ongoing support to families receiving short break provision. This ongoing activity included regular support visits to the family and reviews. The costs for ongoing support are summarised in Table 2.

Support visits

The cost of regular visits for the three short break authorities has been calculated as **£99.32** in Authority A, **£99.05** in Authority B, and **£54.17** in Authority C, per visit. These costs include the time spent directly with the family and travel time to visits within the authority. All three short break authorities estimated that on average a visit takes one hour. However, travel time varied substantially between the authorities, ranging between 40 minutes and three hours across the authorities.

Reviews

Activities undertaken to complete reviews included: preparation prior to the meeting, including updating and collating relevant paper work and contacting other professionals; travel to and attendance at the meeting; and any administrative tasks after the meeting, including completing minutes and updating child care plan. The costs of reviews ranged from **£186.90** to **£260.63**.

Table 2: The costs of ongoing support

Process	Cost of process (£)		
	Authority A	Authority B	Authority C
Support visits	99.32	99.05	54.17
Review	260.63	199.59	186.90

The services

The research found a wide range of short break services provided across the participating authorities. For example, in total, 35 different groups were listed, each working with a different group of children, at different locations, with different funding and delivery arrangements.

It was possible to identify some generic service types under which the services identified could be categorised. However, a wide variety of services were found within each service type. For example, each of the groups identified as an afterschool club ran for a different number of hours, with different staffing, and were provided to a different number of children and for children with a variety of needs or ages. As such, costs of each service type also varied within and across participating authorities.

The cost of the services varied according to:

- the provider
- the type and number of staff required
- the length of the activity
- the number of children attending
- the needs of the child or children accessing the service
- the type of service
- the locality of the service
- the time the service is delivered, for example, if out of hours or at the weekend.

Table 3 summarises the costs of each service type. The table below summarises the costs calculated for each service type. Due to the range of costs calculated within some of the service types, the median, mean and range of costs are shown.

Table 3: Costs of services by service type

Service type	Average cost		Range (£)
	Mean cost (£)	Median cost (£)	
Residential overnight	262.77	288.28	69.97 – 405.74 per child per night (24 hour period)
Family based overnight	171.25	147.12	140.36 - 226.26 per child per night (24 hour period)
Day care	130.99	121.52	99.21 – 204.83 per child per session (8 hours)
Home support	21.75	21.75	17.54 – 25.60 per family per hour
Home sitting	18.53	18.53	10.98 – 26.07 per family per hour
General groups	332.53	380.38	97.39 – 614.77 per session
Afterschool clubs	280.19	271.47	239.77 - 331.17 per session
Weekend clubs	311.20	312.46	296.68 - 324.17 per session
Activity holidays	1283.50	829.06	113.38 (for a 2 day break) - 3,701.15 (7 day break)

Data from voluntary service providers

Like the participating authorities, the nature of the finance data supplied by the voluntary service providers (VSPs) varied. The costs of overnight services calculated from the data obtained from the local authorities were comparatively similar to those calculated from data supplied by the VSPs. Calculated costs of local authority provided residential services ranged from **£223 - £419** per child per night for local authorities, compared to **£229 - £500** per child per night for service providers. Family based overnights ranged from **£140 - £226** per child per night for local authorities compared with **£97 - £265** for the VSPs. A greater diversity in the unit costs were calculated across the other service types. On the whole, the unit costs of services calculated from VSPs were greater.

Summary of key findings

Costing short break provision for disabled children and their families can be complex. This study has found a wide variety of service types, alongside a diversity in delivery and funding arrangements. Moreover, the activity undertaken with children receiving short breaks varies between local authorities, according to different referral and assessment models and procedures, and different levels of need identified in the families. It was evident from the study that the costs of individual services or processes are best analysed in relation with one another, whereby different components are built up to calculate a more comprehensive cost of the provision of short break services.

Activity and need: direct payments

The study found that in the vast majority of cases the levels of activity was determined by the needs of family. The referral routes used in each of the authorities reflected the level of need of each family. The frequency of visits undertaken with families was in part determined by the level of need identified. For instance, children receiving support as part of the local core offer were subject to lower levels of ongoing support, determined on a case by case basis in each of the authorities. Children with higher levels of need accessed services through initial or core assessments and received a higher level of ongoing support.

However, in each of the participating authorities, where a request for direct payments is made by a family, an initial assessment is required, regardless of the needs of the child and their family. As a result of the initial assessment, a family receiving direct payments is subject to regular visits and reviews. Social workers in each of the authorities noted that this level of intervention was not always appropriate for the needs of some families, which may in many cases, be comparable to those receiving services as part of the local core offer.

Additional costs to services

Some of the services require additional activity before a child could access them. For instance, in addition to the costs of an overnight short break placement, costs are attributable to the time spent by social workers to introduce the child to the placement. The time that social workers spent introducing a child to a new overnight short break placement varied according to the needs of the child. Social workers reported that it took on average 7¼ hours at an average cost of **£288.04**. This includes visits to the new foster carers or unit prior to placement, a pre-placement meeting, and completing necessary paperwork.

Commissioning and setting up services

The research has found that further consideration may need to be given to the costs of contracting and commissioning services. Service managers from the participating local authorities and service providers reported that setting up and maintaining contracts take up a substantial proportion of their time. Service providers reported that the tendering and negotiating for contracts was a time consuming process. Further work to identify the time spent on these activities would enable accurate and more comprehensive calculations of the full cost of commissioning services.

It was also noted by participants that a considerable amount of time was spent on the development and implementation of various services and referral routes. Two of the participating authorities reported that they actively sought out families who would be eligible for local core offer services. This involved contacting special schools, GPs, specialist nurses and other professionals working with disabled children. These activities will also incur a cost.

Conclusion

This study outlines that some of the services identified and costed in this research are some of the most costly provided by children's services departments for children not looked after. Many disabled children require high levels of support and costly assessments. However, research suggests that short break services produce positive outcomes for some of the most vulnerable families. Some research has suggested that the provision of short break services can prevent children from being placed in more costly permanent placements¹².

This costing methodology enables local authorities to consider the costs of services in relation to the additional work required to access and support children in short breaks. Furthermore, decisions regarding resource allocation can be taken in light of the needs of children and desired outcomes. For instance, the methodology enables service providers to compare the costs of two different afterschool clubs. One of these clubs may be more expensive than the other, but may offer three hours of provision, rather than two hours. The higher cost afterschool club may also be delivered by more staff, resulting in a higher adult to child ratio. Therefore, this more "expensive" route may be more appropriate for children with more complex health needs, who may require more careful supervision. The additional workers may provide better value for money. Thus, the costs of the service can be balanced with the outcomes achieved.

Consequently, we therefore advise that these findings are linked with the research currently being undertaken by CeDR at Lancaster University and the National Development Team for Inclusion¹³.

Building costs from the bottom up: how costs accrue over time

One of the strengths of the 'bottom up' costing approach is the ability to use the unit costs of various processes and services to build up costs over time, based on differing levels of need, different types of service, and different local authority procedures.

The hypothetical case studies that follow use the findings of this research to illustrate how the unit costs of activity and different packages of services can be used to cost the provision of short breaks over a given time period. Example unit costs have been applied to two different vignettes based on examples gathered in the costs of short break study. The costs for individual children have been calculated for a one year period.

¹² Beresford, B. (1994) Resources and strategies: how parents cope with the care of a disabled child. *Journal of Child Psychology and Psychiatry*, 35, pp. 171 – 209; Chan, J., and Sigafoos, J. (2001) Does respite care reduce parent stress in families with developmentally disabled children? *Children and Youth Care Forum*, 30, pp. 253-263.

¹³ Hatton, C. and colleagues (forthcoming). *Evaluation of the Aiming High for Disabled Children short break pathfinder programme and research into the impacts of short break provision on families with disabled children*. Lancaster: Centre for Disability Research, Lancaster University.

Example A, Stephen: in receipt of Direct Payments

Stephen is a child with severe physical and learning disabilities in an out of London authority. He attends a special school during the week and has two siblings, who attend a local mainstream school. Both of Stephen's parents work during the week and his grandparents often help out with the three children at the weekend.

The special school and health services are working well to support Stephen's physical and learning needs. The family, however, have been referred for additional support to support the parents in their caring role for the whole family. The family have requested domiciliary support, specifically for assistance in getting Stephen ready for school in the morning and at the end of the school day.

After an initial assessment it was felt that direct payments would be the most suitable form of support. Some activities were undertaken with the social worker to set up the direct payments, such as signing the contract and completing the CRB check for the personal assistant. A one off payment was provided to assist the family with the recruitment of a personal assistant. A personal assistant was recruited and attended a training day prior to starting with the family. The personal assistant was employed for 2½ hours each school day (12½ hours per week) during term times (36 weeks over 12 months).

In addition to the direct payments, visits were made to the family by a social worker every six weeks and a case review was held every six months. The timeline for Stephen is shown in Figure 1 and the summary of costs in Table 4 (page 18).

Figure 1: Timeline for Stephen

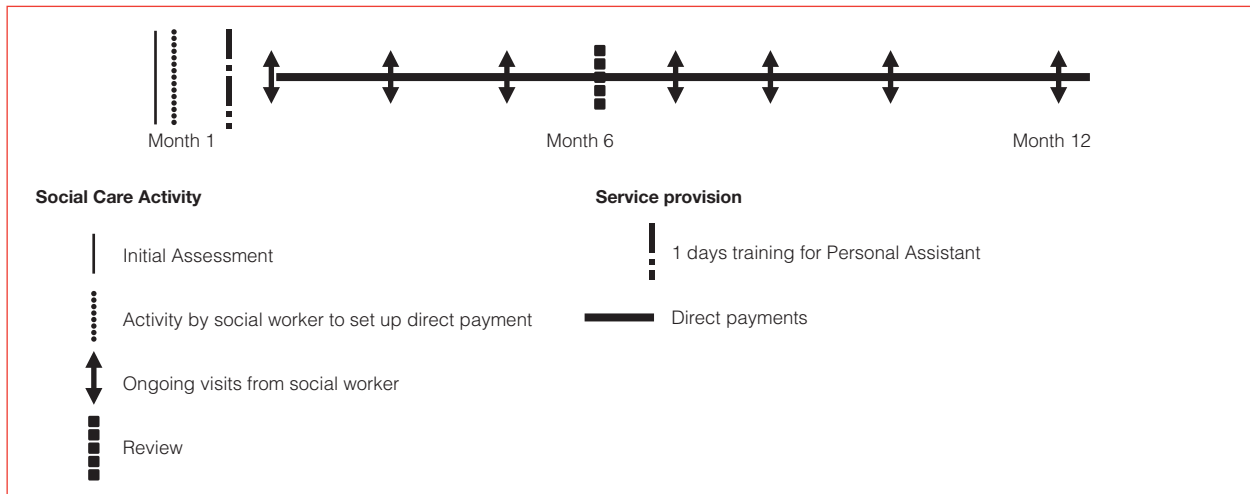


Table 4: Costs to social care over a 12 month period for Stephen

Social care activity costs: out of London prices			Short break services costs: out of London prices		
Process	Unit cost (£)	sub total (£)	Service Provision	Unit cost (£)	sub total (£)
Initial Assessment		335.44	1 days (8 hours) training for Personal Assistant	10.20 (per hour)	81.60
Activity by social worker to set up direct payment		344.96	One off payment of £50 towards the recruitment of a personal assistant		50.00
Ongoing support: Social worker visit every six weeks	76.61 (per visit)	536.27	Payment for a personal assistant for 12.5 hours per week (36 weeks)		4,590
Ongoing support: Review every six months		192.96			
Cost of social care activity		1,409.63	Costs of service provision for 12 months		4,721.60
Total cost incurred by children's social care for Stephen during the 12 month period					£6,131.23

Example B, Emma: a child with complex needs

Emma has severe learning and physical disabilities, along with complex health needs. The family live in an out of London authority and receive a number of services from health and education providers. Emma attends a special school and has a statement of special educational needs. Health support is provided by a speech and language therapist and an occupational therapist.

The family were referred to social care as the child was struggling to access social activities with peers and also because Emma's mother expressed feelings of isolation and stress over her caring responsibilities. Emma's mother had concerns regarding the time she is able to dedicate to her younger child, when much of her caring capacity is focussed on Emma.

The family were referred to social care, and given the complex nature of Emma's presenting needs, a core assessment was undertaken. As a result, the family were offered a package of support which included the provision of one overnight short break in a specialist residential unit per month and home sitting for eight hours a month. This provision was put in place, along with six weekly social care visits and a six monthly review. After the first review, it was identified that the younger sibling would benefit from attending a sibling support group once a week. Emma was also offered a place on a specialist adventure holiday in the school summer holidays.

The timeline for Emma is shown in Figure 2 (below) and the summary of costs in Table 5 (page 20).

Figure 2: Timeline for Emma

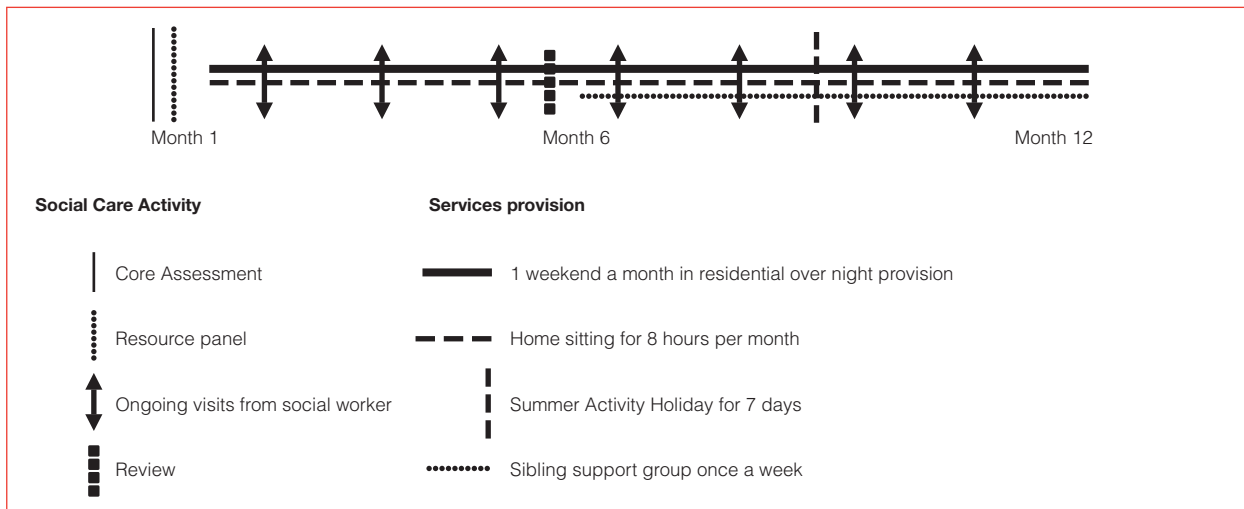


Table 5: Costs to social care over a 12 month period for Emma

Social care activity costs: out of London prices			Short break services costs: out of London prices		
Process	Unit cost (£)	sub total (£)	Service Provision	Unit cost (£)	sub total (£)
Core Assessment		504.79	1 weekend a month in residential overnight provision	564.82 (per weekend)	6,777.84
Resource Panel		95.55	8 hours of home sitting per month	10.98 (per hour)	1,054.08
Ongoing support: visits: Every six weeks	76.61 (per visit)	536.27	1 week summer activity holiday		3,017.27
Ongoing support: Review every six months		192.96	Attendance at sibling support group once a week (provided after the first review)	59.53 (per week)	1,547.78
Cost of social care activity		1,136.61	Costs of service provision for 12 months		13,944.75
Total cost incurred by children's social care for Emma during the 12 months period			£15,081.36		

Short breaks may also be delivered to a looked after child as part of a package of support services. The example below shows how the costs of short break provision, social care activity and looked after placements might be calculated¹⁴.

Example C: Jessica: looked after child¹⁵

Jessica is from an out of London authority and became looked after as a result of abuse and neglect. She also had been diagnosed with both physical and learning difficulties including cerebral palsy and global developmental delay. Jessica has a statement of special educational needs and also attends a special school.

She had been placed with specialist foster carers out of the authority for two years. A review meeting was held three months into the time period. At this meeting it was felt that Jessica's foster placement could be supported by a short break residential placement one weekend a month. Ongoing support was continued through the looked after children team. Therefore the social care costs are based on the costs calculated for looked after children¹³.

¹⁴ For more information on the costs of looking after children see Holmes L., with Lawson and Stone (2005) *Looking after children: At what cost? Resource pack*. London: Department for education and skills

¹⁵ Example based on timeline for disabled child included in Ward, H., Holmes, L., and Soper, J. (2008). *Costs and consequences of placing children in care*. London: Jessica Kingsley

Figure 3: Timeline for Jessica

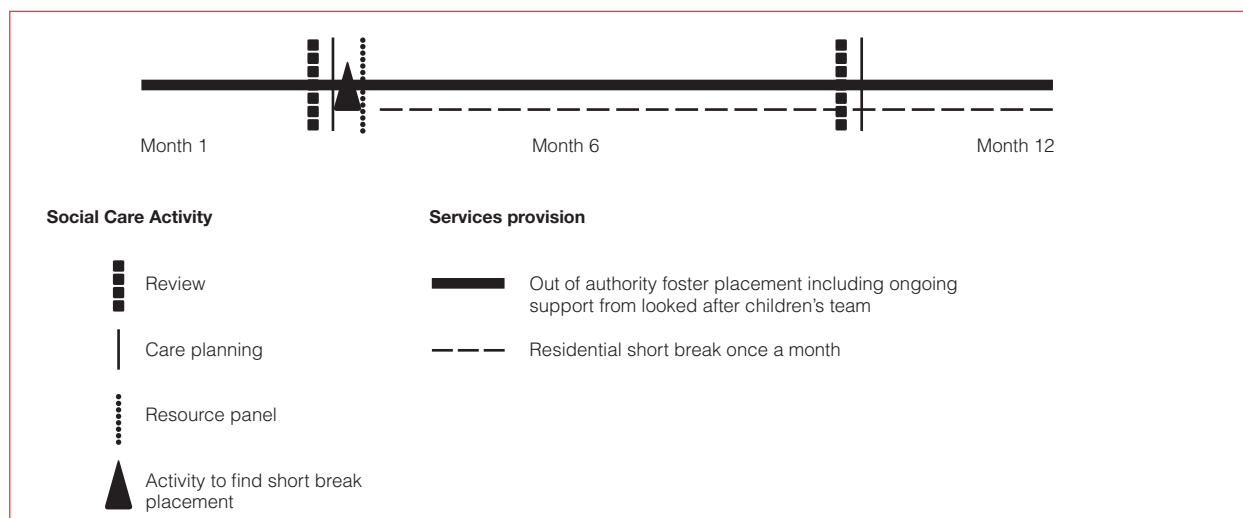


Table 6: Costs to social care over a 12 month period for Jessica

Social care activity costs: out of London prices			Short break services costs: out of London prices		
Process	Unit cost (£)	sub total (£)	Service Provision	Unit cost (£)	sub total (£)
Looked after child review ^a	1,021.00	2,042.00	Specialist foster placement including activity to support the placement ^a	1,019.00 (per week)	52,988.00
Care planning for a looked after child ^a	81.00	163.00	Short break residential placement, one weekend a month	564.82 (per weekend)	5083.38
Resource Panel		95.55	Costs of service provision for 12 months		58,071.38
Activity to find a short break placement		288.04			
Cost of social care activity		2588.59			
Total cost incurred by children's social care Jessica during the 12 months period					£60,659.97

The timelines demonstrate that the costs of individual services or processes are best analysed in relation with one another, whereby different components are built up to calculate a more comprehensive cost to agencies of the provision of short break services. The data demonstrate the importance of including all cost elements including one off payments, activities and the cost of individual services, in order to calculate the full costs of short break provision.

^a From Ward, H., Holmes, L., and Soper, J. (2008). Costs and consequences of placing children in care. London: Jessica Kingsley

TIP: How to use the costs

Each of the individual unit costs can be built up to assist in a number of ways:

- i. To show the proportion of costs that are attributable to process or services:
Building up costs in this way can be used to examine whether the access and referral processes, and the ongoing support, are proportional to the level of presenting need
- ii. To forecast costs:
Each unit cost can be built up to calculate an accurate picture of the cost of delivering short break services over time. These costs can be used to project the cost of delivering services, including ongoing support, for forthcoming financial years. Remember that costs are likely to be higher when children first start to access services to include the additional activity to assess a family's need. When projecting future costs, assuming that the same services are continued, you will not need to include the 'set up costs'.
- iii. To cost a package of services to those children with the most complex needs:
The research found that these children may require not only the most costly services, but may also require more intensive ongoing support. By building up costs in this way you can calculate the whole care package for the children with the most complex needs and examine whether children are receiving the appropriate level of intervention.

2

The methodology

The methodology used in this resource pack is a 'bottom up' methodology. The method uses the unit costs of activity as the basis of building up costs of time. This method breaks activities down into their most discrete components, links them to data concerning salaries, overheads and other types of expenditure, making it possible to build up a detailed and transparent picture of unit costs. It is best suited for unit cost comparisons, as it can accommodate variations in costs based on child need, service type and variations in local authority procedure.

The research to calculate the costs of short break services, on which this pack is based, was commissioned to examine the costs to social care departments. However, the methodology, has been used in a number of settings and can be applied to any agency or organisation delivering short break services.

Three types of data were gathered to calculate the unit costs of short break provision: *activity data, finance data and service data.*

Activity data

Previous research has identified that case management processes are undertaken to support all children receiving services. A set of processes has been identified, in consultation with the participating authorities, which are completed by professionals in relation to short break provision. These processes relate to either referral and assessment procedures or the activity undertaken to provide ongoing support.

These processes are based on social care procedures. You may want to identify other processes undertaken by your agency. The principles of the methodology can then be applied to those processes as outlined in this pack.

Referral and assessment

The local authorities have varying policies and procedures for the referral and assessment of disabled children and their families for short break provision. Although assessment is a continuing process when supporting disabled children and their families, these processes refer to the one off assessment undertaken to establish the needs of the family and to facilitate access to support and services to meet those needs. Referral and assessment procedures may vary within authorities to ensure that the level of investigation is proportionate to the presenting needs of the family.

Ongoing support

In most cases, a lead professional is allocated to manage and support the day to day needs of a case. Ongoing activities to support a family will include: reviews, visits to the family, liaising with other professionals in relation to the case and undertaking office based tasks such as updating case notes. As stated in the short breaks guidance¹⁷, the frequency of ongoing support to children receiving short breaks may be less than children looked after, recognising the primary caring role maintained by the child's parents. However, the level of ongoing support provided will vary in relation to the needs of the child and the configuration of services being provided.

The processes are outlined in the box below:

Processes for short break provision

Referral and Assessment:

- Local Core Offer or eligibility models
- Common Assessment Framework
- Initial or Core Assessment
- Resource Panel

Ongoing Support:

- Regular visiting
- Service reviews

Practitioners responsible for undertaking those processes are brought together in focus groups and asked to estimate how much time they typically spent on each activity for each of the processes.

¹⁷ DCSF (2010) *Short breaks practice guidance: how to safeguard and promote the welfare of children in need using short breaks*. London: DCSF

Finance data

The unit costs of the processes are calculated by using salary information, including oncosts, to calculate a cost per hour for each practitioner involved in the process, and then multiplying these by estimates of how long these activities take. The hourly rates for each type of worker is calculated using the PSSRU schema¹⁸, which applies overheads to staff salaries (see page 32)

Overheads can be calculated by gathering details of expenditure on short breaks. The data are then coded according to a framework based on that used by Selwyn et al (2009)¹⁹ (see page 27) in order to calculate overhead expenditure.

Service data

Details regarding the type of service, the target group, funding and delivery arrangements (such as staffing), and referral routes are gathered for each identified service. A set of service types for short breaks has been identified. These can be found on page 38).

The costs of these services are based on the hourly rates of each of the professionals involved in delivering the service and the amount of time taken to deliver it. See step D on page 38.

Why calculate costs in this way?

This method makes it possible to build up a detailed and transparent picture of unit costs. It is best suited for cost comparisons, as it can differentiate between variations based on child needs, service types and local authority procedure.

Calculating costs using this method makes it possible to identify and explain some of the variations in unit costs. When making comparisons between services, local authorities, or other agencies, understanding the component parts increases transparency and ensures that like is being compared with like.

Being able to cost children's services accurately facilitates comparisons between the relative value, both in terms of costs and quality, of different types of provision. In addition, accurate cost calculations make it easier to estimate the potential value of introducing a range of alternative packages of short break provisions.

¹⁸ Curtis, L. (2008) *Unit Costs of Health and Social Care*. Kent: Personal Social Services Research Unit.

¹⁹ Selwyn, J., Sempik, J., Thurston, P., and Wijedasa, D. (2009) *Adoption and the inter-agency fee*. London: Department for Children, Schools and Families.

PART 3: “HOW TO”: CALCULATING THE UNIT COSTS OF SHORT BREAK PROVISION

3

This section outlines how to calculate the costs of short break provision using the methodology outlined in Part 2. The accompanying tables for you to photocopy and use can be found at the end of this resource pack (from page 45). The methodology is broken down into manageable steps. Follow the step by step guide to calculate your own unit costs. Part 3 is broken down into three sections:

- i. Steps A and B will help you to calculate your overheads and hourly rates. This will give you the foundation by which the unit costs can be calculated
- ii. Step C shows how to calculate the costs of short break processes
- iii. Steps D and E shows how to calculate the costs of individual short break services.

You may find it useful to read through each of the steps A – E, and the section entitled 'taking a stepped approach', before you begin.

Check list: Questions to ask before you begin

Answering the following questions will help you to plan your costing exercise.

- How important is it for you to calculate your own unit costs or can you use some of the research figures for your organisation?
- Which workers are involved in any aspect of delivering short break provision?
- Are there any other parties in your organisation, or outside your organisation, who might need to be involved in the costing exercise?
- What are your agency's referral and assessment procedures for short break provision?
- What will you be using the information for?
- Who's costs are you interested in? For some services and processes costs are incurred by a number of agencies. You will need to consider whether you wish to calculate the costs to your own agency, your partners, or the costs incurred by a number of agencies.
- What will be the resource implications (including staff time) of undertaking the costing exercise? You may want to read each of the steps first, which will help you to plan how long you will need for the exercise.

The “how to” guide

TIP:

You may find it useful to read all of the following sections through before you begin. This will help you plan your exercise, how long it will take, and which of the steps you most need to concentrate on. For more information on taking a stepped approach see page 43.

Step A: Calculating overheads

The first step in calculating the costs of your short break service is to calculate the cost of overheads. This will then be applied as a percentage to the salary data. The calculation of accurate overheads forms the foundation of your cost calculations.

‘Overhead’ costs are those that are associated with the overall functioning of a business or organisation working within its usual range i.e. not expanding or reducing its capacity or ability to produce. In many (but not all) cases they are regarded as ‘fixed’ costs. With regards to short break services, these are costs that do not change with the number of placements made. Examples include premises, Information Technology (IT), Human Resources (HR) and office running costs.

Within the area of social care costs, overheads have usually been expressed as a percentage of direct salary costs, for example, of that of social workers.

One widely-used estimate of the overhead costs of social care is **15%** of the salary of social care workers for management and administrative support, and a fixed cost of **£2,568** for capital overheads. This is the approach that has been taken by the PSSRU series, Unit Costs of Health and Social Care²⁰, based on the work of Knapp, Bryson and Lewis²¹. For a detailed explanation see Selwyn et al (2009)²².

This approach can be used. See Step B on page 32.

Selwyn et al, 2009 suggests that knowledge of overheads enables more reliable comparisons to be made between service providers. Selwyn and colleagues found that overheads may be underestimated in some local authority settings and they have developed a framework for the calculation of overheads. This framework is also designed to introduce transparency into overhead calculations. The framework classifies costs according to five main expenditure categories: Employee, Client-related direct payment, Agency function, Establishment and Other, each of which (apart from Other) is divided into sub-categories (see Table 7). The sub-categories introduce an additional layer of transparency into the framework, making it easy to see, at a glance, which expenditure items have and have not been included in any individual agency’s calculations. This framework enables estimates of overheads to be calculated that are as precise and accurate as possible.

20 Curtis, L. (2008) *Unit Costs of Health and Social Care*. Kent: Personal Social Services Research Unit.

21 Knapp, M., Bryson, D., and Lewis, J., (1984) *The comprehensive costing of child care: Suffolk cohort study*. PSSRU discussion paper 355. Canterbury: Personal Social Services Research Unit: University of Kent.

22 Selwyn, J., Sempik, J., Thurston, P., and Wijedasa, D. (2009) *Adoption and the inter-agency fee*. London: Department for Children, Schools and Families.

TIP: What to include in overhead calculations

You may need to consider which costs to include. For example, some costs can be included in the overheads OR as direct activity costs. For instance, some children's services departments have direct payments teams. These teams are separate to the lead professional, and manage the administrative element of delivering direct payments. You may wish to include the costs of these teams as an overhead. Alternatively, you may wish to calculate the bottom up costs of the activity undertaken by these teams, using the methodology outlined in Step C. Either approach can be adopted, but ensure that the costs are not included in both, and therefore 'double counted'.

You may like to calculate one overhead figure to apply to all calculations. Alternatively, you may wish to calculate a different overhead figure for different aspects of your short breaks services. For example, you could calculate one overhead

figure for your front line professionals, one for your residential services, and so on. Whether or not you do this will depend on the data you have available and the purpose of undertaking the costing exercise.

If your organisation frequently uses agency staff you may also need to consider the costs of agency staff. These may be added as an overhead or a direct cost. You may also wish to calculate an hourly rate for agency staff as shown in Step B page 32.

What you include in your overhead calculations will depend on the structure of your short breaks service and the purpose of undertaking the costing exercise. The transparency introduced in this framework allows for flexibility. You will, however, have to be clear as to what you have included and why.

Table 7: Framework for expenditure allocation: overheads

Code 1		Employee		
Code main	Main category	Sub category	Sub-allocation	Comment
1	Employee	1	Payroll including NI and SA	<p>All payroll costs including National Insurance and superannuation of staff in the section or team; (includes temporary and sessional staff and support staff)</p> <p>List of staff roles and salary costs</p> <p>Identify staff involved in management, support and administrative roles (i.e. those not directly involved in service delivery).</p> <p>Estimate the time spent on other activities (e.g. training) of staff who deliver services. Such activities do not include case meetings which are directly connected with service delivery but do include strategic meetings, general team meetings etc.</p>
1	Employee	2	Other employee costs Costs associated with staff carrying out their work	<p>Transport and subsistence (how much of this is incurred as a result of travel in connection with cases?)</p> <p>Training and staff development</p> <p>Mobile telephones</p> <p>Personal insurance</p> <p>Membership of organisations and professional bodies</p> <p>Medical, dental and other fees</p>
Code 2		Client-related		
2	Client-related Direct payment	1	Allowances	<p>Any allowances or grants paid regularly to clients (total amounts and description).</p> <p>Including travel.</p>
2	Client-related Direct payment	2	Start up grants and other payments	Any one off payments (total amounts and description)
Code 3		Agency Function		
3	Agency function	1	Professional	Any professional fees and registration charges
Code 4		Establishment		
4	Establishment	1	Premises: All costs associated with premises and accommodation	<p>Includes rent; heating; lighting; maintenance; security; cleaning</p> <p>Who (cost centre, department etc) is responsible for these costs?</p> <p>How are premises costs apportioned to teams or departments? Is a nominal charge applied?</p> <p>Are costs shared with other sections or departments?</p> <p>If costs / buildings are shared, between how many people?</p>
4	Establishment	2	Running Costs General office costs	<p>Stationery, telephone (not mobiles), printing, newsletters,</p> <p>Company cars, leasing arrangements and servicing costs (how are charges levied, e.g. is a nominal charge made or are individual costs met?)</p>
4	Establishment	3	Central Services	<p>Costs paid for corporate services such as HR, IT and payroll administration.</p> <p>Is a nominal or standard charge levied? or... How are central services costed? What is the total cost of services? For how many individuals/teams are the services provided?</p> <p>Organisational chart of department/section.</p>
4	Establishment	4	HQ management Costs of senior management not included in budget	<p>What is the overall management structure? Are nominal charges for management services levied?</p> <p>Organisational chart of department/section.</p>
Code 5		Other		
5	Other	1	Any other items paid out but not listed above	All other costs, small team budgets

If you choose to calculate the overheads of your short break service using this framework, the first step is to gather expenditure on short breaks for the most recent completed financial year. You may need to apportion some costs for the short break service. For instance, if a senior manager oversees all services for disabled children you will have to estimate a percentage of time which is spent solely on short breaks. The salary costs (including National Insurance and pension) can be apportioned appropriately.

This data can then be categorised according to the items in Table 7. Expenditure items can be allocated to direct costs or to overheads. Direct items are those relating directly to service provision, for example, frontline staff costs, materials and equipment used for specific service delivery. Overheads include senior management and general costs relating to premises maintenance, insurance and so on.

TIP: Coding expenditure items

The framework for calculating overheads outlined in the pack is designed to introduce transparency into overhead calculations. By coding each item separately it is clear what has been included and how different costs have been apportioned. This will make it easier to replicate the exercise in subsequent years, or to make reasonable comparisons with other agencies.

Therefore, there are no right or wrong ways of coding expenditure items. You must, however, be clear as to why you have coded items the way that you have.

Table 8, below gives an example of how this may be done.

Table 8: Example of overhead data provided by the authorities

Short Breaks budget/expenditure	Code (main)	Code (sub)	Expenditure	Direct	Overheads
Utility charges, including gas, electricity and water rates	4	1	6,430.00		6,430.00
Travel costs	5	1	43,613.00		43,613.00
Office costs, including stationery and telephones	4	2	12,215.00		12,215.00
Senior manager	1	1	42,300.00		43,200.00
Management team wages including oncosts	1	1	115036.75	115036.75	
Social work team wages including oncosts	1	1	490,748.50	490,748.50	
Support and admin staff wages including oncosts	1	1	167,462.28		167,462.28
Relief staff	1	1	30,892.68	30,892.68	
Total			908,698.21	636,677.93	272,920.28

After all items are coded, expenditure under each category can be calculated. This is illustrated in the Table 9 below.

Table 9: Example of coding of overhead data

Description		Code (main)	Code (sub)	Total expenditure	Direct	Overheads
Employee	Payroll	1	1	846,440.20	636677.93	210662.28
Employee	Other	1	2	0.0	0	0
				846,440.20	636677.93	210662.28
Client-related	Allowances	2	1	0.0	0	0
Client-related	Start up grants and other payments	2	2	0.0	0	0
	Total Client-related			0.0	0	0
Agency function	Professional fees	3	1	0.0	0	0
	Agency fees/ charges	3	2	0.0	0	0
	Total Agency function			0.0	0.0	0.0
Establishment	Premises	4	1	6,430.00	0	6,430.00
Establishment	Running Costs	4	2	12,215.00	0	12,215.00
Establishment	Central Services	4	3	0.0	0	0
Establishment	HQ management	4	4	0.0	0	0
Establishment	Capital charges	4	1	0.0	0	0
	Total Establishment			18,645.00	0.0	18,645.00
Other	Miscellaneous expenses	5	1	43,613.00	0	43,613.00
	Total other			43,613.00	0.0	43,613.00
	Total Expenditure			908,698.20	636,677.90	272,920.30

Your overhead figure can then be calculated one of three ways

- i. Overhead expenditure as a percentage of total expenditure
- ii. Overhead expenditure as a percentage of payroll
- iii. Overhead expenditure as a percentage of direct payroll

In this example the overhead has been calculated as follows:

Overhead Expenditure	Calculation	Overhead percentage
as percentage of total expenditure	$(272,920.30 \div 908,698.20) \times 100$	30.0
as percentage of payroll	$(272,920.30 \div 846,440.20) \times 100$	32.2
as a percentage of direct payroll	$(272,920.30 \div 636677.93) \times 100$	42.9

The study to cost short breaks calculated overheads as a percentage of direct payroll. The average overhead figure across the three local authorities was **36.6%**.

There are three possible overhead figures that may be used in your costs exercise:

- i. the PSSRU figure of 15% and an additional £2,568 for capital costs
- ii. the average figure of 36.6% calculated in the study to cost short breaks
- iii. the overhead figure calculated by using the framework outlined in this pack

The percentage can then be applied to staff hourly rates (as outlined in Step B).

Step B: Calculating hourly rates

In order to calculate the costs activity and bottom up costs of individual services, you will need to know the hourly rates of all the different professionals involved in short break provision. The cost schema developed by the Personal Social Services Research Unit²³ can be used to calculate the hourly rates (see Table 10).

You will first need the salary scales of all relevant personnel including oncosts (employers' contribution to National Insurance and superannuation). For each professional type you will need to identify an average salary. This can be calculated in two ways. Either:

a) Calculate the mid point of the salary scale for that professional type

Or

b) Calculate an average across the actual salaries all the workers of that professional type currently employed in the organisation.

You will then need to add an overhead cost. Use the overhead figure calculated as outlined in Section A.

You will then need to divide the total by number of working weeks per year. You will need to calculate:

- i. how many weeks per year staff receive for annual leave and statutory leave days (such as Bank Holidays)
- ii. average number of sick days
- iii. average number of days taken for training

²³ Curtis, L. (2008) *Unit Costs of Health and Social Care*. Kent: Personal Social Services Research Unit.

This number is then subtracted from 52 weeks per year. The schema used by PSSRU suggests that on average social workers work 42 weeks per year, allowing for 20 days annual leave, 10 statutory leave days, 10 days sick leave or training per year. You may wish to use this figure.

This schema can be applied to calculate the hourly rates for each worker associated with provision short breaks for disabled children and their families, replacing the cost A with the appropriate salary. The hourly rates form the basis of bottom up costs calculations.

This figure is then divided by the number of contracted full time weekly hours each staff member is contracted to work. In most authorities, this is 37 or 37.5 hours per week.

Table 10 below shows how the schema is used to calculate the hourly rate of a social worker.

Table 10: Schema for Social worker²⁴

Costs and unit estimation	Example Value (£)	Cumulative total (£)	Notes
A. Salary with oncosts	24,841		Use either the mid point of the salary scale, or an average across the salaries of all the relevant workers of that professional type currently employed in the authority.
B1. Management and administration overheads	4,169		OR use local authority specific overhead figure as calculated in Section A above.
B2. Capital overheads	2,568	31,578	
C1. 42 weeks per annum		751.86	OR use local authority specific figures
C2. 37 hours per week		20.32	
Hourly rate for Social Worker		20.32	

24 Based on Curtis, L. (2008) *Unit Costs of Health and Social Care*. Kent: Personal Social Services Research Unit.

The costs of short break processes

Step C: Calculating the costs of activity

To calculate the unit costs of the activity based on what actually happens in your agency you will need to gather data from personnel involved in providing short break provision, about how long they spend, on average, on various activities. Alternatively, you can use the activity data collected by the research team and apply the hourly rates for your authority, as outlined in Step B.

You will need to consider the time and resource impact the exercise may have on all relevant parties. The data can be gathered as part of a team meeting to reduce the time burden on front line staff. On average, focus groups conducted by the research team, take between one and one and a half hours to complete.

The time taken to gather this data will depend on the size of your agency and the number of teams working with families receiving short breaks. It may be useful to discuss this process with team managers, in light of any other resource or time restraints on the teams at the time of the costing exercise. It may be appropriate to select a sample of workers rather than undertaking the exercise with entire teams. However, the time taken to undertake this exercise should be balanced with the advantages of costing short break services in this way.

The activity undertaken to provide short breaks has been broken down into a number of processes. These are defined on page 35.

TIP: The costs of commissioning

The research to cost short breaks on which this pack is based, found that service managers and commissioners reported that much of their time dedicated to short breaks is spent on creating tenders, negotiating and maintaining contracts. It was reported that these are time consuming tasks, which may constitute a considerable cost to the authority. It was not possible to gather time use activity data from service managers regarding how much time is dedicated to setting up and maintaining contracts within the scope of this study. However, to fully understand the variations between the costs of in house and commissioned services, you may find it useful to gather activity data on both setting up and maintaining commissioned services. A blank table has been included in the templates for you to use, should you wish to do this. See page 57.

Definitions of short break processes

Resource Panel

These panels, consist of senior and other managers, and are designed to enable discussion and decision making regarding individual cases. Social workers who identify a need to provide a service to a child may have to make a written case and may attend the meeting to present their case to senior managers before authorisation for a service can be given. Administrative support may also be provided to the panel.

Depending on which costs you are interest in, you may only want to calculate the costs to a particular agency, or a range of agencies involved in the panel.

Common Assessment Framework

The Common Assessment Framework (CAF) is a standardised approach to conducting assessments of children's additional needs and is designed to be undertaken by any professional working with a family. Some authorities have used the CAF as part of their referral process for short break provision.

Initial Assessment

This process is concerned with that activity around the initial brief assessment of a child's needs including the need for protection and the nature of services required. The cost calculator methodology assumes that this activity begins once an initial referral to a caseworker has been made.

Core Assessment

This process covers the in-depth assessment of a child's needs which addresses the central or most important aspects of the needs of a child and capacity of his or her parents or caregivers to respond appropriately to those needs.

Ongoing Visits

These are the regular visits undertaken to support disabled children and their families. You will need to include the travel time to and from visits, and any case recording undertaken after a visit in the overall time. You will also need to consider how frequently visits are undertaken for children with different kinds of needs.

Reviews

This process covers the activity for the review meeting, where the child's development and welfare and the family's needs are discussed. This process is concerned with any preparation and follow up work undertaken as well as the time spent at the actual meeting.

TIP: Short break processes

The processes included in this pack are based on the social care processes identified in the research to cost short break provision on which this pack is based. These processes should be applicable to some extent to most agencies providing short break services. Each of the processes is defined on page 33 and detailed in the tables from page 45.

The first step is to familiarise yourself with the processes, and the activities which make up those processes, and identify which ones are most relevant to your agency. You may want to devise your own set of tables based on the processes undertaken by your agency.

A blank template has been included at the back of this pack (page 57) for you to use to devise your own processes.

A series of tables for use in your own costing exercise can be found from page 45. The tables break down the processes identified in the research, into individual activities.

To calculate the costs of the short breaks process, you will need to find out who carries out each of activities that forms the process, and how long on average each of those activities takes.

TIP: Cost variations according to child need

Research undertaken by CCFR has found that costs may vary according to children's needs. No two children are the same, and some activities and processes may take longer for children with higher needs. When gathering the activity data, you may want to identify the characteristics and needs of children for whom the processes are likely to take longer, for example children with emotional and behavioural difficulties.

You will then be able to gather activity data for the different types of children and calculate a number of costs for the same process, based on different needs groups.

Other methods for gathering activity data

It may not always be possible to gather the activity data using focus groups. A range of methods have been used in the costs and outcomes programme at CCFR (see page 8). While focus groups offer a quick and efficient method for gathering data, and for achieving a consensus across members of a team, you may like to consider other ways of gathering this data. For example, you may like to devise questionnaire, either on paper or online.

Once you have identified the time taken to complete the various activities, you can calculate the total number of hours for each staff member and multiply those times by the hourly rates as calculated in Section B. Adding together the cost of each worker will give you the total cost for each process, as shown in the illustrative example below based of the research carried out by CCFR²⁵:

Table 11: Example calculation: Initial Assessment

Activity	Social worker	Team Manager	Administrator	Total
Initial discussion with team manager	20 mins	20 mins		
Initial contact with family			15 mins	
Visit to family	1 hours 40 mins			
Travel time to visit (round trip)	45 mins			
Information gathering, such as looking at previous case files and talking to other professional	2 hours			
Write up Initial Assessment	5 hours			
Team manager read and sign off		40 mins		
Total hours per worker	9 ¾ hours	1 hour	15 mins	11 hours
Hourly rate per worker (£)	28.70	35.51	17.37	
Total cost per worker (£) (hours per worker x hourly rate)	279.83	35.51	4.34	
Total cost of Initial Assessment				£319.68

²⁵ Holmes, L., McDermid S., and Sempik, J. (2009) *The costs of short break provision. Report to Department for Children, Schools and Families*, Loughborough, Centre for Child and Family Research, Loughborough University.

Calculating the costs of short break services

Step D: Mapping Short Break Services

In order to meet the diverse range of needs disabled children and their families have, Aiming High for Disabled Children, requires all local authorities to offer a diverse range of services. The research to cost short breaks found that a wide range of services provision, delivery and funding arrangements were identified across the participating authorities. However, a number of similarities across various services were identified, which made it possible to categorise a set of generic service types. Details of each of the services along with definitions of each of the service types are listed in the box below. Each of these services may be provided by either the local authority, or an independent or voluntary agency.

Short break services types and definition

Overnight residential: These are short breaks that offer one or more overnight stays in a specialist residential unit or special school.

Overnight: Family Based: Foster carers can care for disabled children in their own home, for an overnight stay.

Day Care: Nursery/Unit: Day care sessions in a specialist centre or nursery unit.

Day Care: Family Based: Foster carers who provide day sessions in the family home.

Home Visiting: Domiciliary support: This service offers home support by a specialist worker in the family home for practical support such as help with feeding, handling or bathing.

Home sitting/befriending: This service includes the provision of a worker to come into the family home for a small number of hours to care for the disabled child while the parents are away from the family home.

Supported Access: Some children require additional support to access universal or targeted services. This service works to enable such access to be received. This may include arranging specialist equipment or training to be provided at the service, or accompanying the child to the service for a number of sessions. This service tends to involve a short term input to enable access to the service, rather than continued support.

Stay and Play/Group sessions: A variety of group sessions were identified, offering services for a range of children. These include play sessions for pre-school children, 'chill out' sessions for teenage children, and group sessions for young people in the transition to adult services.

After school clubs: Group sessions held after school hours.

Weekend club: group activities and sessions held at the weekend. Weekend session identified include supported sports activities, play activities and trips.

School Holiday Play scheme: Group play session held during school holidays.

School Holiday Activities: A variety of activities provided for school holidays were identified. These included family fun days, supported sports and craft activities and trips, for example to leisure parks, zoos etc.

Specialist Holidays: The holiday activities identified residential active holiday breaks and support for family holidays.

Direct Payments: the provision of financial support for the family to directly purchase services.

Transport: Support in travelling to services. In some cases additional support is required for lifting and moving children.

Other: Any other services.

When calculating the unit costs of the various types of short break provision, it is first necessary to identify the types of provision available in your authority. A table has been designed in order to help you capture all the information required to undertake full bottom up costs for each of the services in your authority. See page 58.

You will first need to identify all of the different services available to disabled children and their families. Details regarding the type of service, the target group, funding and delivery arrangements (such as staffing), and referral routes must also gathered for each identified service.

Each section of the table should be completed as follows:

Table 12: How to complete your service mapping table

Data to collect	Description
Name of service used in LA	Name each of the services provided separately. You may have several different sessions of a similar service, such as after school clubs that run on different days of the week, catering for a different group of children. For example, Monday club is for children with Autism, Tuesday club for children over 15 years. List each of these groups separately.
Service type	Categorise each of the services according to the list on page 38. This will allow you to explore the cost of different types of services.
Access group	State whether the service is aimed at children and families with low, medium or high levels of need. This will enable you to group services and their costs, with outcomes.
Service location	State where the service is held. This will enable you to gather appropriate overheads information as stated in Step A.
Service staffing at each session	State how many staff, on average, are required to deliver each session of the service. You will also need to identify what type of professionals are present at each session. This information can be linked to the salary information gathered as stated in Section B, to calculate the unit cost.
Service funding	State whether the service is fully or partially funded by the local authority.
Number of children	State how many children on average attend each session. This might be the average number of children coming to each group session, the number of children attending each day care setting or the average occupancy of a residential unit. You may also want to compare the number of children actually attending, with the capacity. For example, where a residential unit has a capacity of 8 beds, but on average, is occupied by an average of 6 children, at any one time.
Length of session	State how long the session runs for. You may also like to include any preparation time. For example, an afterschool club might run between 3pm – 6pm, with workers spending ½ hour to set up prior to opening and ½ packing down afterwards. This is a total of 4 hours. This will be linked with the hourly rates to calculate your unit cost. You may also want to consider how much management time is dedicated to each service.
Referral route	How do the children and families access the service? This will enable you to link the costs of the services to the social care activity data to calculate costs over time.

Table 13 gives examples of how the table might be completed for different types of services. A blank version of this table can be found on page 58.

Table 13: Example of completed mapping table.

Name of service used in LA	Service type	Access group	Service location	Staffing at each session	Service funding	Number of children	Length of session	Referral route
Monday Club	Afterschool club In house	Low need	Westlands Children's Centre	2 family support workers at each session	100% LA	An average of 8 children at each session. Capacity of 10.	Each session lasts two hours with an additional ½ hour for workers to set up and set down the room before and after the session Plus ½ hour of team leader time for management and monitoring of service	No assessment needed
Rose Hill house	Overnight residential In house	Children with severe disabilities: high need	Residential Unit	Morning and afternoon shift 3 residential workers, for 8 hours Team leader present for 8 hour shift. Night shift 2 residential workers 10 hours	90% LA and 10% PCT	Capacity of unit is 8 children, but average occupancy is 6	Overnight stay is 24 hour period.	Core Assessment
Tuesday Club	Afterschool club In house	High need Children, over 15 years with severe disabilities	Westlands Children's Centre	3 social workers at each session	100% LA	An average of 6 young people at each session	Each session lasts two hours with an additional ½ hour for workers to set up and set down the room before and after the session	Initial Assessment
Homesitting and Domiciliary support	Home visiting In house	Low need	In parents homes	1 social workers	100% LA	1 to 1 support	Each family entitled to 8 hours home visiting support per month.	No assessment needed

Step E: Calculating the bottom up cost of services

Step E is where you will bring together Steps A – D to build up the costs of individual services. The costs of each service are calculated from the bottom up: based on the number and type of staff used to deliver the service, the number of hours the service is delivered from and the number of children and young people accessing the service.

In order to calculate the bottom up cost of each service type, you will need to link the service data gathered in Step D, and link it to the hourly rates calculated in Step B.

You will first need to calculate the total cost of the session. This can be done using this formula:

$$\text{Cost per session} = \text{number of staff per session} \times \text{cost per hour} \times \text{hours of work per session}$$

For each service, you will need to list each of the staff members involved in the service as identified in Step D. You will then need to gather the hourly rate for each of those staff types, calculated in Step B. The example below shows how this is done based on the Monday club identified in Table 13, which is delivered by two family support workers with some support from a team leader.

Service	Staff type	Hourly rate (£)
Monday Club	Team leader	35.51
	Family support worker	18.86
	Family support worker	18.86

Remember that the hourly rates include overheads for building and other costs, as calculated in Step A.

You will then need to multiply the hourly rate by the number of hours each worker contributes to the service worker, as gathered in Step D. Remember to calculate the full cost of the service, you may need to include any additional work undertaken as part of the service, as well as the length of the session itself. In this example, each Monday club session runs for two hours. The social workers also spend ½ hour to set up and ½ hour to set down the venue for the group. The total time spent by each worker is therefore three hours.

The total cost for all of the workers will give you the total cost of the session.

Service	Staff Type	Hourly rate (£)	Hours of work per staff per session	Cost per session (£)
Monday Club	Team leader	35.51	½	17.76
	Family support worker	18.86	3	56.58
	Family support worker	18.86	3	56.58
	Total cost per session			130.92

The cost per child can then be calculated by dividing the total cost by the attendance. You can calculate the attendance as either the average actual attendance, or the capacity.

Service	Staff Type	Hourly rate (£)	Hours of work per staff per session	Cost per session (£)
Monday Club	Team leader	35.51	½	17.76
	Family support worker	18.86	3	56.58
	Family support worker	18.86	3	56.58
	Total cost per session			130.92
	Average			Cost per person (£)
	Average Attendance		8	16.37
	Capacity		10	13.09

This method can be used to calculate the cost of any of the services identified in Step D.

You may also need to consider any other additional activity that is undertaken as part of the service. For instance, the research undertaken by CCFR found social workers may spend 7¼ hours on average introducing a child to a new overnight placement, at a cost of £288.04. When calculating the cost of delivering services over time such additional activities should be taken into consideration.

Calculating additional costs to overnight short break placements

The method outlined in this pack will enable you to calculate the costs of overnight placements delivered as part of your wider short breaks service. This will give your agency valuable information regarding the costs of the short break provision for disabled children and their families.

The research conducted by CCFR found in many cases, children receiving overnight short breaks are treated as looked after children, even if they are only looked after for a short period each month. Work conducted by CCFR exploring the costs of placing children in care²⁶ has found that a great deal of work may be undertaken with looked after children and their families. For instance, foster carers will receive support from social workers on a regular basis. This will incur an additional cost, along with the costs of recruiting and training foster carers.

In many cases using the method outlined in this resource pack will enable you to understand the cost of your short breaks service. However, you may wish to calculate additional costs that will be incurred through providing overnight short breaks to disabled children. CCFR have developed a resource pack outlining how the costs of looked after children may be calculated. "Looking After Children: At what cost?"²⁷ is available from:

www.dcsf.gov.uk/everychildmatters/resources-and-practice/IG00022/

²⁶ Ward, H., Holmes, L., and Soper, J. (2008). *Costs and consequences of placing children in care*. London: Jessica Kingsley.
²⁷ Holmes L., (2005) *Looking after children: At what cost? Resource pack*. London: Department for education and skills.

How to start calculating your own unit costs: Taking a 'stepped approach'

On first look at this resource pack, calculating unit costs for short break services may appear to be a daunting task. However, it is possible to combine your own calculations with the research figures, to begin to build up your own unit costs, while reducing the burden on staff. By taking a stepped approach, addressing each step at a time, cost calculations can be carried out at a more suitable pace for your authority. Below are some ideas that you might like to consider.

Possible steps

- a) Calculate your own hourly rates based on salary information and apply those hourly rates to the research figures. You may find it useful to have a short discussion with front line staff, or team managers to establish how far the research figures reflect practice in your authority
- b) You might be particularly interested in one or two of the processes, for which unit costs could be calculated. The research figures could be used for the remaining processes.
- c) Alternatively, you might want to focus on one or two of the activities that make up those processes. For example, your authority may be notably big, or small and so you may like to only adjust travel time to reflect your practice. You may have additional activities, or different policy and procedure arrangements specific to your authority. You may like to consider gathering information on those activities and adjusting the research figures to reflect that.
- d) The Personal Social Services Research Unit (Curtis, 2008) recommend a 15% overhead for administrator and management time and £2,568 per annum per worker for capital overheads (as outlined on page 27). You might like to use this figure for your own overhead calculations.

- e) There might be particular services, for example services for a particular group of children, that your authority is interested in. Start by calculating the unit costs of those services.

By taking a stepped approach, it may be possible to build up your own unit costs over time, depending on the particular needs and interests of your authority.

The Cost Calculator for Children's Services

The Cost Calculator for Children's Services (CCfCS) is a practical software application developed by CCFR, designed to help local authorities cost services provided to looked after children. It facilitates comparisons between the relative value of different types of care, making it easier to estimate the potential benefits of introducing a range of alternative packages. Analyses of costs with respect to the outcomes variables included in the CCfCS are also available. The CCfCS uses the conceptual framework and unit costs calculated as part of the research undertaken in the cost and outcomes programme.

The activities undertaken in delivering social care services to children have been grouped into processes. The model calculates the cost of each of these over a time period of the user's choice, taking into account the many variations according to placement type, the child's characteristics and so forth. The total cost of each placement then forms the cost of that care episode. Aggregate costs can be produced for individual children, for groups of children, or for whole care populations for a financial year or for other time periods.

Functions of the CCfCS:

The CCfCS:

- Collates - collates the descriptive information that a local authority holds on its looked after population and on its school children, which can then be related to activities which incur costs.
- Calculates - uses data on children's characteristics, the unit costs of social care and education activities together with the allowances or fees paid for individual placements and education provisions as a basis for working out costs. The calculations take into account the numerous variations in costs engendered by differences in children's needs, placement types and local authority procedures.

- Analyses - allows users to compare costs for groups of children with different needs over different time periods and to gain a better understanding of why certain children (or groups of children) cost so much more than others. One of the strengths of the cost calculator is its use of longitudinal rather than snapshot data, this means that the user can explore how costs accrue over time.

Key advantages

The Cost Calculator:

- Calculates costs from the bottom up
- Combines fee/allowance costs with the costs of social work support for placements
- Calculates individual costs based on the actual care history of each child
- Relates costs to children's needs
- Presents results for any child, group of children or type of placement by any time period
- Analyses costs by outcomes, thus promoting the Every Child Matters agenda.

Further information about The Cost Calculator for Children's Services can be obtained from www.ccfcs.org.uk

PART 4: THE TEMPLATES

This section contains tables and documents that can be photocopied for you to use in your own costing exercise.

Calculating the cost of short break processes:

The following pages contain a series of tables. For each of the processes there are two tables. The first set of tables break down each of the processes into the activities that were identified as being undertaken as part of those processes. The table also contains a number of columns for each type of worker who might be involved in the process. These tables can be used for you to gather the time use activity data for each short break process.

The second table contains the activity data gathered as part of the research undertaken by CCFR. The tables show the average time gathered across the three participating local authorities.

You may find it useful to look through the process definitions and the tables to identify which ones are most relevant to the service you deliver. Some of the activities in the tables may not be relevant to practice in your organisation, or you may carry out additional activities. Blank rows have been included for any additional activities.

Resource Panel

Activity	Social worker	Administrator	Panel members (please complete)				Total
Before the meeting							
Preparing social worker report prior to meeting							
Preparation: including inviting attendees and gathering and distributing paperwork							
Time spent reading papers prior to meeting							
Time spent discussing cases with professionals involved prior to meeting							
During the meeting							
Who attends the meeting?							
Travel time to meeting venue (round trip)							
Time spent at the meeting							
After the meeting							
Discussions with other professionals							
Administrative duties after the meeting, including minutes, and case recording							
Feedback to referrers							
Feedback to families							
Any other activities							

Total hours per worker							
Hourly rate per worker (£)							
Total cost per worker (£) (hours per worker x hourly rate)							
Total Costs of Resource Panel (£)							

Resource Panel: Research Figures

Activity	Panel member	Social worker	Administrator
Before the meeting			
Preparing social worker report prior to meeting		30 mins	
Preparation: including inviting attendees and gathering and distributing paperwork			50 mins
Time spent reading papers prior to meeting	20 mins		
Time spent discussing cases with professionals involved prior to meeting	10 mins		
During the meeting			
Travel time to meeting venue (round trip)	40 mins	40 mins	40 mins
Time spent at the meeting	1 ½ hours	1 ½ hours	1 ½ hours
After the meeting			
Discussions with other professionals		20 mins	
Administrative duties after the meeting, including minutes, and case recording	10 mins		1 ½ hrs
Feedback to referrers	5 mins	5 mins	
Feedback to families	5 mins		

Common Assessment Framework

Activity	Personnel involved (please complete)				Total
Visit to family					
Travel time to visit (round trip)					
Information gathering, such as looking at previous case files and talking to other professionals					
Professionals' meeting					
Preparation: including inviting attendees and gathering and distributing paperwork					
Travel time to meeting venue (round trip)					
Time spent at the meeting					
Write up Common Assessment Framework					
Team manager sign off and allocate worker					
Follow up visit with family					
Any other activities					
Travel: follow up visit (round trip)					

Total hours per worker					
Hourly rate per worker (£)					
Total cost per worker (£) (hours per worker x hourly rate)					
Total Costs of Common assessment Framework (£)					

Common Assessment Framework: Research Figures

Activity	Family support worker
Visit to family	1 hour
Travel time to visit (round trip)	45 mins
Information gathering, such as looking at previous case files and talking to other professionals	1 hour
Professionals' meeting	
Preparation: including inviting attendees and gathering and distributing paperwork	1 ½ hours
Travel time to meeting venue (round trip)	
Time spent at the meeting	
Write up Common Assessment Framework	1 hour
Follow up visit with family	1 hour
Travel: follow up visit (round trip)	45 mins

Initial Assessment

Activity	Social worker	Team manager	Administrator	Other personnel	Total
Initial discussion with team manager					
Initial contact with family					
Visit to family (round trip)					
Travel time to visit					
Information gathering, such as looking at previous case files and talking to other professional					
Write up Initial Assessment					
Team manager sign off					
Any other activities					

Total hours per worker					
Hourly rate per worker (£)					
Total cost per worker (£) (hours per worker x hourly rate)					
Total Costs of initial assessment (£)					

Initial Assessment: Research Figures

Activity	Social worker	Team manager
Initial contact with family	5 min	
Visit to family (round trip)	1 hour	
Travel time to visit	1 hour	
Information gathering, such as looking at previous case files and talking to other professional	2 ½ hours	
Write up Initial Assessment	4 hours	
Team manager sign off		30 mins

Core Assessment

Activity	Social worker	Team manager	Administrator	Other personnel	Total
Initial discussion with team manager					
Visit to family					
Travel time to visit (round trip)					
Update case files					
Information gathering, such as looking at previous case files and talking to other professional					
Write up Core Assessment					
Team manager read and sign off					
Any other activities					

Total hours per worker					
Hourly rate per worker (£)					
Total cost per worker (£) (hours per worker x hourly rate)					
Total Costs of core assessment (£)					

Core Assessment: Research Figures

Activity	Social worker	Team manager
Initial discussion with team manager	40 mins	40 mins
Visit to family	2 hours 10 mins	
Travel time to visit (round trip)	1 hour	
Update case files	½ hour	
Information gathering, such as looking at previous case files and talking to other professional	1 hour 50 mins	
Write up Core Assessment	8 hours 50 mins	
Team manager read and sign off		1 hour 25 mins

Ongoing Visits

Activity	Social worker	Team manager	Administrator	Other personnel	Total
Visit to family					
Travel time to visit (round trip)					
Case recording					
How frequently, per month, are visits undertaken?					
Total hours per worker					
Hourly rate per worker (£)					
Total cost per worker (£) (hours per worker x hourly rate)					
Total cost of ongoing visits (£)					

Ongoing Visits: Research Figures

Activity	Social worker
Visit to family	1 hour
Travel time to visit (round trip)	45 mins
Case recording	30 mins

Reviews

Activity	Social worker	Administrator	Other personnel	Total
Before the meeting				
Visit to family				
Travel time to visit (round trip)				
Preparing social worker report prior to meeting				
Preparation: including inviting attendees and gathering and distributing paperwork				
Time spent reading papers prior to meeting				
During the meeting				
Who attends the meeting?				
Travel time to meeting venue (round trip)				
Time spent at the meeting				
After the meeting				
Administrative duties after the meeting, including minutes, and case recording				
Completion of any follow on actions from the meeting				
Any other activities				

Total hours per worker				
Hourly rate per worker (£)				
Total cost per worker (£) (hours per worker x hourly rate)				
Total Costs of Review (£)				

Reviews: Research Figures

Activity	Social worker
Before the meeting	
Visit to family	1 hour
Travel time to visit (round trip)	45 mins
Preparing social worker report prior to meeting	1 hour 20 mins
Preparation: including inviting attendees and gathering and distributing paperwork	
Time spent reading papers prior to meeting	
During the meeting	
Travel time to meeting venue (round trip)	45 mins
Time spent at the meeting	1 ½ hours
After the meeting?	
Administrative duties after the meeting, including minutes, and case recording	2 hours 20 mins

Service mapping table

Name of service used in LA	Service type	Access Group	Service location	Staffing at each session	Service funding	Number of children	Length of session	Referral route

WHERE TO FIND MORE INFORMATION

Full research report

Holmes, L., McDermid, S. and Sempik, J., (2009) *The costs of short break provision: report to the Department for Children, Schools and Families*. Loughborough: Centre for Child and Family research, Loughborough University.

Copies can be downloaded from:

<http://www.dcsf.gov.uk/research/programmeofresearch/index.cfm?type=5>

Other research on short breaks:

The Impacts of Short Break Provision on Disabled Children and Families:

An International Literature Review. Available at:

<http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15982&type=5&resultspage=1>

The Impact of Short Break Provision on Families with Disabled Children. Available at:

<http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15981&type=5&resultspage=1>

Short breaks Pathfinder Evaluation: Interim Report. Available at:

<http://www.dcsf.gov.uk/research/programmeofresearch/projectinformation.cfm?projectId=15983&type=5&resultspage=11>

For more information on the Cost Calculator for Children's Services

www.ccfcs.org.uk

costcalculator@ccfcs.org.uk

For more information on the care planning regulations and Aiming High for Disabled Children

<http://www.dcsf.gov.uk/everychildmatters/healthandwellbeing/ahdc/AHDC/>

<http://www.dcsf.gov.uk/everychildmatters/safeguardingandsocialcare/childrenincare/careplanning/careplanning/>

For more information on the Commissioning Support programme

<http://www.commissioningsupport.org.uk/>

Together for disabled children

<http://www.togetherfdc.org/default.aspx>

Centre 4 Excellence and Outcomes

<http://www.c4eo.org.uk/>

For further information about the costs and
outcomes research programme or for further
copies of this pack please contact

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