IV. HOSPITAL-BASED HEALTH CARE STAFF

12. Scientific and professional

- 12.1 Hospital physiotherapist
- 12.2 Hospital occupational therapist
- 12.3 Hospital speech and language therapist
- 12.4 Dietitian
- 12.5 Radiographer
- 12.6 Hospital pharmacist
- 12.7 Clinical support worker higher level nursing (hospital)

12.1 Hospital physiotherapist

| Costs and unit estimation | 2006/2007 value | Notes |
|--|---|---|
| A. Wages/salary | £21,646 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2006 pay scale according to the National Profiles for Physiotherapy. More specialist grades range from AfC band 6 to 8B for a Physiotherapist Specialist to Consultant. ¹ |
| B. Salary oncosts | £4,555 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications | £4,257 per year | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. ² See schema 7.5 for more details on cost of qualifications. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ³ No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £4,707 per year | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{4,5} No allowance has been made for the cost of equipment. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| F. Travel | £2.60 per visit | Based on expenditure provided by community trust. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. ¹ Assumes 5 study/ training days, and 10 days sickness leave. ⁶ Unit costs based on 1560 hours per annum. |
| Ratio of direct to indirect time on: patient contacts clinic contacts home visits | 1:0.54 1:0.46 1:0.96 | Assuming 10 per cent of time in patient's own home, 50 per cent in clinics, 5 per cent in other settings, 30 per cent on non-clinical activity and 5 per cent on travel. Information derived from consultation with NHS Trusts. |
| Length of contacts | 32.9 minutes | Surgery consultation. |
| | 23.3 minutes | Clinic consultations. |
| | 13.1 minutes | Telephone consultations. |
| | | All based on information taken from the 2006/07 General Practice Workload Survey. 7 |
| London multiplier | 1.14 x (A to D) 1.47 x E | Allows for the higher costs associated with London compared to the national average cost. ⁸ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Non-London multiplier | 0.98 × (A to D) 0.97 × E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Unit costs available 2006/20 | 007 (costs includi | ng qualifications given in brackets) |
| (22)((24)) = an have (22)((29)) | por hour of client of | contact: f_{32} (f_{36}) per hour in clinic: f_{43} (f_{48}) per hour in home visiting |

£22 (£24) per hour; £33 (£38) per hour of client contact; £32 (£36) per hour in clinic; £43 (£48) per hour in home visiting (includes A to E). Travel £2.60 per visit.

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁵ Based on personal communication with the Department for Communities and Local Government (2007).

⁶ Williams, J. (1991) Calculating Staffing Levels in Physiotherapy Services, Pampas, Rotherham.

⁷ The Information Centre (2007) 2006/07 UK General Practice Workload Survey, Primary Care Statistics, The Information Centre, Leeds.

⁸ Based on personal communication with the Department of Health (2007).

12.2 Hospital occupational therapist

| Costs and unit estimation | 2006/2007 value | Notes |
|--|---|--|
| A. Wages/salary | £21,646 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2006 pay scale according to the National Profiles for Occupational Therapy. More specialist grades range from AfC band 6 to 8B for a Occupational Therapist Specialist to Consultant. (See page 187 for salary information.) ¹ |
| B. Salary oncosts | £4,555 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications | £4,096 per year | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. ² See schema 7.5 for more details on cost of qualifications. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ³ No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £4,707 per year | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{4,5} No allowance has been made for the cost of equipment. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. ¹ Assumes 5 study/ training days, and 10 days sickness leave. ⁶ Unit costs based on 1560 hours per annum. |
| Ratio of direct to indirect time on: patient contacts | 1:0.67 | Assuming 60 per cent of time in clinics and 40 per cent on non-clinical activity. Information derived from consultation with NHS Trusts. |
| London multiplier | 1.18 x (A to D) 1.39 x E | Allows for the higher costs associated with London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Non-London multiplier | 1.00 x (A to D) 0.97 x E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Unit costs available 2006/20 | 07 (costs includir | ng qualifications given in brackets) |
| £22 (£24) per hour; £36 (£41) | | |

£22 (£24) per hour; £36 (£41) per hour of client contact (includes A to E).

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁵ Based on personal communication with the Department for Communities and Local Government (2007).

⁶ Williams, J. (1991) Calculating Staffing Levels in Occupational Therapy Services, Pampas, Rotherham.

⁷ Based on personal communication with the Department of Health (2007).

12.3 Hospital speech and language therapist

| Costs and unit estimation | 2006/2007 value | Notes |
|--|---|---|
| A. Wages/salary | £21,646 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2006 pay scale according to the National Profiles for Speech and Language Therapists. More specialist grades range from AfC band 6 to 8C for a Specialist Speech and Language Therapist to Consultant. (See page 187 for salary information.) ¹ |
| B. Salary oncosts | £4,555 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications | £4,302 per year | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. ² See schema 7.5 for more details on cost of qualifications. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ³ No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £4,680 per year | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{4,5} No allowance has been made for the cost of equipment. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. ¹ Assumes 5 study/ training days, and 10 days sickness leave. ⁶ Unit costs based on 1560 hours per annum. |
| Ratio of direct to indirect time on: patient contacts | 1:0.67 | Assuming 60 per cent of time in clinics and 40 per cent on non-clinical activity. Information derived from consultation with NHS Trusts. |
| London multiplier | 1.18 x (A to D) 1.28 x E | Allows for the higher costs associated with London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Non-London multiplier | 1.00 x (A to D) 0.97 x E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Unit costs available 2006/20 | 007 (costs includi | ng qualifications given in brackets) |
| £22 (£24) per hour: £36 (£41) | per hour of client c | ontact (includes A to F) |

£22 (£24) per hour; £36 (£41) per hour of client contact (includes A to E).

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁵ Based on personal communication with the Department for Communities and Local Government (2007).

⁶ Williams, J. (1991) Calculating Staffing Levels in Speech and Therapy Services, Pampas, Rotherham.

⁷ Based on personal communication with the Department of Health (2007).

12.4 Dietitian

Using Reference costs (www.dh.gov.uk/en/PolicyAndGuidance/Organisationpolicy/Financeand planning/NHSreferencecosts/DH_074097, the mean cost for a face to face visit by a dietician was £37 for 2006/07 with the minimum range for 25 per cent of services being £21 and the maximum £39. Costs have been uprated to 2006/07 using the HCHS Pay and Prices Inflator.

| Costs and unit estimation | 2006/2007 value | Notes |
|---|---|---|
| A. Wages/salary | £21.646 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2006 pay scale according to the National Profiles for Dietetics. More specialist grades range from AfC band 6 to for a Dietician Specialist and a Dietician Advanced. (See page 187 for salary information.) ¹ |
| B. Salary oncosts | £4,555 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications | £4,387 per year | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. ² See schema 7.5 for more details on cost of qualifications. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ³ No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £3,968 per year | Based on the new build and land requirements of NHS facilities, but adjusted to reflect share use of both treatment and non-treatment space. ^{4,5} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| F. Travel | £2.60 per visit | Taken from Netten ⁶ and inflated using the retail price index. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. ¹ Assumes 5 study/ training days, and 10 days sickness leave. Unit costs based on 1560 hours per annum. |
| Ratio of direct to indirect time on: face-to-face contacts clinical settings home visits | 1:0.33 1:0.27 1:1.27 | Assuming 5 per cent of time in patient's own home, 35 per cent in clinics, 30 per cent in hospital wards, 5 per cent in other settings, 20 per cent on non- clinical activity and 5 per cent on travel. Information derived from consultation with NHS Trusts. |
| London multiplier | 1.18 x (A to D) 1.32 x E | Allows for the higher costs associated with London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Non-London multiplier | 1.00 x (A to D) 0.97 x E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Unit costs available 2006/20 | 007 (costs includi | ng qualifications given in brackets) |
| £21 (£24) per hour; £28 (£32) A to E). Travel £2.60 per visit. | per hour client con | tact; £27 (£30) per hour in clinic; £48 (£54) per hour of home visiting (includes |

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁵ Based on personal communication with the Department for Communities and Local Government (2007).

⁶ Netten, A. (1992) Some cost implications of Caring for People: interim report, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.

⁷ Based on personal communication with the Department of Health, 2007.

12.5 Radiographer

| Costs and unit estimation | 2006/2007 value | Notes |
|--|---|--|
| A. Wages/salary | £21,646 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2006 pay scale according to the National Profiles for Diagnostic & Therapeutic Radiography. More specialist grades range from AfC band 6 to 8C for a Radiographer Specialist to Consultant. (See page 187 for salary information.) ¹ |
| B. Salary oncosts | £4,555 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications | £5,139 per year | The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. ² See schema 7.5 for more details on cost of qualifications. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ³ No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £7,562 per year | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{4,5} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. ¹ Assumes 5 study/ training days, and 10 days sickness leave. Unit costs based on 1560 hours per annum. |
| Ratio of direct to indirect time on: patient contacts | 1:0.67 | Assuming 60 per cent of time spent on face-to-face contact, 20 per cent on other clinical activity, and 20 per cent on non-clinical activity. Information derived from consultation with NHS Trusts. |
| London multiplier | 1.14 x (A to D) 1.33 x E | Allows for the higher costs associated with London compared to the national average cost. ⁶ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Non-London multiplier | 0.98 x (A to D) 0.97 x E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁶ Building Cost Information Service and Department for Communities and Local Government. ^{4,5} |
| Unit costs available 2006/20 |)07 (costs includir | ng qualifications given in brackets) |
| f74(f77) per hour: $f39(f45)$ | per hour of client of | ontact: \pounds 13 (\pounds 15) per 20 minute clinic visit (includes A to E). |

£24 (£27) per hour; £39 (£45) per hour of client contact; £13 (£15) per 20 minute clinic visit (includes A to E).

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁵ Based on personal communication with the Department for Communities and Local Government (2007).

⁶ Based on personal communication with the Department of Health (2007).

12.6 Hospital pharmacist

| Costs and unit estimation | 2006/2007 value | Notes |
|--|---|---|
| A. Wages/salary | £27,182 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 6 of the April 2006 pay scale according to the National Profiles for Pharmacy. More specialist grades range from AfC band 7 to 8D for a Pharmacist Specialist to Consultant. (See page 187 for salary information). ¹ |
| B. Salary oncosts | £5,845 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications Post graduate training: | £5,885 per year £520 per year | The equivalent annual cost of pre-registration and postgraduate education. The investment costs of a 4 year masters degree plus one year pre-registration training plus a two year postgraduate course have been annuitised over the expected working life. ^{2,3} The investment costs for pre-registration are borne partly by the HEFCE and partly by practitioners provided by the NHS. The Multi-Professional Education and Training (MPET) Levy covers the cost for the Pre-registration training year. Costs for postgraduate training are mainly borne by the NHS but are sometimes self funded. Hospital pharmacists may have up to 20 days per year study time over this two year period. Some however participate in distant learning programmes. There are also further training programmes available for senior pharmacists; however, no information is currently available on the proportion of pharmacists who undergo this training. This therefore has not been taken into account in this costing exercise. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ⁴ No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £4,486 per year | Based on the new build and land requirements of a pharmacy, plus additional space for shared facilities. ^{5,6} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| F. Travel | £1.30 per visit | Taken from Netten ⁵ and inflated using the retail price index. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 statutory leave days. ² Assumes 4 study/ training days (30 hours), and 10 days sickness leave. Unit costs based on 1560 hours per annum. |
| Ratio of direct to indirect time on: direct clinical patient time patient related activities | 1:1 1.0.43 | Ratios are estimated on the basis that 50 per cent of time is spent on direct clinical patient activities, 20 per cent of time on dispensary activities and 30 per cent on non clinical activity. |
| London multiplier | 1.18 x (A to D) 1.50 x E | Allows for the higher costs associated with London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{5,6} |
| Non-London multiplier | 1.00 x(A to D) 0.97 x E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{5,6} |
| Unit costs available 2006/20 | 007 (costs includi | ng qualifications given in brackets) |
| $f_{26}(f_{30})$ per bour: $f_{52}(f_{60})$ | per cost of direct c | linical patient time (includes travel): $f37$ ($f43$) per cost of patient related |

 \pounds 26 (\pounds 30) per hour; \pounds 52 (\pounds 60) per cost of direct clinical patient time (includes travel); \pounds 37 (\pounds 43) per cost of patient related activities.

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Research carried out by the Royal Pharmaceutical Society of Great Britain.

⁴ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

⁵ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁶ Based on personal communication with the Department for Communities and Local Government (2007).

⁷ Based on personal communication with the Department of Health (2007).

12.7 Clinical support worker higher level nursing (hospital)

| Costs and unit estimation | 2006/2007 value | Notes |
|---|---|---|
| A. Wages/salary | £15,446 per year | Based on the mid-point of Agenda for Change (AfC) salaries band 3 of the April 2006 pay scale according to the newly created National Profiles. ¹ |
| B. Salary oncosts | £3,111 per year | Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. |
| C. Qualifications | £0 | Training costs are assumed to be zero, although many take NVQ courses. |
| D. Overheads | £2,904 per year | Comprises £2,904 for indirect overheads. ² No allowance has been made for direct overheads because it is not possible to separate these from the cost of treatment. |
| E. Capital overheads | £3,051 per year | Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. |
| Working time | 42 weeks per annum 37.5 hours per week | Includes 29 days annual leave and 8 days statutory leave. ¹ Assumes 10 days sickness leave. No study/training days have been assumed. Unit costs based on 1597 hours per annum. |
| Ratio of direct to indirect time on: face-to-face contacts | 1:0.25 | Assuming 80 per cent of time on hospital wards and 20 per cent on non- clinical activity. Information derived from consultation with NHS Trusts. |
| London multiplier | 1.18 x (A to D) 1.28 x E | Allows for the higher costs associated with London compared to the national average cost. ⁵ Building Cost Information Service and Department for Communities and Local Government. ^{3,4} |
| Non-London multiplier | 1.00 x (A to D) 0.97 x E | Allows for the lower costs associated with working outside London compared to the national average cost. ⁵ Building Cost Information Service and Department for Communities and Local Government. ^{3,4} |
| Unit costs available 2006/20 | 007 | |
| £15 per hour; £19 per hour of | client contact (inclue | les A to E). |

¹ NHS Employers (2006) Pay Circular (AfC) 1/2006. Pay and conditions for NHS staff covered by the Agenda for Change Agreement, NHS Employers, London.

² Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Building Cost Information Service (2007) Surveys of Tender Prices, March, BCIS, Royal Institution of Chartered Surveyors, London.

⁴ Based on personal communication with the Department for Communities and Local Government (2007).

⁵ Based on personal communication with the Department of Health (2007).