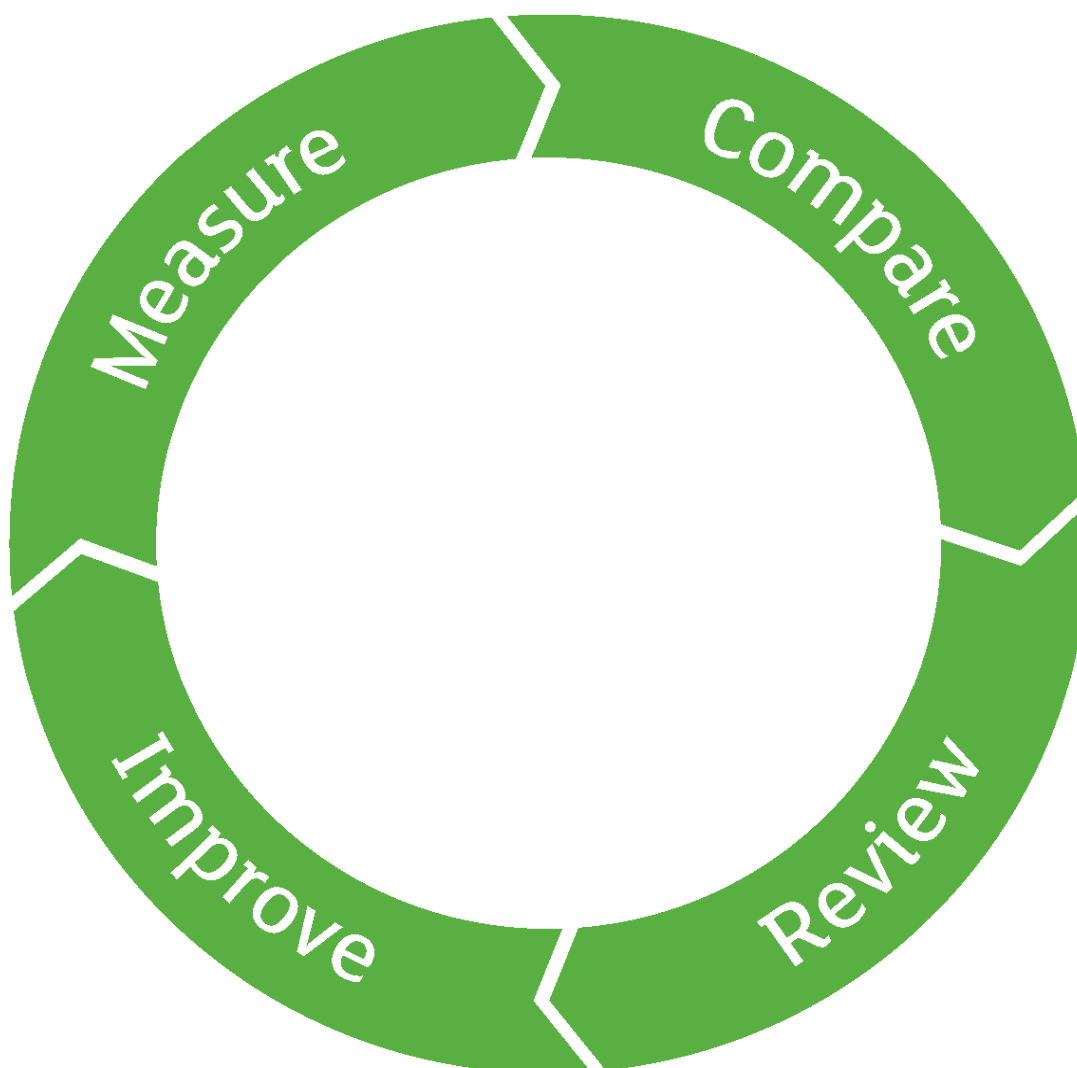


Analytics & Research

# children looked after benchmarking club

2017 Barchester Comparator Report



## Introduction

Welcome to the CIPFA Children Looked After Benchmarking Club Report.

This reports compares data collected from your authority in the benchmarking club questionnaire with the data from the other participating authorities.

We hope you find the report interesting. The report contains a lot of data and you may find it helpful having a copy of your authority's completed questionnaire to hand when looking at the report as this will help provide context and useful definitional information.

The aim of the report is to enable you to compare what is happening in your authority with what is happening in other authorities, to enable you to see similarities and differences in terms of processes, workload and costs and better understand how your situation compares to that of other authorities.

Please note that if there are other ways to analyse the data collected that we haven't included here and you would find useful, we would be happy to provide the additional analysis.

The CIPFA Children Looked After Benchmarking Club is a data sharing exercise for local authorities. The questionnaire was designed by CIPFA in conjunction with volunteer authorities. The exercise runs as an annual exercise and developments are led by a steering group of club members.

As well as the comparative reports, club members will also receive the following outputs:

- The text questions submitted, spell & grammar checked and collated into Word documents.
- An interactive version of the report (Excel)
- The club database to enable you to do your own analysis
- All members will be eligible to attend the club review meeting.

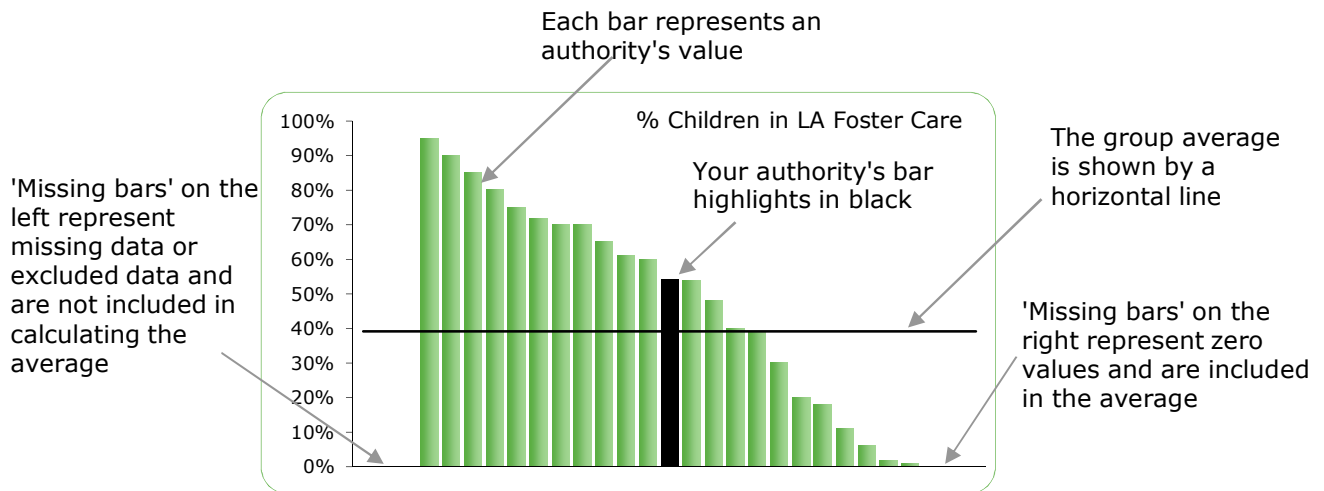
If you have any questions, please don't hesitate to contact us:  
[benchmarking@cipfa.org](mailto:benchmarking@cipfa.org)

## General Information

**Averages:** Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded and for this reason sets of averages sometimes do not reconcile precisely.

**Charts:** We display a large amount of data on charts as this allows us to show data for entire groups efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.) Below we have annotated some examples of the charts we use.

### Bar Charts: These are our standard method of displaying comparisons between authorities

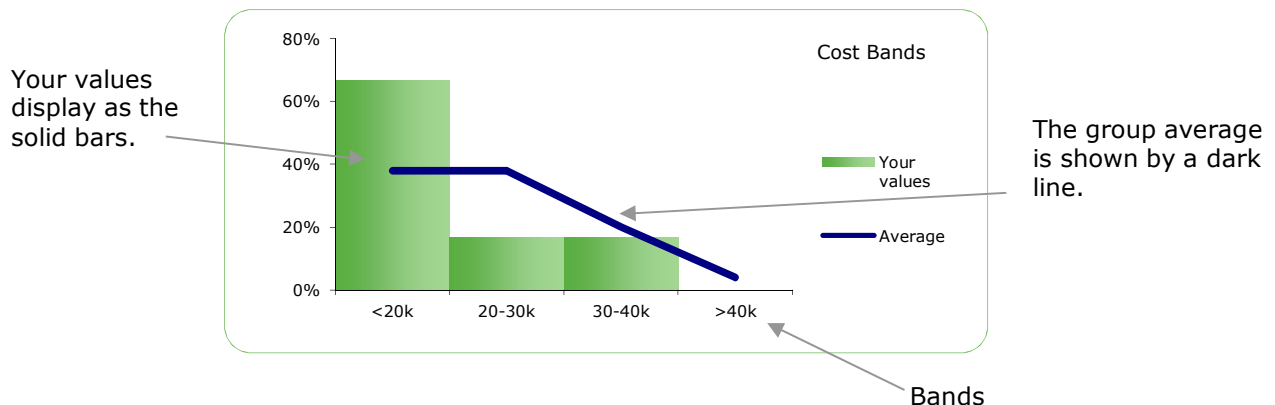


**Variations:** In our 'Own Homes' analysis, we use the same type of charts to compare individual homes. In this case none of the bars are highlighted as the aim of the chart is to display the distribution of values.

### Histograms: Used for showing distributions

We use histograms to compare large data sets such as foster payments. Values are grouped together into bands and the % of the values appearing in each band is shown.

The group average is derived from 'banding' the full dataset for all authorities, rather than 'averaging' authorities banded data. Unlike our standard bar charts, authorities with larger workloads will therefore influence the average more than those with smaller workloads.



# Index

## Page

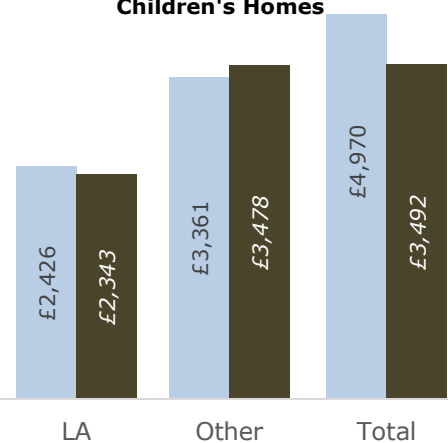
- 5 Summary of Looked After Children**
- 6 Section 1: Overview of Looked After Children**  
Number of Looked After Children, Breakdown by type of care,  
Age profile of Looked After Children.
- 9 Section 2a: Summary of 2016/17 Actuals**  
Summary data, Unit costs & composition,  
Effect of differences.
- 14 Section 2b: 2016/17 Own Homes Unit Costs**  
Inter-Authority comparisons,  
All authorities' homes comparisons, Intra-Authority comparison.
- 21 Section 2c: 2016/17 Other Homes Unit Costs**  
Inter-Authority comparisons,  
Payment distributions.
- 26 Section 2d: 2016/17 Fostering Unit Costs**  
LA Fostering: Inter-Authority comparisons,  
LA Fostering: Payment distributions, Other Fostering: Inter-Authority comparisons,  
Other Fostering: Payment distributions.
- 33 Semi-Independent Living**  
Inter-Authority comparisons,  
Payment distributions,  
Type of Accommodations.
- 37 Section 3: Time Series**  
Childrens Homes, Foster Care.
- 39 Section 4: Activity**  
Activity and workload trends  
Foster carer households
- 43 Section 5: Other Comparisons**  
Ofsted ratings, Performance measures, Social Workers,  
Troubled Families, Change in fees, Income from PCTs, Care Leavers,  
Unaccompanied asylum seeking children, Post 18 Placements, Overheads

## Summary of Looked After Children

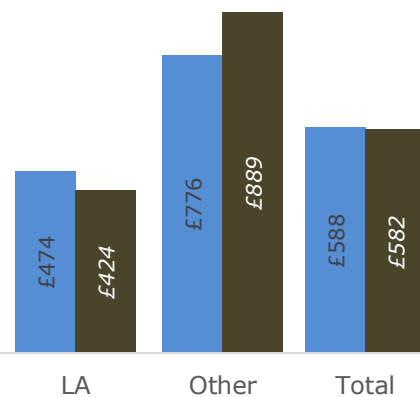
Information for Barchester	Children's Homes			Foster Care			Combined			Page Reference *
	LA	Other	Total	LA	Other	Total	LA	Other	Total	
Number of Children	5.0	17.7	22.7	131.0	80.0	211.0	136.0	97.7	233.7	10
Gross cost per child per week	£500	£3,488	£3,205	£500	£802	£614	£562	£1,289	£866	10
Net cost per child per week	£500	£3,351	£3,098	£500	£802	£614	£562	£1,264	£856	
Direct cost per child per week	£2,426	£3,361	£4,970	£474	£776	£588	£849	£1,245	£1,014	15, 22, 28, 31
Budget per child per week	£2,186	£2,100	£2,118	£432	£551	£477	£501	£834	£640	11

Charts showing the difference for Barchester's Direct Cost per Child per Week compared to the group average.

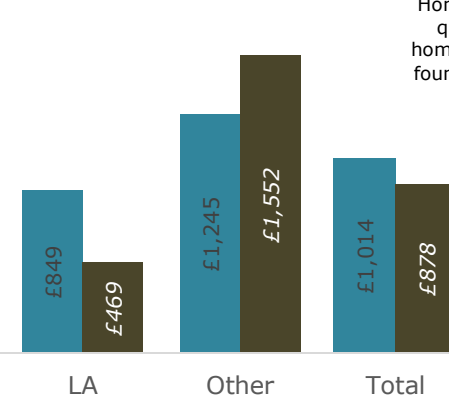
**Children's Homes**



**Foster Care**



**Combined**



\* Numbers refer to pages in the report. Information for Children's Homes LA is taken from A1 in the questionnaire, and A3 for Other homes. Foster Care figures can be found in A4 in your questionnaire.

Group Averages	Children's Homes			Foster Care			Combined			Page Reference *
	LA	Other	Total	LA	Other	Total	LA	Other	Total	
Number of Children	3.6	28.8	32.4	189.2	95.2	284.3	192.8	123.9	316.7	10
Gross cost per child per week	£3,360	£3,614	£3,569	£461	£917	£614	£496	£1,610	£916	10
Net cost per child per week	£3,355	£3,278	£3,267	£461	£917	£614	£496	£1,519	£886	
Direct cost per child per week	£2,343	£3,478	£3,492	£424	£889	£582	£469	£1,552	£878	15, 22, 28, 31
Budget per child per week	£3,165	£2,968	£2,536	£422	£717	£496	£441	£1,404	£701	11

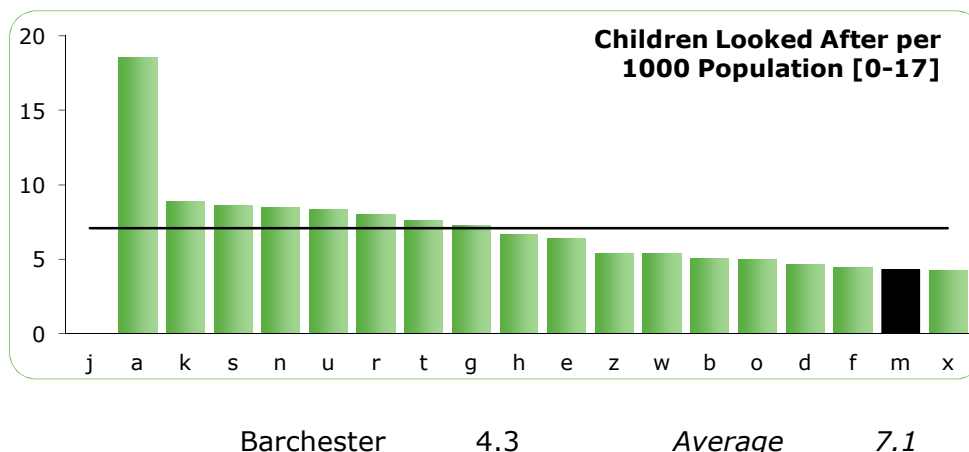
# Section 1: Overview of Looked After Children

**Page 6** - Number of Looked After Children, Breakdown of Looked After Children by type of care.

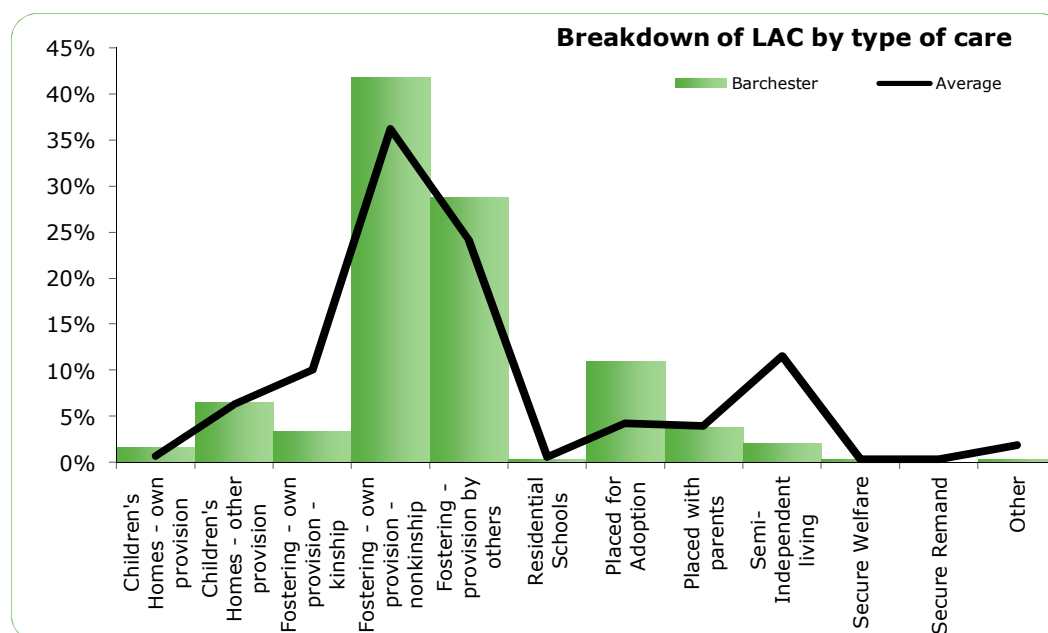
**Page 7** - Breakdown of Looked After Children by type of care (continued).

**Page 8** - Age profile of Looked After Children, Looked After Children Timeseries.

## Number of LAC compared to child population of authority - 31/03/2017



## Breakdown of Looked After Children by type of care - 31/03/2017

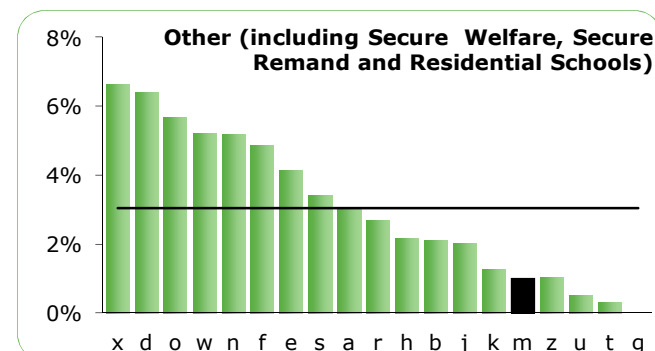
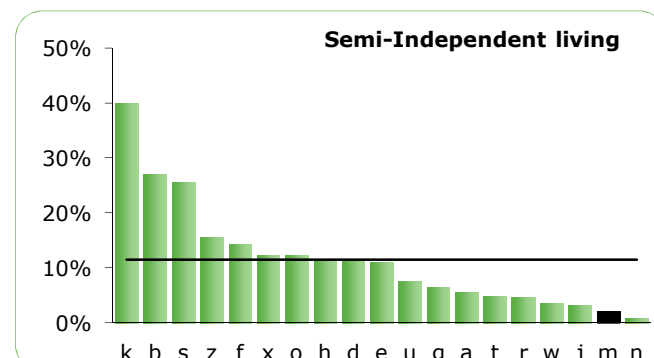
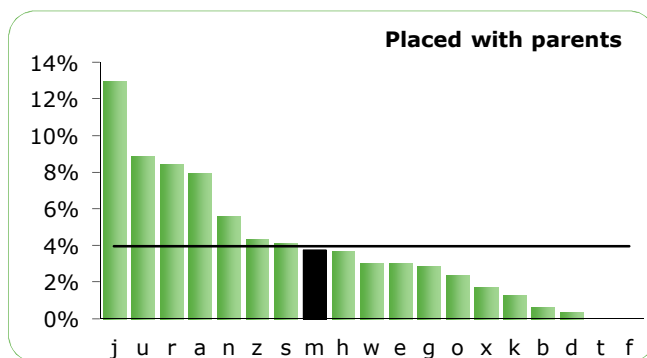
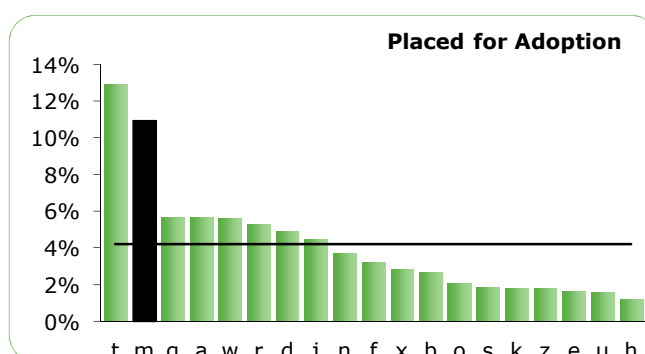
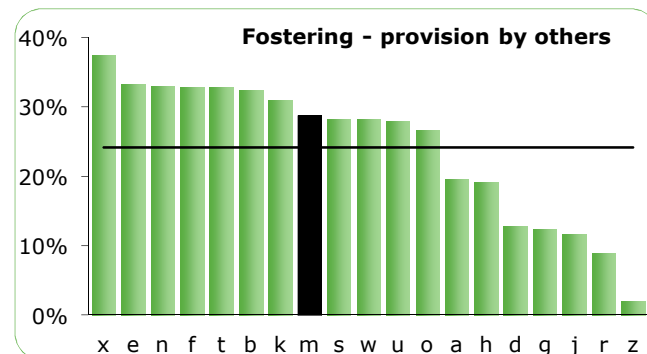
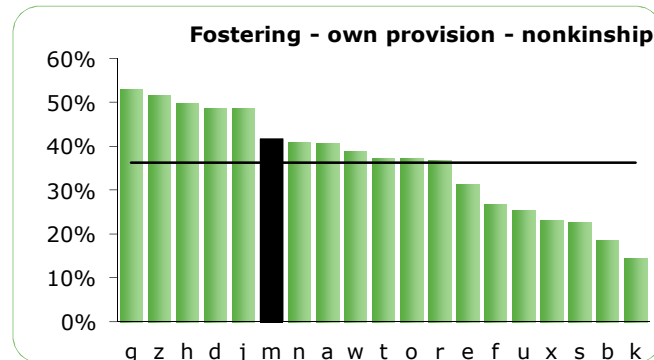
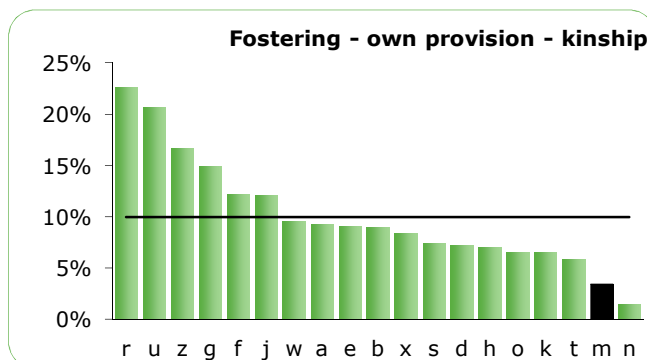
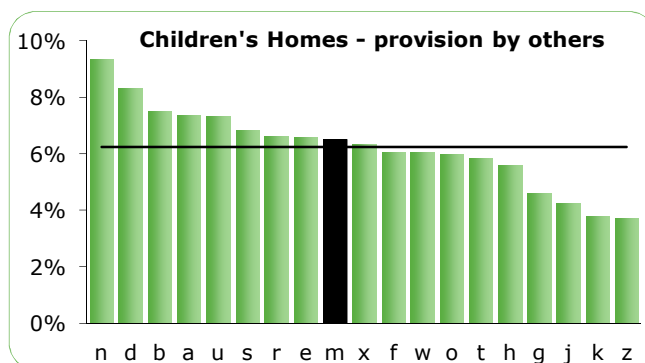
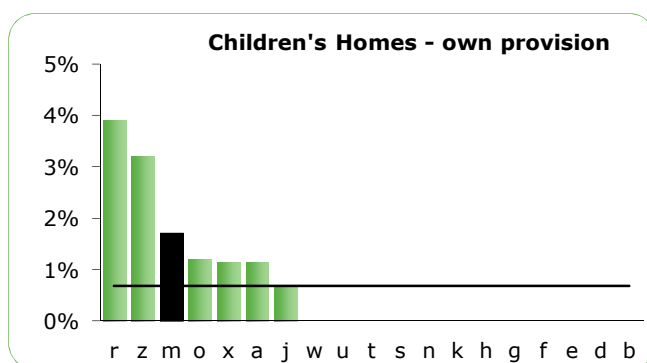


	No.	%	Average
Children's Homes - own provision	5	1.7%	0.7%
Children's Homes - provision by others	19	6.5%	6.2%
Fostering - own provision - kinship	10	3.4%	10.0%
Fostering - own provision - nonkinship	122	41.8%	36.2%
Fostering - provision by others	84	28.8%	24.2%
Residential Schools	1	0.3%	0.5%
Placed for Adoption	32	11.0%	4.2%
Placed with parents	11	3.8%	3.9%
Semi-Independent living	6	2.1%	11.5%
Secure Welfare	1	0.3%	0.3%
Secure Remand	0	0.0%	0.3%
Other	1	0.3%	1.9%
<b>Total</b>	<b>292</b>		

Total Population (0-17, k)

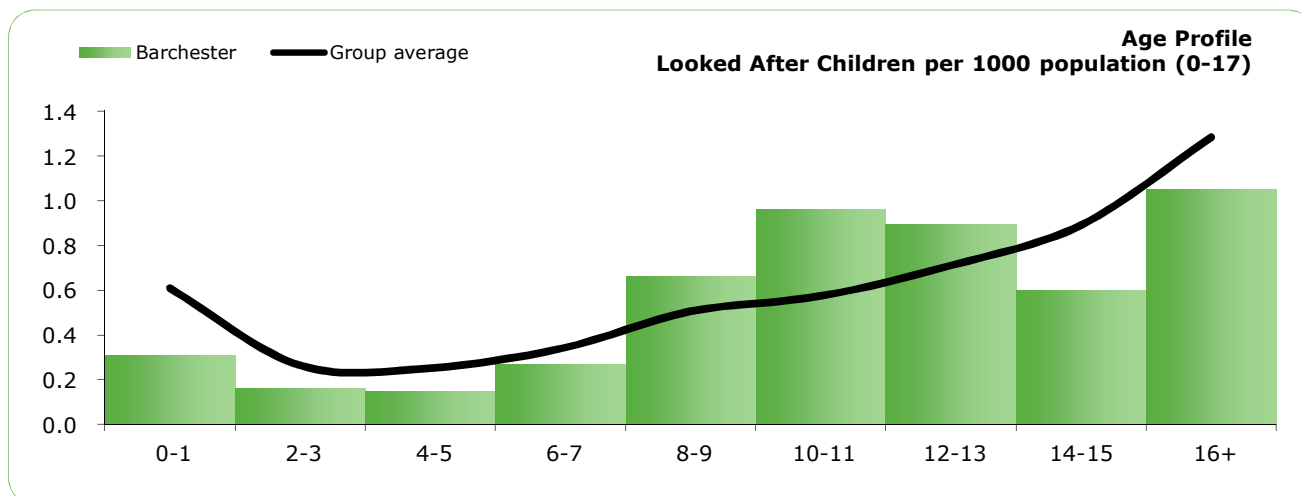
67.8 k

## Breakdown of LAC by type of care - 31/03/2017 (continued)



## Age Profile of Looked after Children

Data from 2016/17 actuals - includes only children in residential homes and foster care.  
Please note: comparisons will not display if insufficient age data was returned.



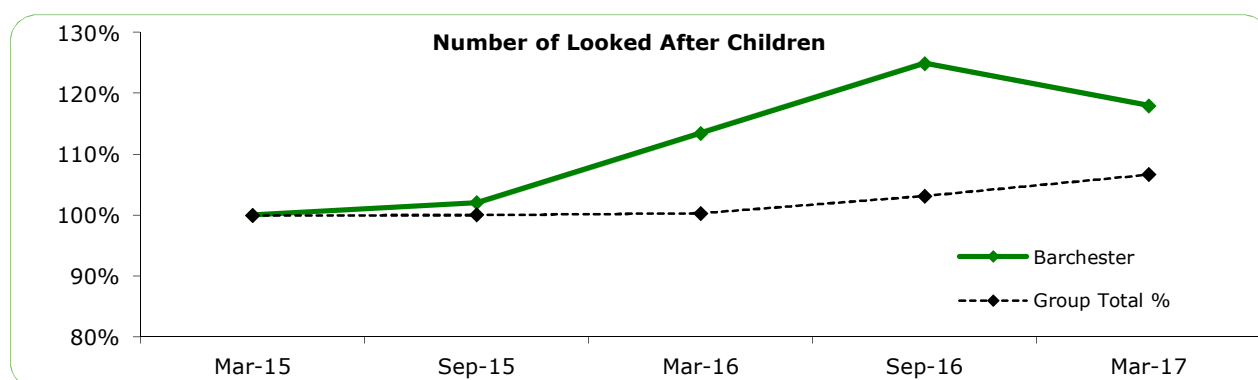
Total Population (0-17): 67.8k

	0-1	2-3	4-5	6-7	8-9	10-11	12-13	14-15	16+	Total
Own Foster	21	11	10	16	38	54	45	25	32	252
Other Foster	0	0	0	2	7	8	12	9	12	50
Other Homes	0	0	0	0	0	3	3	5	25	36
Own Homes*	0	0	0	0	0	0	1	2	2	5
	21	11	10	18	45	65	61	41	71	343

Per 1000 pop.	0.31	0.16	0.15	0.27	0.66	0.96	0.89	0.60	1.05	5.06
Average	0.61	0.26	0.25	0.34	0.51	0.57	0.71	0.89	1.28	5.14

\* Own Homes figures either use figures supplied, or an estimate based on 'other homes' data where data is missing or numbers supplied don't match the numbers in own homes.

## Looked After Children Timeseries



The questionnaire asks for activity measures over 3 years. These results are shown below as a percentage of the initial activity level at 31/03/2015.

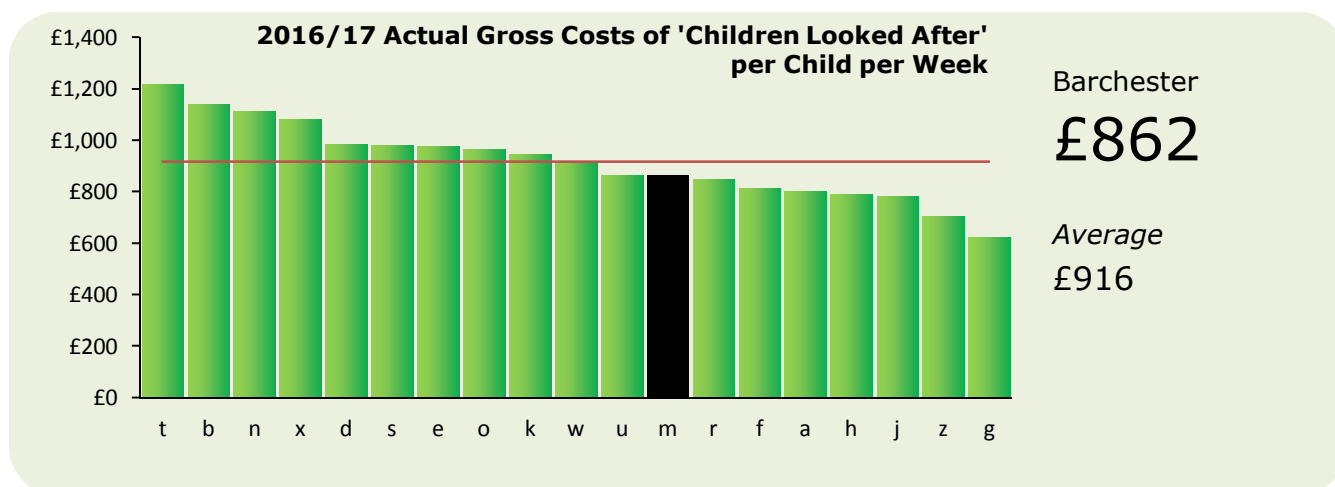
	31/03/15	30/09/15	31/03/16	30/09/16	31/03/17
Looked After Children	245	250	278	306	289
%	100%	102%	113%	125%	118%
Group Total %	100%	100%	100%	103%	107%

% Figures only calculated where data is available for all six points.

Group Total figures are calculated from the total numbers from all authorities.



## Section 2a: Summary of 2016/17 Actuals

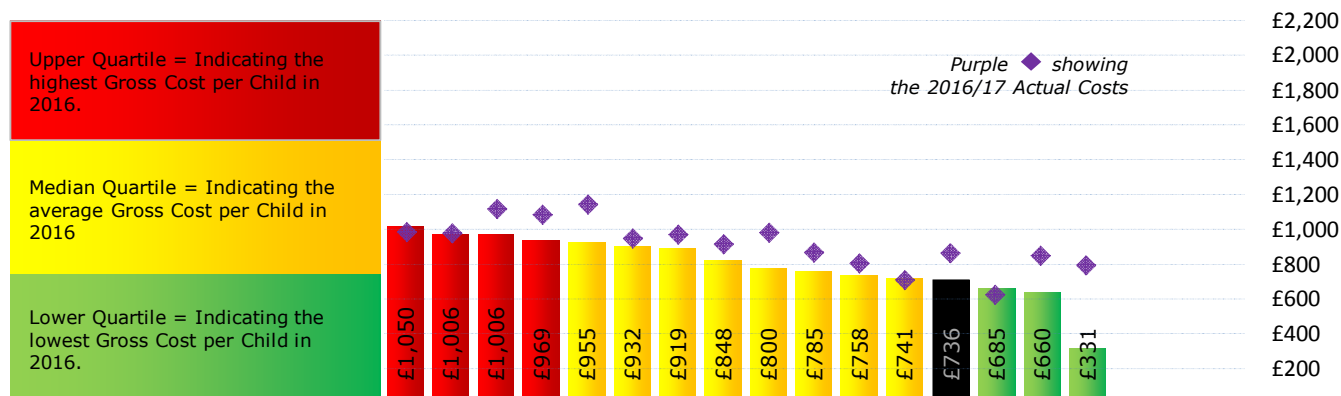


Data from the 2017 Children Looked After benchmarking club has shown actual gross costs of looked after child per week of £862 for Barchester.

The graph below provides a comparison of your 2016/17 estimated own homes unit cost per child per week with your 2016/17 actual costs.

Your estimated 2016/17 figures have shown gross costs per child per week of £736, which placed you in the Lower Quartile. Actual costs of children looked after have increased by 17.2% compared to your 2016/17 estimated figures.

### Comparison of 2016/17 Estimated Gross Costs of 'Children Looked After' per Child per Week with Actuals at 31st March 2017



This report uses the cost per child per week (of children in residential and foster care) as the basis of benchmarking the cost of 'Children Looked After'. [This used to be collected as BVPI 51 and PAF B8]. This is dependent on two factors:

- 1) The Individual Unit Costs for each type of care (Homes and Fostering, provided by the authority and by others). These are examined in sections 2b to 2d, based on data collected in the benchmarking exercise.
- 2) The Composition of Children Looked After (i.e. how many are in each type of care). This can have a significant impact as fostering is much cheaper than placing children in homes.

**Page 10 - 11** gives the summary data collected from the questionnaire to help members keep track of their data in the reports. A comparison against population is also shown.

**Page 12** displays the four Unit Costs and the respective compositions of children being looked after.

**Page 13** analyses the effect of the differences in the make up of composition and unit costs.

# Cost of Children in Residential and Foster Care

## Base Data:

### 2016/17 Actual Costs of Children Looked After

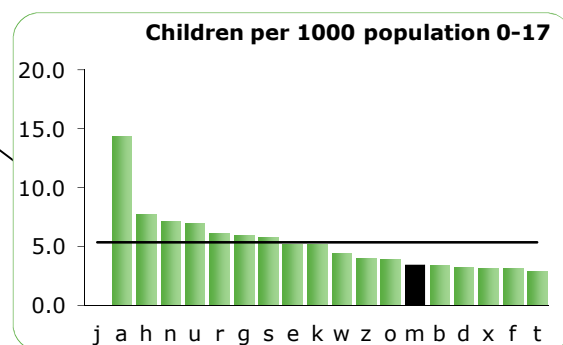
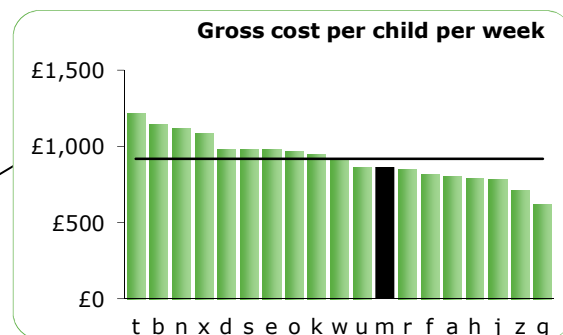
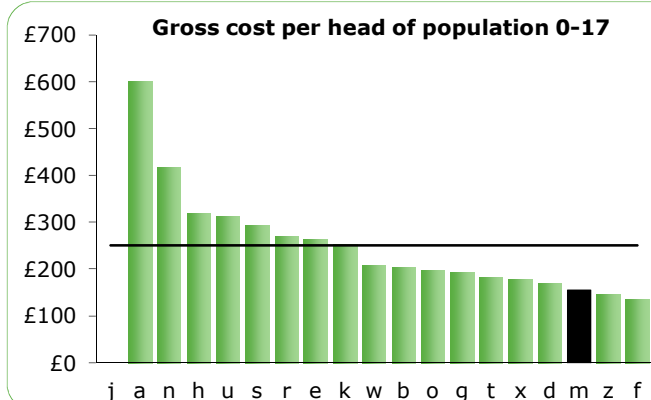
Data derived from the benchmarking questionnaire

	Children's Homes			Foster Care			Combined
	LA Homes (excluding respite)	Others	Total	LA	Others	Total	
<b>Number of children</b>	5.0	17.7	22.7	131.0	80.0	211.0	234.7
<b>Gross Annual Cost (£'k)</b>	574 k	3,224 k	3,798 k	3,413 k	3,345 k	6,758 k	10,557 k
<b>Gross cost per Child per Week</b>	£2,202	£3,488	£3,205	£500	£802	£614	<b>£862</b>

## Population Comparisons:

Total Population (0-17):	67.8k
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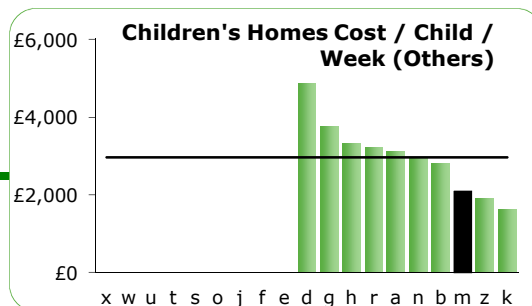
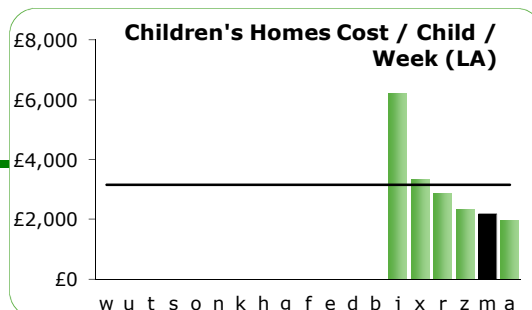
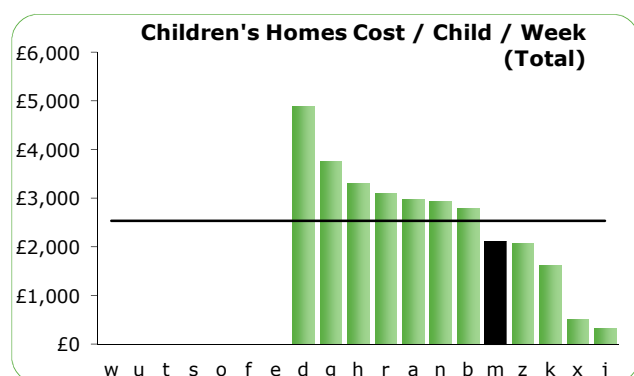
	Own	Avg
Gross cost per head of pop. (0-17)	£156	£250
Children per 1000 population (0-17)	3.5	5.3



## 2016/17 Net Current Budget

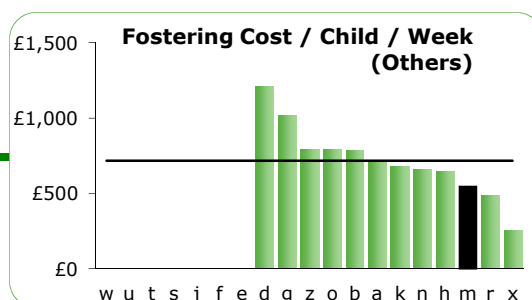
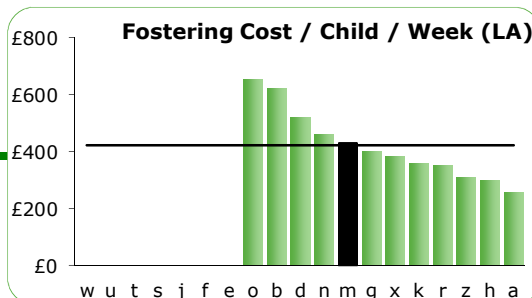
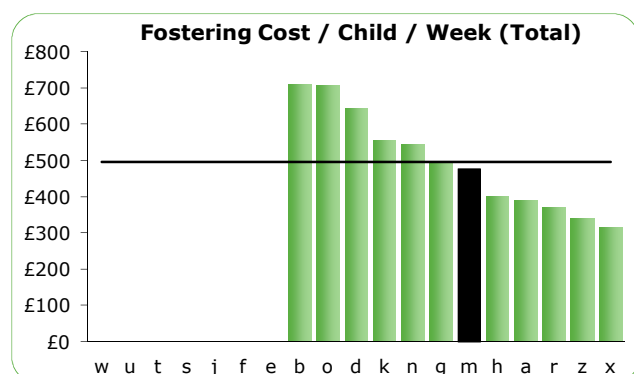
### Children's Homes

	LA		Others		Total	
	Value	Average	Value	Average	Value	Average
Number of Children	5.0	3.6	17.7	28.8	22.7	32.4
Net Current Budget	£570 k	£1,521 k	£1,947 k	£4,536 k	£2,517 k	£4,541 k
Budget / Child / Week	<b>£2,186</b>	<b>£3,165</b>	<b>£2,100</b>	<b>£2,968</b>	<b>£2,118</b>	<b>£2,536</b>



### Fostering

	LA		Others		Total	
	Value	Average	Value	Average	Value	Average
Number of Children	132.0	189.2	80.0	95.2	212.0	284.4
Net Current Budget	£2,984 k	£4,281 k	£2,303 k	£3,213 k	£5,287 k	£7,494 k
Budget / Child / Week	<b>£432</b>	<b>£422</b>	<b>£551</b>	<b>£717</b>	<b>£477</b>	<b>£496</b>

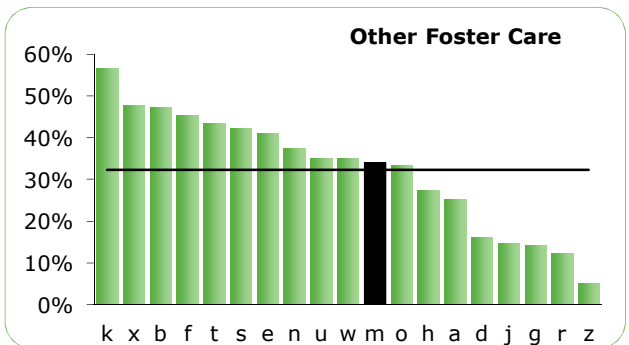
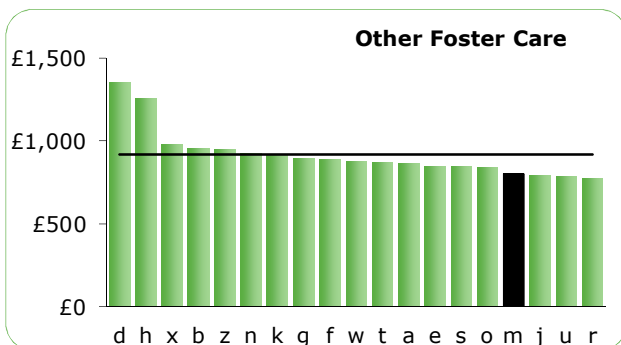
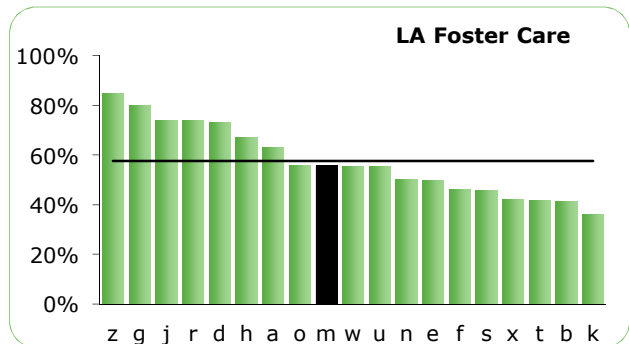
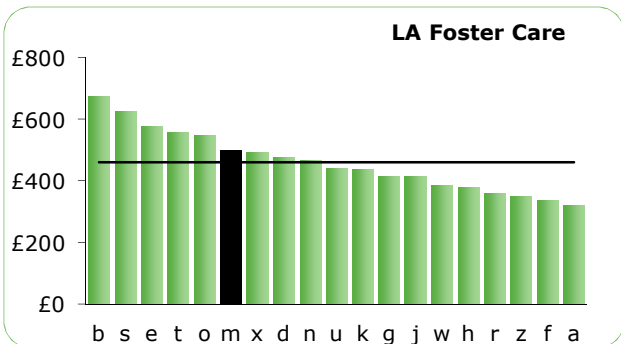
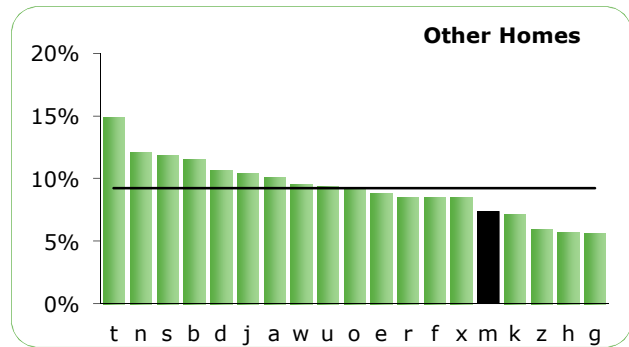
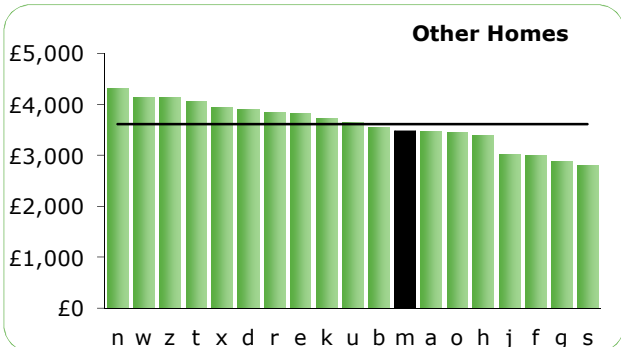
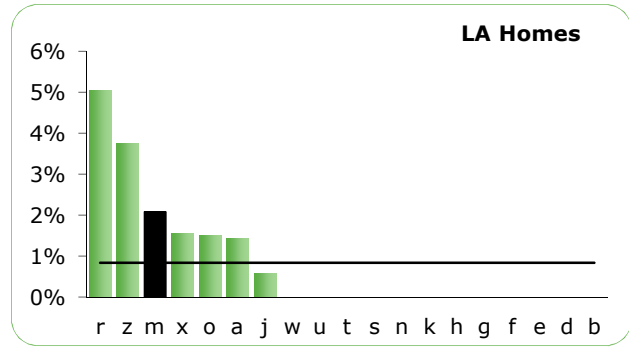
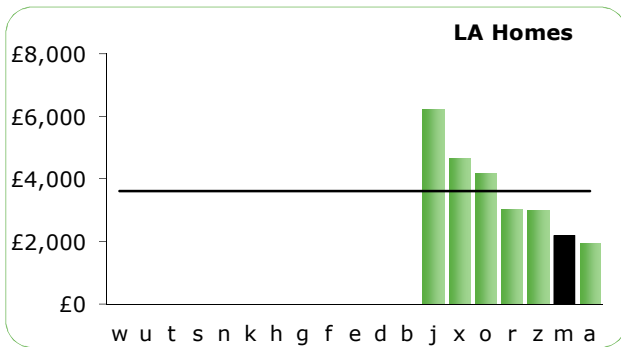


# Unit Costs and Composition

## 2016/17 Actuals

<b>Unit Costs</b> (£ per child per week)		
(Gross costs)		Avg
LA Homes	£2,202	£3,603
Other Homes	£3,488	£3,614
LA Foster Care	£500	£461
Other Foster Care	£802	£917
PAF B8	£866	£916

<b>Composition</b> (Children Looked After)			
	No.	%	Avg
LA Homes	5	2%	1%
Other Homes	18	7%	9%
LA Foster Care	131	56%	58%
Other Foster Care	80	34%	32%
	234		



## Effect of Differences Comparison

<b>Unit cost</b>	<b>Barchester</b> £/Child/Week	<b>"Average Authority" *</b> £/Child/Week	<b>Effect of Difference</b> £/Child/Week
LA Homes	£2,202	£3,603	-£29
Other Homes	£3,488	£3,614	-£9
LA Foster Care	£500	£461	£22
Other Foster Care	£802	£917	-£39
			<b>-£56</b>
<b>Composition</b>	% of Children	% of Children	£/Child/Week
LA Homes	2%	1%	£45
Other Homes	7%	9%	-£67
LA Foster Care	56%	58%	-£8
Other Foster Care	34%	32%	£16
			<b>-£14</b>
	£/Child/Week	£/Child/Week *	£/Child/Week
<b>Cost / Child / Week</b>	£866	£926	<b>-£60</b>

This analysis compares your figures to that of an "average authority" to help explain the difference between cost per child per week figures.

There are two reasons why the figure may be different to that for the average authority. The component unit costs may vary and the composition may also vary. The effect of differences analysis provides a value for each of these factors which together explain the difference in unit cost.

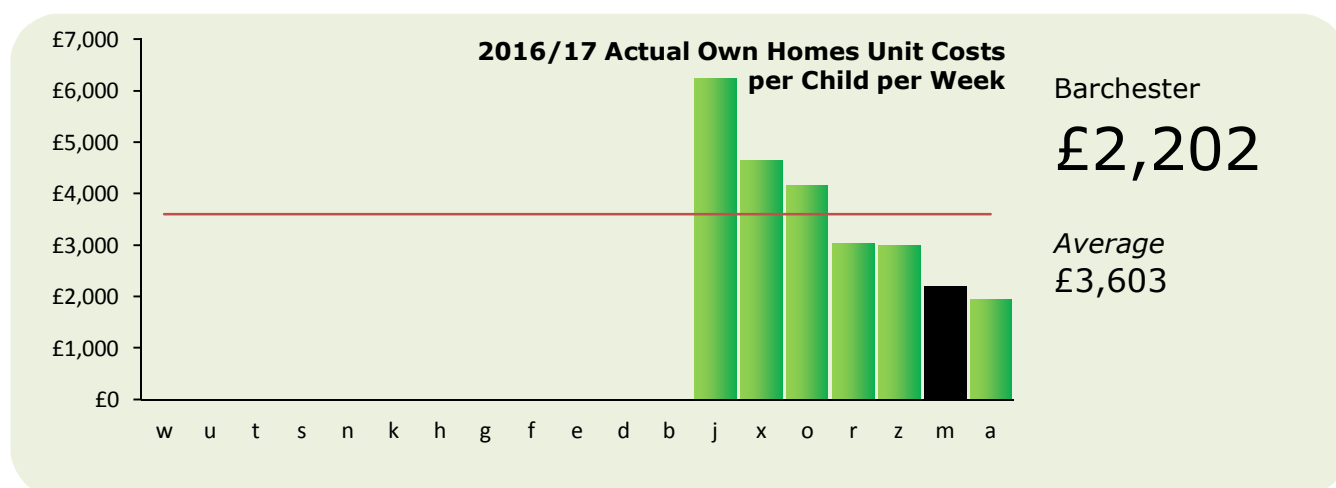
- £60 difference for the cost/child/week figure between Barchester and the average authority
- £56 of which is due to the difference in unit costs
- £14 of which is due to the difference in composition.

Effect of difference for the unit costs is calculated as the difference between the two unit costs multiplied by the percentage of Children Looked After in that type of care.

Effect of difference for the compositions is calculated as the difference between the two compositions multiplied by the difference between the average cost per child per week and the average unit cost.

\* This comparison is against an 'average authority' - i.e. an authority with the average composition and average unit costs. The cost/child/week figure calculated from these figures is slightly different from the actual average of the authorities' PAF B8 figures. This is because the averages are not weighted - in practice authorities with high unit costs for a type of care (particularly for residential homes) are likely to have a smaller proportion of children in that type of care.

## Section 2b: 2016/17 Own Homes Unit Costs

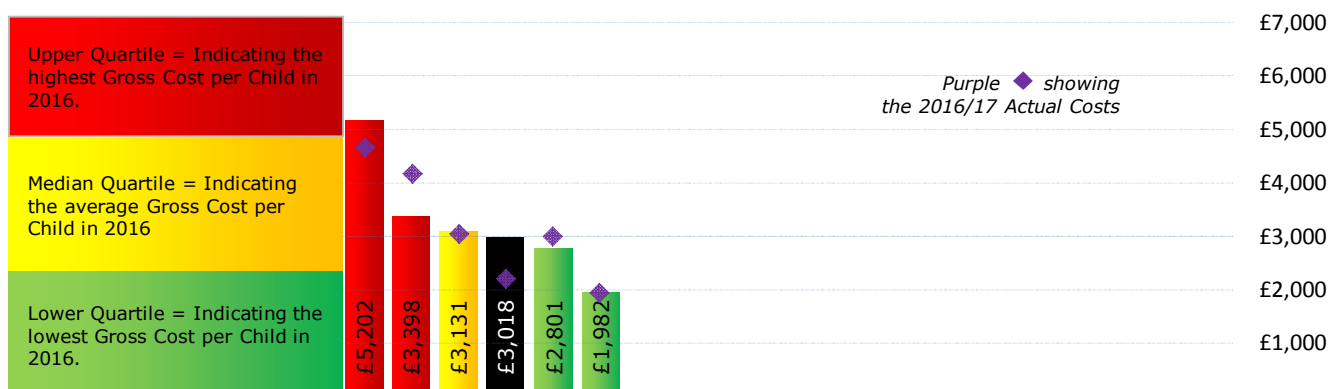


Data from the 2017 Children Looked After benchmarking club has shown actual own homes unit costs of looked after child per week of £2,202 for Barchester.

The graph below provides a comparison of your 2016/17 estimated own homes unit cost per child per week with your 2016/17 actual costs.

Your estimated 2016/17 figures have shown gross costs per child per week of £3,018, which placed you in the Median Range. Actual own homes unit costs have decreased by 27% compared to your 2016/17 estimated figures.

### Comparison of 2016/17 Estimated Own Homes Unit Costs per Child per Week with Actuals at 31st March 2017



**Page 15 - 18** displays the unit cost for LA homes broken down into staff costs, direct costs and indirect costs, comparing these on an authority basis.

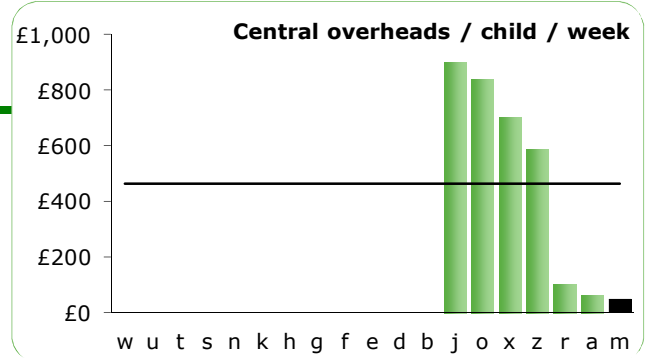
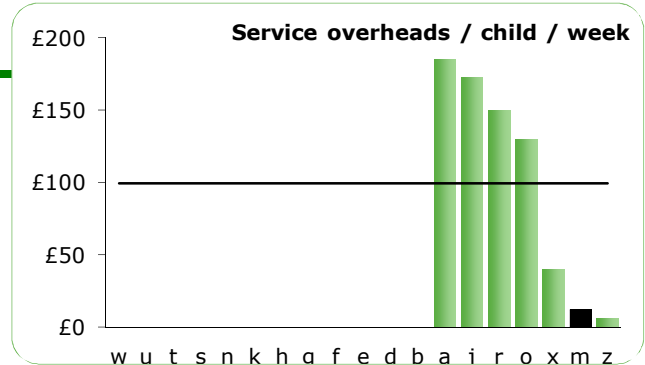
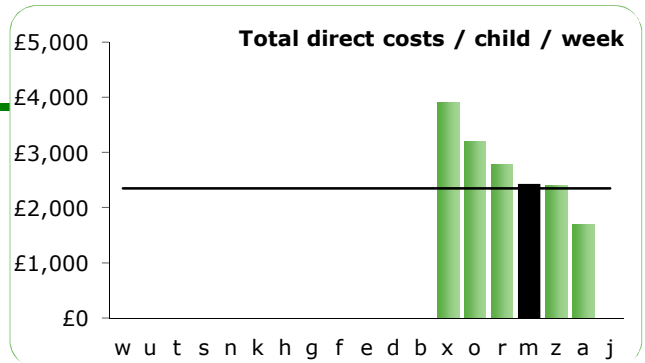
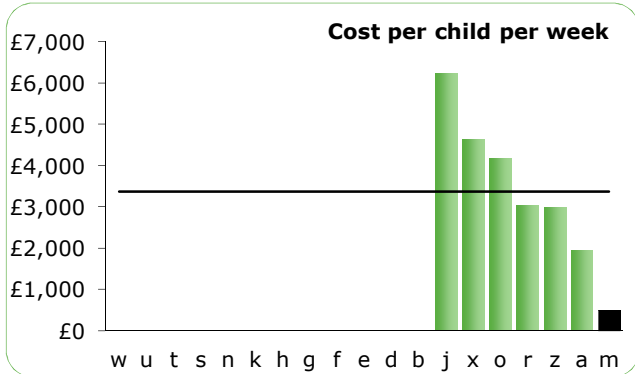
**Page 19** compares individual homes from all authorities. The cost per child per week is calculated for each home, however a significant proportion of the cost may come from unfilled places, so further breakdowns are done on the cost per place per week.

**Page 20** has an identical layout to page 19, however only your own homes are shown. Individual homes are labelled and a key enables you to identify each home on the graph.

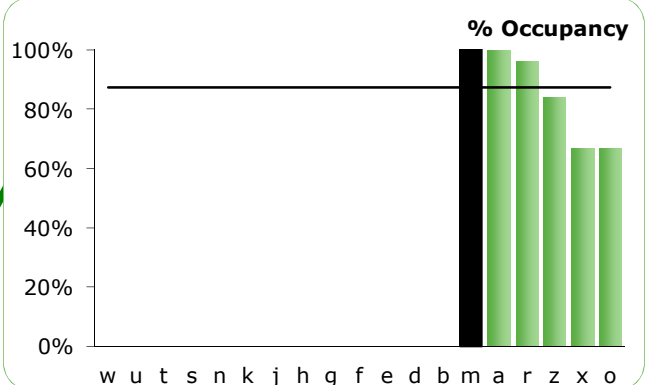
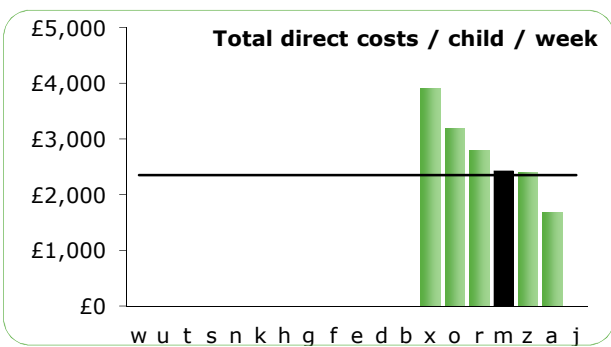
# LA CHILDRENS NON RESPITE HOMES: Inter-Authority Comparison

2016/17 Actuals

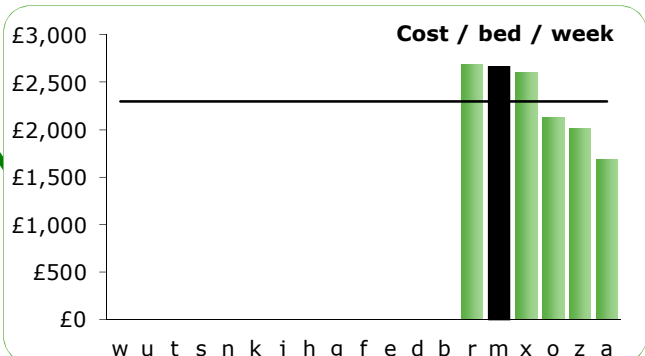
Headline comparisons



Gross Costs (£'k)		Own Average	
Total direct costs	2,783 k	£2,426	£2,343
Service overheads	14 k	£12	£99
Central overheads	56 k	£49	£463
Total cost	574 k	£500	£3,360



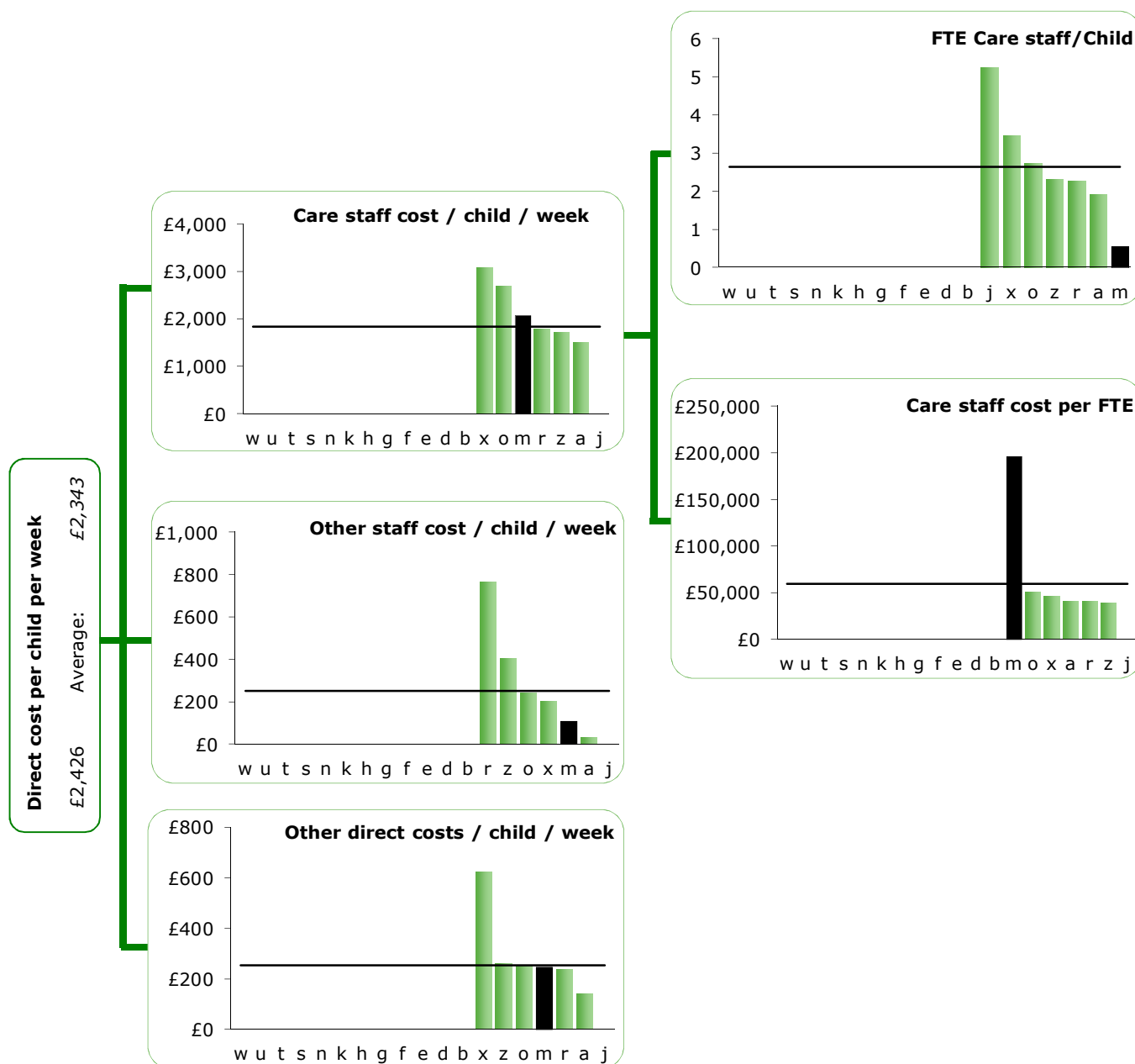
Capacity (beds)	20.0	Own Average	
Residents	22.0	110.0%	87.3%
Direct cost per bed per week		£2,668	£2,299



# LA CHILDRENS NON RESPITE HOMES: Inter-Authority Comparison

2016/17 Actuals

Breakdown of direct costs



## Cost per Child per Week (£)

### Gross Costs (£'k)

		Own	Average
Care staff costs	2,374 k	£2,070	£1,838
Other staff costs	126 k	£110	£252
Other direct costs	283 k	£246	£252
Total direct costs	2,783 k	£2,426	£2,343

Care staff FTE 12.1

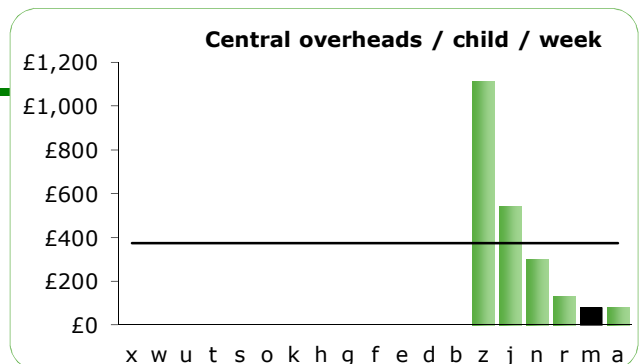
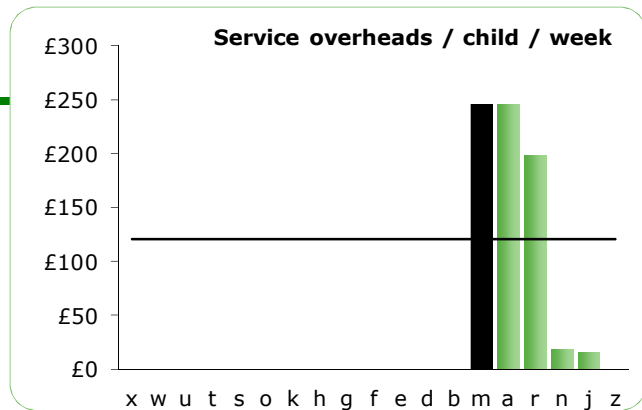
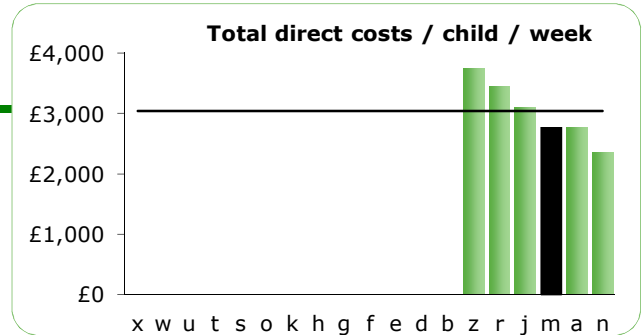
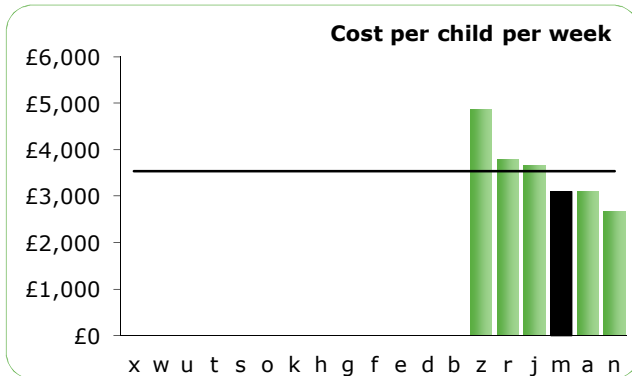
	Own	Average
FTE Care staff per Child	0.6	2.6
Care staff cost per FTE (£'k)	£196,215	£59,310



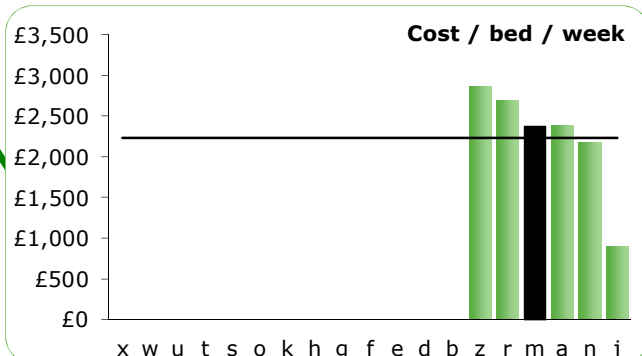
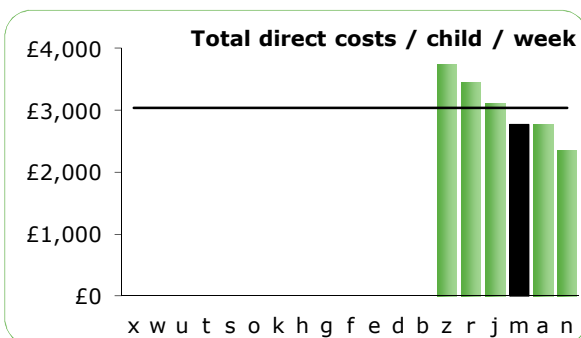
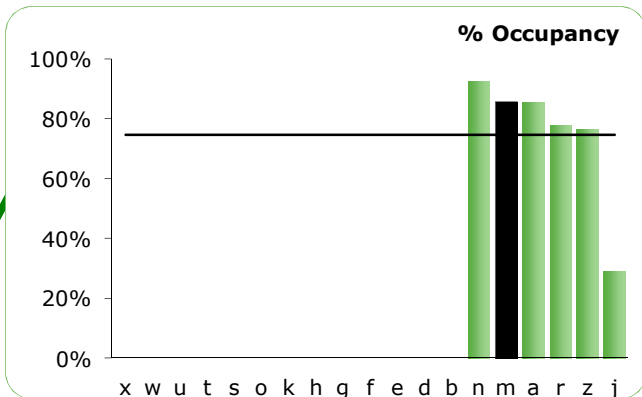
# LA CHILDRENS RESPITE HOMES: Inter-Authority Comparison

2016/17 Actuals

Headline comparisons



Gross Costs (£'k)	Own Average	
Total direct costs	869 k	£2,778 £3,038
Service overheads	77 k	£246 £121
Central overheads	25 k	£80 £374
Total cost	971 k	£3,104 £3,533

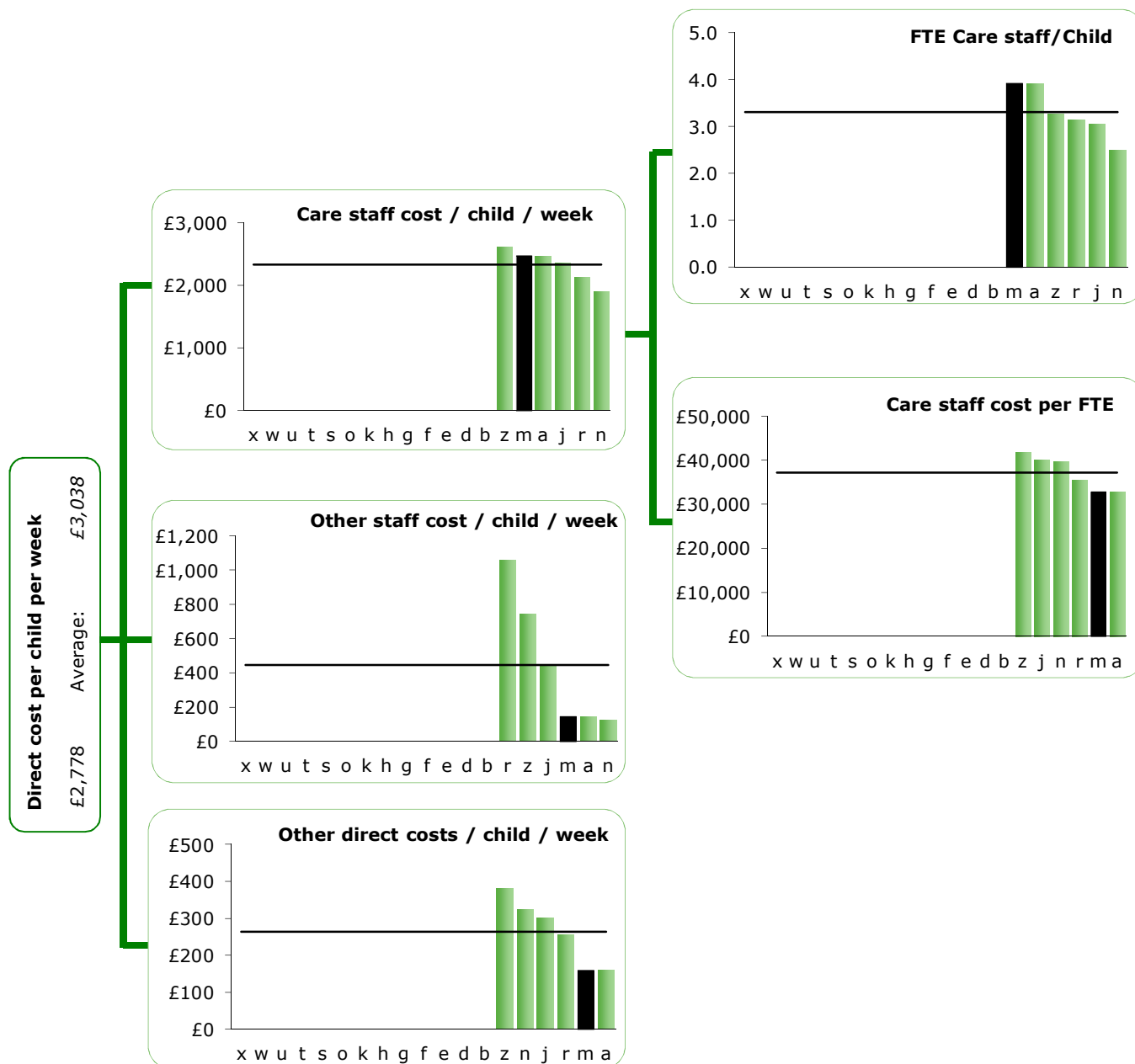


Capacity (beds)	7.0	Own Average	
Residents	6.0	85.7%	74.6%
Direct cost per bed per week		£2,381	£2,234

# LA CHILDRENS RESPITE HOMES: Inter-Authority Comparison

2016/17 Actuals

Breakdown of direct costs



## Cost per Child per Week (£)

### Gross Costs (£'k)

		Own	Average
Care staff costs	773 k	£2,471	£2,328
Other staff costs	46 k	£147	£446
Other direct costs	50 k	£160	£264
Total direct costs	869 k	£2,778	£3,038

Care staff FTE 23.5

	Own	Average
FTE Care staff per Child	3.9	3.3
Care staff cost per FTE (£'k)	£32,838	£37,154

## LA CHILDRENS NON-RESPITE HOMES: All Authorities' Homes 2016/17 Actuals



### Averages for all Local Authority Homes

Direct costs / child / week	£2,817
Occupancy	89%
Direct costs / place / week	£2,423
Care staff cost / place / week	£1,873
Other staff cost / place / week	£282
Other direct costs / place / week	£284
FTE care staff / place	2.8
Care staff Cost / FTE / Year	£37k

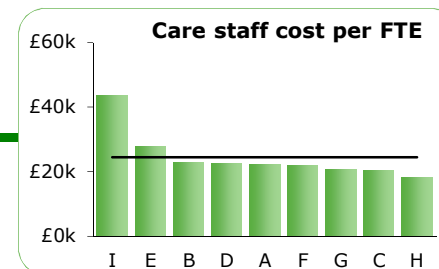
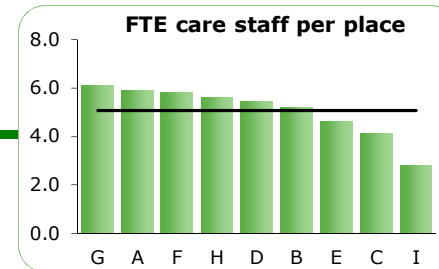
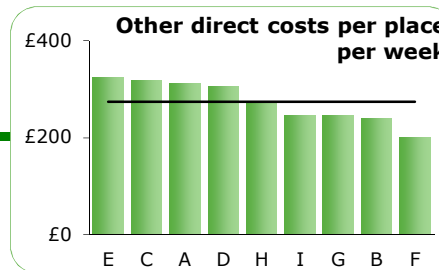
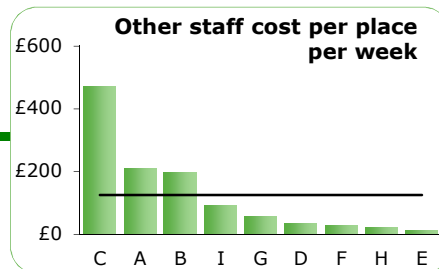
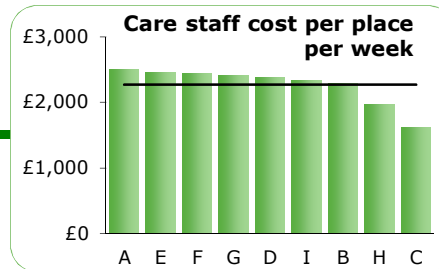
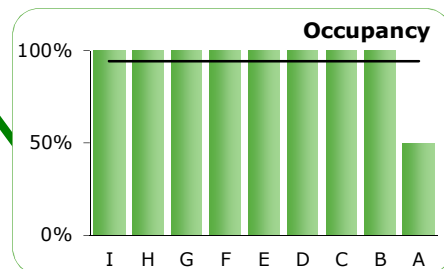
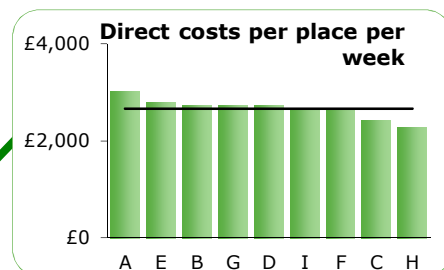
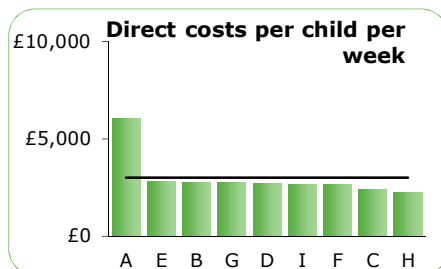
**Group Averages:** The averages on this page may differ slightly from the corresponding figures on the previous page as these are unweighted averages.

**Costs Comparisons:** Please note the figures here also do not include unallocated overheads & other costs.

**Cost per Place per Week:** These figures (and the following breakdown) show the costs as if the home were at full capacity.

## LA CHILDRENS NON-RESPITE HOMES: Barchester's Homes

### 2016/17 Actuals



#### Averages for Barchester Council's Homes

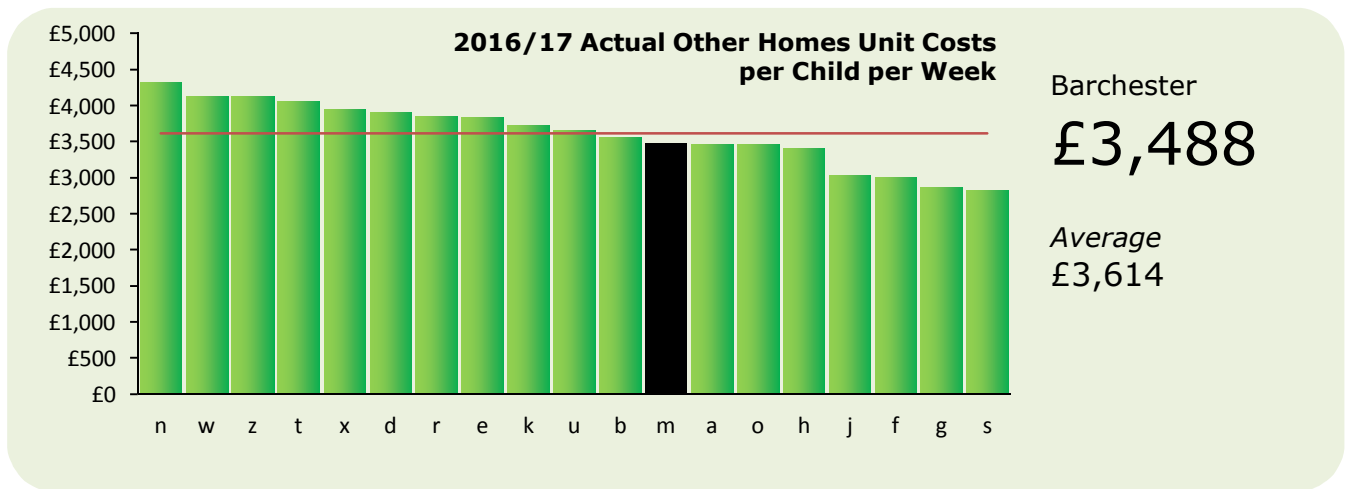
Direct costs / child / week	£3,003
Occupancy	94%
Direct costs / place / week	£2,667
Care staff cost / place / week	£2,269
Other staff cost / place / week	£124
Other direct costs / place / week	£274
FTE care staff / place	5.1
Care staff Cost / FTE / Year	£24k

**Small figures:** Homes with less than an average of one child over the year are excluded from Cost/Child calculations.

**Averages:** The averages on this page are unweighted averages and will therefore differ from the authority totals.

- A Home 1
- B Home 2
- C Home 3
- D Home 4
- E Home 5
- F Home 6
- G Home 7
- H Home 8
- I Home 9

## Section 2c: 2016/17 Other Homes Unit Costs

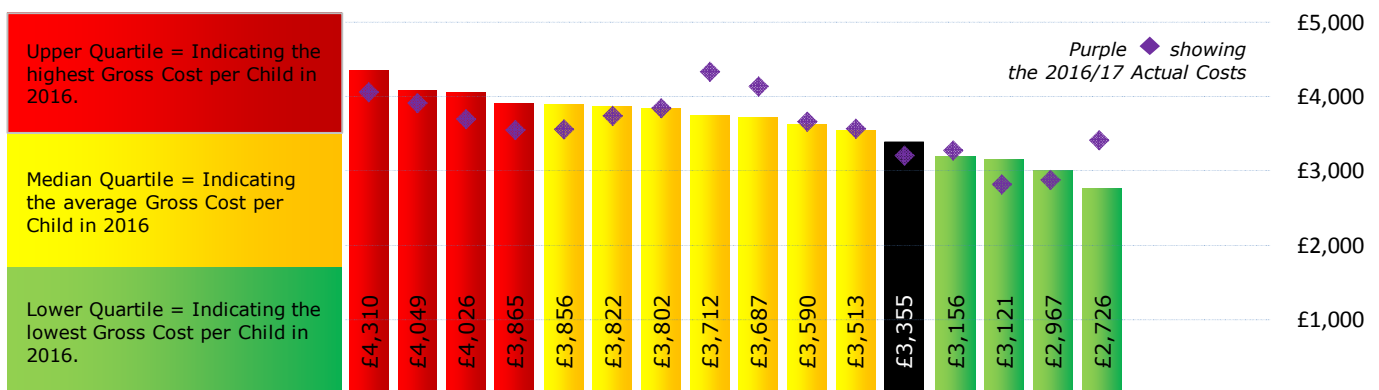


Data from the 2017 Children Looked After benchmarking club has shown actual other homes unit costs of looked after child per week of £3,488 for Barchester.

The graph below provides a comparison of your 2016/17 estimated own homes unit cost per child per week with your 2016/17 actual costs.

Your estimated 2016/17 figures have shown gross costs per child per week of £3,355, which placed you in the Median Range. Actual other homes unit costs have decreased by 4.5% compared to your 2016/17 estimated figures.

### Comparison of 2016/17 Estimated Other Homes Unit Costs per Child per Week with Actuals at 31st March 2017

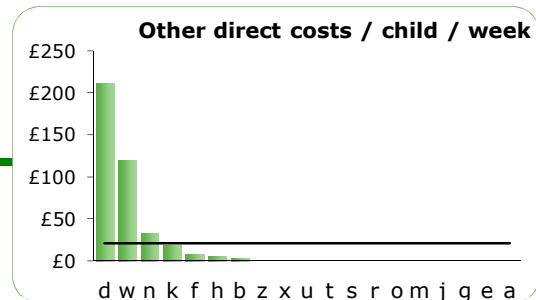
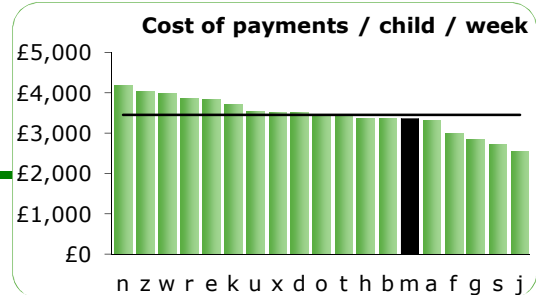
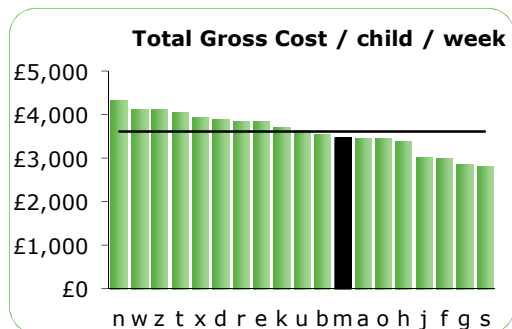


**Page 22 - 23** compares the unit cost for Other Homes broken down into "Payments" and other elements and compares them on an authority basis.

**Page 24** presents the range of "Payments" collected from members. The range is shown for all "Other Homes".

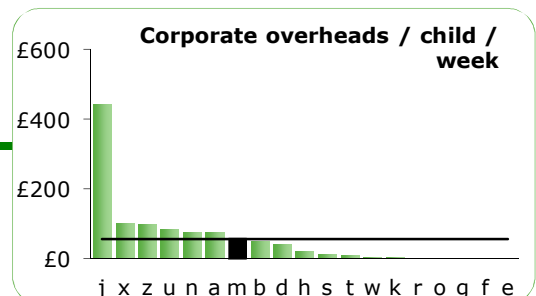
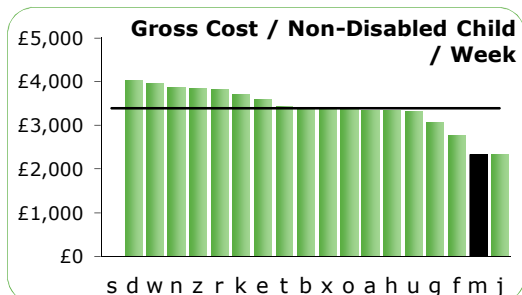
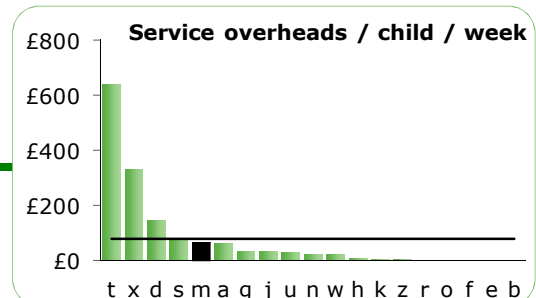
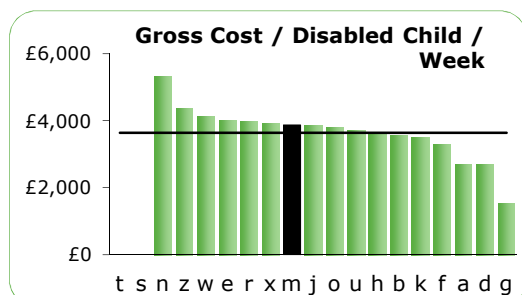
## OTHER CHILDRENS HOMES: Inter-Authority Comparison

2016/17 Actuals



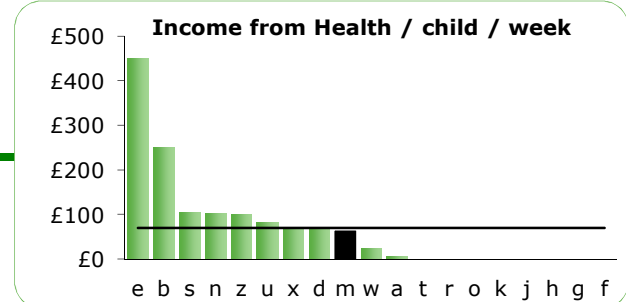
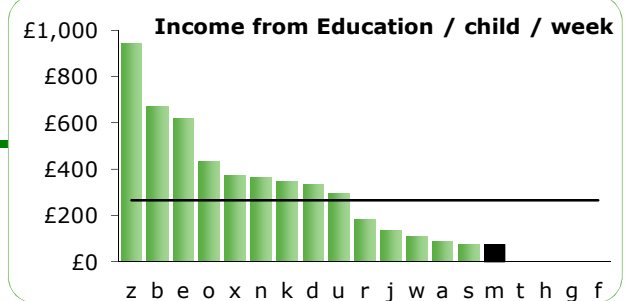
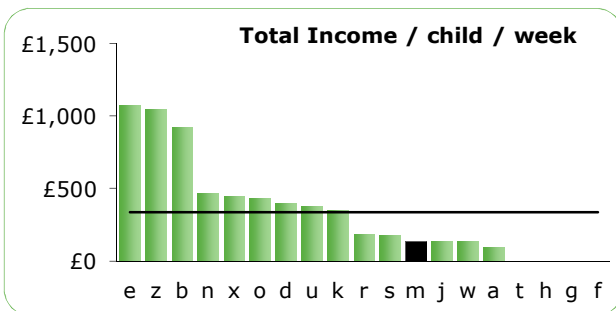
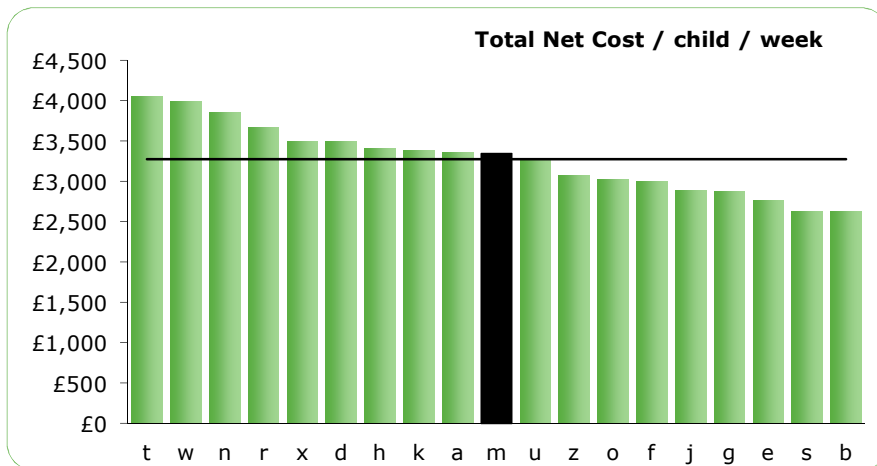
### Disabled / Non-Disabled Gross Cost

	Avg.
Disabled	£3,880
Non-Disabled	£2,338



	Children	Gross Annual Costs (£'k)	Cost per Child per Week	
			Average	
Summary from Table	17.7	3,107 k	£3,361	£3,450
+ Other direct costs		0 k	£0	£21
+ Service overheads		62 k	£67	£78
+ Corporate overheads		55 k	£59	£57
<b>Total</b>	<b>17.7</b>	<b>3,224 k</b>	<b>£3,488</b>	<b>£3,614</b>

## OTHER CHILDRENS HOMES: Inter-Authority Comparison 2016/17 Actuals



	Income (£'k)	Income per Child per Week	
		Average	
Education	68 k	£74	£266
Health	58 k	£63	£70
Other	0 k	£0	£0
<b>Total</b>	<b>127 k</b>	<b>£137</b>	<b>£336</b>

	Net Annual Cost (£'k)	Net Cost per Child per Week	
		Average	
<b>Total</b>	<b>3,098 k</b>	<b>£3,351</b>	<b>£3,278</b>

## OTHER CHILDRENS HOMES

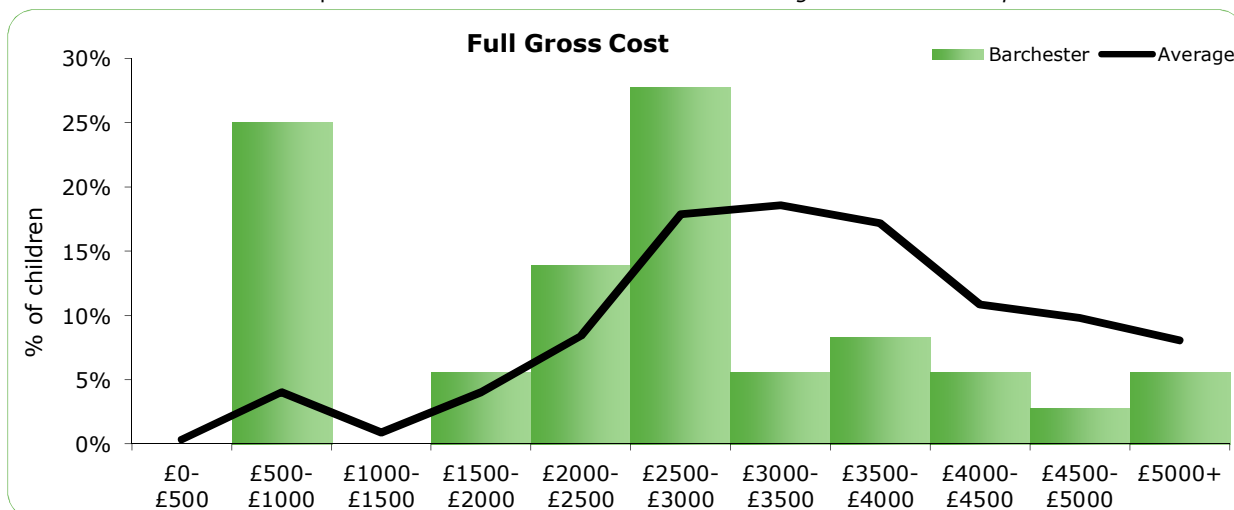
### Breakdown of costs by Band - 2016/17 Actuals

The graphs below display the distribution of other homes payments derived from the data collected in the questionnaire.

The y-axis displays as a % of Children in 'Other Homes'.

Data from 36 Barchester placements

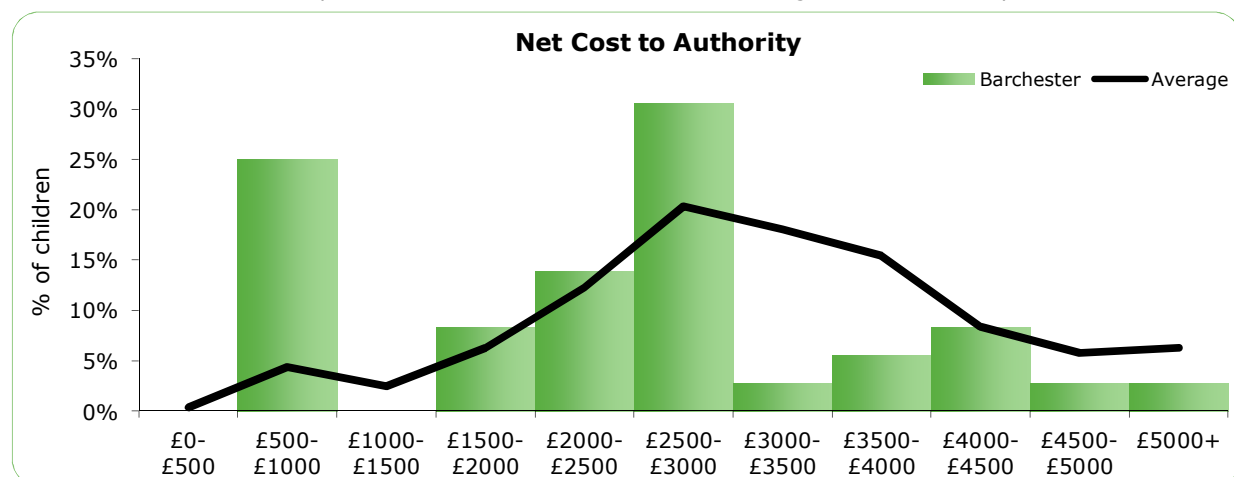
Average: Data from 571 placements



#	0	9	0	2	5	10	2	3	2	1	2
%	0.0%	25.0%	0.0%	5.6%	13.9%	27.8%	5.6%	8.3%	5.6%	2.8%	5.6%
Avg	0.4%	4.0%	0.9%	4.0%	8.4%	17.9%	18.6%	17.2%	10.9%	9.8%	8.1%

Data from 36 Barchester placements

Average: Data from 571 placements

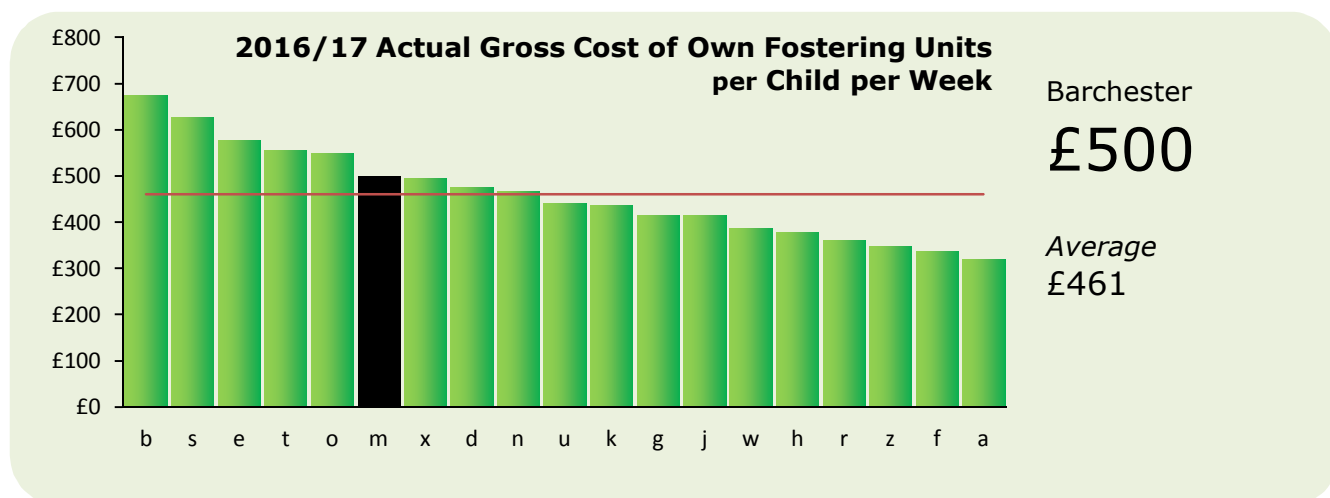


#	0	9	0	3	5	11	1	2	3	1	1
%	0.0%	25.0%	0.0%	8.3%	13.9%	30.6%	2.8%	5.6%	8.3%	2.8%	2.8%
Avg	0.4%	4.4%	2.5%	6.3%	12.3%	20.3%	18.0%	15.4%	8.4%	5.8%	6.3%





## Section 2d: 2016/17 Fostering Unit Costs

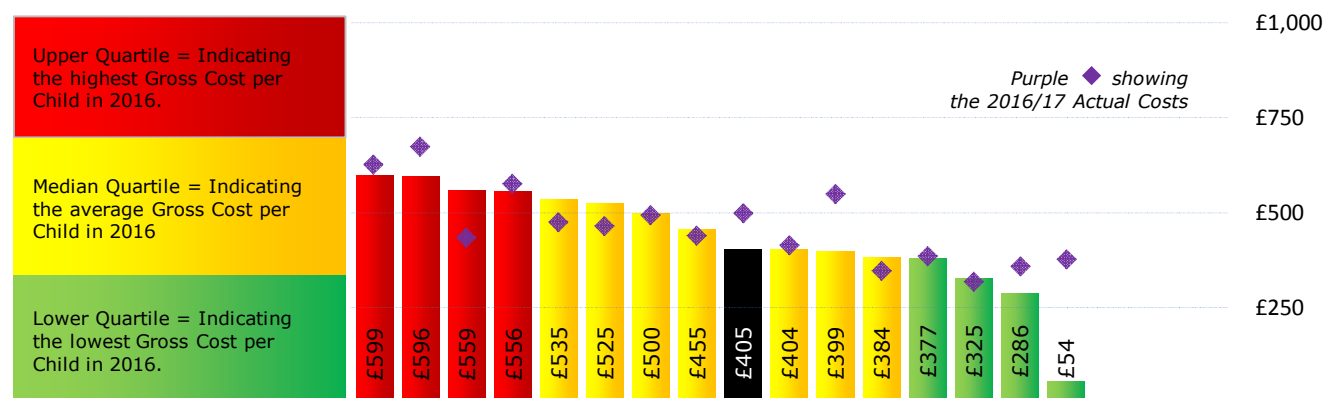


Data from the 2017 Children Looked After benchmarking club has shown an actual gross cost for your own fostering units per looked after child per week of £500 for Barchester.

The graph below provides a comparison of your 2016/17 estimated own homes unit cost per child per week with your 2016/17 actual costs.

Your estimated 2016/17 figures have shown a gross cost per child per week of £405, which placed you in the Median Range. Actual costs of own fostering units have increased by 23.3% compared to your 2016/17 estimated figures.

### Comparison of 2016/17 Estimated Own Fostering Unit Costs per Child per Week with Actuals at 31st March 2017



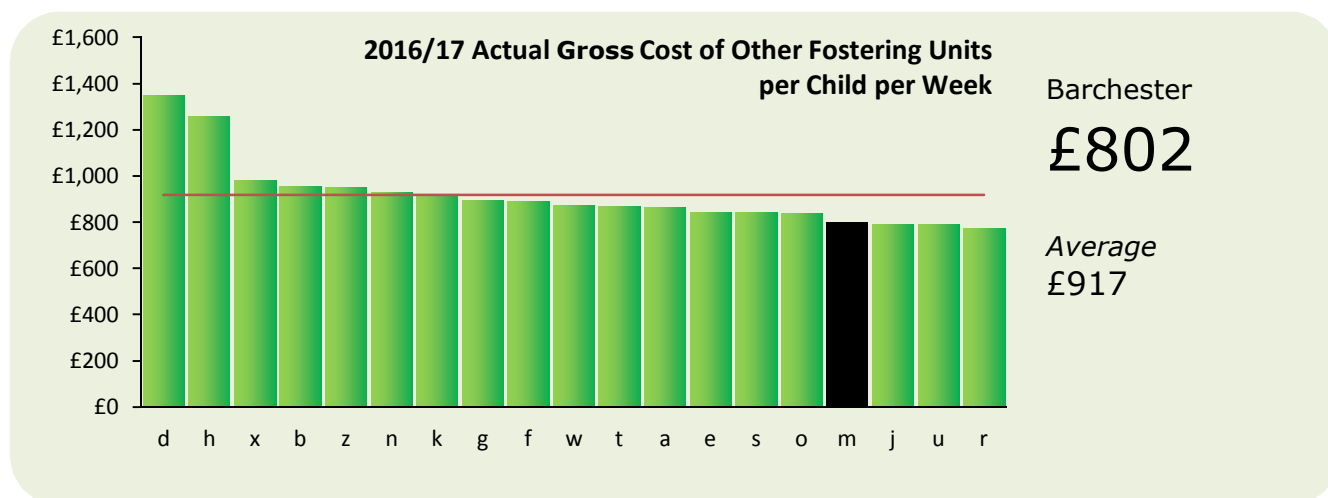
### LA Fostering

**Page 28** breaks down the unit cost for LA Foster Care into the breakdown collected in the questionnaire.

**Page 29** presents the range of LA Foster Care "Foster Payments".

**Page 30** looks at this split by kinship care and non-kinship care placements.

## Section 2d: 2016/17 Fostering Unit Costs

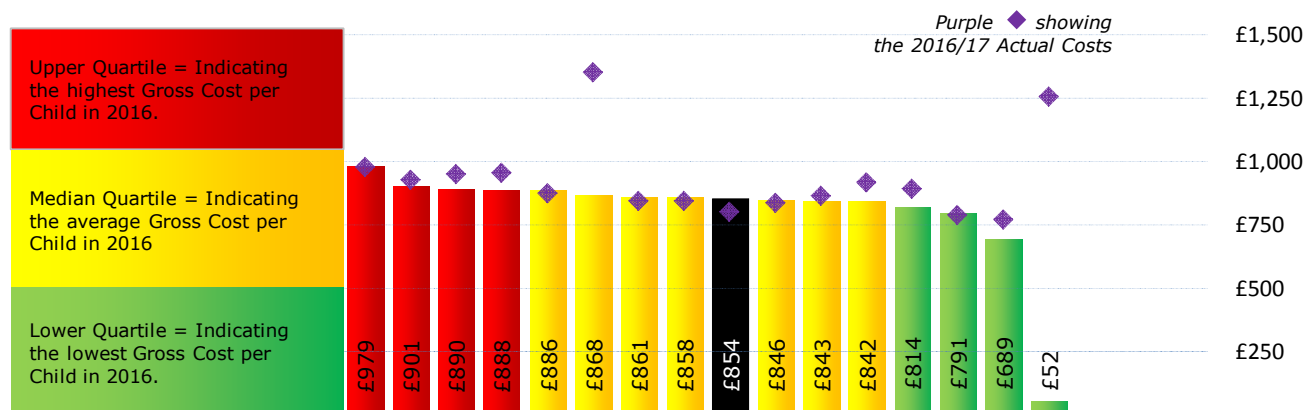


Data from the 2017 Children Looked After benchmarking club has shown an actual gross cost for other fostering units per looked after child per week of £802 for Barchester.

The graph below provides a comparison of your 2016/17 estimated own homes unit cost per child per week with your 2016/17 actual costs.

Your estimated 2016/17 figures have shown a gross cost per child per week of £854, which placed you in the Median Range. Actual costs of other fostering units have decreased by 6.1% compared to your 2016/17 estimated figures.

### Comparison of 2016/17 Estimated Other Fostering Unit Costs per Child per Week with Actuals at 31st March 2017



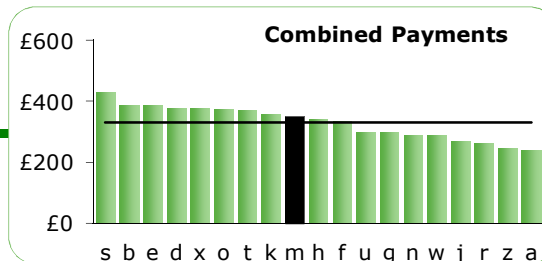
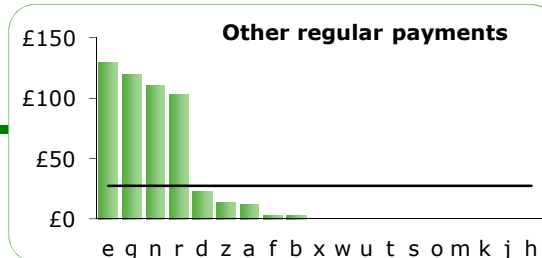
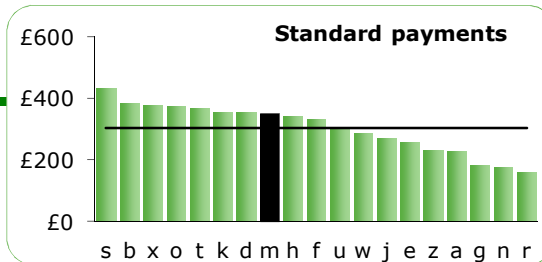
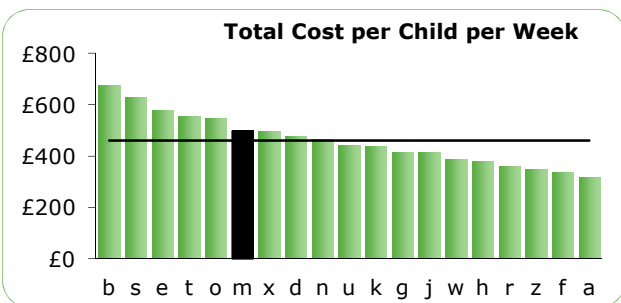
### Other Fostering

**Page 31** breaks down the unit cost for Other Foster Care into the breakdown collected in the questionnaire.

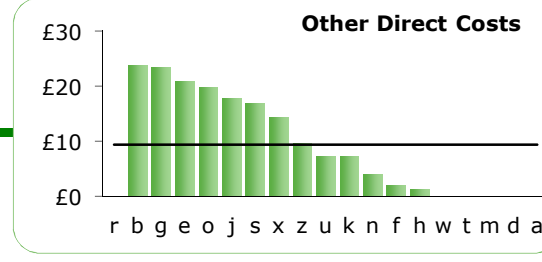
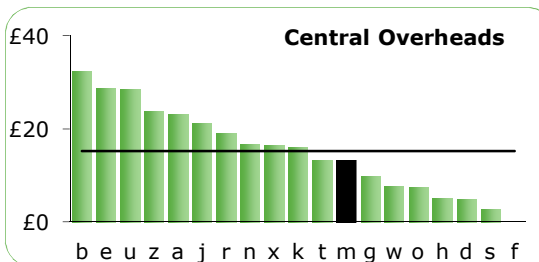
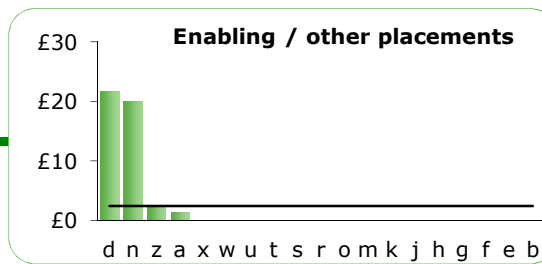
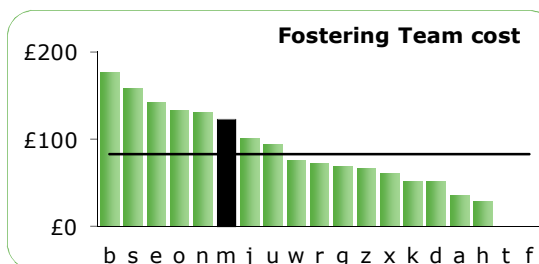
**Page 32** presents the range of Other Foster Care "Foster Payments".

# LA FOSTER CARE: Inter-Authority Comparison

## 2016/17 Actuals

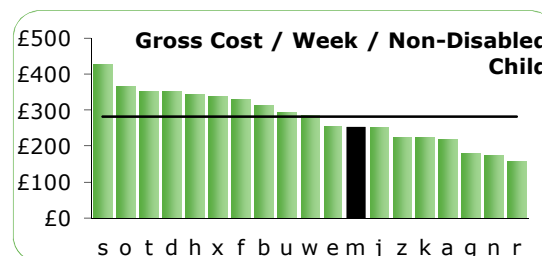
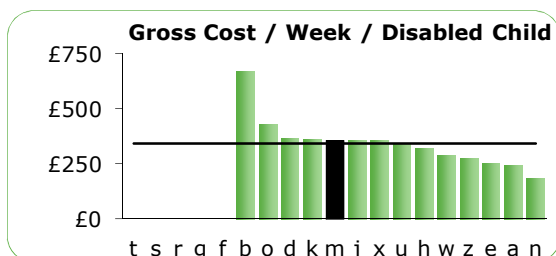
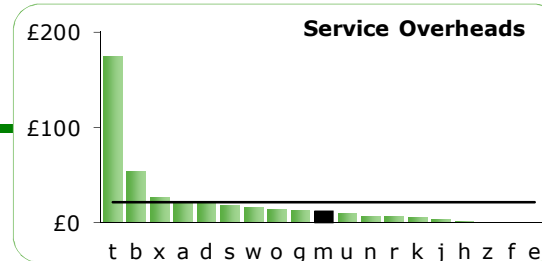


Gross Costs (£'k)	Cost per Child per Week	Children
	Average	
Standard payments	2,395 k	£351 £303 131
Other regular payments	0 k	£0 £27
Enabling / other placements	0 k	£0 £2
Fostering Team cost	841 k	£123 £83
Other Direct Costs	0 k	£0 £9
Service Overheads	86 k	£13 £21
Central Overheads	91 k	£13 £15
<b>Total</b>	<b>3,413 k</b>	<b>£500 £461 131</b>



### Disabled / Non-Disabled Gross Cost

	Avg.
Disabled	£358 £344
Non-Disabled	£253 £282



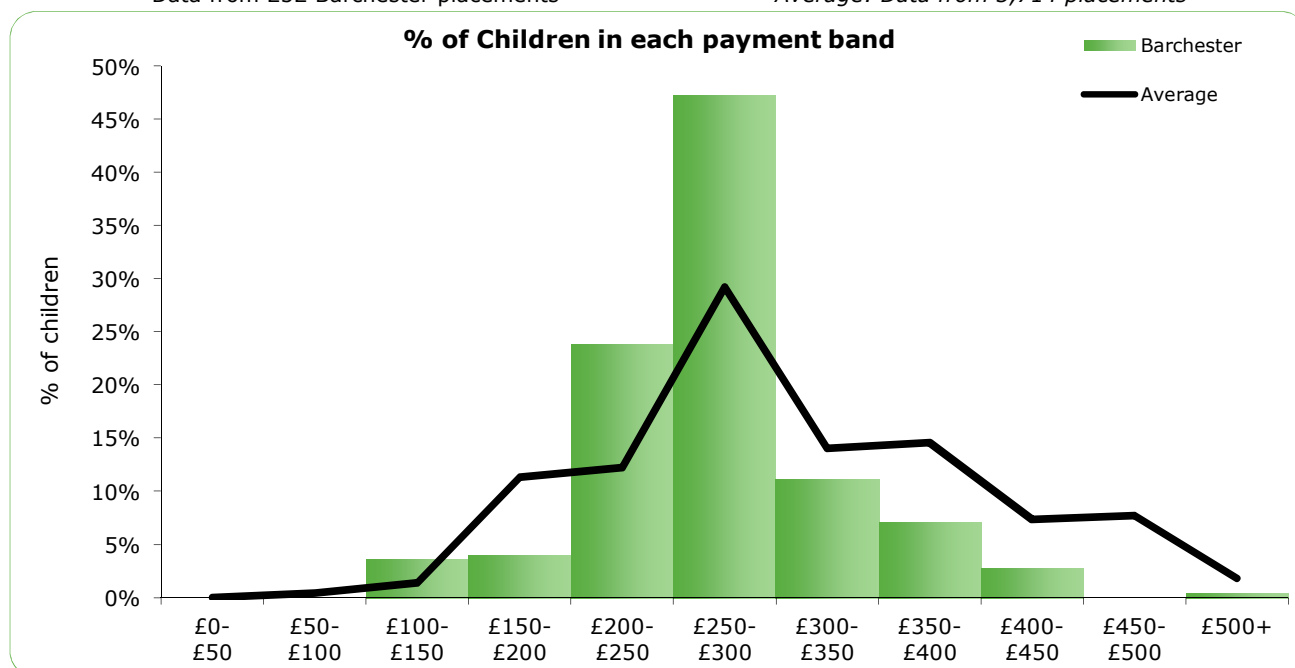
## LA Foster Payments

The graph below displays the distribution of LA Foster Payments derived from the data collected in the questionnaires. Where appropriate the figures collected have been adjusted to give weekly figures (e.g. values for '56 week' years have been increased slightly) and "Other Payments to Carers" payments have been apportioned in.

### ALL PLACEMENTS

Data from 252 Barchester placements

Average: Data from 3,714 placements



#	0	0	9	10	60	119	28	18	7	0	1
%	0.0%	0.0%	3.6%	4.0%	23.8%	47.2%	11.1%	7.1%	2.8%	0.0%	0.4%
Avg	0.0%	0.4%	1.4%	11.3%	12.2%	29.2%	14.1%	14.6%	7.3%	7.7%	1.8%

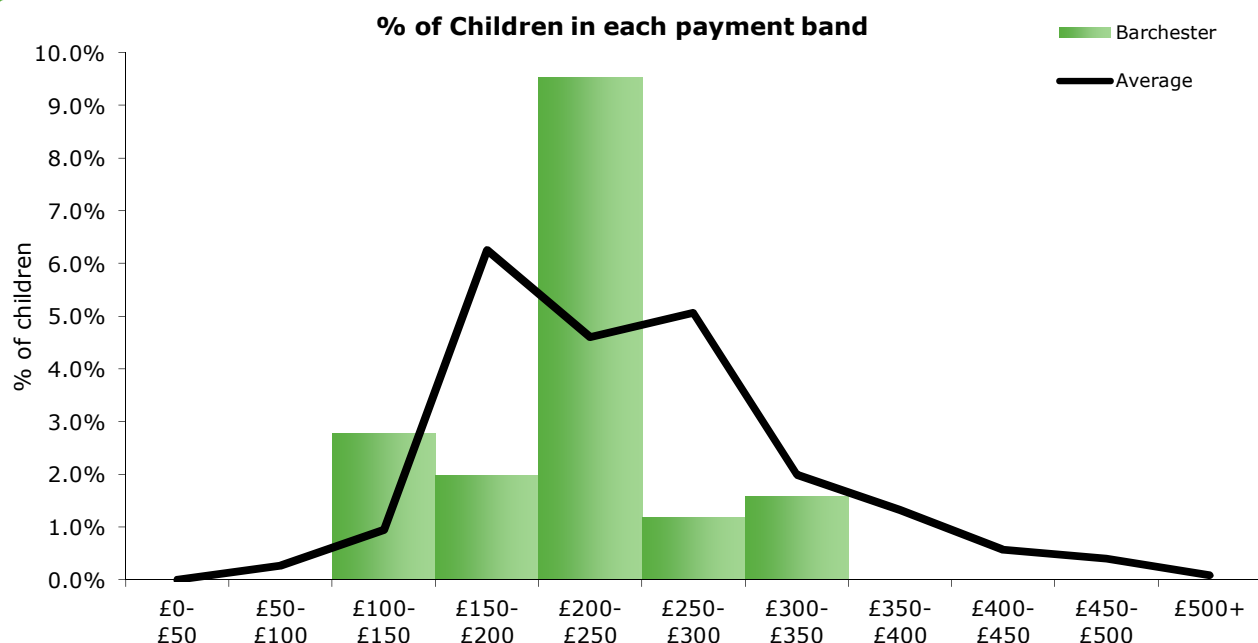
## LA Foster Payments - Kinship Care

In this year's questionnaire the Foster Payments were tagged as kinship care placements or non-kinship care placement. This page repeats the analysis on the previous page, but splits the data between these two types of placement. Figures are shown as a percentage of the total number of placements.

### PLACEMENTS TAGGED AS KINSHIP CARE

Data from 43 Barchester placements

Average: Data from 798 placements

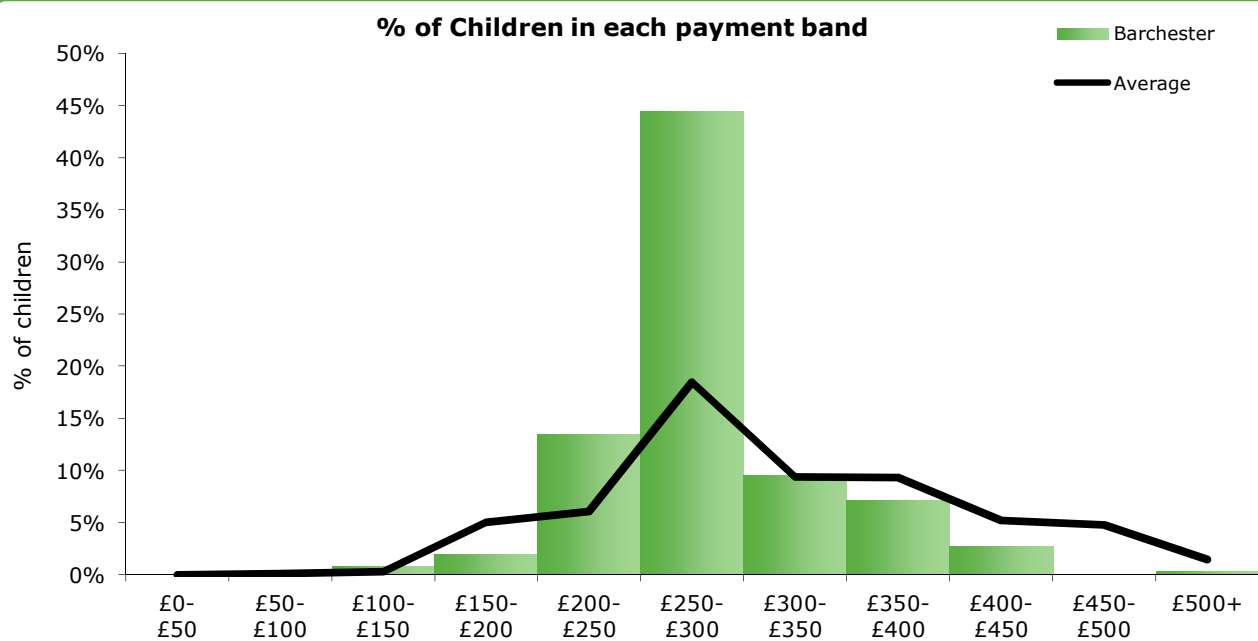


#	0	0	7	5	24	3	4	0	0	0	0
%	0.0%	0.0%	2.8%	2.0%	9.5%	1.2%	1.6%	0.0%	0.0%	0.0%	0.0%
Avg	0.0%	0.3%	0.9%	6.2%	4.6%	5.1%	2.0%	1.3%	0.6%	0.4%	0.1%

### PLACEMENTS TAGGED AS NOT KINSHIP CARE

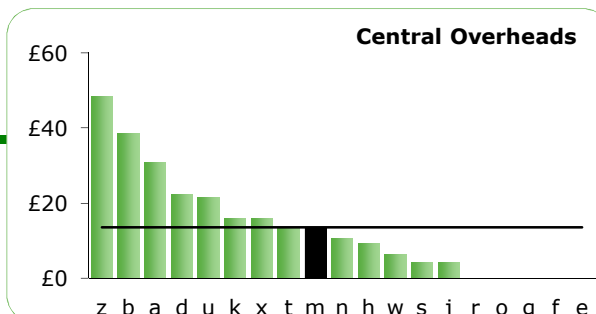
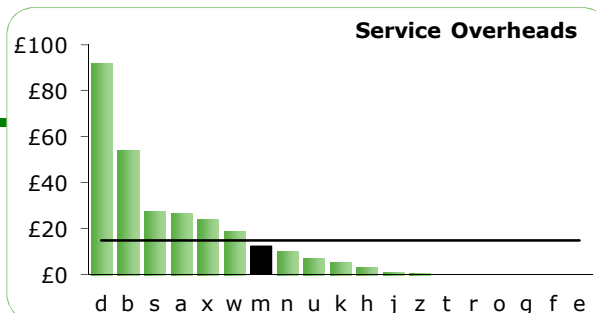
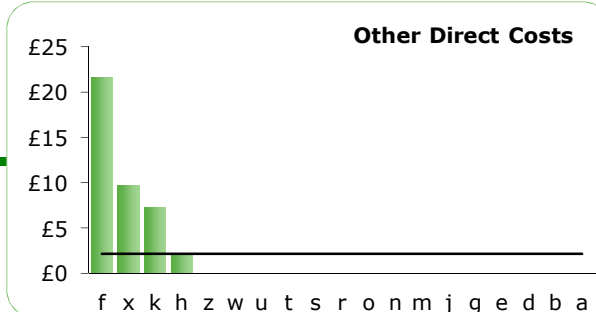
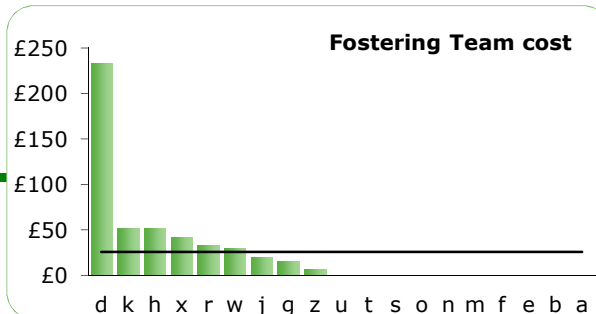
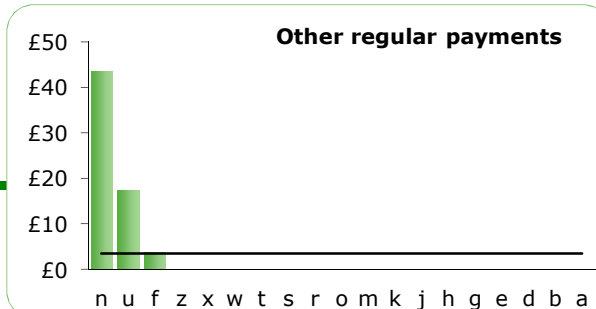
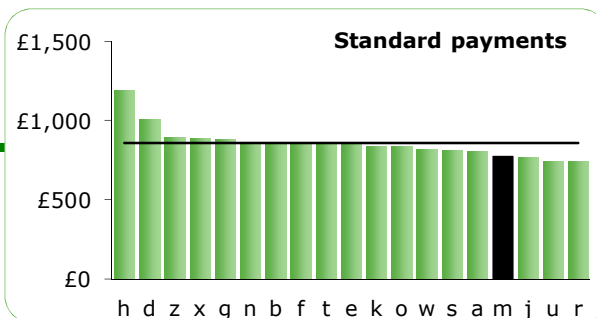
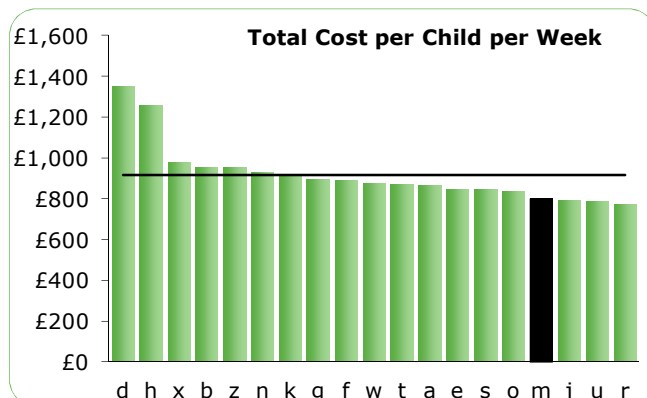
Data from 203 Barchester placements

Average: Data from 2,227 placements



#	0	0	2	5	34	112	24	18	7	0	1
%	0.0%	0.0%	0.8%	2.0%	13.5%	44.4%	9.5%	7.1%	2.8%	0.0%	0.4%
Avg	0.0%	0.1%	0.3%	5.0%	6.1%	18.5%	9.3%	9.3%	5.2%	4.8%	1.4%

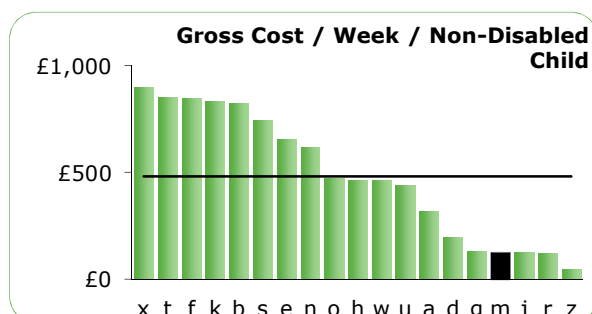
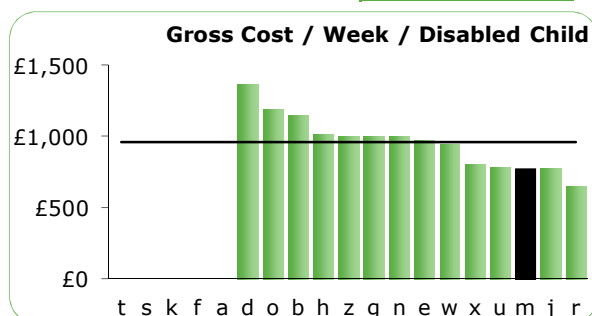
## OTHER FOSTER CARE: Inter-Authority Comparison 2016/17 Actuals



Gross Costs (£'k)	Cost per Child per Week		Children	
	Average			
Standard payments	3,237 k	£776	£858	80
Other regular payments	0 k	£0	£3	
Enabling placements	0 k	£0	£0	
Fostering Team cost	0 k	£0	£25	
Other Direct Costs	0 k	£0	£2	
Service Overheads	52 k	£12	£15	
Central Overheads	56 k	£13	£13	
Total	3,345 k	£802	£917	

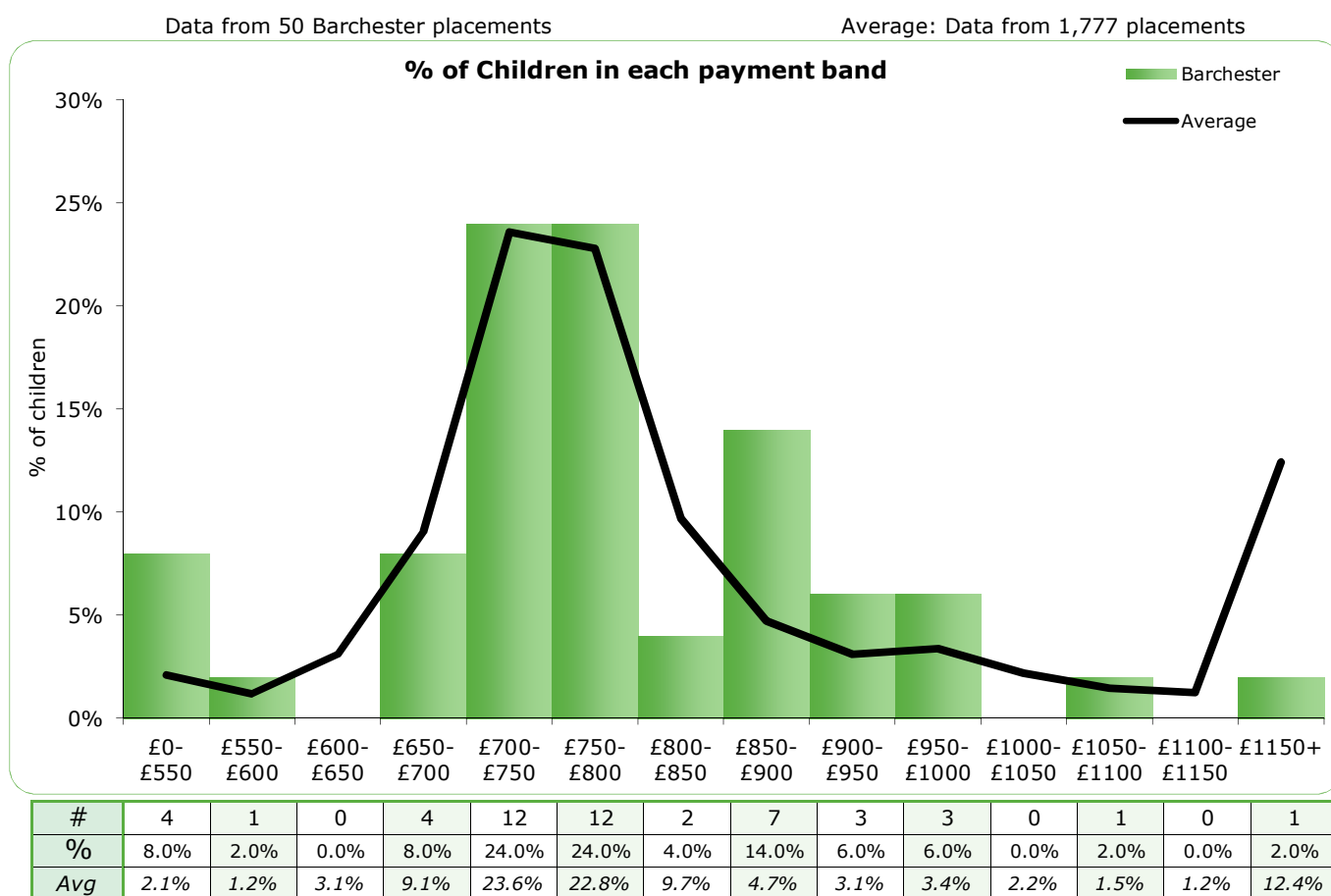
### Disabled / Non-Disabled Gross Cost

		Avg.
Disabled	£773	£959
Non-Disabled	£126	£482



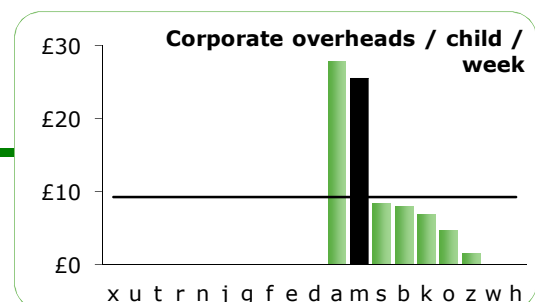
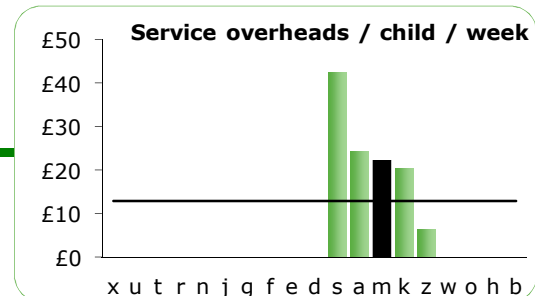
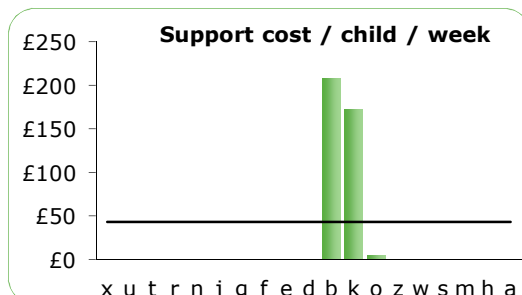
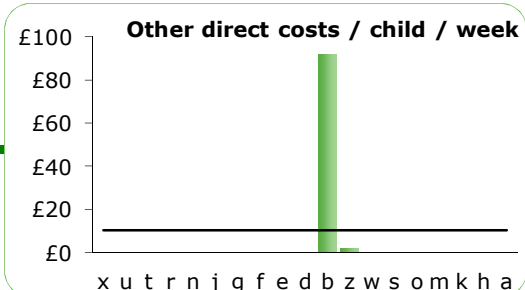
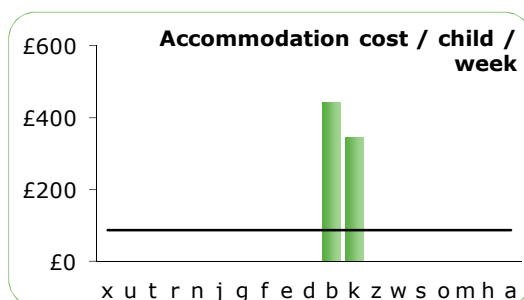
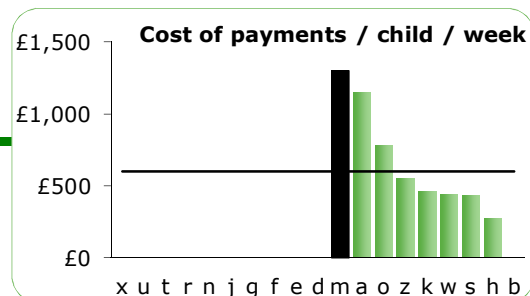
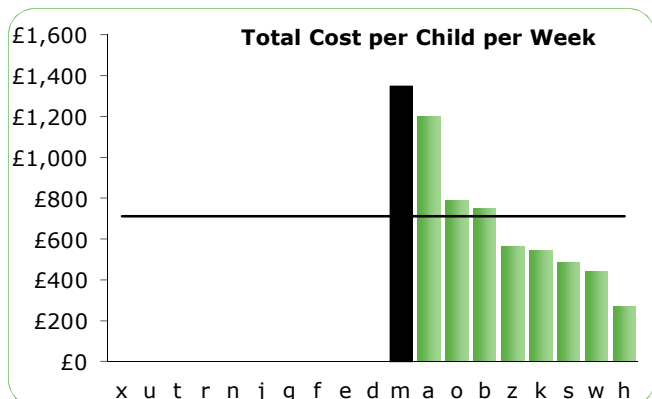
## Other Foster Payments

The graph below displays the distribution of other Foster Payments derived from the data collected in the questionnaires. Where appropriate the figures collected have been adjusted to give weekly figures (e.g. values for '56 week' years have been increased slightly) and "Other Payments to Carers" payments have been apportioned in.



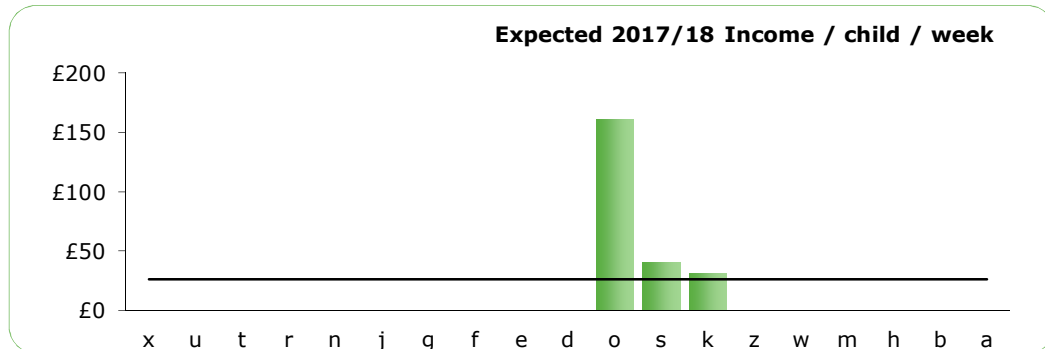
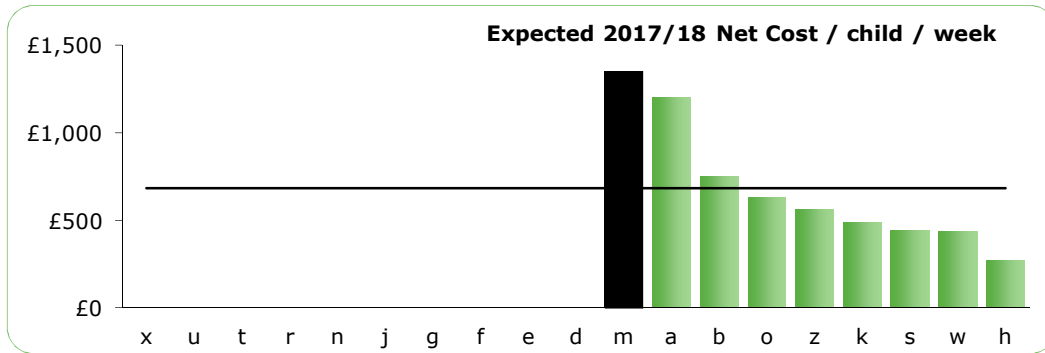


## SEMI-INDEPENDENT LIVING: Inter-Authority Comparison 2016/17 Actuals



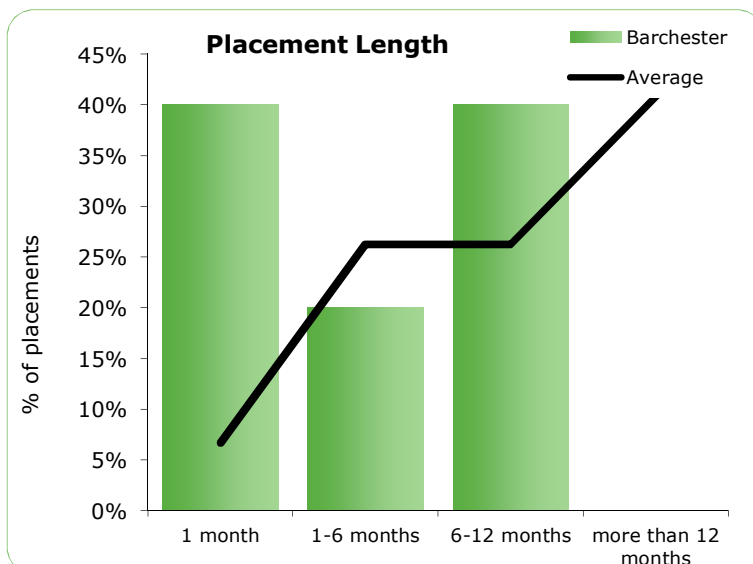
	Children	Gross Annual Costs (£'k)	Cost per Child per Week	
			Average	
Summary from Table	6.0	408 k	£1,304	£600
+ Accommodation cost		0 k	0 k	88 k
+ Support cost		0 k	0 k	43 k
+ Other direct costs		0 k	0 k	10 k
+ Service overheads		7 k	22 k	13 k
+ Corporate overheads		8 k	26 k	9 k
+/- Adjustments	0.0	0 k	0 k	-52 k
<b>Total</b>	<b>6.0</b>	<b>423 k</b>	<b>£1,352</b>	<b>£711</b>

## SEMI-INDEPENDENT LIVING: Inter-Authority Comparison



	Income (£'k)	Income per Child per Week	
		Average	
Education	0 k	£0	£0
Health	0 k	£0	£0
Other	0 k	£0	£26
<b>Total</b>	<b>0 k</b>	<b>£0</b>	<b>£26</b>

	Net Annual Cost (£'k)	Net Cost per Child per Week	
		Average	
<b>Total</b>	<b>423 k</b>	<b>£1,352</b>	<b>£682</b>



Data for length of placements for 5 Barchester placements.

	#	%	Avg
1 month	2	40%	7%
1-6 months	1	20%	26%
6-12 months	2	40%	26%
more than 12 months	0	0%	41%

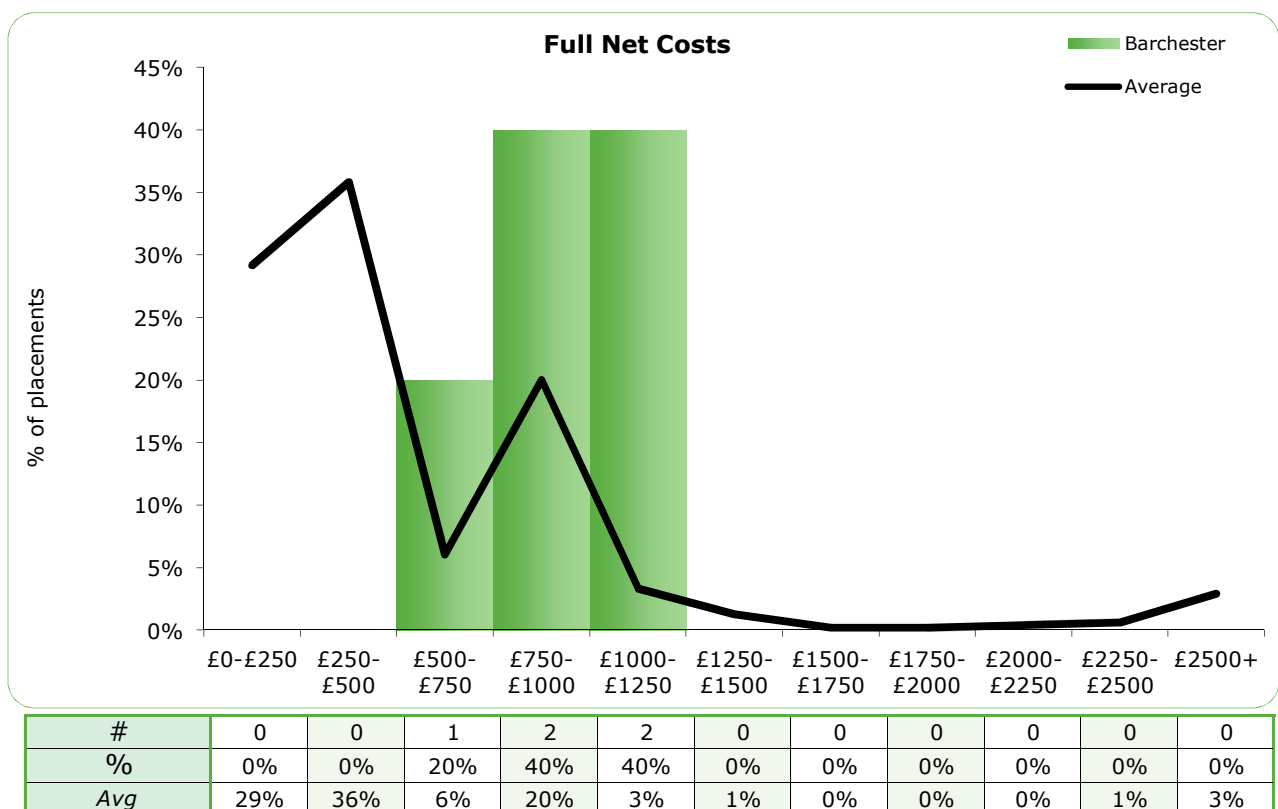
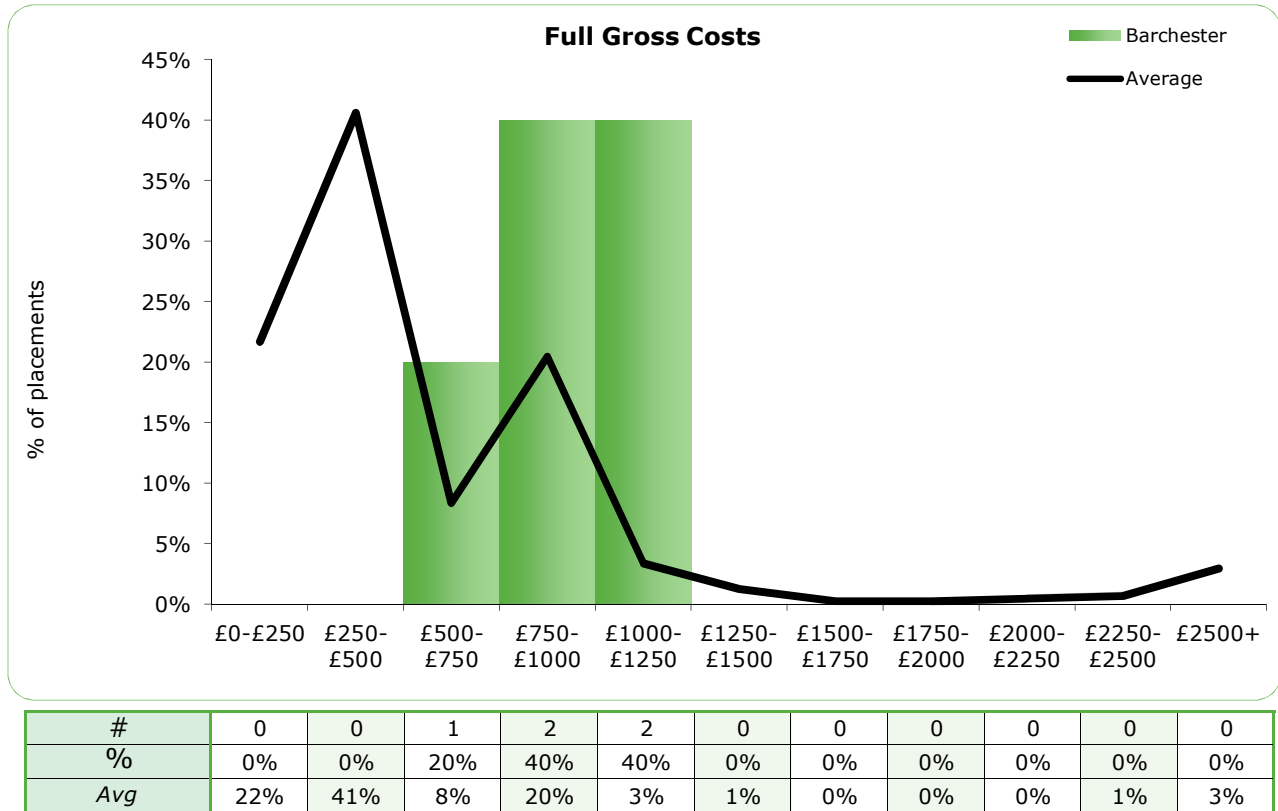
# SEMI-INDEPENDENT LIVING

## 2016/17 Actuals

The graphs below display the distribution of Semi-Independent Living Payments derived from the data collected in the supplementary questionnaires.

Data from 5 Barchester placements

Average: Data from 480 placements



## SEMI-INDEPENDENT LIVING

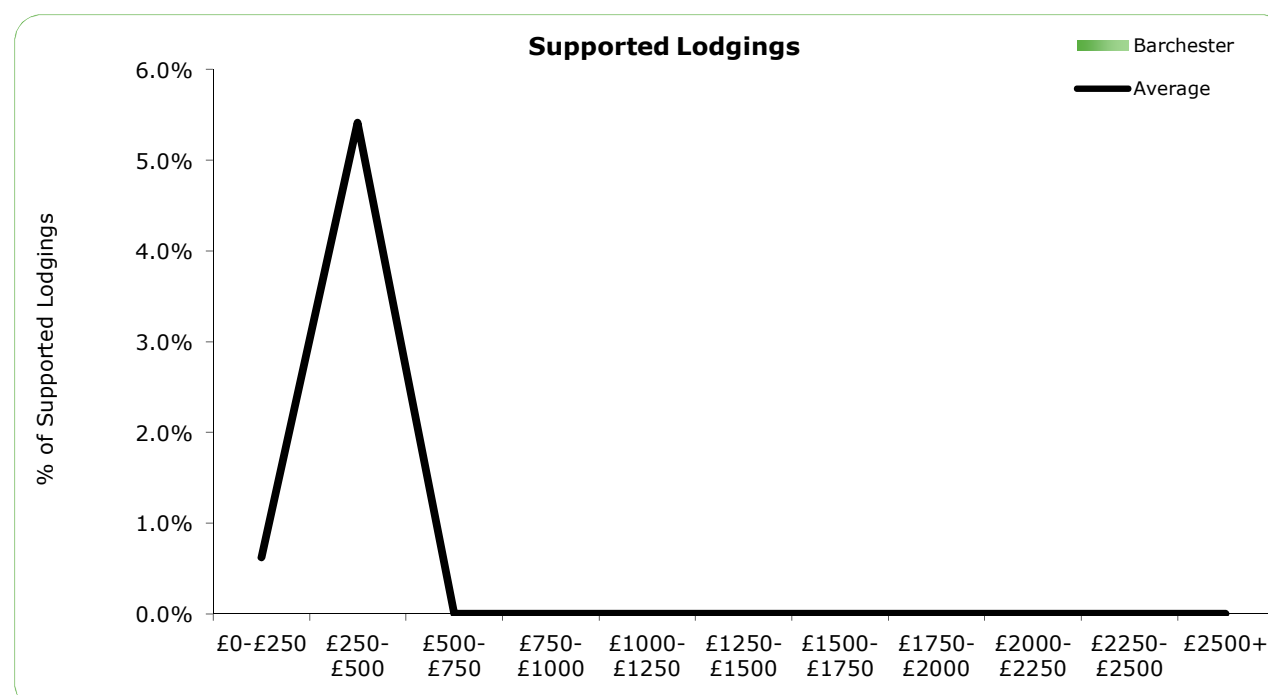
The graphs below display the distribution of the type of accommodations for each pay band derived from the data collected in the supplementary questionnaires.

Data from 5 Barchester placements

Average: Data from 480 placements



#	0	0	1	2	2	0	0	0	0	0	0
%	0%	0%	20%	40%	40%	0%	0%	0%	0%	0%	0%
Avg	14%	11%	6%	16%	3%	1%	0%	0%	0%	1%	3%



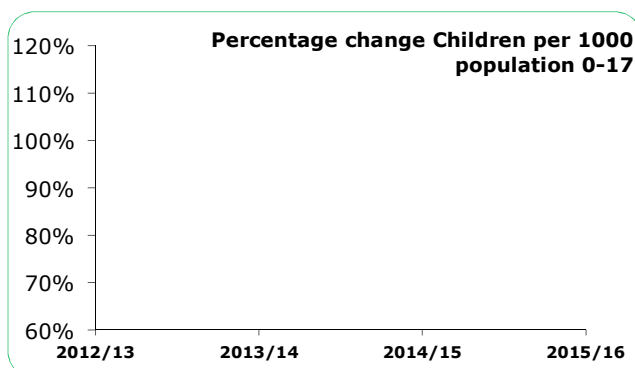
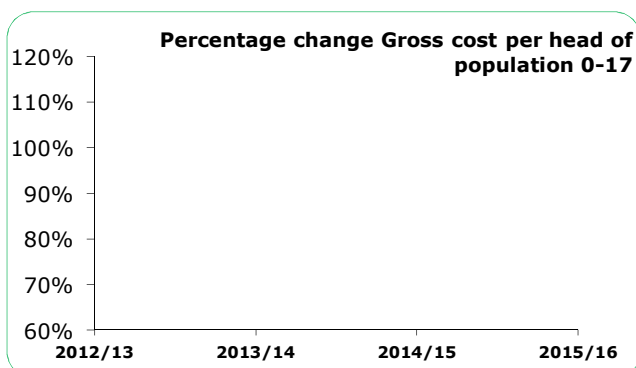
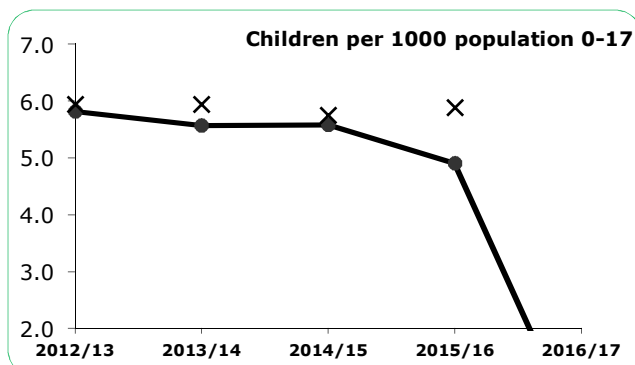
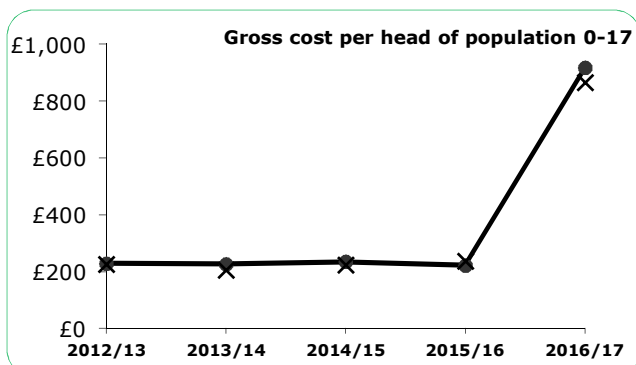
#	na	na	na	na	na	na	na	na	na	na	na
%	na	na	na	na	na	na	na	na	na	na	na
Avg	1%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## Section 3: Time Series

	2012/13		2013/14		2014/15		2015/16		2016/17	
	Value	Avg.	Value	Avg.	Value	Avg.	Value	Avg.	Value	Avg.
Gross cost per head of population 0-17	£226.0	£228.5	£206.2	£226.3	£223.3	£234.5	£237.2	£222.6	£866.2	£916.4
Children per 1000 population 0-17	5.9	5.8	5.9	5.6	5.8	5.6	5.9	4.9	na	#DIV/0!
	%	Avg.	%	Avg.	%	Avg.	%	Avg.	Percentages represent the change for each year compared to 2017 figures.	
Gross cost per head of population 0-17	<min	<min	<min	<min	<min	<min	<min	<min		
Children per 1000 population 0-17	na	na	na	na	na	na	na	na		

### KEY:

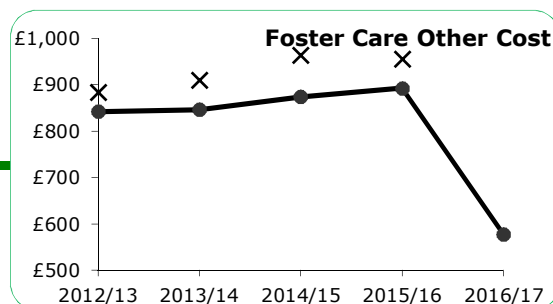
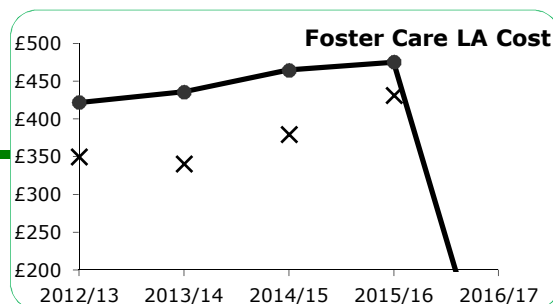
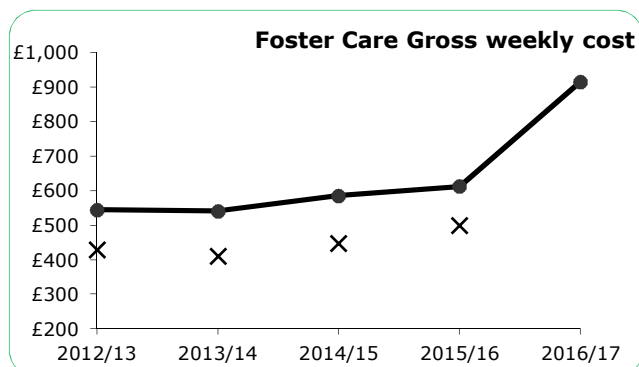
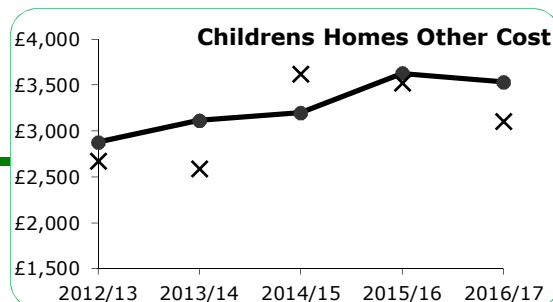
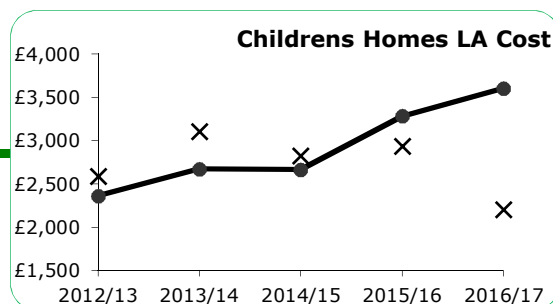
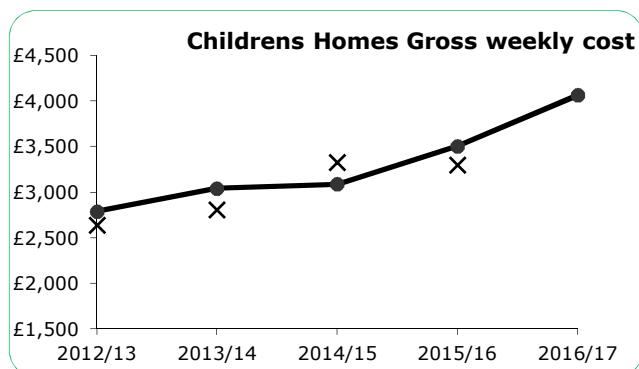
Black Line —●— Club Average  
 Crosses X X Barchester



Times Series		Childrens Homes		Gross weekly cost	Foster Care		Gross weekly cost
		LA	Other		LA	Other	
<b>2012/13</b>	Values	£2,588	£2,674	£2,638	£350	£884	£428
	Avg.	£2,361	£2,876	£2,790	£422	£842	£544
<b>2013/14</b>	Values	£3,108	£2,593	£2,810	£341	£909	£410
	Avg.	£2,670	£3,115	£3,040	£436	£846	£540
<b>2014/15</b>	Values	£2,824	£3,622	£3,324	£379	£963	£448
	Avg.	£2,664	£3,198	£3,086	£464	£873	£585
<b>2015/16</b>	Values	£2,934	£3,523	£3,297	£431	£956	£498
	Avg.	£3,281	£3,625	£3,503	£475	£892	£612
<b>2016/17</b>	Values	£2,202	£3,104	na	£12	na	na
	Avg.	£3,603	£3,533	£4,062	£9	£578	£915

#### KEY:

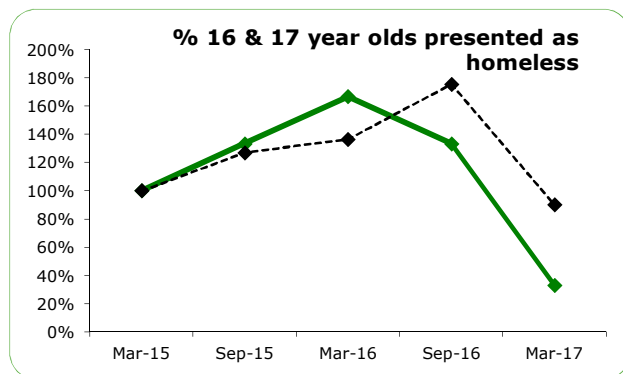
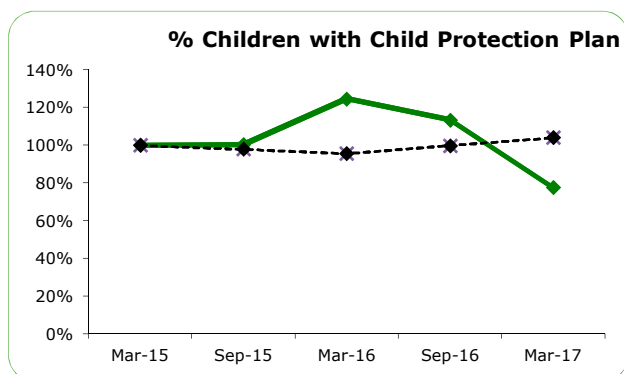
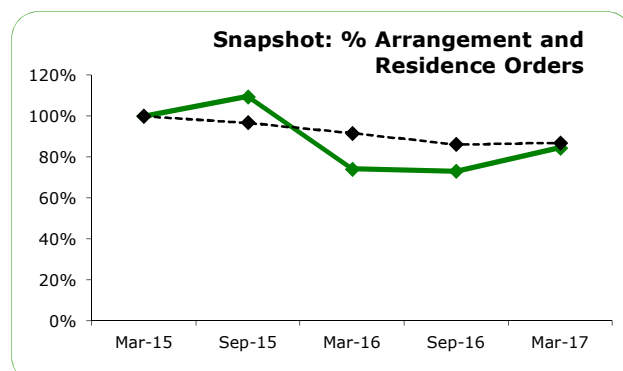
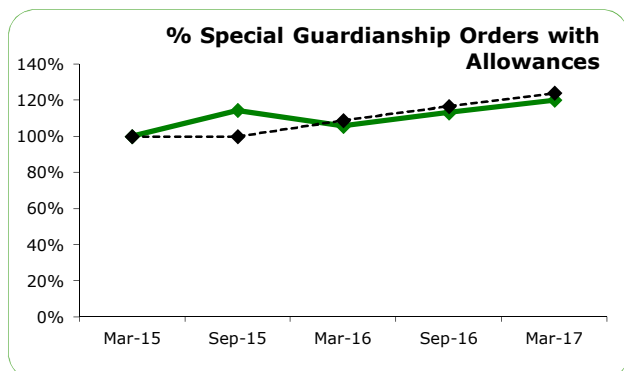
Black Line —●— Club Average  
Crosses X X Barchester



## **Section 4: Activity**

<b>Page 40</b>	<b>TRENDS:</b>	<b>Special Guardianship Orders Child Arrangement Orders and Residence Orders Child Protection Plans 16 &amp; 17 year olds presented as homeless</b>
<b>Page 41</b>	<b>TRENDS:</b>	<b>Initial Contacts Referrals Initial Assessments Core Assessments Continual Assessments</b>
<b>Page 42</b>		<b>Foster Carer Households</b>

## ACTIVITY & WORKLOAD TRENDS

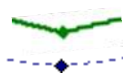


The questionnaire asks for activity measures over 3 years. These results are shown below as a percentage of the initial activity level at 31/03/2015.

% Figures only calculated where data is available for all six points.

Group Total figures are calculated from the total numbers from all authorities.

Barchester  
Group Total



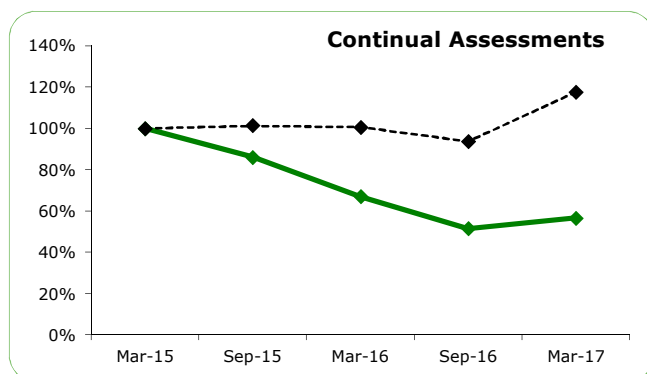
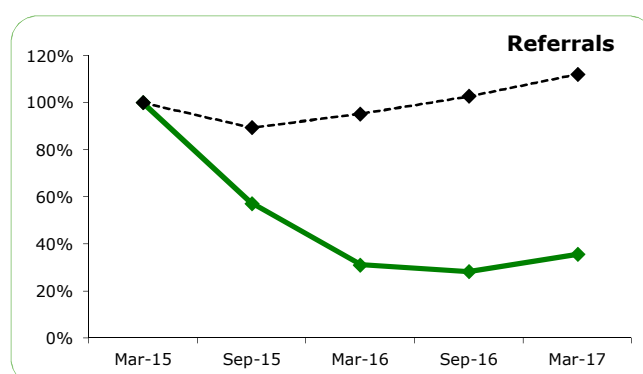
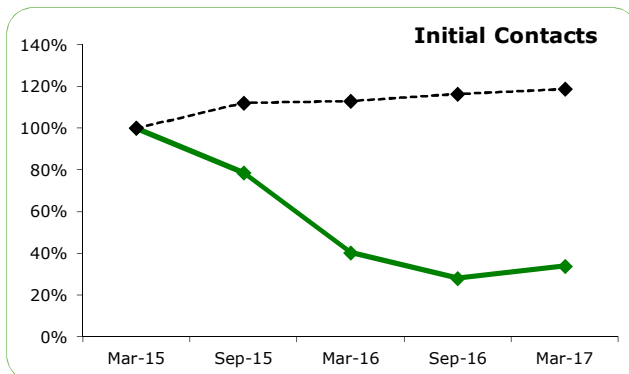
	31/03/15	30/09/15	31/03/16	30/09/16	31/03/17
Special Guardianship Orders with Allowances	<b>159</b>	<b>182</b>	<b>168</b>	<b>180</b>	<b>191</b>
%	100%	114%	106%	113%	120%
Group Total %	100%	100%	109%	117%	124%

	31/03/15	30/09/15	31/03/16	30/09/16	31/03/17
Child Arrangement Orders and Residence Orders	<b>167</b>	<b>183</b>	<b>124</b>	<b>122</b>	<b>141</b>
%	100%	110%	74%	73%	84%
Group Total %	100%	97%	92%	92%	92%

	31/03/15	30/09/15	31/03/16	30/09/16	31/03/17
Children with Child Protection Plan	<b>330</b>	<b>331</b>	<b>411</b>	<b>374</b>	<b>256</b>
%	100%	100%	125%	113%	78%
Group Total %	100%	98%	96%	100%	104%

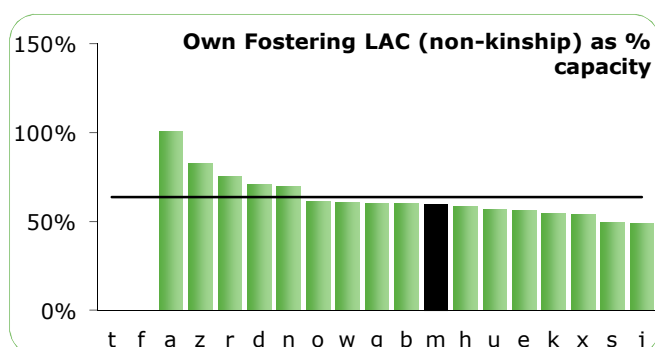
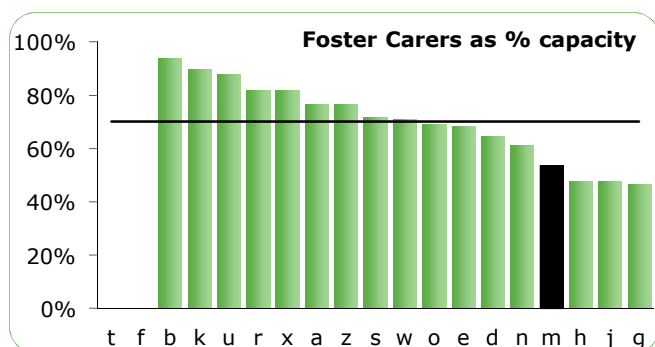
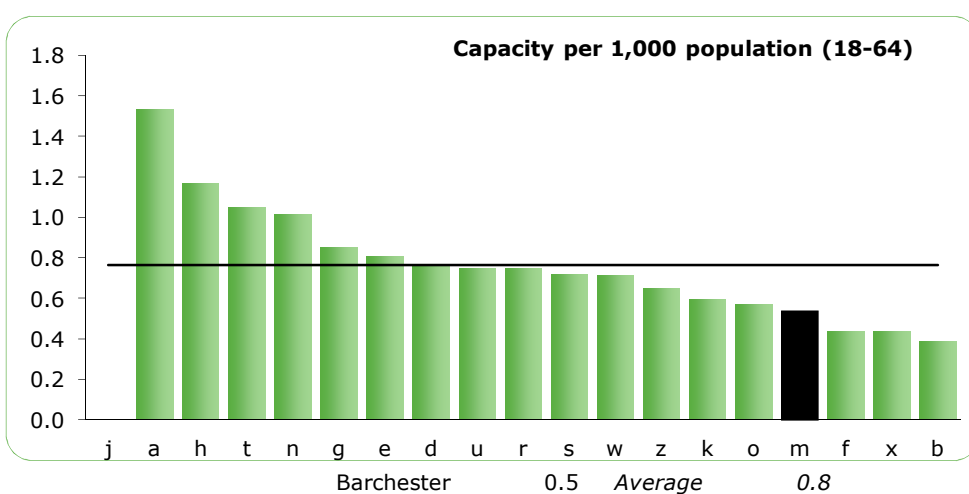
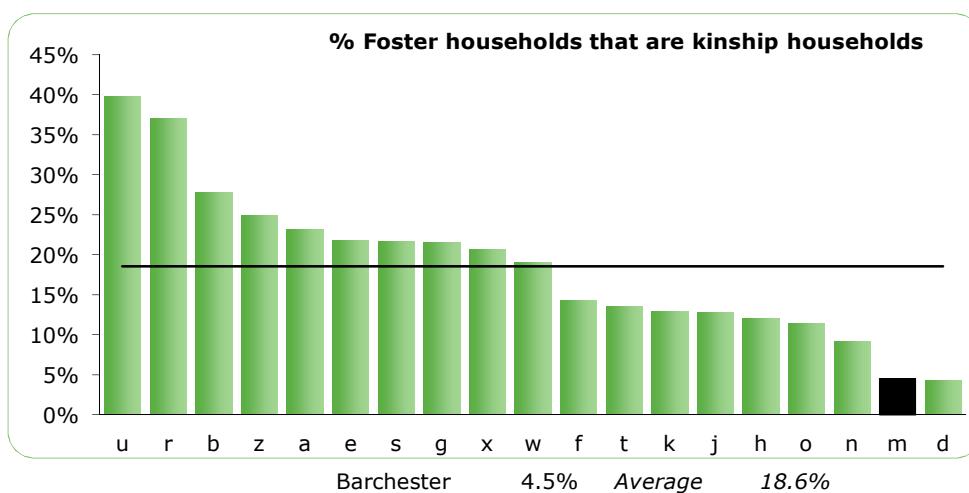
	31/03/15	30/09/15	31/03/16	30/09/16	31/03/17
16 & 17 year olds presented as homeless	<b>6</b>	<b>8</b>	<b>10</b>	<b>8</b>	<b>2</b>
%	100%	133%	167%	133%	33%
Group Total %	100%	127%	137%	176%	90%





	31/03/15	30/09/15	31/03/16	30/09/16	31/03/17
Initial Contacts	<b>6,788</b>	<b>5,340</b>	<b>2,740</b>	<b>1,907</b>	<b>2,295</b>
%	100%	79%	40%	28%	34%
Group Total %	100%	112%	113%	116%	119%
Referrals	<b>3,112</b>	<b>1,781</b>	<b>968</b>	<b>881</b>	<b>1,107</b>
%	100%	57%	31%	28%	36%
Group Total %	100%	89%	95%	103%	112%
Initial Assessments	na	na	na	na	na
%	na	na	na	na	na
Group Total %	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Core Assessments	na	na	na	na	na
%	na	na	na	na	na
Group Total %	100%	173%	133%	122%	204%
Continual Assessments	<b>2,036</b>	<b>1,751</b>	<b>1,363</b>	<b>1,048</b>	<b>1,150</b>
%	100%	86%	67%	51%	56%
Group Average	100%	101%	101%	94%	118%

## Foster Carer Households



### Households

Total number of foster carer households as at 31/3/17	110
Of which are kinship households	5
Of which are non-kinship households	105
Total capacity of non-kinship households as at 31/3/17	204

### Foster numbers

Own Foster LAC (kinship) as at 31/3/17	10
Own Foster LAC (non-kinship) at 31/3/17	122
Total Fostering in own households as at 31/3/17	132
Adult population (18-64, k)	195 k

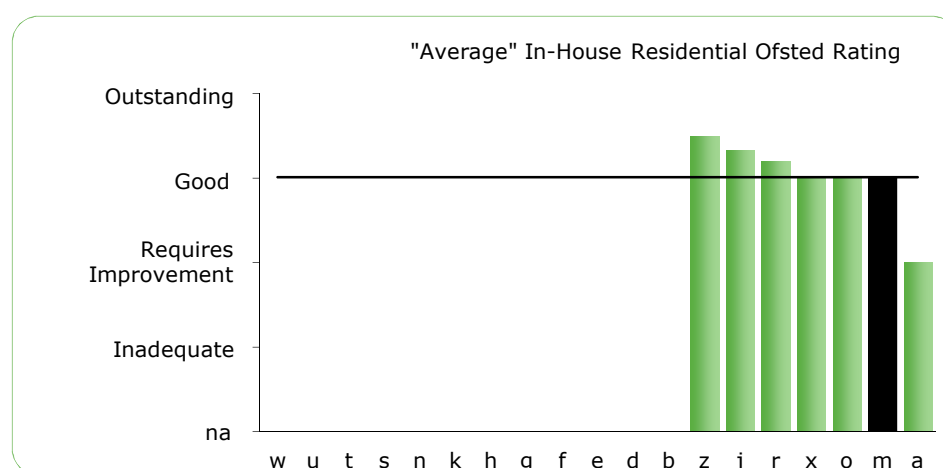
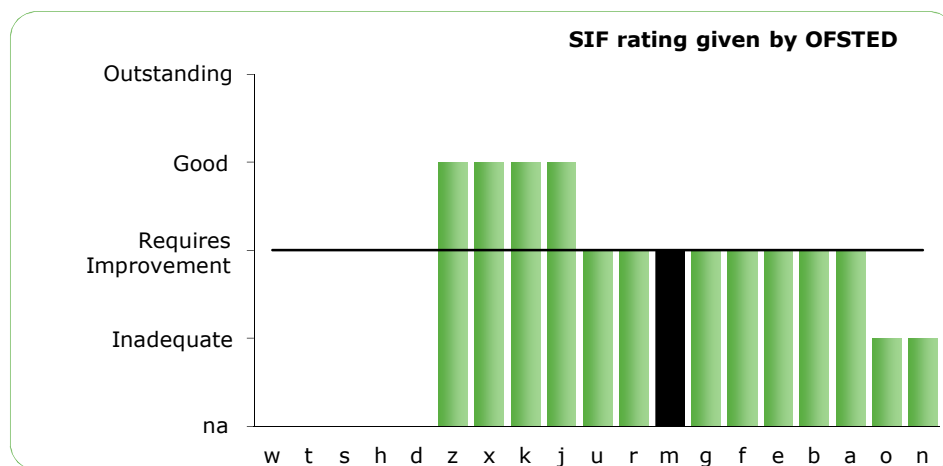
## **Section 5: Other Comparisons**

<b>Page 44</b>	<b>Ofsted Ratings</b>
<b>Page 44</b>	<b>Performance Measures</b>
<b>Page 48</b>	<b>Social Workers</b>
<b>Page 49</b>	<b>Troubled Families</b>
<b>Page 51</b>	<b>Average % Change in Fees</b>
<b>Page 52</b>	<b>Income from PCTs towards Looked After Children</b>
<b>Page 53</b>	<b>Care Leavers</b>
<b>Page 54</b>	<b>Unaccompanied Asylum Seeking Children</b>
<b>Page 55</b>	<b>Post 18 Own Foster Care Provision</b>
<b>Page 56</b>	<b>Post 18 Foster Care Provision by Others</b>
<b>Page 57</b>	<b>Overheads</b>

## OFSTED RATINGS

The questionnaire asked members to provide the most recent Ofsted ratings for their in-house fostering service and residential homes.

The residential homes figures have been plotted by giving an 'average' score for all the homes (Inadequate scored at 1, Outstanding at 4).

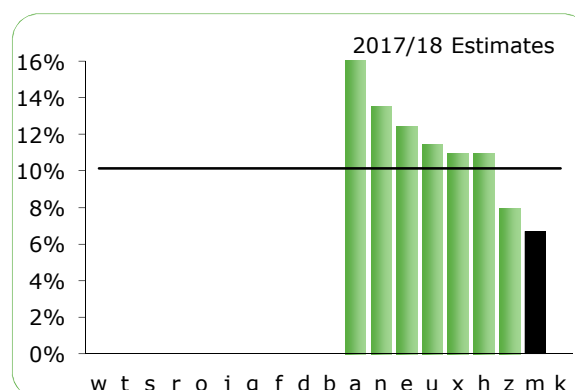
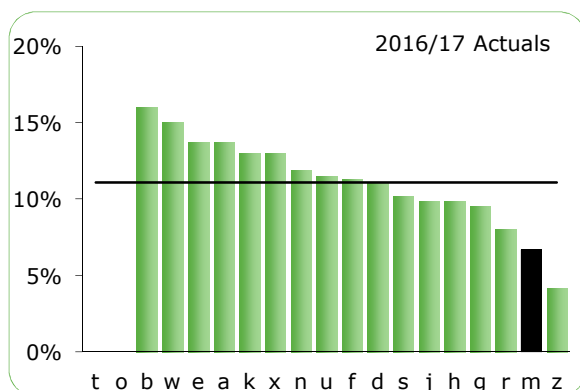


## PERFORMANCE MEASURES

### 2016/17 Figures

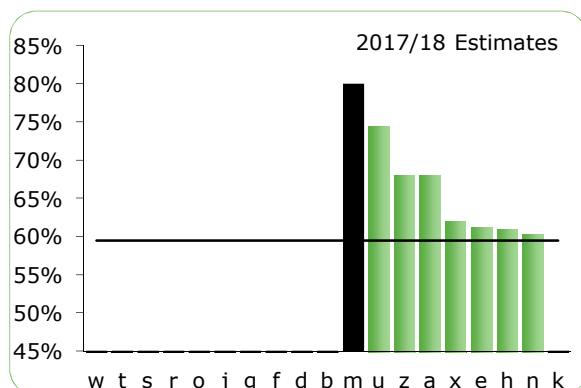
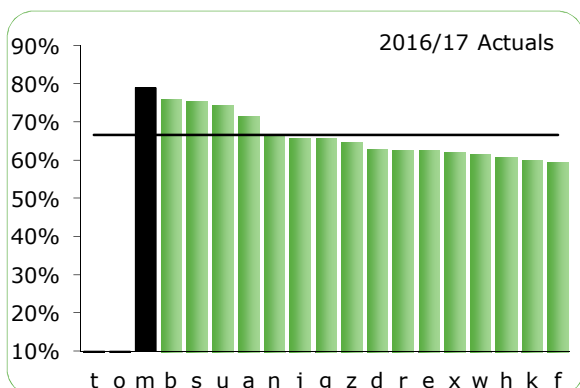
1. The percentage of children looked after at 31 March with three or more placements during the year ending 31 March

	2016/17	2017/18
Barchester	6.7%	6.7%
Average	11.1%	10.1%



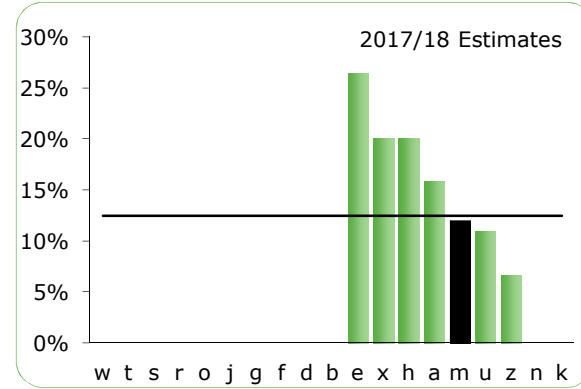
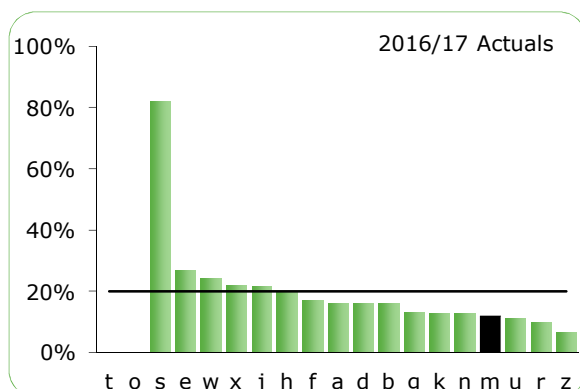
2. The percentage of looked after children aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement, last for at least 2 years

	2016/17	2017/18
Barchester	79.0%	80.0%
Average	66.5%	59.4%



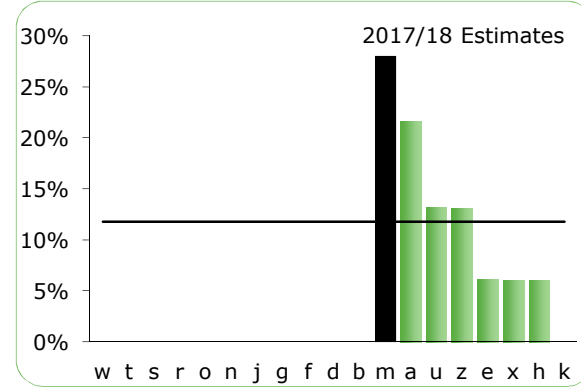
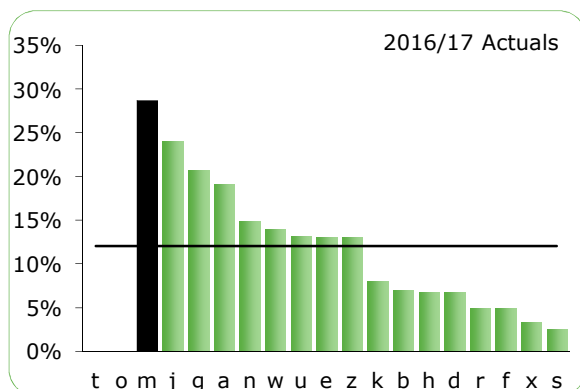
3. The percentage of looked after children at 31 March placed outside LA boundary and more than 20 miles from where they used to live

	2016/17	2017/18
Barchester	12.0%	12.0%
Average	20.0%	12.4%



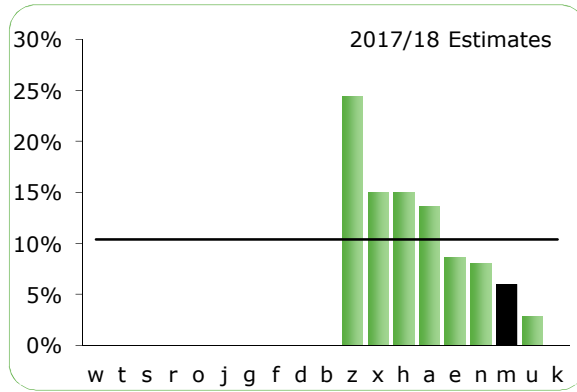
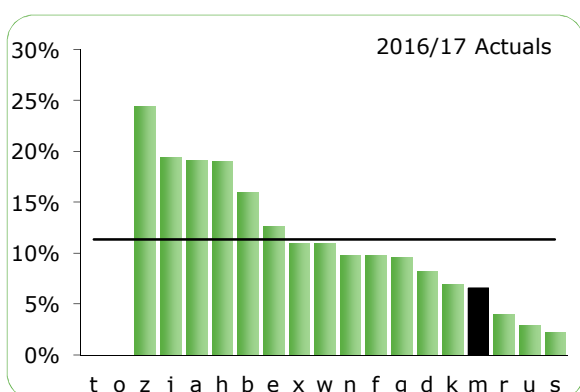
4. The percentage of children who ceased to be looked after who were adopted

	2016/17	2017/18
Barchester	28.7%	28.0%
Average	12.1%	11.8%



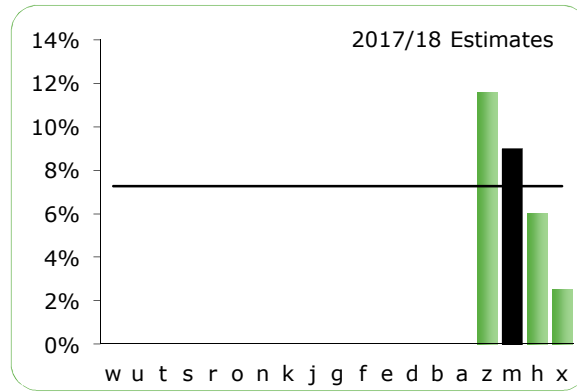
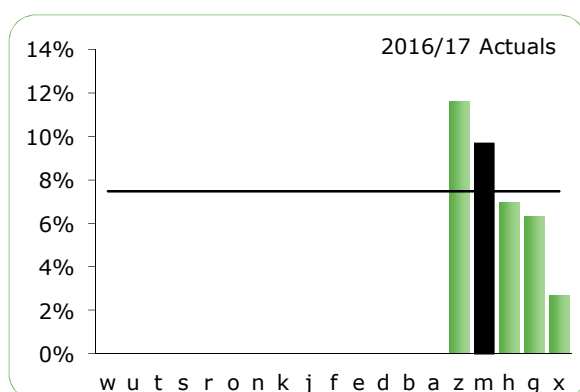
5. The percentage of children who ceased to be looked after because of a special guardianship order

	2016/17	2017/18
Barchester	6.6%	6.0%
Average	11.3%	10.4%



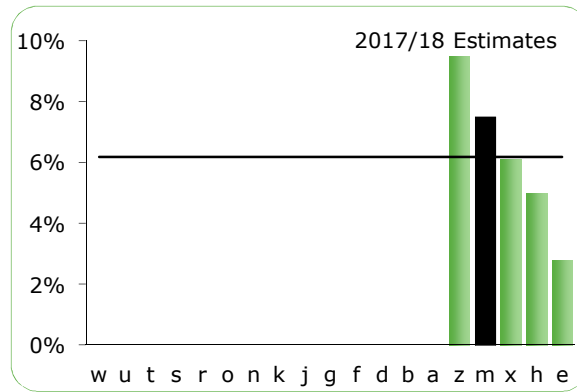
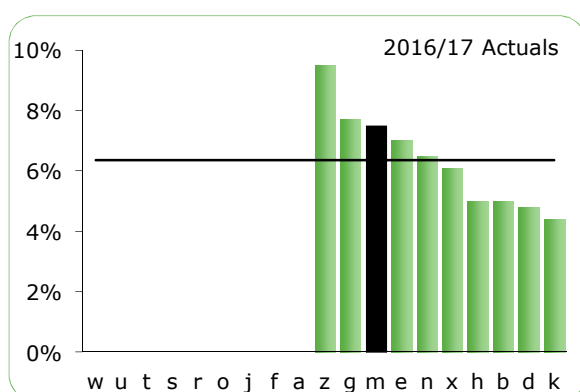
6. The percentage of school-age looked after children who were attending a school that was assessed as being below the floor targets at Key Stage 2 or Key Stage 4

	2016/17	2017/18
Barchester	9.7%	9.0%
Average	7.5%	7.3%



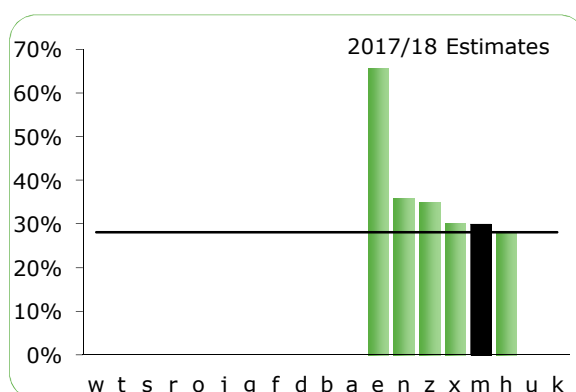
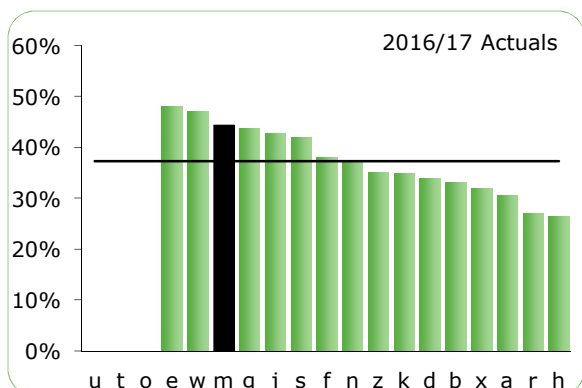
7. The percentage of sessions missed due to overall absences for children who have been looked after continuously for at least twelve months at 31 March

	2016/17	2017/18
Barchester	7.5%	7.5%
Average	6.4%	6.2%



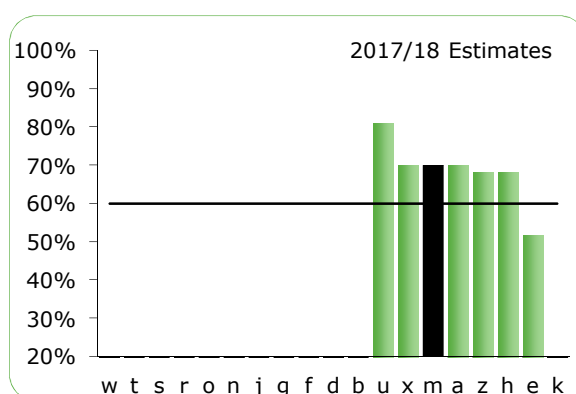
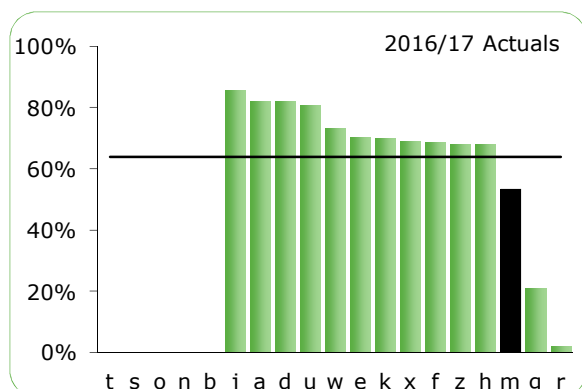
8. The percentage of young people aged 19 who were looked after aged 16 who were not in education, employment or training

	2016/17	2017/18
Barchester	44.4%	30.0%
Average	37.3%	28.1%



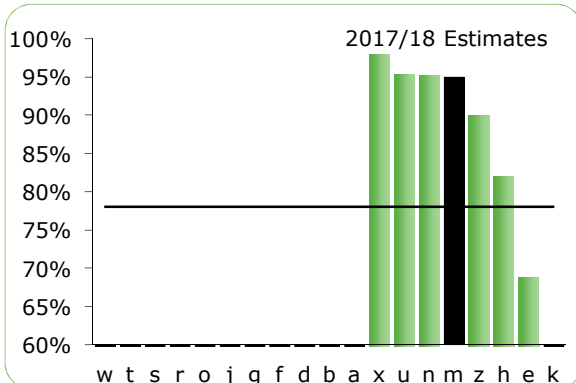
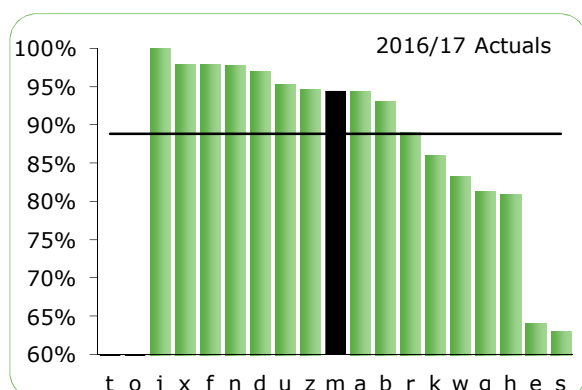
9. The percentage of children leaving care over the age of 16 who remained looked after until their 18th birthday

	2016/17	2017/18
Barchester	53.5%	70.0%
Average	63.9%	59.9%



10. The proportion of young people aged 19 who were looked after aged 16 who were in suitable accommodation

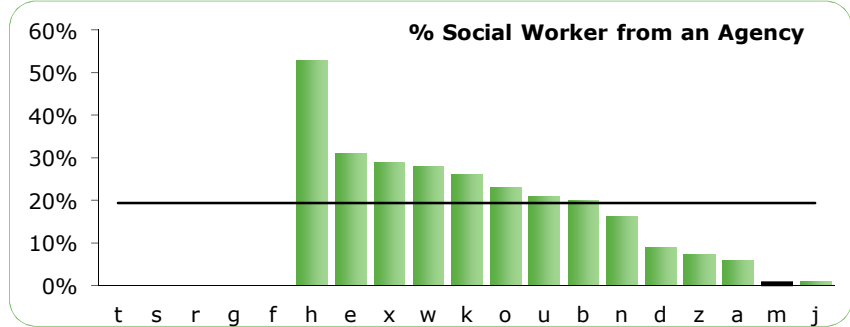
	2016/17	2017/18
Barchester	94.4%	95.0%
Average	88.8%	78.0%



## SOCIAL WORKERS

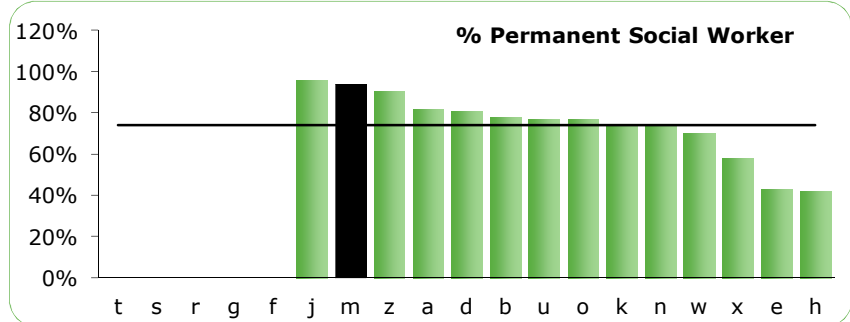
Percentage of social workers that are from an agency.

Barchester	1.0%
Average	19.4%



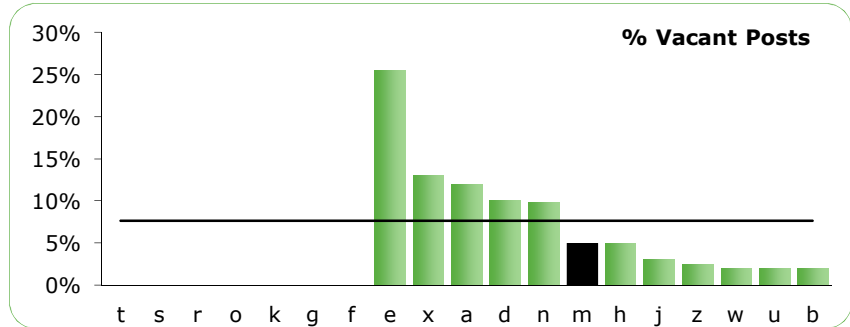
Percentage of social workers that are permanent.

Barchester	94.0%
Average	74.0%



Percentage of social worker posts that are vacant.

Barchester	5.0%
Average	7.6%



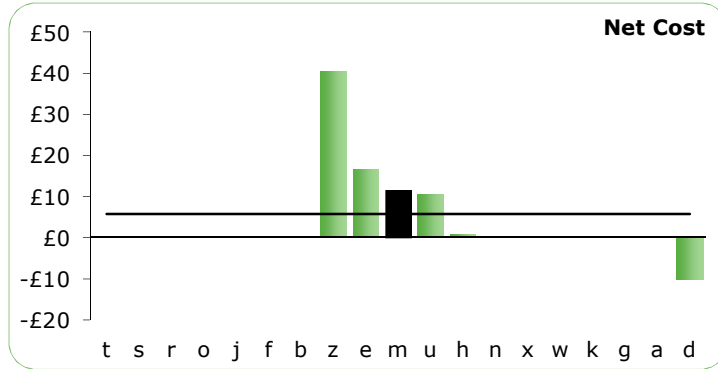


## TROUBLED FAMILIES

### Troubled Families Net Cost

per 0-17 population  
Average

..
£11.56
£5.80



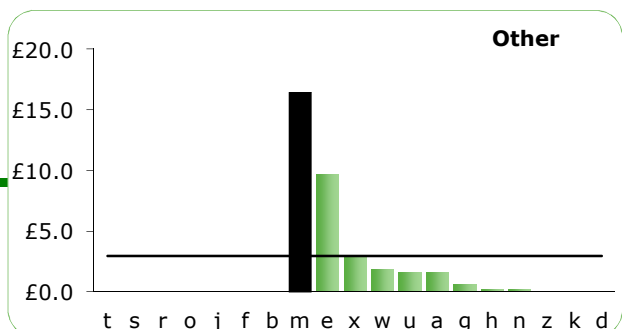
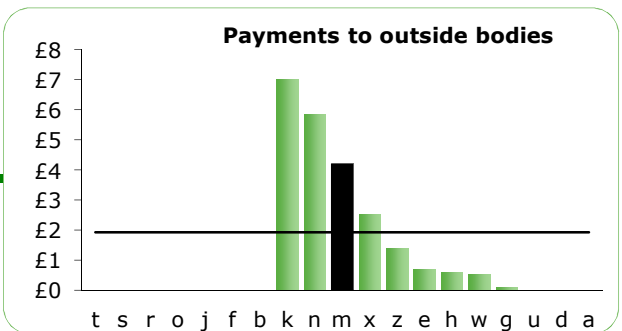
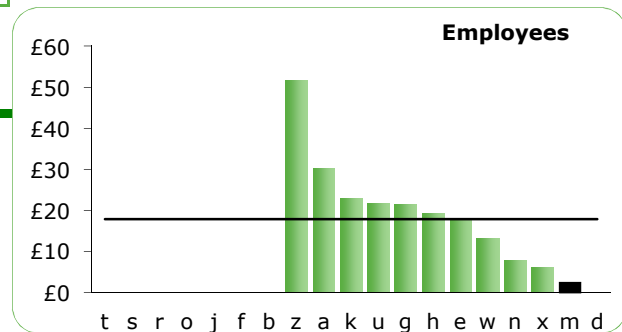
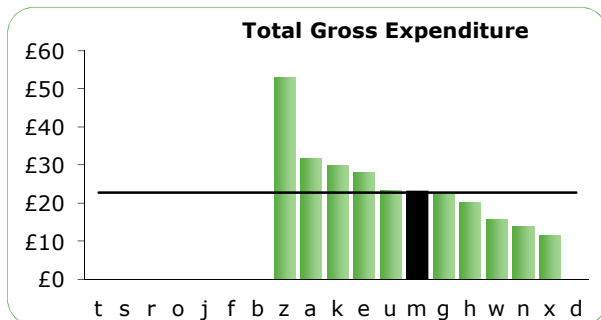
### Troubled Families Gross Expenditure

Employees	Payment to outside bodies	Other	Total Gross Expenditure
£177k	£286k	£1,117k	£1,580k

per 0-17 population  
Average

£2.61	£4.22	£16.47	£23.29
£17.92	£1.91	£2.93	£22.77

Total Population (0-17):	67.8k
--------------------------	-------



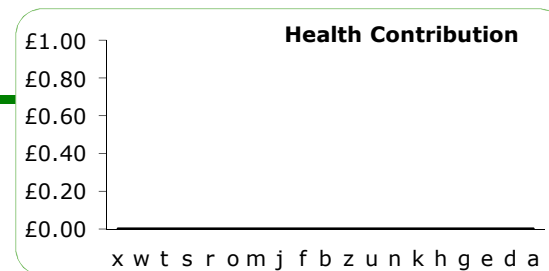
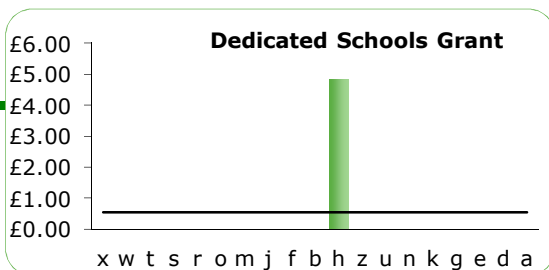
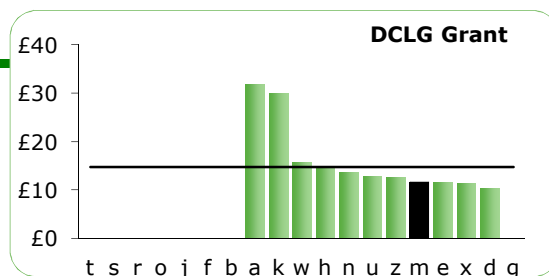
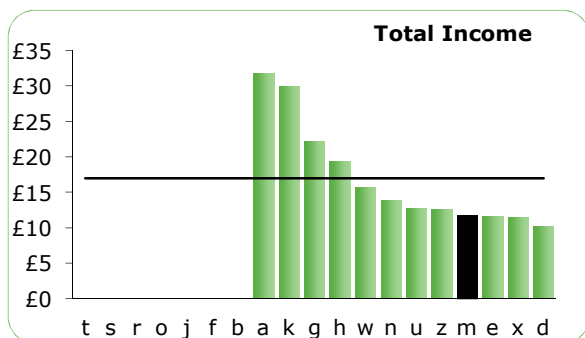
## Troubled Families Income per 0-17 population

DCLG Grant	Dedicated Schools Grant	Health Contribution	Other	Total Income
£796k	..	..	..	£796k

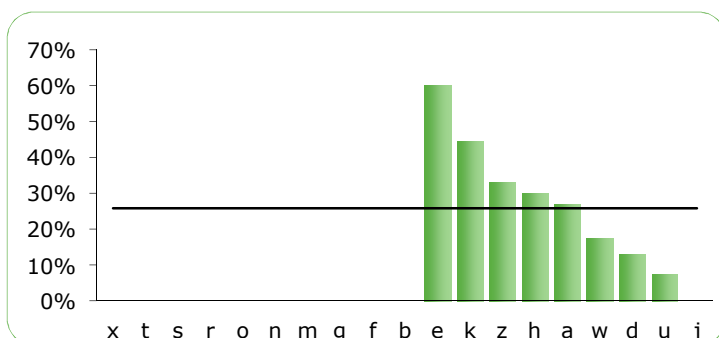
per 0-17 population  
Average

£11.73	na	na	na	£11.73
£14.70	£0.54	£0.00	£2.49	£16.97

Total Population (0-17):	67.8k
--------------------------	-------

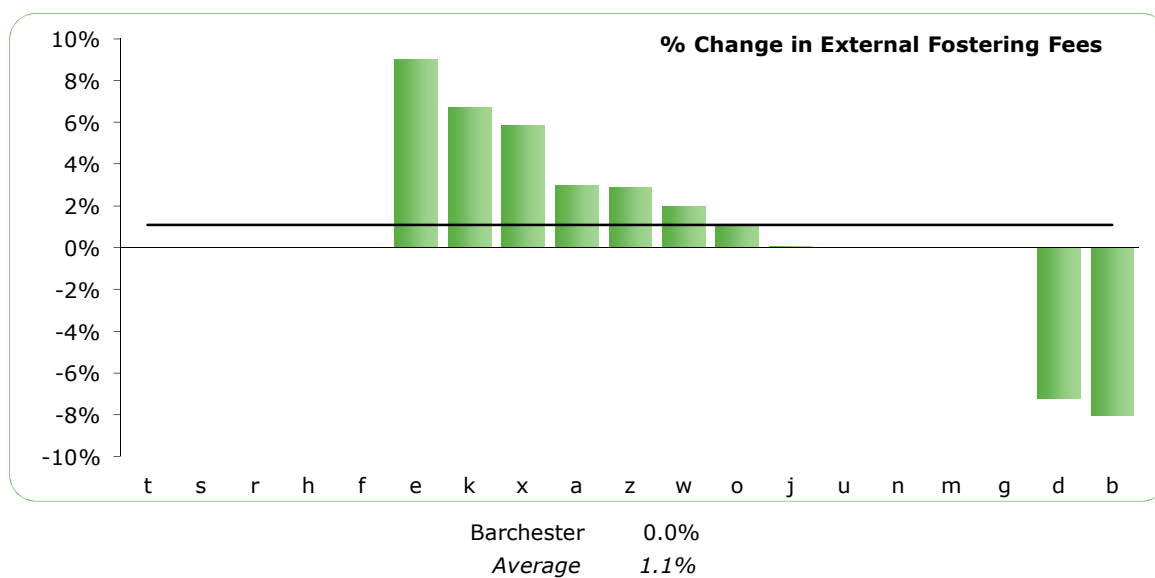
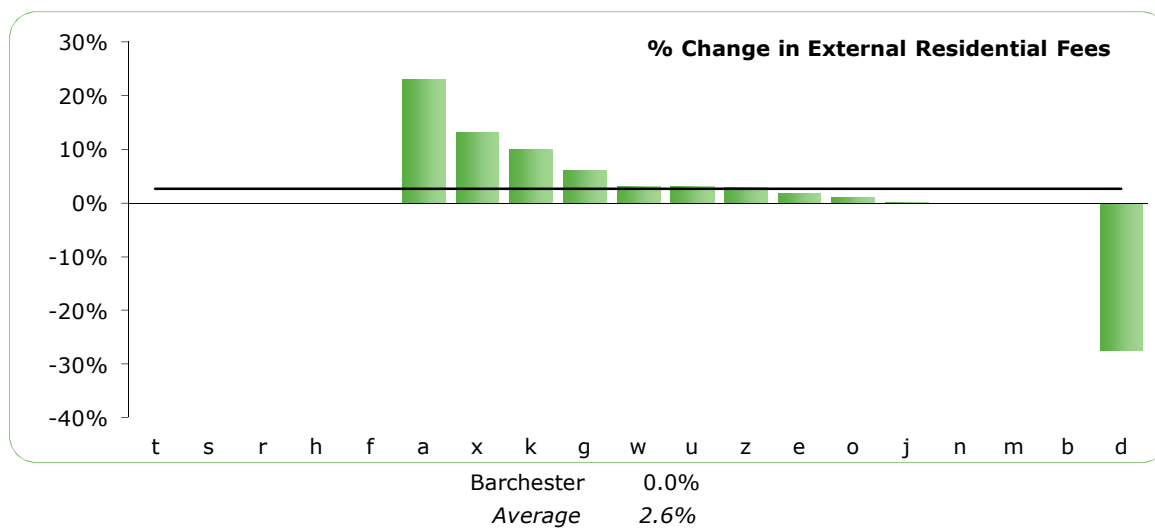


## Percentage of grants that are payment by result



na	Barchester
25.8%	Average

## Average % change in fees for external placements from 2016/17 to 2017/18



## Income from Primary Care Trusts (PCT) towards Looked After Children

Total number of looked after children

278	292
-----	-----

Income from PCT

2016/17	2017/18
---------	---------

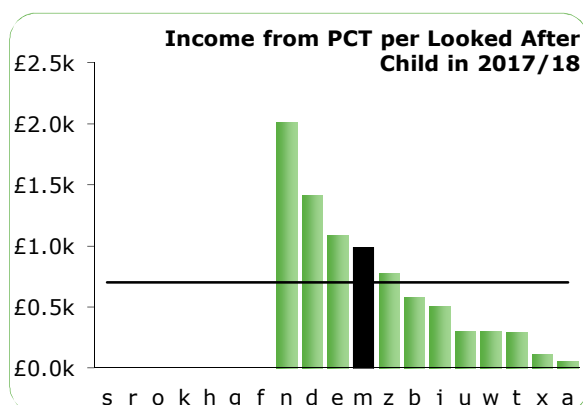
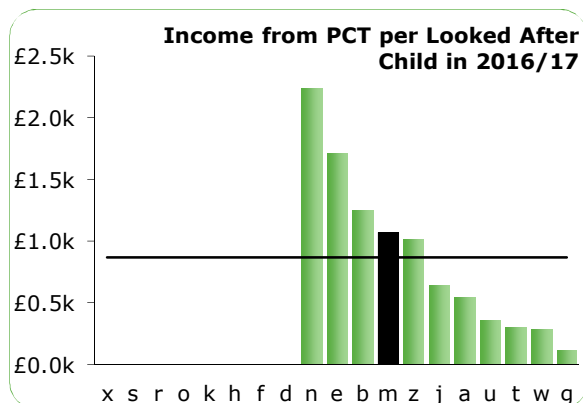
Income per looked after child

£0.3 k	£0.3 k
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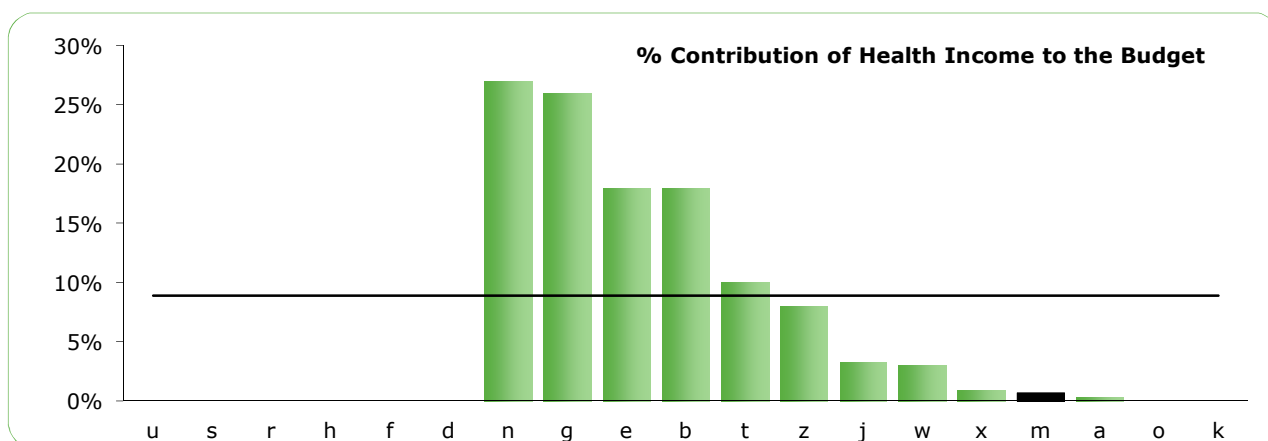
Average

£1.1 k	£1.0 k
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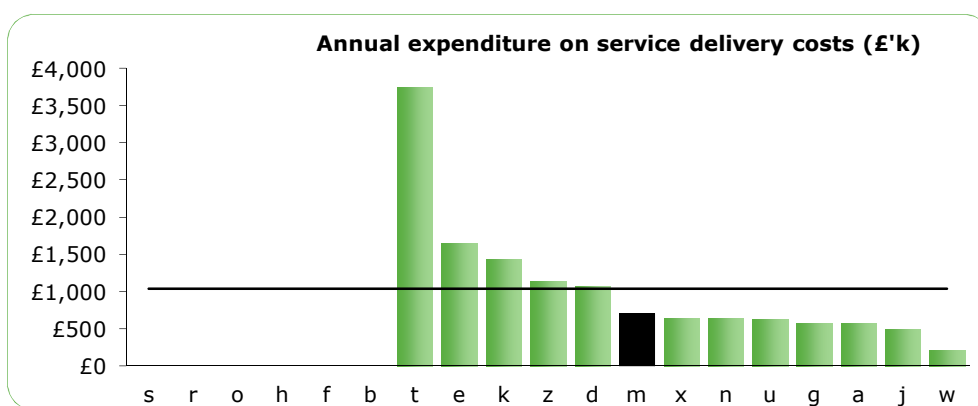
£0.9 k	£0.7 k
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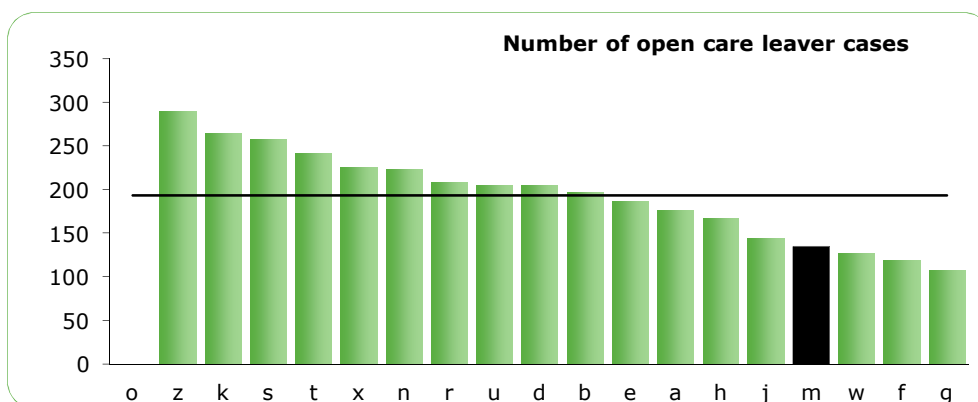
	Avg	
Percentage Contribution of Health Income to the Budget	0.7%	8.9%



## Care Leavers

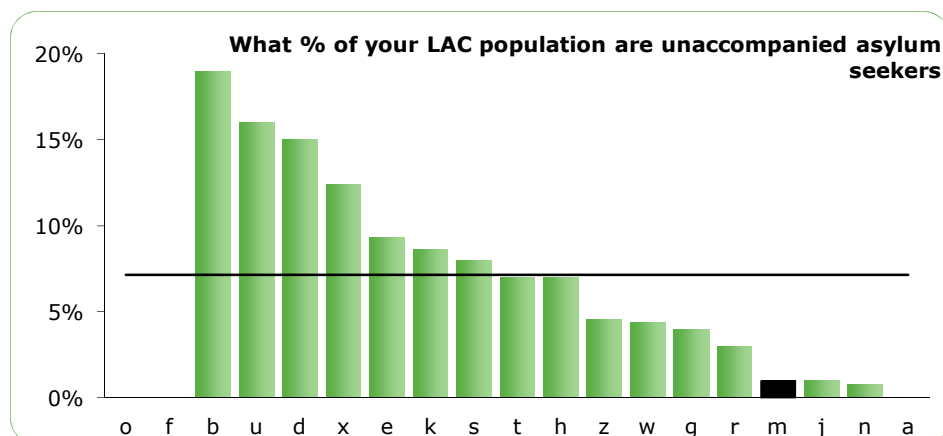


Avg		
Annual expenditure on service delivery costs (£'k)	£699 k	£1,036 k

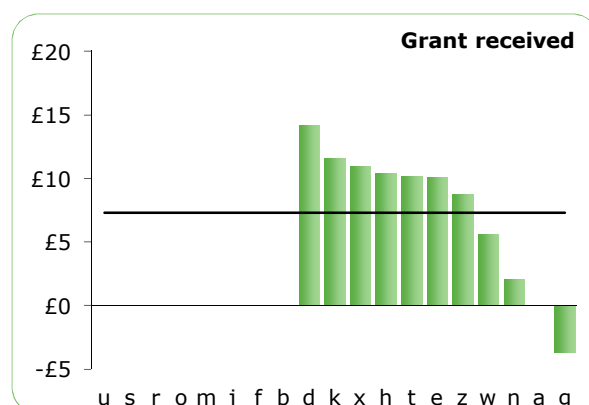
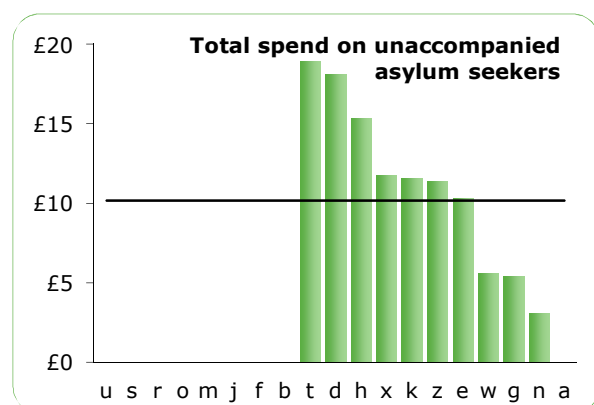
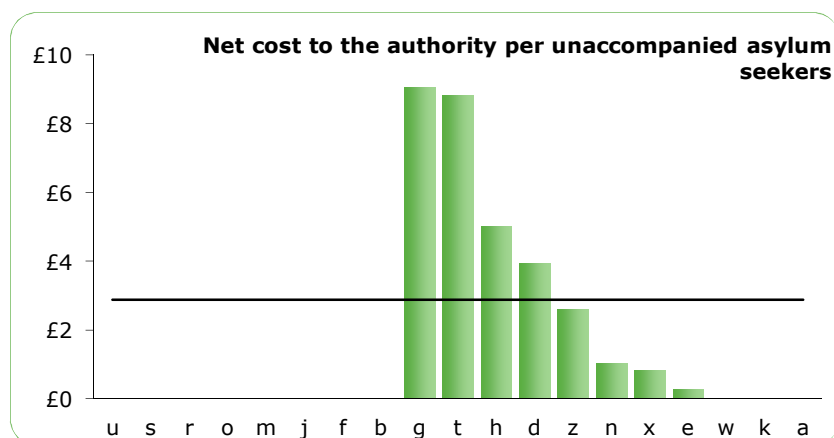


Avg		
Number of open care leaver cases	135	193

## Asylum Seekers



		Avg
% LAC who are unaccompanied asylum seekers	1.0%	7.1%



	(£'k)
Total spend on unaccompanied asylum	na
Grant received	na
Net cost to the authority per	na

	per 1000 population
na	£10.15
na	£7.28
na	£2.87

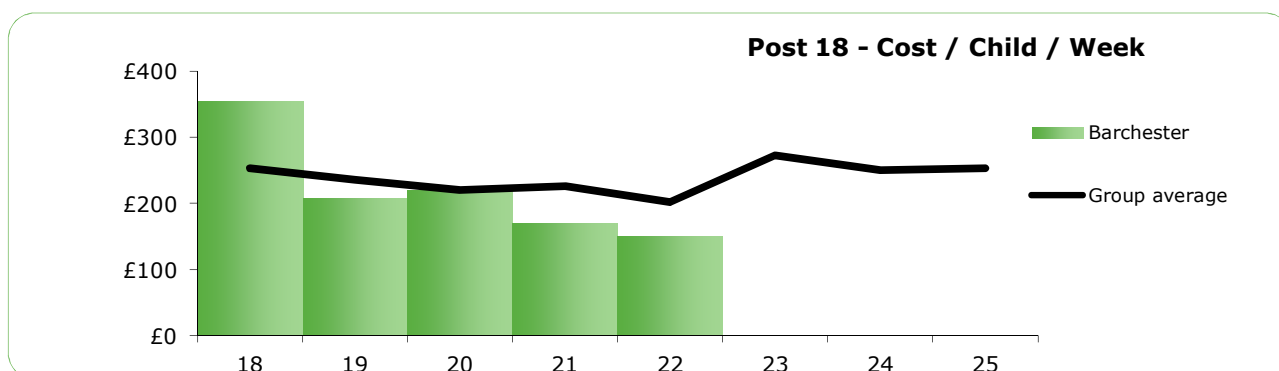
Total Population (0-17): 67.8k

## Post 18 Placements

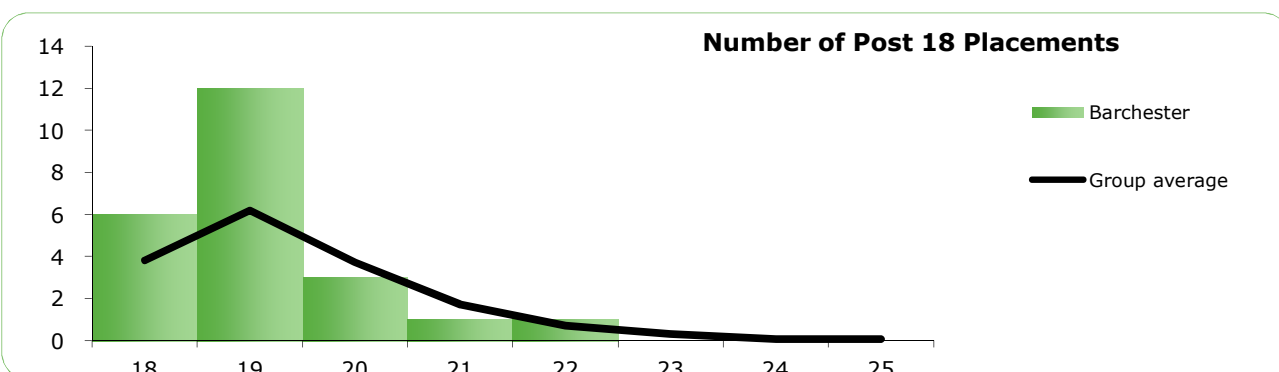
### Own Foster Care Provision



#	0	1	12	0	0	8	0	0	1	1
%	0.0%	4.3%	52.2%	0.0%	0.0%	34.8%	0.0%	0.0%	4.3%	4.3%
Avg	5.9%	8.5%	23.7%	24.6%	17.6%	4.8%	8.3%	1.5%	1.5%	3.6%

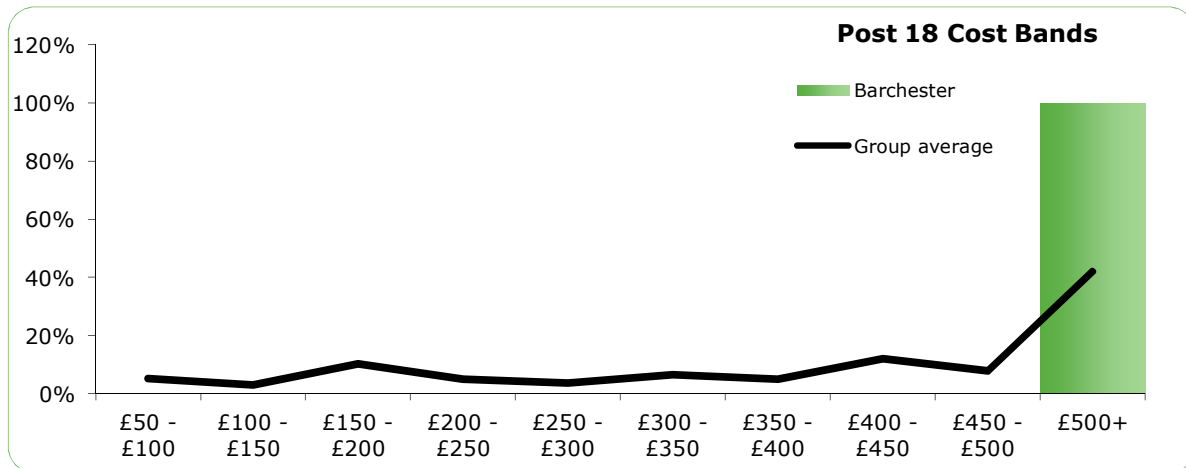


Cost / Age / Week	£355	£208	£220	£170	£150	na	na	na	Average Post 18 Cost
Avg	£254	£236	£220	£226	£201	£273	£250	£253	£0.00

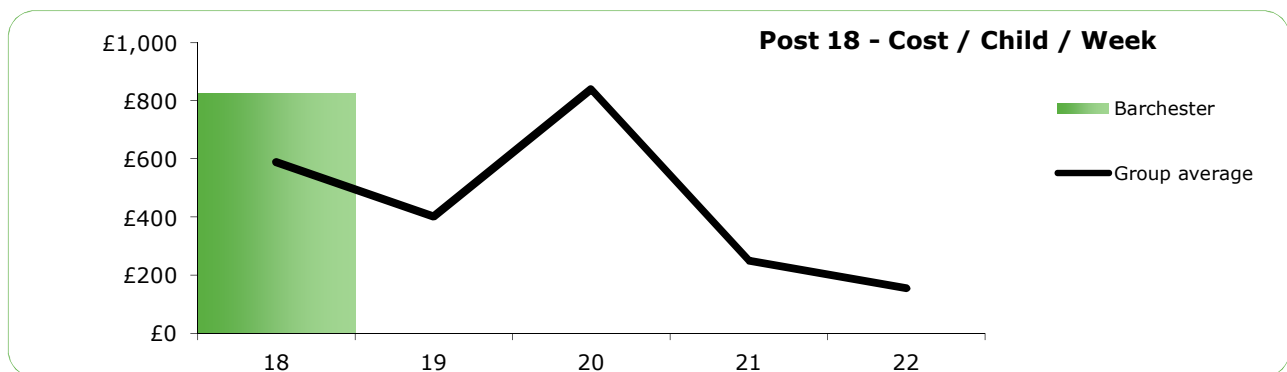


#	6	12	3	1	1	0	0	0
Avg	3.82	6.18	3.71	1.71	0.71	0.29	0.06	0.06

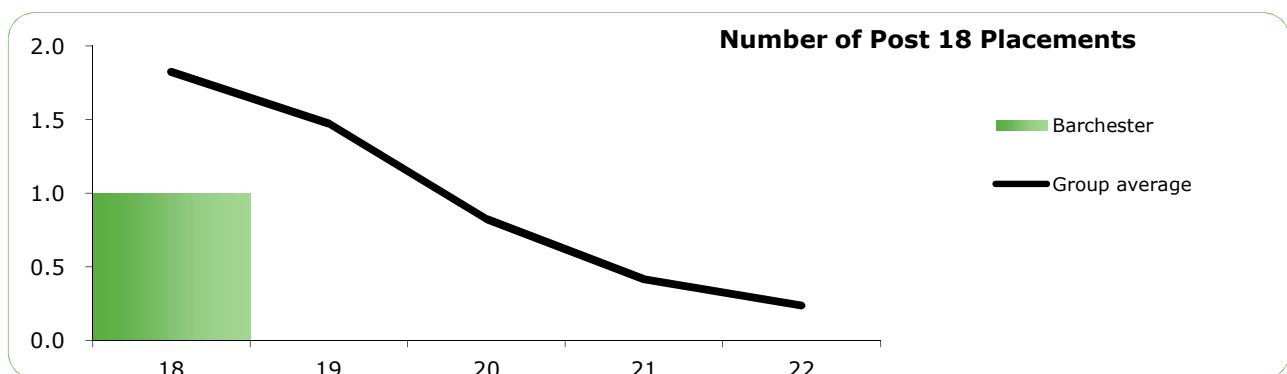
## Foster Care Provision by Others



#	0	0	0	0	0	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Avg	5.1%	3.0%	10.3%	4.8%	3.5%	6.4%	4.9%	12.1%	7.8%	42.0%



Cost / Age / Week	£825	na	na	na	na	Average Post 18 Cost
Avg	£588	£401	£840	£250	£155	£0.00



#	1.0	0.0	0.0	0.0	0.0
Avg	1.8	1.5	0.8	0.4	0.2

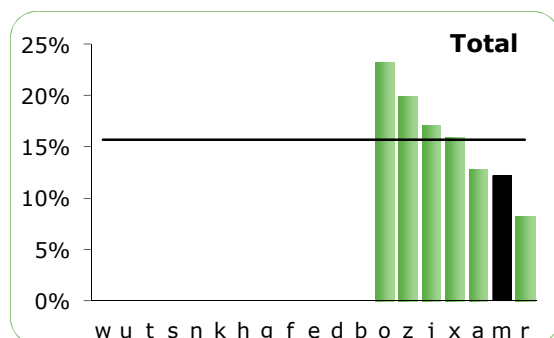


# OVERHEADS

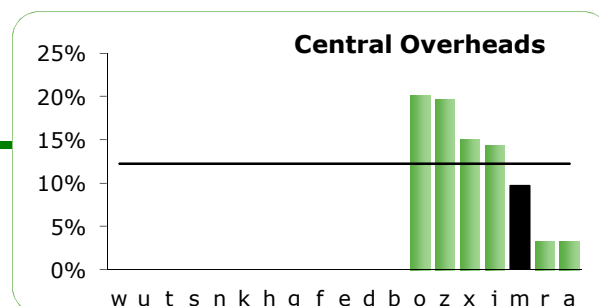
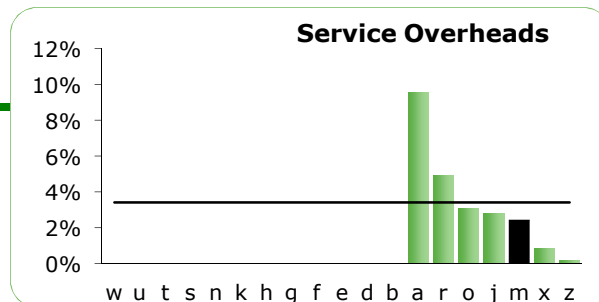
## Own Provision Children's Homes

	Barchester			Averages		
	Service	Central	Total Estimates	Service	Central	Total Estimates
Excluding Respite Homes	£14k	£56k	<b>£574k</b>	£18k	£68k	<b>£590k</b>
Respite Homes	£77k	£25k	<b>£971k</b>	£12k	£43k	<b>£386k</b>

## Own Provision Children's Homes - Excluding Respite Homes



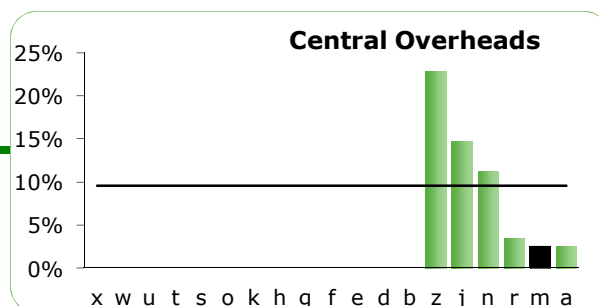
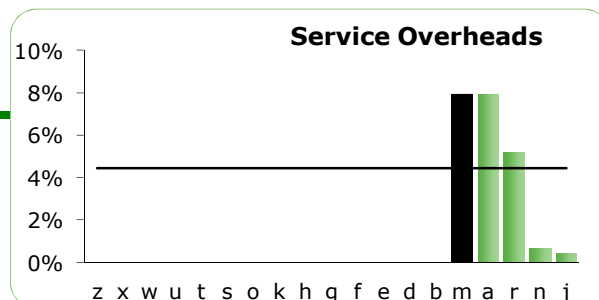
	Average	
Service	2.4%	3.4%
Central	9.8%	12.2%
<b>Total</b>	<b>12.2%</b>	<b>15.7%</b>



## Own Provision Children's Homes - Respite Homes

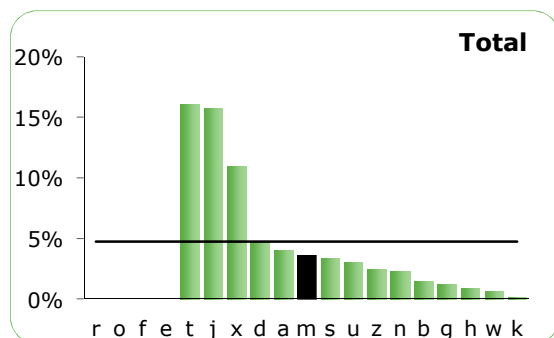


	Average	
Service	7.9%	4.4%
Central	2.6%	9.6%
<b>Total</b>	<b>10.5%</b>	<b>13.3%</b>

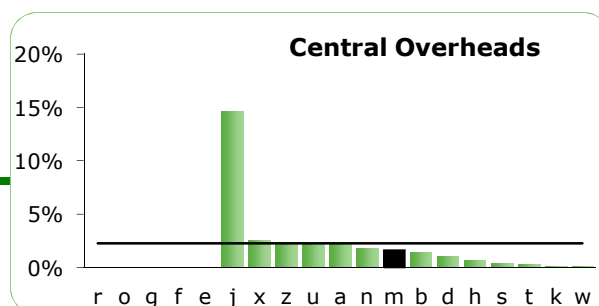
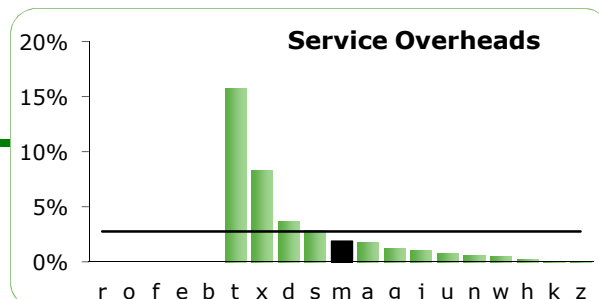


## Children placed in Other Homes

	Overheads		
	Service	Central	Total Estimates
<b>Barchester</b>	£62k	£55k	<b>£3,224k</b>
<i>Averages</i>	<i>£124k</i>	<i>£100k</i>	<i>£5,476k</i>



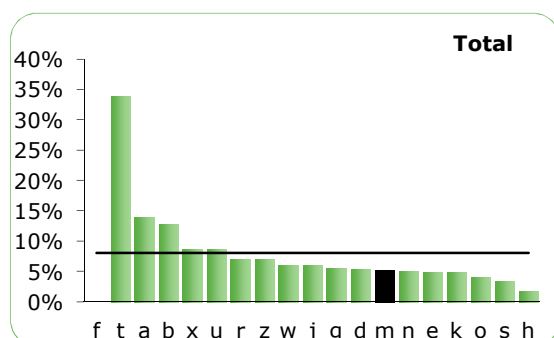
	Average	
Service	1.9%	2.8%
Central	1.7%	2.3%
<b>Total</b>	<b>3.6%</b>	<b>4.7%</b>



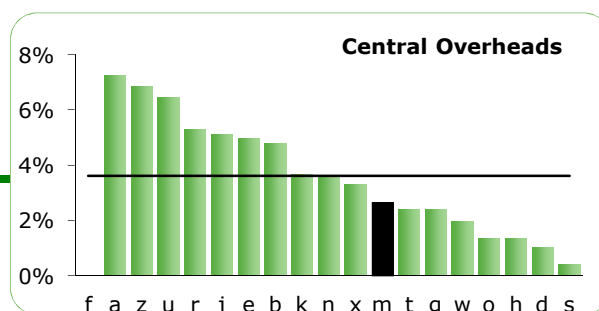
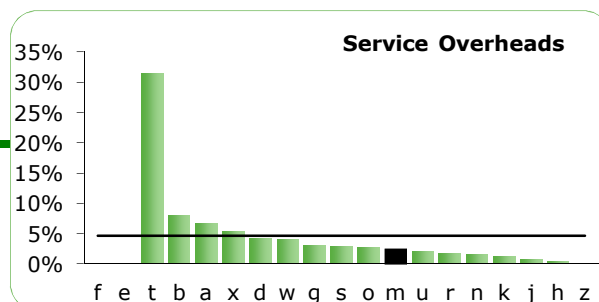
## Foster Care Provision

### Own Foster Care

	Overheads		
	Service	Central	Total Estimates
<b>Barchester</b>	£86k	£91k	<b>£3,413k</b>
<i>Averages</i>	<i>£145k</i>	<i>£162k</i>	<i>£4,267k</i>

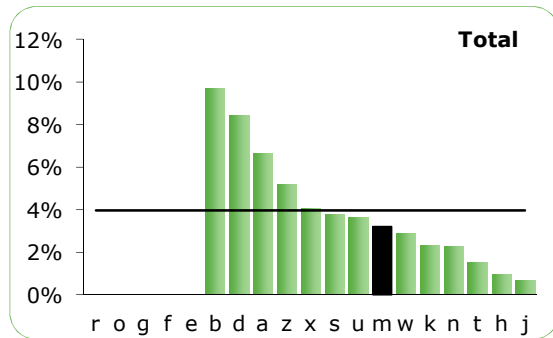


	Average	
Service	2.5%	4.6%
Central	2.7%	3.6%
<b>Total</b>	<b>5.2%</b>	<b>8.0%</b>

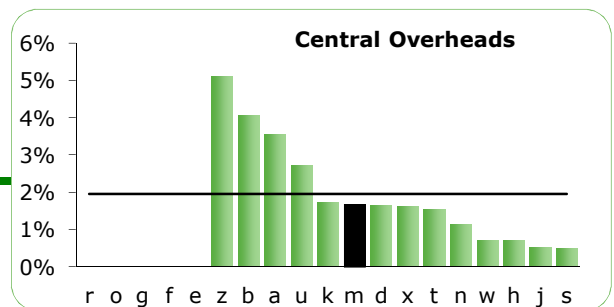
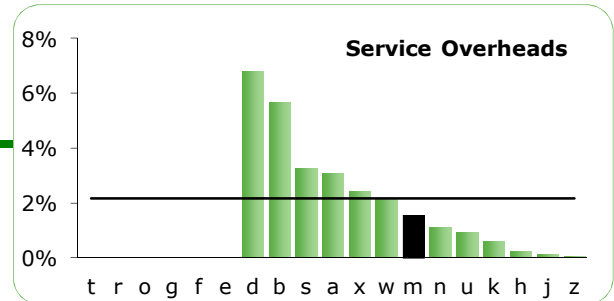


## Foster Care provided by Others

Barchester Averages	Overheads		
	Service	Central	Total Estimates
	£52k	£56k	<b>£3,345k</b>
	£67k	£64k	<b>£4,527k</b>



	Average	
Service	1.6%	2.2%
Central	1.7%	2.0%
<b>Total</b>	<b>3.2%</b>	<b>4.0%</b>

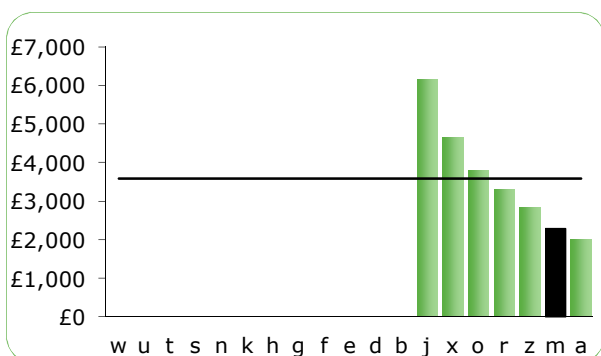


## OVERHEADS - At the Average

This section examines effect on cost if authorities operated with the same percentage of overheads. The percentages may differ to the previous page as we are comparing overheads to direct cost rather than the total cost figure.

### Own Provision Children's Homes (excluding respite care)

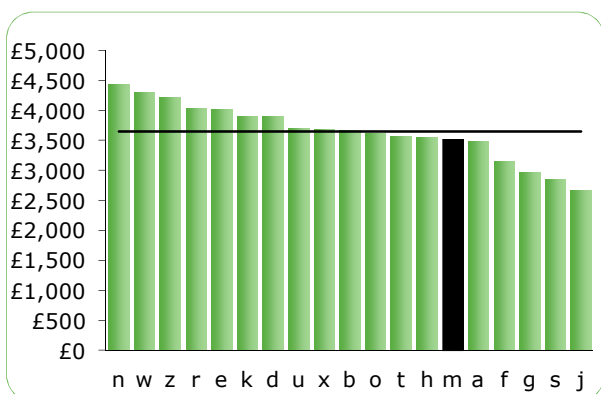
	Barchester			Average	
	Service	Central	Total Estimates	Service	Central
Excluding Respite Homes	£20k	£75k	<b>£599k</b>	4.0%	15.0%



Total Estimates	£599k
No. Children	22
Per child per week	£2,299
Average	£3,581

### Children placed in Other Homes

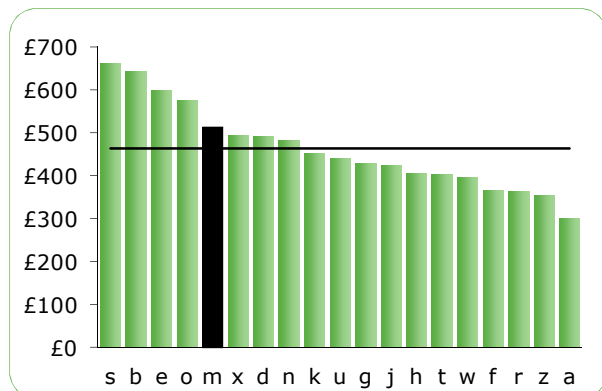
	Barchester			Average	
	Service	Central	Total Estimates	Service	Central
	£73k	£79k	<b>£3,259k</b>	2.4%	2.5%



Total Estimates	£3,259k
No. Children	18
Per child per week	£3,525
Average	£3,648

## Own Foster Care

Barchester			Average	
Service	Central	Total Estimates	Service	Central
£118k	£181k	<b>£3,535k</b>	3.7%	2.1%

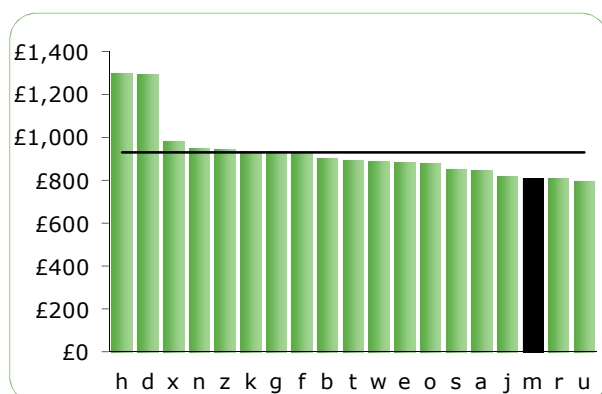


Total Estimates £3,535k  
No. Children 132

Per child per week £514  
Average £463

## Foster Care provided by Others

Barchester			Average	
Service	Central	Total Estimates	Service	Central
£81k	£67k	<b>£3,384k</b>	2.5%	2.1%



Total Estimates £3,384k  
No. Children 80

Per child per week £811  
Average £929

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### We also do...

In addition to Children Looked After, other Benchmarking Clubs under Children's Services includes Section 251, Adoption and Special Educational Needs.

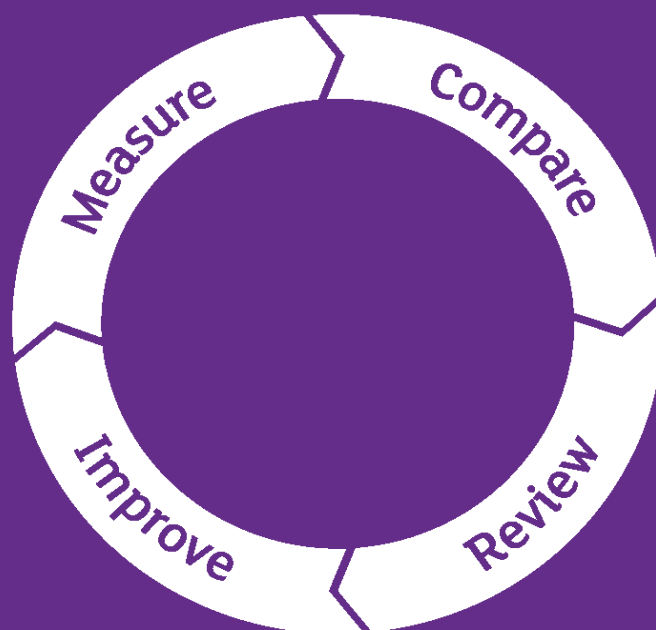
You can also find out more products related to social care like our Adult Social Care Benchmarking Clubs, Children's Services Statistics (CIPFAstats) and TISonline.

Please visit our website: [cipfa.org/services/benchmarking](http://cipfa.org/services/benchmarking) to see our other benchmarking clubs such as those for Corporate Services and Customer Contact, or to see our Value for Money Indicator streams.

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E: [customerliaison@cipfa.org](mailto:customerliaison@cipfa.org) T: 020 7543 5600



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