

Unit Costs in Criminal Justice (UCCJ)

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Personal Social Services Research Unit

PSSRU Discussion Paper 2855

Date February 2013

www.pssru.ac.uk

This report presents independent research funded by the Ministry of Justice. The views expressed in this publication are those of the authors and are not necessarily shared by the Ministry of Justice (nor do they represent Government policy).

Acknowledgements

The UCCJ team would like to thank the following people for their assistance: the Governors, Governor's secretaries and other prison staff who spared the time to meet with us; the Counselling Assessment Referral Advice Throughcare service managers and staff who facilitated and participated in the time use survey; the Youth Offending Team staff who met with us or took part in the time diary exercise at a time of major changes within the service; the Youth Justice Board; various sections within the Interventions Substance Misuse Group, National Offender Management Service (NOMS), in particular Gail Styles and Adrian Smith; and Alan Sharpe, NOMS Agency Accounts Production. Thanks are also due to the project Advisory Group and in particular staff at the Ministry of Justice for direction and support during the project, Andy Healey and Nick Newcomen.

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List of acronyms

CARATS	Counselling Assessment Referral Advice Throughcare Service
ISMG	Interventions Substance Misuse Group
JCS	Juvenile Cohort Study
JYJU	Joint Youth Justice Unit
MHB	Morgan Harris Burrows
MOJ	Ministry of Justice
NHS	National Health Service
NOMS	National Offender Management Service
OLASS	Offender Learning and Skills Service
PCT	Primary Care Trust
SBC	Specification Benchmarking and Costing (programme)
SCH	Secure Children's Home
SFA	Skills Funding Agency
SPCR	Surveying Prisoner Crime Reduction
STC	Secure Training Centre
UCCJ	Unit Costs in Criminal Justice
YJB	Youth Justice Board
YOI	Youth Offender Institution
YOT	Youth Offending Team

1 Introduction

This is the final report of the Unit Costs in Criminal Justice (UCCJ) project. This brief introductory section sets out the context and scope of the project and an overview of the overall costing approach. Section 2 describes the basis for the cost estimates which are given in the Appendices. Section 3 concludes by considering the way forward.

1.1 Context

In order to evaluate the cost-effectiveness of the different elements of the criminal justice service, high quality data on the costs of programmes and justice services are required. Health and social care programmes benefit from a wealth of data on costs (see Curtis, 2009 for example), however, until recently there has been comparatively little similar information for the criminal justice field. Commissioning is central to the NOMS vision and is still being developed in this area. Costs are a prerequisite for this and work is already being undertaken within NOMS, the Ministry of Justice (MOJ) and the YJB to address this need. It will also be essential to monitor and control the quality of service delivery, an important complement to an understanding of costs.

1.2 Aim and objectives

The aim of the Unit Costs in Criminal Justice (UCCJ) project was to develop new information on the cost of offender management activities that could be used in combination with evidence on the impact of interventions on re-offending, to determine cost-effectiveness and value for money.

The objectives were to:

- Identify and prioritise the range of interventions and processes for which unit costs are needed.
- Identify actual and potential sources of data to generate comprehensive unit costs, and identify important gaps.
- Undertake or support data collections required and, where necessary, to identify the types and bases for assumptions needed.
- Estimate unit costs for a variety of activities and services.

- Investigate sources of variation in order to identify a basis for estimating those unit costs needed for studies that reflect factors such as offender characteristics.
- Present the information in a transparent, informative and (as far as possible) consistent way.
- Identify a basis for updating estimates and potential for improving estimates as more information becomes available.

Whilst the phrase 'criminal justice' is used, the scope of the UCCJ study did not incorporate all elements of the criminal justice system. For the purposes of the study this included custody (that is, secure accommodation) and community (that is, youth offending and probation services).

The UCCJ study was divided into two phases. The first phase took place between August 2007 and May 2008 with a focus on: scoping the costs needed; development of a methodology for estimating unit costs; and proposals for activities in phase two (Brookes et al., 2008). Phase two was conducted between June 2008 and August 2010 with a focus on generating the unit cost estimates required for the study.

1.3 General principles and method

The costing approach was guided by economic theory, reflecting the opportunity cost of activities undertaken. Opportunity costs depend on the purpose of the exercise and perspective being taken. The aim has been as far as possible to measure the opportunity cost of the activity or intervention to society in order that the full resource implications of opportunities or benefits lost are reflected, rather than expenditure to a single agency or sector.

In order to reflect the full resource implications of any activity, it is also important to identify the resource consequences in the long-run. Short-run estimates imply that activities can be undertaken using existing fixed resources, such as buildings, whereas long-run cost estimation recognises the resource implications of expansion (or occasionally reductions) in activity. As wholesale change is rarely the concern, the focus is on the impact of implementing changes on the margin of the offender management service as a whole. A

marginal cost is the cost of an additional unit of activity or providing a service to one extra person. Based on these economic principles, the aim has been to estimate (as far as possible) the long-run marginal opportunity cost to society.

Knapp (1993) developed a further set of principles or rules that provide useful guidance when it comes to the practical process of cost estimation:

- Costs should be comprehensively measured.
- Cost variations should be reflected and explored.
- Like should be compared with like.
- Cost information should be examined alongside information on outcomes.

This last point is not of particular relevance in the context of this piece of work, but a further principle could be added that unit costs should accurately reflect resource implications of measures of output/activity.

There are two approaches to estimating costs. The bottom-up approach identifies all the resources associated with an activity and adds them up, whilst the top-down approach uses aggregate, often budgetary, data and divides it by the number of units produced. The general method used here has been to follow the approach used in the *Unit Costs of Health and Social Care* volumes, where the bottom-up approach is adopted as far as possible (for example Curtis, 2009). This provided maximum flexibility in adapting costs for a variety of purposes.

Estimating costs using the bottom-up approach requires a clear understanding of the processes involved, the units of activity to be measured and the resources required for these activities and processes to take place. A variety of information is drawn on, including data on the resources involved in a service or activity and information on time taken for different activities. This ensures the full resource implications are reflected and resources are not inappropriately allocated to units of activity. Rarely is it possible to have all the detailed information available for precise estimates. Assumptions are usually needed at some stage in the process. The aim has been to achieve comprehensive estimates, providing a clear basis for assumptions. In some instances, for example in estimating the cost of an

institution, a bottom-up approach can be impractical so a careful analysis and allocation of aggregate data and activity is required in order to generate a 'top-down' estimate.

There are numerous advantages to adopting the bottom-up approach, for example it is transparent and flexible which means that potential sources of error can be investigated and their impact tested. The bottom-up approach also encourages a good understanding of services and careful consideration of the relationship between patterns of work and the way services are delivered. The methodology is versatile as it can highlight variations and be adjusted to reflect planned or hypothesised change.

A key element of the practical process of cost estimation is reflecting and exploring cost variation. Where appropriate the basis for estimating unit costs sought to reflect possible sources of variation such as security category, offender characteristics, geographical location and size of the offender population, wherever potential sources of the information could be identified. The costing approach adopted assisted in linking with existing sources of unit costs and other on-going work and enabled the targeting of project resources at the most relevant and costly areas. It also allowed for the identification of methods and sources for updating the cost information.

2 Developing unit costs

To assist in the development of a consistent framework for unit cost estimation the criminal justice work has been broadly categorised into three groups: prisons; professional time; and interventions.

The original proposal was to include unit costs for adult offender management in the community. Preparation work for this was completed but, after consultation with the NOMS Specification Benchmarking and Costing (SBC) programme, there was concern about the potential for confusion and the burden on staff that might result from work being undertaken in parallel. The SBC programme aimed to define what should be delivered across NOMS in terms of a wider directory of services and what it should cost to deliver each service. Drawing on data provided by Probation Trusts, the SBC PREview costing system collected 'does cost' information for each service using tools such as a staff activity estimator to assist Trusts in completing the return. The PREview system presented costs in a

number of formats: a direct cost per service; a net cost per service including income; and a full cost view which includes management and corporate costs. The first roll out of this system took place outside the timeframe of this project. The decision was made to explore whether output from the SBC programme and PREview costing system could provide the required information, rather than attempting to generate estimates as part of the UCCJ project.

For each cost framework category the identification and prioritisation of the unit costs required is described. The methods used to generate estimates, potential sources of variation and approaches to updating the information are then discussed. The bespoke spreadsheet developed as part of the project is then briefly described. All cost estimates are provided at 2008/2009 prices as the most up-to-date given the project end date¹.

2.1 Prisons

Identification and prioritisation of unit costs required

The scoping exercise during phase one of the UCCJ project (Brookes et al., 2008) identified the need for the following unit costs for prison-based activities:

- accommodation and security ('establishment') costs per prisoner per day;
- cost per accredited offending behaviour programme;
- cost per health service contact;
- cost per hour of learning and skills;
- cost per non-accredited intervention;
- cost per pre-release activity;
- cost per reception/induction.

The limited information available and the need to concentrate study resources on the areas of greatest importance resulted in some unit costs being removed from the list. Priority was given to areas reported to be most frequently used in a pre-release survey of prisoners forming part of the Surveying Prisoner Crime Reduction Survey (SPCR), carried out by the

¹ With the exception of Attendance Centre costs as it was not possible to update these.

Ministry of Justice². Services were also excluded if they were difficult to describe or if no useful information or data were available.

Non-accredited interventions (those not accredited by the Correctional Services Accreditation Panel) in prisons were too numerous and varied to build a unit cost which would have had any useful universal application and so were excluded from the work at this point. Obtaining the level of information required for the costs of reception/induction and pre-release activities would have required significant time and resources and so were also removed from the list. However, one of the contacts most frequently reported by study participants was with a Counselling Assessment Referral Advice Throughcare (CARAT) worker. Therefore, the cost per hour/per contact with a CARAT worker was added to the list of unit costs required. The INview costing system that at time was under development within NOMS aimed to collect actual costs for services identified by the SBC programme in the same way as PREview for direct services to prisoners including reception, induction and CARATs (the first roll out took place in 2011).

The final unit costs prioritised for prison-based activities were as follows:

- establishment costs per prisoner day;
- cost per accredited programme;
- cost per health service contact;
- cost per hour of learning and skills;
- cost per hour/contact CARAT worker.

In addition, juvenile custody was located in this category:

- cost per week of custody.

² <http://www.justice.gov.uk/publications/research-and-analysis/moj/2011/surveying-prisoner-crim-reduction>

Methods

A range of data sources and a variety of approaches were used to calculate the unit costs for prison-based activities. Broadly the costing strategy involved: building on existing work and drawing together and analysing a variety of sources of data; conducting new data collections where no other information was available; and, where possible verification of the assumptions made with experts in each area.

Accredited offending behaviour programmes delivered in prison

To generate unit cost estimates for accredited programmes it was necessary to estimate a cost per hour for staff involved in delivering programmes and to link this with information about staff time required to undertake the programme. Annual pay costs were estimated through relevant information about staff pay grades and combining scale mid-points with National Insurance and superannuation contributions and overheads. Pay scale information for operational managers, prison officers and support grades was obtained from a report of the *Prison Service Pay Review Body Seventh Report on England and Wales 2008* (The Stationery Office, 2008) and for psychology staff and administrators from the Prison Service website (HM Prison Service, no date [online]).

Annual hours worked were based on information about leave, sickness, training and hours worked each week drawn from the *Prison Service Annual Report and Accounts 2007/2008* (The Stationery Office, 2008) and NOMS for training information. Annual pay costs were then divided by annual hours worked to produce a cost per hour for different staff groups.

Adjustments were made to these basic unit costs of time for non-specified activities, which add to direct time spent on programme work and are an inevitable aspect of working in a prison environment. This might include waiting for security arrangements to be in place when working with prisoners, for prisoners to be brought to locations, 'lockdowns' after incidents have occurred and so on. Ideally this adjustment would be based on actual time use, but in the absence of this information, a percentage of total time spent on these activities needs to be assumed. It is proposed that a proportion of five per cent is applied. This can be varied in sensitivity analysis to check the implications for analyses and conclusions.

Information about capital costs was not available which could lead to an under-stating of the costs of running programmes. However, capital costs do not generally represent a large proportion of unit costs as these tend to be dominated by staff costs.

Information was obtained about the majority of accredited programmes in the following groups: general offending; violence; substance misuse; sex offending; and motivational programmes. For each programme information was gathered from various sources on:

- length of programme;
- number of sessions;
- length of session;
- group size (maximum);
- number of programme completers (2008/2009);
- number of programme starters (2008/2009);
- number of facilitators;
- type of staff involved.

Estimates were obtained of the number of hours input required by managers and facilitators for the programmes from the Interventions and Substance Misuse Group (ISMG), NOMS. Profiling provided by NOMS enabled the weighting of the salary across the programme team and the identification of indirect, face-to-face, management and administrative time spent on each programme. A ratio of direct to indirect time was estimated using this information. The number of programme starters was divided by the maximum group size to estimate the number of programmes per year. This was then multiplied by the total cost per programme and divided by the total number of starters/completers. The final unit costs produced for each programme were: cost per hour; cost per hour face-to-face contact; cost per session; cost per completer; and cost per starter.

Appendices 1.1 to 1.16 contain individual schemata for each of the prison-based programmes where information was available. Programme unit costs ranged from £34 per hour (Focus On Resettlement) to £76 per hour (Rolling Sex Offender Treatment Programme).

The accreditation process means that programmes are required to run to a standardised format so there should be minimal variation in costs between the same programmes run at different establishments. The main input into programmes is staff time and each year pay scales can be updated through the annual Prison Service Pay Review.

Health contacts

Since 2005 the Primary Care Trust (PCT) in which a prison is located has been responsible for commissioning services for those prisoners including National Health Service (NHS) dental services. Healthcare provided at a prison establishment can include the following:

- general practitioner services (including out of hours);
- pharmacy;
- dentistry;
- optometry;
- podiatry;
- diabetes care;
- genitourinary medicine;
- urology;
- physiotherapy;
- audiology;
- substance misuse;
- mental health services.

In most cases prison healthcare units equate to a hospital medical assessment unit and have a number of inpatient beds. These are generally used for short-term physical care; minor mental health symptoms; and drug/alcohol detoxification. Services provided are similar to a minor injuries unit in the community and they may have x-ray facilities.

The NHS meets the costs of all health care for prisoners including secondary or acute care which cannot be provided within the prison itself. This includes the cost of escorts by security staff to attend hospital and bed watches (a hospital admission of at least one night where the prisoner requires constant supervision for security reasons).

After consulting offender health commissioners, an assumption was made that once the associated security costs were removed, the cost per hour of health services delivered within the prison system would cost no more or less than those delivered in the community. Therefore, where a reasonable match could be made the costs available through the *Unit Costs of Health and Social Care 2009* (Curtis, 2009) were adopted. Schemata for the range of professionals and services which may be transferable to this setting can be found in Appendices 1.17 to 1.32. Using the *Unit Costs of Health and Social Care* volumes should allow updating of information on an annual basis. However, there are potentially significant limitations to comparing prisons to the community and this should be developed further in the future.

Learning and skills

The Skills Funding Agency (SFA, formerly the Learning and Skills Council) provided information on the funding arrangements regarding learning delivered in prisons. The SFA contracts are on the basis of education hours per establishment. The contracts may be with local/regional providers but some are also out of region providers. Prior to the Offenders' Learning and Skills Service (OLASS) the teaching funding rate range was £29 to £80 per hour. The SFA developed a funding model with the aim of ensuring that provision levels inherited from the prison service remained the same in each establishment; that there was equity in the funding methodology; that a high quality service was purchased; and that the service was affordable to the SFA within the resources transferred.

The SFA commissioned a report to underpin the funding model's requirements which concluded that the usual factors that determine LSC funding allocations were not applicable in prison education. For example, the cost of delivering construction classes is expensive, due mainly to equipment and machinery, but this does not apply in custody where such items are purchased and owned by the prison service. The premises and maintenance of premises is likewise the responsibility of the prison service. The primary costs for OLASS are therefore the staff. The hourly OLASS funding model took into account only one additional factor, an 'Area Costs Uplift' to recognise the higher living costs associated with the south east and London.

The hourly rate of learning delivered was set at £42.02 (it is assumed that this includes OLASS central overheads). Information available in the public domain gives the OLASS hours allocated for each establishment for 2008/2009 (OLASS, no date [online]) see Appendix 2. This information is contained in establishment profile documents by region to give tendering organisations an indication of: the numbers engaged in OLASS provision; allocated delivery hours of teaching; and the mix and balance of provision. The average cost per year per individual prisoner could be obtained by dividing the cost of number of hours delivered by the certified normal accommodation for a particular establishment multiplied by a prisoner's sentence length.

CARAT workers

The Counselling Assessment Referral Advice Throughcare (CARAT) service is a multidisciplinary service consisting of specialist drug treatment service providers and dedicated prison staff. It is a non-clinical gateway service for drug treatment. The service operates in adult and young offender institutions in England and Wales³. In order that the full resource implications of work in this area can be estimated it is important to consider all activities essential to delivering the CARAT service not just face-to-face time. A time use survey was conducted with CARAT workers to collect information about time spent working directly with offenders and time spent on other activities. The survey collected prospective time use information for a one week period during April 2010. Sampling of CARAT teams was conducted on the basis of: establishment category; certified normal accommodation; and geographical area. Twenty establishments were selected in total with the number in each category determined by the proportion of these types of prison across the whole estate.

A total of 93⁴ questionnaires were received from 24⁵ prisons (the number differs from the original sample as one area manager requested participation from all establishments). The average client caseload for CARAT workers was 32 with a range of seven to 70. On average during the allocated week CARAT workers spent six hours (or 16 per cent) of their time in

³ CARATs were funded through NOMS but since 2012 responsibility for all substance misuse interventions passed to PCTs.

⁴ The sample was based on establishments rather than numbers of staff as whoever was at work that particular week was asked to complete a questionnaire.

⁵ Whilst 4 more prisons participated than the original sample size of 20, 4 of those initially selected did not participate.

individual client sessions. Just over 40 per cent of respondents were involved in delivering group work. Almost a quarter of CARAT worker time on average was spent on administration. A simple regression was conducted to explore the relationship between prison category and hours spent on different activities. The number of hours spent on assessments and duty sessions were the only activities statistically significantly related to prison category. Appendices 3 and 4 contain a more detailed report of the CARAT time use survey and the results of the statistical analysis. The number of prisons who participated in the exercise was broadly representative of their percentage in each category across the adult prison estate. They also represented a cross-section in terms of geography and size.

The final unit costs estimated for a CARAT worker were: cost per hour; cost per hour case-related work; and cost per hour face-to-face contact. Information collected by the Interventions and Substance Misuse Group (ISMG), NOMS on salary information should allow this to be updated.

A schema for a CARAT worker can be found in Appendix 1.33. The unit cost per hour for a CARAT worker was estimated at £24 (£70 per hour of face-to-face contact).

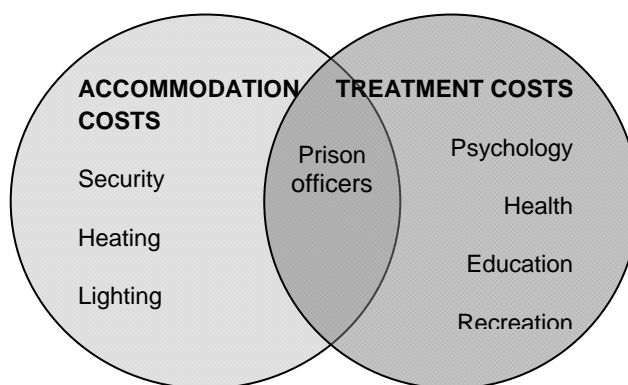
Establishment or accommodation and security costs

Calculating unit costs for institutions such as prisons requires a consideration of the distinction between 'establishment' costs and 'treatment' costs (Drummond et al., 2005). Establishment costs are the standard or basic costs of time spent in an institution and include security, heat, light, catering and the capital costs of the building. In theory, these costs do not change from prisoner to prisoner and they remain constant over the short-term. Conversely, treatment costs such as interventions and healthcare vary according to the specific resources being used during a stay in the institution, and will thus change both over time and between individuals.

The Venn diagram (Figure 2.1) shows how the costs of a prison stay can be separated into establishment or accommodation and security costs and treatment costs. Included in the accommodation and security costs are utilities, food, cleaning, administration, security, Information Technology, vehicles and management. Treatment costs are offending behaviour programmes, healthcare contacts, education, recreation, work activities and

probation. The roles undertaken by prison officers can be considered both accommodation and security costs and treatment costs; some play an important therapeutic role by facilitating offending behaviour programmes (treatment costs), but most are also responsible for locking up and overseeing the general security of the prison (establishment costs).

Figure 2.1 Components of accommodation costs and treatment costs in a secure institution



The prison accommodation and security costs were based on the annual expenditure for 2008/2009 for each establishment. The expenditure data forms part of the end of year financial accounts that are returned to NOMS Agency Accounts and are reported in the Prison Service annual report and accounts. The accommodation and security costs needed to be adjusted to ensure that any treatment unit costs are excluded. Recreation, work and offender management (detailed in figure 2.1) could not be costed within the time and resources available and so are treated as accommodation and security costs. Healthcare and education are funded separately by the NHS and the LSC respectively, and thus their costs do not appear on prison service accounts. However the costs of accredited programmes and CARAT services are included, so these costs need to be subtracted from the total prison expenditure. The following adjustments were made:

- Expenditure on CARATs per establishment was not available, so the allocated funding for CARATs was used. This information was provided by the Finance and Performance Manager of the ISMG.
- The total cost of accredited programmes per establishment was calculated by taking the unit cost of the programme (see above) and multiplying it by the number of prisoners who had completed the programme at each establishment. The number of offending behaviour programmes completed forms part of each prison's Key Performance Targets. This information was also provided by the ISMG. The sum of all completed programmes provided the total cost of all accredited programmes at each establishment.

For each establishment, an adjusted cost per prisoner was calculated by taking total establishment expenditure, subtracting CARAT and accredited programme costs and then dividing the adjusted expenditure by the number of places as measured by certified normal accommodation.

The adjusted establishment accommodation and security costs per prisoner were then examined in a regression analysis. The aim of the analysis was to explore and identify the factors that had a significant impact on the per prisoner cost. These could then be used to make adjustments to average unit costs based on establishment characteristics. The methods used but not the results are reported here as these have been superseded by more recent MOJ work (NOMS, 2011). The costs per place and costs per prisoner by individual prison produced by NOMS can be found in Appendices 5 and 6.

Juvenile custody

The previous sections only refer to the adult estate. No information was available about interventions for the young people whilst in custody; this is an important gap in the work of the UCCJ and an area that warrants further investigation.

The YJB purchase places in Young Offender Institutions (YOI), Secure Children's Homes (SCH) and Secure Training Centres (STC). The price of a bed per day in custody was used as a proxy for cost as more detailed information reflecting use of resources whilst in custody was not

available (see Appendix 1.36). The different prices between the types of establishment are likely to reflect the differences in the size of the units; staff to young people ratios; and staff training required. The bed price per day was provided by the Secure Accommodation Commissioning Team at the YJB and so should allow the updating of information each year.

2.2 Professional time

Identification and prioritisation of unit costs required

The scoping exercise during phase one of the project (Brookes et al, 2008) identified the following unit costs in relation to professional time involved in the management of young offenders:

- cost per hour/contact with YOT practitioner;
- cost of police inputs.

Through an investigation of YOT working practices it was identified that the majority of interventions for young people were delivered by YOT staff themselves. This resulted in principal input and priority being given to costing YOT practitioner time.

Methods

Broadly the costing strategy to obtain information for unit costs relating to YOT practitioner time involved: YOT visits to obtain information about staffing, structures and interventions; a YOT Manager Survey for staffing and structures and a time diary exercise. It has not been possible to locate any up-to date publicly available activity based costing information for the police.

Youth Offending Team (YOT) staff

In order to ensure that estimated unit costs reflect the full resource implications of time spent on offender related activity, it is necessary to allow for time spent on general administration and other activities not directly attributable to cases. This requires an understanding of the time use and activities undertaken by YOT staff members.

To generate unit costs for YOT staff, information is needed about salary and overhead costs (including supervision and support). There are no national pay scales for YOT staff as they are local authority employees and subject to local pay arrangements. Annual costs of YOT practitioners were based on the *Local Government Earnings Survey, England and Wales 2008* (Local Government Association Analysis and Research, 2009) salary information and have been used to estimate a basic cost per hour for practitioners. Linking the salary to the survey ensures that this can be updated easily.

To identify time spent on activities a time diary data collection exercise was conducted to establish information about time spent by practitioners on face-to-face activities, activities on behalf of the young person, travel, training and other indirect activities. Events for the time diary exercise were established from national standards and developed during a pilot phase. Data were collected about: basic demographics; staff role and experience; caseload and hours spent on different categories of activity for a one week period. See Appendix 6 for details.

Two hundred and sixty-five sheets were returned from 14 YOTs who were also participating in the Juvenile Cohort Study (JCS) conducted by the Ministry of Justice. YOTs who participated in the exercise were broadly representative of those across England and Wales as measured by age, gender and ethnicity of young people, compliance across all national standards and JCS disposals (see Appendix 7). When compared to the numbers of eligible staff indicated in the YOT Manager surveys this equated to a response rate of 47 per cent. Seventy-one sheets were excluded as they were completed by staff involved in preventive work which was not considered as a priority for costing purposes. For the purposes of analysis the various team roles were categorised into three groups: Case Managers/YOT Practitioners; Specialist Support Workers; and Project Officers.

The average caseload for Case Managers/YOT Practitioners was 15 and, as expected the majority of these cases were subject to a community disposal. Less than a fifth of Case Manager time was spent face-to-face with young people, although 65 per cent of their time was spent on all case-related activity. On average case-related administration took up nearly a third of the Case Manager time. 17 per cent of Case Managers were involved in delivering group work.

Specialist Support Workers spent about the same proportion of their time providing input to cases as they did to other areas of work such as Final Warnings, prevention, remand management, court work, and restorative justice and so on. Project Officers spent a larger proportion of time overall on other work related to young people compared with community disposal related activity, 49 per cent and 32 per cent respectively. Over half of Project Officers and over a third of Specialist Support Workers delivered group interventions.

Schemata for the YOT staff can be found in Appendices 1.37 to 1.39. The final unit costs estimated for each of the four categories of worker were: cost per hour; cost per hour case-related work; and cost per hour face-to-face contact. The unit cost per hour for all categories of YOT worker was estimated at £29.

In addition, estimates of cost per hour were generated using the average per cent of time spent on work with young people not subject to a community disposal (prevention, court work, informal restorative justice activities and so on). This information was also combined with time spent on case-related work to estimate the cost per hour of all work with young people (see Appendix 1.40).

2.3 Interventions

Identification and prioritisation of unit costs required

The unit costs identified as a priority were:

- cost per intervention/activity by other agencies;
- cost of junior Attendance Centre attendance;
- cost of unpaid work.

Unpaid work is managed by the probation service and it had been intended to deal with this through the costing strategy for activities delivered as part of adult community sentences.

As this work did not take place, this unit cost was removed from the list.

Methods

The costing strategy involved establishing external referral patterns through a YOT Manager Survey and building on information collected about interventions as part of work carried out by Mogan Harris Burrows (MHB) as part of the JCS (Wilson and Hinks, 2011).

Interventions/activities with young offenders (community)

For the purposes of this project an intervention is defined as a process introduced to effect change. There is no standardisation of interventions for juveniles in the community and this means that the approach and methods used to address the same needs will vary between YOTs.

MHB surveyed YOTs about the interventions young people received as this detail would not be available from downloads from case management systems. It gathered detail on 290 programmes used across the 30 JCS YOTs. It explored the selection and referral criteria and the structure and delivery of these programmes. These data were obtained and attempts made to categorise those not delivered by YOT staff themselves with a view to creating examples for each of the categories below. These were:

- one-to-one (one off);
- one-to-one (series of sessions);
- small group work;
- large club sessions.

The large number and variety of these interventions and the early stage of data analyses for both the JCS and the interventions survey carried out by MHB meant that a targeted costing approach could not be adopted at this point.

Two intervention schemata were produced of those delivered by the Fire and Rescue Service and a NHS substance misuse worker (see Appendices 1.40 and 1.41). These were selected as they were delivered by statutory services, so salary information was available from the *National Joint Council for Local Authority Fire and Rescue Services Pay Settlement 2009* (National Joint Council, 2009) and the *Unit Costs of Health and Social Care 2009* (Curtis, 2009) (there were a number of interventions delivered by the private or third sector

where this information was not available). The YOT Manager Survey had indicated that these were services that YOTs did refer to and some additional level of detail was available from the JCS Interventions survey about the delivery of the interventions. There are limitations to the use of these estimates as they are only based on time spent face-to-face with a young person, and as such probably represent an underestimate of the full resource implications.

Attendance Centres

Juveniles can receive an Attendance Centre Order requiring attendance at Centres ranging from 12 to 36 hours or attend as part of other community sentences (now part of the Youth Rehabilitation Order). During 2008/2009 Attendance Centres were directly funded by the Joint Youth Justice Unit (JYJU) at the Ministry of Justice, now the Youth Justice Policy Unit. The JYJU provided a breakdown of the yearly expenditure and attendance for each Junior and Senior Attendance Centre up to 2007/2008 (see Appendix 1.42 for overall cost per hour of attendance). It was not possible to update this information for 2008/2009 as attendance and expenditure information were no longer held by the same department.

2.4 Model for estimation and updating of unit costs

One of the objectives of the Unit Costs in Criminal Justice (UCCJ) project was the development of a bespoke spreadsheet to facilitate both the estimation and the updating of unit costs. In the first instance potential users of the spreadsheet were identified as the Ministry of Justice analysts conducting cost analyses for research and other purposes.

The development of the spreadsheet drew on experience from the *Unit Costs in Health and Social Care* annual volumes (see, for example, Curtis, 2009) and details the range of unit costs to be generated, the specific approaches to these estimates, information about data sources and inflators available and anticipated assumptions where necessary. The overall approach is of individual schemata or tables linked to background worksheets where appropriate. The spreadsheet has been populated with existing cost data or that generated by the project team.

3 Looking forward

Considerable progress has been made in generating cost information for the criminal justice field as part of the UCCJ project. It has produced cost data that can support the wider evaluation and appraisal of interventions and provides a resource that can be updated and adapted for other needs. The outputs from the project contribute to the evidence base on which strategic decisions can be made and provide a tool for policy analysis and commissioning.

The principal achievements have been:

- Estimation of full economic unit costs for a wide variety of custody related activities, covering 16 accredited offending behaviour programmes, the majority of non-clinical services for substance misusers including CARATs (one of the services contacted by a large proportion of prisoners) and a model for estimating prison accommodation and security costs.
- The vast majority of youth justice interventions are administered directly through YOTs, where the principal input is the time of YOT practitioners. Unit cost estimates of a variety of practitioners have been estimated that take into account the full resource implications of direct and indirect activities. These, together with information from research should allow the generation of the costs of YOT administered interventions. Illustrative estimates of the costs of externally provided interventions have also been generated, indicating the potential for future estimates. The work with YOT practitioners necessary to generate these unit costs was the first time in a number of years a time diary exercise of this kind had been conducted within the youth justice field. The level of participation from practitioners was good, particularly when taking into consideration workload pressures and the potential changes in practice due to the introduction, at the time of the research, of the Scaled Approach for interventions with young offenders. The results provided useful insights into the working practices of a variety of YOT staff and the information could be used to feed into a wider evaluation of the working of these teams.

- Exploration of why costs vary facilitates both tailoring costs to the data available and focus of interest, and provides an understanding of cost drivers.
- As identified above, the principle of opportunity costs means that cost estimates are not unique and need to be adapted to reflect the particular purpose or perspective of the analysis or exercise. Moreover, if undue resources are not to be used in the costing process itself, necessarily assumptions have to be made. The transparent and flexible bottom-up approach to cost estimation used wherever possible allows the costs to be adapted for a variety of purposes.
- The spreadsheet, which was another important output of the study, facilitates the adaptation and tailoring of estimates and testing the sensitivity of results to assumptions and different cost elements. To further enhance the value of this, sources of information have been identified wherever possible to allow cost estimates to be updated year on year.

The project is a first step in an on-going process of improving and updating criminal justice cost information and fills some of the gaps in establishing full economic costs of criminal justice activities. However, this work has not been able to address certain issues:

- Unit costs not calculated include the costs associated with adult offender management (Offender Manager time; accredited programmes; interventions by non-probation agencies; unpaid work; electronic monitoring; accommodation). The cost information generated by NOMS in relation to the Directory of Services⁶ will undoubtedly be useful, and adjustments are likely to be possible, but insufficient information was available for us to make any specific recommendations at the time of this project.
- There remain gaps in information about the full economic costs of the wide variety of interventions and activities outside of formal accreditation processes. For

⁶ <http://www.justice.gov.uk/about/noms/noms-directory-of-services-and-specifications>

example, the large number and diverse range of programmes or courses across the prison estate.

- Elements of prison staff costs also need further exploration. Estimation of unit costs allocated 10 per cent of salary for indirect costs. This figure was applied as it has been used in other areas and it may be appropriate to explore this further to support its use in this setting. In addition, it may be worthwhile to investigate whether the application of a 5 per cent adjustment for security-related activities on staff time is realistic.
- There is also a need for a better understanding of the cost of treatment activities for substance misusers within the prison system, particularly in relation to clinical drug services. This is also true for the costs of delivering healthcare in prisons, as further work to provide a wider range of unit costs is required.
- Juvenile secure custody was not a major focus, however, this is a high cost area and the effects of custodial interventions could have an important impact on young offenders receiving a custodial sentence as part of their order. Better understanding of unit costs and causes of variation, including both accommodation and security and intervention costs, would provide valuable additional information both for research and for wider policy analyses.
- The focus has been for the main part on the principal objective of the study, generating costs to support economic evaluation and appraisal in a criminal justice context. However, there are wider uses, and a good understanding of costs is particularly essential in times of economic stringency. Further development of unit costs in criminal justice on a similar basis to the widely used *Unit Costs of Health and Social Care* volumes (on which this project was based), and the potential adaptation of costings produced by NOMS for their Directory of Services, would facilitate cost effectiveness research and act as a focal point for knowledge and expertise in this area. The development of the health and social care volumes over fifteen years has also allowed a body of work to build up alongside it, in part due to the initial gathering of the cost information in one place.

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Appendix 1 Unit Costs in Criminal Justice

1.1 Prisons: Enhanced Thinking Skills (ETS)

ETS addresses thinking and behaviour associated with offending through a sequenced series of structured exercises designed to teach interpersonal problem solving skills. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Assumes that Treatment Manager is included where tasks can be completed by anyone in the programme team or where a third facilitator is involved in activities.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£25,905	Salaries are based on Treatment Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer). Teams include 2 Facilitators and a Treatment Manager weighted to reflect input.
Salary on-costs	£3,316 £3,627	Employers' National Insurance at 12.8%. 14% of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£45,196	Treatment Manager 104.5 hours (plus 44 annual hours) Resettlement Manager 36 hours Programme Manager 18 hours Administrative Support 30 hours per course. Assumes eight courses per year.
Indirect costs	£3,285	Central costs for example utilities, estates, HR, finance. 10% of salary costs used here for illustrative purposes.
Capital overheads		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	5,475	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 619 courses per year based on a maximum group size of 10.
Programme starters	6,186	
Ratio of direct to indirect time on face-to-face contact	1:1.22	Ratio is estimated on the basis that 45 per cent of time is spent on face-to-face contact and 55 per cent on other activities.
Length of contact	2.5 hours	Duration of one ETS session.
Number of sessions	21	
Unit costs available 2008/2009		
£54 per hour; £120 per hour face-to-face contact; £135 per ETS session; £1,770 per starter; £2,000 per completer		

1.2 Prisons: Cognitive Skills Booster (CSB)

CSB reinforces and consolidates the learning from a general offending behaviour programme. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Assumes that Treatment Manager is included where tasks can be completed by anyone in the programme team or where a third facilitator is involved in activities.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£24,671	Salaries are based on Treatment Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer). Teams included 2 Facilitators and a Treatment Manager weighted to reflect input.
Salary on-costs	£3,158 £3,454	Employers' National Insurance at 12.8%. 14% of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£24,745	Treatment Manager 127 hours Resettlement Manager 36 hours Programme Manager 18 hours Administrative Support 30 hours per course. Assumes four courses per year based on minimum delivery requirement per week of one session.
Indirect costs	£3,128	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital overheads		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	312	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 41 courses per year based on maximum group size of 10.
Programme starters	401	
Ratio of direct to indirect time on face-to-face contact	1:1.13	Ratio is estimated on the basis that 47 per cent of time is spent on face-to-face contact and 53 per cent on other activities.
Length of contact	2.5 hours	Duration of one CSB session (including break).
Number of sessions	10	
Unit costs available 2008/2009		
£39 per hour; £84 per hour face-to-face contact; £99 per CSB session; £1,451 per starter; £1,960 per completer		

1.3 Prisons: Controlling Anger and Learning how to Manage it (CALM)

CALM is a Canadian cognitive behavioural programme which teaches skills in managing anger and emotions. It is aimed at offenders for whom anger/aggression features as a component in current or previous offending. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Assumes that Treatment Manager is included where tasks can be completed by anyone in the programme team or where a third facilitator is involved in some activities.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£24,400	Salaries are based on Treatment Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer). Teams included 2 Facilitators and a Treatment Manager weighted to reflect input.
Salary on-costs	£3,123 £3,416	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£25,753	Treatment Manager 130 hours Resettlement Manager 36 hours Programme Manager 20 hours Administrative Support 36 hours per course. Assumes four courses per year.
Indirect	£3,094	Central costs for example utilities, estates, HR, finance. 10 % of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	621	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 94 courses per year based on a maximum group size of 8.
Programme starters	750	
Ratio of direct to indirect time on face-to-face contact	1:1.13	Ratio is estimated on the basis that 47 per cent of time is spent on face-to-face contact and 53 per cent on other activities.
Length of contact	2.5 hours	Duration of one CALM session (includes break).
Number of sessions	24 +4 individual	
Unit costs available 2008/2009		
£40 per hour; £85 per hour face-to-face contact; £100 per CALM session; £2,396 per starter; £2,894 per completer		

1.4 Prisons: Cognitive Self Change Programme (CSCP)

CSCP is a programme designed for adult offenders with a history of violence who are motivated to change their pattern of behaviour. Participants must have 12 months or more left to serve in prison. It consists of six blocks, the final one taking place in the community after release. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Assumes that Treatment Manager is included where tasks can be completed by anyone in the programme team or where more than two facilitators are involved in activities (two facilitators deliver, four involved in all session-related work).

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£32,351	Salaries are based on Treatment Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer). Teams included 3 Facilitators and a Treatment Manager weighted to reflect input.
Salary on-costs	£4,141 £4,529	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£31,600	Treatment Manager 826 hours Programme Manager 150 hours Administrative Support 50 hours per year.
Indirect	£4,102	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	26	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Programme ran at four prison establishments (total programme costs multiplied by four divided by number completers). Completer numbers higher than starters assumes as a rolling programme more individuals could complete the programme from the previous year than start in the current year.
Programme starters	16	
Ratio of direct to indirect time on face-to-face contact	1:1.17	Ratio is estimated on the basis that 37 per cent of time is spent on face-to-face contact and 63 per cent on other activities.
Length of contact	1.25 hours	Duration of one CSCP session.
Number of sessions	Rolling programme	Assumes 4 sessions per week delivered 48 weeks per year.
Unit costs available 2008/2009		
£51 per hour; £111 per hour face-to-face contact; £64 per CSCP session; £35,492 per starter; £21,841 per completer		

1.5 Prisons: Healthy Relationships Programme (HRP) Moderate

HRP uses a range of techniques such as lectures, guided learning exercises and case studies to enable offenders to take responsibility for their behaviour and develop skills in order that they may eliminate violent and abusive behaviour from their intimate relationships. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). HRP operates in medium and high intensity, the schema describes the moderate version of the programme.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£26,687	Salaries are based on Trained Psychologist, Chartered Psychologist, Treatment Manager and DARNA writer (all midpoint grades E or F), Psychology Assistant, Trainee Psychologist and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer) weighted to reflect input.
Salary on-costs	£3,416 £3,736	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£26,678	Psychology Manager 100 hours Resettlement Manager 225 hours Programme Manager 120 hours. Assumes 5 programmes per year based on course length of 8 weeks.
Indirect	£3,384	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Ratio of direct to indirect time on face-to-face contact	1:1.5	Ratio is estimated on the basis that 40 per cent of time is spent on face-to-face contact and 60 per cent on other activities.
Length of contact	2.5 hours	Duration of one HRP session.
Number of sessions	24+4	
Time needed to produce DARNA report	27 hours	Includes completion (14 hours); supervision/peer review (4 hours); and feedback (9 hours).
Unit costs available 2008/2009		
£43 per hour; £106 per hour face-to-face contact; £106 per HRP session; £6,885 per participant; £852 per DARNA report		

1.6 Prisons: Healthy Relationships Programme (HRP) High

HRP uses a range of techniques such as lectures, guided learning exercises and case studies to enable offenders to take responsibility for their behaviour and develop skills in order that they may eliminate violent and abusive behaviour from their intimate relationships. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). HRP operates in medium and high intensity, the schema describes the high intensity version of the programme.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£27,052	Salaries are based on Trained Psychologist, Chartered Psychologist, Treatment Manager and DARNA writer (all midpoint grades E or F), Psychology Assistant, Trainee Psychologist and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer) weighted to reflect input.
Salary on-costs	£3,463 £3,787	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£39,749	Psychology Manager 412 hours Resettlement Manager 255 hours Programme Manager 180 hours. Assumes 2 programmes per year based on course length of 24 weeks.
Indirect	£3,430	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Ratio of direct to indirect time on face-to-face contact	1:1.1	Ratio is estimated on the basis that 47 per cent of time is spent on face-to-face contact and 53 per cent on other activities.
Length of contact	2.5 hours	Duration of one HRP session.
Number of sessions	68+10	
Time needed to produce DARNA report	34 hours	Includes completion (21 hours); supervision/peer review (4 hours); and feedback (9 hours) – already included in indirect time.
Unit costs available 2008/2009		
£52 per hour; £109 per hour face-to-face contact; £130 per HRP session; £10,002 per participant; £1,073 per DARNA report		

1.7 Prisons: Prison-Addressing Substance Related Offending (P-ASRO)

P-ASRO is a low intensity cognitive behavioural intervention designed to assist offenders address drug use and related offending, learn and enhance skills and thinking patterns required to reduce or stop drug misuse and offending. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP).

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£27,098	Salaries are based on Treatment Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer). Assumes four facilitators, one also has Treatment Manager role.
Salary on-costs	£3,469 £3,794	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£28,794	Treatment Manager 624 hours Through care Manager 144 hours Programme Manager 144 hours annually. Assumes six courses per year.
Indirect	£3,436	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	2864	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 239 groups based on maximum group size of 12.
Programme starters	3508	
Ratio of direct to indirect time on face-to-face contact	1:1.7	Ratio is estimated on the basis that 37 per cent of time is spent on face-to-face contact and 63 per cent on other activities.
Length of contact	2.5 hours	Duration of one P-ASRO session.
Number of sessions	20	
Unit costs available 2008/2009		
£44 per hour; £120 per hour face-to-face contact; £111 per P-ASRO session; £1,473 per starter; £1,805 per completer		

1.8 Prisons: Short Duration Programme (SDP)

SDP is a cognitive behavioural drug treatment programme with a focus on harm minimisation. It boosts drug treatment provision for offenders in custody for a short period (six months left to serve or on remand). This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP).

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£26,943	Salaries are based on Treatment Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer). Assumes four facilitators, one also has Treatment Manager role.
Salary on-costs	£3,449	Employers' National Insurance at 12.8 per cent.
	£3,772	14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£45,463	Treatment Manager 140 hours CARAT Manager 20 hours Programme Manager 180 hours. Assumes all midpoint grade E and ten courses per year.
Indirect	£3,416	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	3,290	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 396 groups 2008/09 based on maximum group size of 12.
Programme starters	4,748	
Ratio of direct to indirect time on face-to-face contact	1:1.9	Ratio is estimated on the basis that 35 per cent of time is spent on face-to-face contact and 65 per cent on other activities.
Length of contact	2.5 hours	Duration of one SDP session.
Number of sessions	20	
Unit costs available 2008/2009		
£55 per hour; £160 per hour face-to-face contact; £138 per SDP session; £1,687 per starter; £2,435 per completer		

1.9 Prisons: Core Sex Offender Treatment Programme

The Core Programme addresses a range of offending behaviour. It challenges thinking patterns used by offenders to excuse and justify their behaviour and teaches new attitudes and behaviours related to positive offence-free living. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Team consists of three facilitators who share tasks outside the delivery room, only two deliver at any one time.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£22,735	Teams included 3 Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer), Trainee Psychologist, Psychology Assistant, Psychology Manager (midpoint grade E), Chartered Psychologist (midpoint grade E) weighted to reflect input.
Salary on-costs	£2,910 £3,183	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£50,199	Psychology Manager 134.5 hours Treatment Manager 320.5 hours Resettlement Manager 170 hours Programme Manager 170 hours per course. Assumes 2 courses per year.
Indirect	£2,883	Central costs for example utilities, estates, HR, finance. 10 % of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	409	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 52 courses per year based on maximum group size of 9.
Programme starters	471	
Ratio of direct to indirect time on face-to-face contact	1:0.82	Ratio is estimated on the basis that 55 per cent of time is spent on face-to-face contact and 45 per cent on other activities.
Length of contact	2.5 hours	Duration of one Core SOTP session.
Number of sessions	90	
Time needed to produce SARN report	30 hours	Includes completion (21 hours); supervision/peer review (2 hours); and feedback (7 hours) – already included in indirect time.
Unit costs available 2008/2009		
£55 per hour; £98 per hour face-to-face contact; £137 per Core SOTP session; £8,473 per starter; £9,757 per completer; £947 per SARN report		

1.10 Prisons: Adapted Sex Offender Treatment Programme

The Adapted Programme is the equivalent of the core programme but is for lower functioning offenders. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Team consists of three facilitators who share tasks outside the delivery room; only two deliver the course at any one time.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£23,787	Salaries are based on Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer), Trainee Psychologist (midpoint), Psychology Assistant (midpoint) and Psychology Manager (midpoint grade E or F) weighted to reflect input.
Salary on-costs	£3,045 £3,330	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£52,346	Psychology Manager 489 hours Resettlement Manager 170 hours Programme Manager 170 hours. Assumes course runs for 6 months therefore 2 courses per year.
Indirect	£3,016	Central costs for example utilities, estates, HR, finance. 10 % of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	73	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 12 groups based on maximum group size of 8.
Programme starters	96	
Ratio of direct to indirect time on face-to-face contact	1:0.47	Ratio is estimated on the basis that 68 per cent of time is spent on face-to-face contact and 32 per cent on other activities.
Length of contact	2.5 hours	Duration of one Adapted SOTP session.
Number of sessions	100	
Time needed to produce SARN report	30 hours	Includes completion (21 hours); supervision/peer review (2 hours); and feedback (7 hours) – already included in indirect time.
Unit costs available 2008/2009		
£57 per hour; £84 per hour face-to-face contact; £143 per Adapted SOTP session; £11,559 per starter; £15,200 per completer; £947 per SARN report		

1.11 Prisons: Extended Sex Offender Treatment Programme

Extended SOTP is for high risk/high need offenders who have already successfully completed the core programme. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Team consists of three facilitators who share tasks outside the delivery room, only two deliver at any one time.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£22,979	Salaries are based on Psychology Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer) weighted to reflect input.
Salary on-costs	£2,941 £3,217	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£53,009	Psychology Manager 499.5 hours Resettlement Manager 170 hours Programme Manager 170 hours. Assumes course runs for 5 months therefore 2 courses per year.
Indirect	£2,914	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	86	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 10 groups based on a maximum group size of 9.
Programme starters	89	
Ratio of direct to indirect time on face-to-face contact	1:0.7	Ratio is estimated on the basis that 59 per cent of time is spent on face-to-face contact and 41 per cent on other activities.
Length of contact	2.5 hours	Duration of one Extended SOTP session.
Number of sessions	85	
Time needed to produce SARN report	30 hours	Includes completion (21 hours); supervision/peer review (2 hours); and feedback (7 hours) – already included in indirect time.
Unit costs available 2008/2009		
£57 per hour; £96 per hour face-to-face contact; £142 per Extended SOTP session; £7,217 per starter; £7,469 per completer; £947 per SARN report		

1.12 Prisons: Rolling Sex Offender Treatment Programme

Rolling SOTP is for low risk sexual offenders and covers similar areas to the core programme. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Team consists of three facilitators who share tasks outside the delivery room, only two facilitators deliver at any one time.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£22,465	Salaries are based on Psychology Manager (midpoint grade E) and Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer), Psychological Assistant and Trainee Psychologist (midpoints) weighted to reflect input.
Salary on-costs	£2,876 £3,145	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£83,208	Psychology Manager 1955.5 hours Resettlement Manager 340 hours Programme Manager 340 hours annually. Programme is rolling but course equivalent assumed to be 4 months.
Indirect	£2,849	Central costs for example utilities, estates, HR, finance. 10 % of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	306	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 42 courses based on maximum group size of 8.
Programme starters	333	
Ratio of direct to indirect time on face-to-face contact	1:1	Ratio is estimated on the basis that 51 per cent of time is spent on face-to-face contact and 49 per cent on other activities.
Length of contact	2.5 hours	Duration of one Rolling SOTP session.
Number of sessions	50	
Time needed to produce SARN report	14 hours	Includes completion (10 hours); supervision/peer review (2 hours); and feedback (2 hours) – already included in indirect time.
Unit costs available 2008/2009		
£76 per hour; £153 per hour face-to-face contact; £191 per Rolling SOTP session; £17,887 per starter; £19,465 per completer; £442 per SARN report		

1.13 Prisons: Better Lives Booster (BLB)

BLB is for those who have successfully completed the core/extended programmes. There are high and low intensity versions. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Team consists of three facilitators who share tasks outside the delivery room, only two facilitators deliver at any one time.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£21,880	Salaries are based on Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer), Psychological Assistant, Psychology Manager and Trainee Psychologist (midpoints) weighted to reflect input.
Salary on-costs	£2,801 £3,063	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£52,186	Psychology Manager 381 hours Resettlement Manager 85 hours Programme Manager 85 hours per course. Assumes group will run for 4 months and 3 times annually.
Indirect	£2,774	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	157	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 18 courses based on maximum group size of 9.
Programme starters	151	
Ratio of direct to indirect time on face-to-face contact	1:1.44	Ratio is estimated on the basis that 41 per cent of time is spent on face-to-face contact and 59 per cent on other activities.
Length of contact	2.5 hours	Duration of one BLB session.
Number of sessions	35	
Time needed to produce SARN report	11 hours	Includes completion (2 hours); supervision/peer review (2 hours); and feedback (7 hours) – already included in indirect time.
Unit costs available 2008/2009		
£55 per hour; £134 per hour face-to-face contact; £138 per BLB session; £5,050 per starter; £4,857 per completer; £347 per SARN report		

1.14 Prisons: Adapted Better Lives Booster (ABLB)

BLB is for those who have successfully completed the core/extended programmes. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). Team consists of three facilitators who share tasks outside the delivery room, only two facilitators deliver at any one time.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£22,969	Salaries are based on Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer), Psychological Assistant, Psychology Manager and Trainee Psychologist (midpoints) weighted to reflect input.
Salary on-costs	£2,940 £3,216	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£44,466	Psychology Manager 299.5 hours Resettlement Manager 85 hours Programme Manager 85 hours per course. Assumes group runs for 4 months, 3 annually.
Indirect	£2,912	Central costs for example utilities, estates, HR, finance. 10 % of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs. Approach to be confirmed.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	15	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 3 courses based on maximum group size of 8.
Programme starters	21	
Ratio of direct to indirect time on face-to-face contact	1:2.33	Ratio is estimated on the basis that 30 per cent of time is spent on face-to-face contact and 70 per cent on other activities.
Length of contact	2.5 hours	Duration of one ABLB session.
Number of sessions	40	
Time needed to produce SARN report	30 hours	Includes completion (21 hours); supervision/peer review (2 hours); and feedback (7 hours) – already included in indirect time.
Unit costs available 2008/2009		
£51 per hour; £170 per hour face-to-face contact; £128 per ABLB session; £6,220 per starter; £8,708 per completer; £947 per SARN report		

1.15 Prisons: Healthy Sexual Functioning Programme (HSFP)

HSFP is designed to help those who have trouble with sexual fantasies. It helps offenders think about what makes for a healthy intimate and sexual relationship and teaches techniques to change and control fantasies. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP).

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£30,892	Salaries are based on Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer), Chartered Psychologist, Psychological Assistant, Psychology Manager, Trainee psychologist (midpoints) weighted to reflect input.
Salary on-costs	£3,954 £4,325	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£26,118	Treatment Manager 507.5 hours Resettlement Manager 22 hours Programme Manager 22 hours per course. Assumes 1.5 courses per year.
Indirect	£3,917	Central costs for example utilities, estates, HR, finance. 10% of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs. Approach to be confirmed.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	28	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Individual programme – assumes 8 completions equal to one course – 4 courses 2008/2009.
Programme starters	33	
Ratio of direct to indirect time on face-to-face contact	1:1.63	Ratio is estimated on the basis that 38 per cent of time is spent on face-to-face contact and 62 per cent on other activities.
Length of contact	2.5 hours	Duration of one HSF session.
Number of sessions	20	
Time needed to produce SARN report	19.5 hours	Includes completion (14 hours); supervision/peer review (3.5 hours); and feedback (2 hours) – already included in indirect time.
Unit costs available 2008/2009		
£46 per hour; £121 per hour face-to-face contact; £115 per HSF session; £7,894 per starter; £9,303 per completer; £616 per SARN report		

1.16 Prisons: Focus On Resettlement (FOR)

FOR is a brief cognitive motivational programme for short-term prisoners. The objective is to increase the motivation of prisoners to become committed and active participants in setting their own agenda for change. This schema is based on profiling work produced in 2007 as internal guidance for HMPS and requirements for accreditation from the Correctional Services Accreditation Panel (CSAP). There are three facilitators, two deliver the course.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£24,416	Salary is based on Facilitators (average of midpoint Psychological Assistant, Trained Psychologist and Prison Officer).
Salary on-costs	£3,125 £3,418	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£16,573	Treatment Manager 31 (plus 47 annual) hours Resettlement Manager 36 hours Programme Manager 18 hours Administrative Support 5 hours per course. Assumes 6 courses per year.
Indirect	£3,096	Central costs for example utilities, estates, HR, finance. 10 % of salary costs used for illustrative purposes.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs.
Working time	40.56 weeks per year 37 hours per week 1,501 hours per year	Includes 25 days annual leave and 10 statutory leave days. Assumes 10 study/training days and 11.7 days sickness leave. Assumes same for all staff team.
Programme completers	131	Figure for 2008/2009 obtained from Interventions & Substance Misuse Group, NOMS. Assumes 19 groups based on maximum group size of 12.
Programme starters	231	
Ratio of direct to indirect time on face-to-face contact	1:0.52	Ratio is estimated on the basis that 66 per cent of time is spent on face-to-face contact and 34 per cent on other activities.
Length of contact	2.5 hours	Duration of one FOR session (including break).
Number of sessions	11 (+1 individual)	
Unit costs available 2008/2009		
£34 per hour; £51 per hour face-to-face contact; £84 per FOR session; £856 per starter; £1,510 per completer		

1.17 Prisons: Community physiotherapist

The costs for a Community physiotherapist (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £26,600. ¹
B Salary on-costs	£4,883 per year	Employers' National Insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£4,492	Comprises £3,077 for indirect overheads and 5% of salary costs for direct revenue overheads. ²
D Capital overheads	£2,766 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 annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1549 hours per year	Includes 29 days annual leave, 8 days statutory leave and 12 days sickness leave. ^{5,6}
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£23 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.18 Prisons: Community chiropodist/podiatrist

The costs for a Community chiropodist/podiatrist (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £26,600. ¹
B Salary on-costs	£4,883 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£4,492	Comprises £3,077 for indirect overheads and 5% of salary costs for direct revenue overheads. ²
D Capital overheads	£2,766 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 annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£23 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.19 Prisons: Clinical psychologist

The costs for a Clinical psychologist (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£35,900 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 7 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £37,500. ¹
B Salary on-costs	£7,770 per year	Employers' National Insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£5,261	Comprises £3,077 for indirect overheads and 5% of salary costs for direct revenue overheads. ²
D Capital overheads	£2392	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 annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£33 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.20 Prisons: Community pharmacist

The costs for a Community pharmacist (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£38,402 per year	Based on the results of the Chemist and Druggist's Salary Survey, the average salary for the 408 respondents who worked for a range of large multiples, smaller chains and independents was £38,402. ¹
B Salary on-costs	£8,354 per year	Employers' National Insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£5,415 per year	Comprises £3,077 for indirect overheads and 5% of salary costs for direct revenue overheads. ²
D Capital overheads	£3,731 per year	Based on the new build and land requirements of a pharmacy, plus additional space for shared facilities. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks 40 hours per week 1650 hours per year	Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.31 x D	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£34 per hour		

¹ Chemist & Druggist (2009) The Great Healthcare Pay Divide, Chemist-and-Druggist, London, www.chemistanddruggist.co.uk.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.21 Prisons: Community nurse (includes district nursing sister, district nurse)

The costs for a Community nurse have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£30,000 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 6 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £32,700. ¹
B Salary on costs	£6,407 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£6,718 per year	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads. ²
D Capital overheads	£2,392 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{4,5,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{4,5,7}
Unit costs available 2008/2009		
£29 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.22 Prisons: Nurse (mental health)

The costs for a Nurse (mental health) (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£23,500 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hour's related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £27,400. ¹
B Salary on costs	£4,906 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£5,918 per year	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads. ²
D Capital overheads	£2,392 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{4,5,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{4,5,7}
Unit costs available 2008/2009		
£24 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.23 Prisons: Health visitor

The costs for a Health visitor (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£23,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 6 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £32,700. ¹
B Salary on costs	£6,407 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£6,718 per year	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads. ²
D Capital overheads	£2,392 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{4,5,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{4,5,7}
Unit costs available 2008/2009		
£29 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.24 Prisons: Nurse Specialist (community)

The costs for a Nurse Specialist (community) (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£30,000 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 6 of the January-March 2009 NHS Staff Earnings estimates for qualified nurses. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £32,700. ¹
B Salary on costs	£6,407 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads: direct and indirect	£6,718 per year	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads. ²
D Capital overheads	£2,392 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£29 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.25 Prisons: Clinical support worker nursing (community)

The costs for a Clinical support worker nursing (community) (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£14,400 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 2 of the January-March 2009 NHS Staff Earnings estimates for unqualified nurses. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £17,200. ¹
B Salary on-costs	£2,804 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£3,938 per year	Comprises £3,077 for indirect overheads and 5% of salary costs for direct revenue overheads. ²
D Capital overheads	£976 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%. It is assumed that an auxiliary nurse uses one-sixth of the treatment space used by a district nurse.
Working time	42.3 weeks per year 37.5 hours per week 1585 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.41 x D	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£14 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.26 Prisons: Nurse (GP practice)

The costs for a Nurse (GP practice) (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£23,500 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £27,400. ¹
B Salary on costs	£4,906 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£6,718 per year	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads. ²
D Capital overheads	£3,832 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.51 x D	Allows for higher costs associated with working in London. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{3,4}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London ¹² . Building Cost Information Service and Department for Communities and Local Government. ^{3,4}
Unit costs available 2008/2009		
£25 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.27 Prisons: Nurse advanced (includes lead specialist, clinical nurse specialist, senior specialist)

The costs for a Nurse advanced (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£35,900 per year	Based on the median full-time equivalent basic salary for Agenda for Change Band 7 of the January-March 2009 NHS Staff Earnings estimates for qualified nurses. Median full-time equivalent total earnings which include basic salary plus hours related pay, overtime, occupation payments, location payments and other payments including redundancy pay or payment of notice periods were £38,000. ¹
B Salary on-costs	£7,776 per year	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
C Overheads	£7,445 per year	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads. ²
D Capital overheads	£3,832 per year	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space. ^{3,4} Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Nursing and midwifery staff's negotiating council conditions of service and rates of pay. Includes 29 days annual leave and 8 days statutory leave. ⁵ Assumes 5 study/training days and 12 days sickness leave. ⁶
London multiplier	1.19 x (A to B) 1.51 x D	Allows for higher costs associated with working in London. ⁷ Building Cost Information Service and Department for Communities and Local Government. ^{4,5}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London ⁸ . Building Cost Information Service and Department for Communities and Local Government. ^{4,5}
Unit costs available 2008/2009		
Cost per hour £36		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.28 Prisons: General Practitioner – cost elements

The cost elements for a General Practitioner (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes (for further clarification see Commentary)
A Net remuneration	£110,139 per year	Average net profit after expenses in 2007/08 for England. ¹ See commentary 1.29. It has not been possible to agree an inflator to provide estimated net remuneration for 2008/09.
<i>B Practice expenses</i>		
Out of hours	£12,330 per year	Amount allocated for out of hours care.
Direct care staff	£23,657 per year	On average in 2008 each FTE practitioner (excluding GP registrars & GP retainers) employed 0.61 FTE practice staff (direct patient care only).
Travel	£4,598 per year	Estimated using the car allowance for GP registrars and is unchanged since last year. ² This is based on AA information about the full cost of owning and running a car and allows for 10,000 miles. Average cost per visit is £5. Travel costs are included in the annual and weekly cost but excluded from costs per minute and just added to cost of a home visit.
Other	£28,949 per year	Other practice expenses are estimated on the basis of final expenditure figures from the DH for 2008/09. ³ Practice expenses exclude all expenditure on drugs. See commentary 1.30.
C On-going training	£2,315 per year	Calculated using budgeting information provided by the Medical Education Funding Unit of the NHS Executive relating to allocation of Medical and Dental Levy (MADEL) funds. Uprated using the HCHS pay and prices inflator.
<i>D Capital costs</i>		
Premises	£8,954 per year	Based on new-build and land requirements for a GP practitioner suite. Capital costs have been annuitized over 60 years at a discount rate of 3.5%. ^{4,5}
Equipment	£1,099 per year	Taken from final expenditure figures from the DH ³ and adjusted to allow for equipment allocated to direct care staff. Expenditure on computer equipment is used as a proxy for annuitized capital. See commentary 1.30.
E Overheads	£7,970 per year	Based on final expenditure from the DH for 2007/08. ³ Overheads include Primary Care Organisation (PCO)

¹ The Information Centre (2009) *GP earnings and expenses 2007/08, Provisional Report Produced by the Technical Steering Committee, September 2009*, The Information Centre, London.

² Information provided by Department of Health (2009).

³ Department of Health, 2008/09 England PFR Annual Accounts, Summary Year-end, 2009.

⁴ Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁵ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

		administered funds, demand management and recruitment and retention. See commentary 1.30.
Working time	43.5 weeks per year 44.4 hours per week 1931 hours per year	Derived from the 2006/07 UK General Practice Workload Survey. ¹
Unit costs available 2008/2009 see 1.29		

¹ The Information Centre (2007) 2006/07 UK General Practice Workload Survey, Primary Care Statistics, The Information Centre, Leeds.

1.29 Prisons: General Practitioner – unit costs

The costs for a General Practitioner (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Unit cost 2008/2009	Including direct care staff costs		Excluding direct care staff costs	
	With qualification costs		With qualification costs	
Annual (including travel)	£226,602		£202,946	
¹ Per hour of GMS activity	£115		£103	
¹ Per hour of patient contact	£180		£162	
¹ Per surgery/clinic minute	£3.00		£2.70	
¹ Per home visit minute	£5.00		£4.50	
¹ Per surgery consultation lasting 11.7 minutes	£35		£31	
¹ Per clinic consultation lasting 17.2 minutes	£52		£46	
¹ Per telephone consultation lasting 7.1 minutes	£21		£19	
Prescription costs per consultation (net ingredient cost)	£44 ²			
Prescription costs per consultation (actual cost)	£40			

¹ In order to provide consistent unit costs, these costs exclude travel costs.

² Based on personal communication with The Information Centre (2009).

1.30 Prisons: General Practitioner – commentary

This commentary has been taken from the *Unit Costs of Health and Social Care 2009*.

General note about GP expenditure. The new general Medical Service contract (nGMS) is designed to improve the way that Primary Care services are funded, and to allow practices greater flexibility to determine the range of services they wish to provide, including opting out of additional services and out-of-hours care.

Allowing for whole time equivalence (wte). The NHS Information centre has estimated that the number of FTE practitioners (excluding GP registrars and GP retainers) has decreased to 30,675 in 2008.¹

Allowing for expenditure not associated with GP activity. We have excluded expenditure related to dispensing and medication.

Direct care staff.¹ On average in 2008, each FTE practitioner (excluding GP registrars and GP retainers) employed 0.61 FTE practice staff. All direct care staff have been costed at the same level as a band 5 GP practice nurse.

Other practice expenses. These are based on payments made for enhancing services such as the Primary Care Modernisation Fund and Childhood Immunisation. It also includes other payments for improved quality such as Chronic Disease management Allowances and Sustained Quality Allowances.

Prescription costs. Average prescription costs per consultation are £44 (Net Ingredient Cost: NIC). NIC is the basic cost of the drug, while Actual Cost is the NIC less the assumed average discount plus the container allowance (and plus on-cost for appliance contractors). These are based on information about annual numbers of consultations per GP, estimated by using the number of GPs for 2008 and the annual number of consultations per GP (5,956 in 2007/08),² number of prescriptions per GP (27,124 in 2008)³ and the average actual total cost per GP prescription £8.80 at 2008 prices or £9.60 per NIC.⁴ The number of prescriptions per consultation (4.55) has risen since 2007/08 and reflects the reduction in the number of consultations made by GPs and the increase in repeat prescriptions arising from initial consultations. See information provided by the Health and Social Care Information centre, Prescribing Support Unit (The Information centre, 2009)⁵ for explanations about the decrease in cost per item.

Computer equipment. Ideally, this should include an annuitized figure reflecting the level of computer equipment in GP surgeries. However, the figure presented in the schema represents the yearly amount allocated to IT expenditure during 2007/08. This has been taken from the final expenditure figures from the Department of Health. PCOs rather than practices now fund the purchase, maintenance, upgrading, running and training costs of computer systems.

Overheads. This includes expenditure on centrally managed administration such as recruitment and retention, demand management and expenditure relating to GP allowances such as locum allowances and retainer scheme payments.

Activity. The 2006/07 UK General Practice Workload Survey provides an overview of the entire workload and skill-mix of general practices in the UK in 2006/07 and is the first under the new contract. Staff in a representative sample of 329 practices across the UK completed diary sheets for one week in September or December. As the survey was targeted at work in the practice, it excludes work done elsewhere as well as any work identified as out-of-hours (OOH) not relating to the GMS/PMS/PCTMS practice contract. In order to convert the annual hours worked into weeks, the average number of hours worked on GMS duties was used. On this basis WTE GPs work 43.5 weeks a year for 44.4 hours per week.

¹ The Information Centre (2009) *General and Personal Medical Services in England: 1998-2008*, The Information Centre, Leeds.

² Hippisley-Cox, J. & Vinogradova, Y. (2009) Trends in Consultation Rates in General Practice 1995 to 2008: Analysis of the QResearch database, The Information Centre, Leeds.

³ Based on personal correspondence with The Information Centre.

⁴ Based on personal correspondence with the Prescribing Support Unit, 2008, Health and Social Care Information Centre (HSCIC).

⁵ The Information Centre (2009) *Prescriptions Dispensed in the Community: statistics for 1998 to 2008: England*, The Information Centre, Leeds.

1.31 Prisons: Community mental health team for adults with mental health problems

The costs for a Community mental health team for adults with mental health problems (Prisons) have been taken from the *Unit Costs of Health and Social Care 2009*.

Costs and unit estimation	2008/2009 value	Notes
A Wages/salary	£26,634 per year	Based on the median salaries for Agenda for Change bands. ¹ Weighted to reflect input of community nurses (31%), social workers/approved social workers (18%), consultants (6%), OTs and physiotherapists (5%), carer support (5%) and others. Weighted average salaries for each type of worker were multiplied by the proportion of that type of worker in the team to produce a generic CMHT worker salary. ²
B Salary on-costs	£4,990 per year	Based on employers' national insurance contribution and employers' superannuation at 14% for NHS employees and 18.6% for local authority workers.
<i>C Overheads</i>		
Direct and indirect	£5,376	Regional health authority overheads estimated to be 17% of total salary costs. ²
Administrative and management costs	£4,980	Based on the Adult Mental Health Service Mapping data and national salary for a grade 6 administrative and clerical staff worker. ^{2,1}
D Capital overheads	£2,392	Based on the new-build and land requirements of an NHS office and shared facilities for waiting, interviews and clerical support. ³⁴
Working time	41.3 weeks per year 37.5 hours per week 1547 hours per year	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ⁵⁶
London multiplier	1.19 x (A to B) 1.45 x D	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x (A to B) 0.97 x D	Allows for the lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£29 per hour		

¹ The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

² Care Services Improvement Partnership, Mental Health Strategies (2009) Combined Mapping Framework, <http://www.mhcombinedmap.org/reports/asp>

³ Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department of Communities and Local Government (2009)

<http://www.communities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

⁷ Based on personal communication with the Department of Health (2009).

1.32 Cost of maintaining a drug misuse on a methadone treatment programme source: (Unit Costs of Health and Social Care 2009)

The source of this information is the *Unit Costs of Health and Social Care 2009*. It was based on information received for 15 methadone programmes located across England, as part of an economic evaluation conducted by the Centre for the Economics of Mental Health of treatment services for the misuse of drugs (National Treatment Outcomes Research Study: NTORS).¹

The majority of the methadone programmes in the sample were provided by NHS community drug teams. These are either based on a hospital site or literally in the community. Drug users go to the relevant site perhaps on a daily basis (although arrangements vary from service to service) either to pick up their methadone prescription (dispensed at a community pharmacist) or to receive their dose under supervision on site. They may also consult visiting health professionals (e.g. a visiting GP about health problems, or psychiatrist/CPN about psychiatric problems), visiting probation officers and social workers and site staff. Some services also provide counselling/therapy to deal with addiction. Some of the methadone programmes were run by community drug teams, but the methadone may have actually have been prescribed at a GP surgery. A small number of programmes (one or two at most) were provided entirely from a primary care site.

All data were generated from NHS Trust financial accounts and where necessary prescribing cost data for specific programmes were provided by the Prescription Pricing Authority.

Unit costs varied across the programmes, ranging from a minimum of £10 per week to a maximum of £137 per week (1995/96 prices uprated to 2008/2009).

Costs and unit estimation	2008/2009 per annum value	Notes
A Capital and revenue costs	£33 per patient per week	The following costs are included: buildings and land, equipment and durables, staff costs (including site staff and external support staff), supplies and services, and site and agency overheads. 1995/1996 prices inflated by the HCHS pay and prices index. Capital costs have been discounted at 3.5% over 60 years.
B Methadone costs	£26 per patient week	Includes the cost of prescriptions, any pharmacist dispensing fees, and any toxicology tests. 1995/1996 prices inflated by the HCHS pay and prices index.
Unit costs available 2008/2009		
£59 per patient week (includes A and B).		

¹ Centre for the Economics of Mental Health (1999) *The National Treatment Outcome Research Study (NTORS)*, Centre for the Economics of Mental Health, Institute of Psychiatry, King's College, London.

1.33 Prisons: Counselling Assessment Referral Advice and Throughcare (CARAT) Worker

CARAT workers are a multidisciplinary service consisting of specialist drug treatment service providers and dedicated prison staff. It is a non-clinical gateway service for drug treatment. The service operates in all adult and young offender institutions in England & Wales. This schema is based on a time use survey conducted with CARAT workers at a sample of prisons in May 2010.

Costs and unit estimation	2008/2009 per annum value	Notes
Wage/salary	£29,700	The average cost of a contracted CARAT worker was provided by the Interventions and Substance Misuse Group (ISMG). The range was from £25 to 38,000. For directly employed staff the median salary was £30,000 with a range of £23 to 37,000.
Salary on-costs		Employers' National Insurance and contribution to superannuation assumed to be included in the above.
<i>Overheads</i> Indirect including managers & administration	£4,455	No information was available. 15 per cent of salary costs for management and administrative overheads are used here for illustrative purposes. Approach to be confirmed.
Capital		The premises and maintenance of premises is the responsibility of HMPS. Information was not available about capital costs. Approach to be confirmed.
Working time	41 weeks per year 35 hours per week 1,435 hours per year	Includes 25 days annual leave and 10 statutory leave days. Ten days for study/training and 11.7 days sickness leave have been assumed.
Percentage of direct to indirect time		Ratio is estimated on the basis that 34 per cent of time is spent on face-to-face contact. Information taken from UCCJ CARAT Worker Time Use Survey 2010.
Ratio of direct to indirect time on face-to-face contact	1:1.9	
Caseload	32	Average caseload from UCCJ CARAT Worker Time Use Survey 2010 (excludes Workers without a caseload). The range was 7 to 70.
Unit costs available 2008/2009		
£24 per hour; £70 per hour face-to-face contact		

1.34 Prisons: Juvenile Custody Bed Prices per Day

Type of accommodation	Average bed price per night 2008/2009	Minimum	Maximum
Secure children's homes	£586	£496	£672
Secure training centres	£494	£416	£569
Young offender institutions	£199	£127	£366

1.35 Professional time: Case Manager/Youth Offending Team (YOT) Practitioner

Case Managers are YOT practitioners with case management responsibilities for particular young offenders. This schema is based on a time diary exercise conducted with YOTs participating in the Juvenile Cohort Study (JCS) in November 2009.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£27,298	Information taken from the Local Government Earnings Survey for 2008/2009 ¹ showed that the mean salary for a Youth Offending Team Support Worker was £27,298. No distinction is made between qualified and unqualified staff.
Salary on-costs	£8,572	Employers' National Insurance at 12.8% and 18.6% ² of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Indirect including managers and administration	£5,380	<i>Average of 6 Strategic/Operational Managers, 1 Senior Practitioner and 8 support staff per team. Information taken from UCCJ YOT Manager Survey 2009. Salary information for Managers unavailable. 15% of salary costs for management and administrative overheads are used here for illustrative purposes³.</i>
Capital	£2,320	Based on new build and land requirements for local authority office and shared facilities for waiting, interviews and clerical support ^{2,4} Costs have been annuitised over 60 years at a discount rate of 3.5%.
Working time	40.7 weeks per year 37 hours per week 1,506 hours per year	
Ratio of direct to indirect time	1:0.54	Ratios are estimated on the basis that in connection with court ordered intervention work 18% of time is spent on face-to-face contact and 65% of time on all case-related work. Information taken from UCCJ JCS YOT Time Diary Exercise 2009.
Case -related work	1:4.56	
Face-to-face contact		
Caseload	15	Average caseload from UCCJ JCS YOT Time Diary Exercise 2009 (excludes Practitioners without a caseload). Number of cases ranged from 1 to 29.
Unit costs available 2008/2009		
£29 per hour; £45 per hour case-related work; £161 per hour face-to-face contact		

¹ Local Government Association Analysis and Research (2009) *Local Government Earnings Survey, England and Wales 2008*, Local Government Analysis and Research, London.

² Curtis, L. (2009) *Unit Costs of Health and Social Care 2009*, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Knapp, M., Bryson, D. and Lewis, J. (1984) The comprehensive costing of child care: the Suffolk cohort study, PSSRU Discussion paper 355, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

1.36 Professional time: Specialist Support Worker

Specialist Support Workers provide support for young people where a particular issue may have been identified in areas such as mental health, substance misuse, education or where a young person may benefit from intervention from a particular agency such as Connexions, the police, probation or social services. Intensive Supervision and Surveillance Programme workers also fall into this category. This schema is based on a time diary exercise conducted with YOTs participating in the Juvenile Cohort Study (JCS) in November 2009.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£27,298	The mean salary used here is for a Youth Offending Team Support Worker as 75% of those who participated in the time diary exercise were employed by a local authority.
Salary on-costs	£8,572	Employers' National Insurance at 12.8% and 18.6% ¹ of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Indirect including managers and administration	£5,380	<i>Average of 6 Strategic/Operational Managers, 1 Senior Practitioner and 8 support staff per team. Information taken from UCCJ YOT Manager Survey 2009. Salary information for Managers was unavailable. 15% of salary costs for management and administrative overheads are used here for illustrative purposes².</i>
Capital	£2,320	Based on new build and land requirements for local authority office and shared facilities for waiting, interviews and clerical support ^{2,3} Costs have been annuitised over 60 years at a discount rate of 3.5%.
Working time	40.7 weeks per year 37 hours per week 1,506 hours per year	Includes 29 days annual leave and 8 statutory leave days ⁴ . Ten days for study/training and 9.6 days sickness leave have been assumed ⁵ .
Percentage of direct to indirect time case-related work face-to-face contact	1:1.44 1:5.67	Ratios are estimated on the basis that in connection with court ordered intervention work 15% of time is spent on face-to-face contact and 41% of time on all case-related work. Information taken from UCCJ JCS YOT Time Diary Exercise 2009.
Unit costs available 2008/2009		
£29 per hour; £71 per hour case-related work; £193 per hour face-to-face contact		

¹ Curtis, L. (2009) *Unit Costs of Health and Social Care 2009*, Personal Social Services Research Unit, University of Kent, Canterbury.

² Knapp, M., Bryson, D. and Lewis, J. (1984) The comprehensive costing of child care: the Suffolk cohort study, PSSRU Discussion paper 355, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Department of Health, Social Services and Public Safety (2003) *The New NHS/HPSS Pay System, An Overview*, March 2003, Department of Health, Social Services and Public Safety, London.

⁵ Local Government Employers (2007) *Local Government Sickness Absence Levels and causes Survey 2006-2007*, Local Government Association, London.

1.37 Professional time: Project Officer

Project Officers are usually responsible for a one specific area of work with young people such as accommodation and resettlement, work with parents, restorative justice and Referral Orders. This schema is based on a time diary exercise conducted with YOTs participating in the Juvenile Cohort Study (JCS) in November 2009.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£27,298	The mean salary used here is for a Youth Offending Team Support Worker as all Project Officers who participated in the time diary exercise were employed by the local authority.
Salary on-costs	£8,572	Employers' National Insurance at 12.8% and 18.6% ¹ of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Indirect including managers and administration	£5,380	<i>Average of 6 Strategic/Operational Managers, 1 Senior Practitioner and 8 support staff per team. Information taken from UCCJ YOT Manager Survey 2009. Salary information for Managers was unavailable. 15% of salary costs for management and administrative overheads are used here for illustrative purposes².</i>
Capital	£2,320	Based on new build and land requirements for local authority office and shared facilities for waiting, interviews and clerical support ^{2,3} Costs have been annuitised over 60 years at a discount rate of 3.5%.
Working time	40.7 weeks per year 37 hours per week 1,506 hours per year	Includes 29 days annual leave and 8 statutory leave days ⁴ . Ten days for study/training and 9.6 days sickness leave have been assumed ⁵ .
Percentage of direct to indirect time	1:2.12	Ratios are estimated on the basis that in connection with court ordered intervention work 11% of time is spent on face-to-face contact and 32% of time on all case-related work. Information taken from UCCJ JCS YOT Time Diary Exercise 2009.
Case -related work	1:8.09	
Face-to-face contact		
Unit costs available 2008/2009		
£29 per hour; £90 per hour case-related work; £264 per hour face-to-face contact		

¹ Curtis, L. (2009) *Unit Costs of Health and Social Care 2009*, Personal Social Services Research Unit, University of Kent, Canterbury.

² Knapp, M., Bryson, D. and Lewis, J. (1984) The comprehensive costing of child care: the Suffolk cohort study, PSSRU Discussion paper 355, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Department of Health, Social Services and Public Safety (2003) *The New NHS/HPSS Pay System, An Overview*, March 2003, Department of Health, Social Services and Public Safety, London.

⁵ Local Government Employers (2007) *Local Government Sickness Absence Levels and causes Survey 2006-2007*, Local Government Association, London.

1.38 Professional time: Prevention Worker

Prevention work was outside the remit of the JCS however there were a number of Prevention Workers who participated in the time diary exercise. This schema is based on time diary sheets returned by 28 staff.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£27,298	The mean salary used here is for a Youth Offending Team Support Worker as all Prevention Workers who participated in the time diary exercise were employed by the local authority.
Salary on-costs	£8,572	Employers' National Insurance at 12.8% and 18.6% ¹ of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Indirect including managers and administration	£5,380	<i>Average of 6 Strategic/Operational Managers, 1 Senior Practitioner and 8 support staff per team. Information taken from UCCJ YOT Manager Survey 2009. Salary information for Managers was unavailable. 15% of salary costs for management and administrative overheads are used here for illustrative purposes².</i>
Capital	£2,320	Based on new build and land requirements for local authority office and shared facilities for waiting, interviews and clerical support ^{2,3} Costs have been annuitised over 60 years at a discount rate of 3.5%.
Working time	40.7 weeks per year 37 hours per week 1,506 hours per year	Includes 29 days annual leave and 8 statutory leave days ⁴ . Ten days for study/training and 9.6 days sickness leave have been assumed ⁵
Percentage of direct to indirect time prevention -related work	 1:1.22	Ratio is estimated on the basis that 45% of time was spent on all prevention-related work. Information taken from UCCJ JCS YOT Time Diary Exercise 2009.
Unit costs available 2008/2009		
£29 per hour; £64 per hour prevention-related work		

¹ Curtis, L. (2009) *Unit Costs of Health and Social Care 2009*, Personal Social Services Research Unit, University of Kent, Canterbury.

² Knapp, M., Bryson, D. and Lewis, J. (1984) The comprehensive costing of child care: the Suffolk cohort study, PSSRU Discussion paper 355, Personal Social Services Research Unit, University of Kent, Canterbury.

³ Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Department of Health, Social Services and Public Safety (2003) *The New NHS/HPSS Pay System, An Overview*, March 2003, Department of Health, Social Services and Public Safety, London.

⁵ Local Government Employers (2007) *Local Government Sickness Absence Levels and causes Survey 2006-2007*, Local Government Association, London.

1.39 Professional time: Additional unit costs estimates from the JCS YOT time diary exercise 2009

	Case Manager/YOT Practitioner	Specialist Support Worker	Project Officer
Cost per hour of young person-related work (not subject to community disposal)	£138	£78	£59
Cost per hour of <i>all</i> young person-related work (sentenced and not)	£34	£40	£36

1.40 Interventions: Fire and Rescue Service

Information from the UCCJ YOT manager survey and the JCS interventions survey showed that a number of YOTs made external referrals to the Fire and Rescue Service. This tended to be to for young people needing to address issues related to fire-setting and arson. The delivery format tended to be one-to-one (one-off), one-to-one (a series of sessions) or small groups of up to five young people. No information is available on the ratio of direct to indirect time or completer/starter information for interventions.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£28,199	Salary is based on Competent Fire-fighter grade from the National Joint Council for Local Authority Fire and Rescue Services Pay Settlement 2009. Assumes that the intervention is delivered by one facilitator.
Salary on-costs	£3,609 £5,245	Employers' National Insurance at 12.8 per cent. 14 per cent of salary for employers' contribution to superannuation.
<i>Overheads</i>		
Managers and administration	£5,558	15% of salary costs for management and administrative overheads are used here for illustrative purposes ¹ .
Capital	£2,320	Based on new build and land requirements for local authority office and shared facilities for waiting, interviews and clerical support ² Costs have been annuitised over 60 years at a discount rate of 3.5%.
Working time	40.9 weeks per year 36.5 hours per week 1,493 hours per year	Includes 30 days annual leave and 8 statutory leave days. Assumes 10 study/training days and 7.7 days sickness leave ³ .
Length of contact/session	2 hours	Provisional modal average from JCS interventions data from 2010. .
No. of sessions per series	4 sessions	Provisional average of four sessions based on JCS interventions survey 2010.
Unit costs available 2008/2009		
£30 per hour; £60 per session; £240 per series of sessions		

¹ Knapp, M., Bryson, D. and Lewis, J. (1984) The comprehensive costing of child care: the Suffolk cohort study, PSSRU Discussion paper 355, Personal Social Services Research Unit, University of Kent, Canterbury.

² Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

³ Department for Communities and Local Government (2008) *Fire and Rescue Service Operational statistics Bulletin for England 2007/08*, Communities and Local Government, London.

1.41 Interventions: Substance Misuse (NHS)

Information from the UCCJ YOT manager survey and the JCS interventions survey showed that a number of YOTs made external referrals for substance misuse interventions. The delivery format tended to be one-to-one for a series of sessions. No information is available on the ratio of direct to indirect time or completer/starter information for interventions.

Costs and unit estimation	2008/2009 per annum value	Notes
Wages/salary	£23,500	Based on the median full-time equivalent basic salary for Agenda for Change Band 5 of the January-March 2009 NHS Staff Earnings estimates for qualified nurses. Taken from Unit Costs of Health and Social Care 2009 schema for Nurse (mental health).
Salary on-costs	£4,906	Employers' national insurance plus 14% of salary for employers' contribution to superannuation.
Qualifications	£6,518	The equivalent cost of pre-registration and post-registration education after the total investment cost has been annuitized over the expected working life ¹ . Specialist programmes are available for substance misuse but no costs available yet.
Overheads	£5,918	Comprises £3,077 for indirect overheads and 10% of salary costs for direct revenue overheads ² .
Capital	£2,392	Based on the new-build and land requirements of community health facilities, but adjusted to reflect shared use of both treatment and non-treatment space ³⁴ . Capital costs have been annuitized over 60 years at a discount rate of 3.5%.
Working time	41.3 weeks per year 37.5 hours per week 1,547 hours per year	Includes 29 days annual leave and 8 days statutory leave ⁵ . Assumes 5 study/training days and 12 days sickness leave ⁶ .
Length of contact	40 minutes	Provisional modal average from JCS interventions data from 2010.
No. of sessions per series	24 sessions	Assumes 24 sessions based on JCS interventions survey 2010.
Unit costs available 2008/2009		
£24 per hour; £16 per session; £384 per series of sessions		

¹ 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.

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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

⁴ Based on personal communication with the Department for Communities and Local Government (2009)

<http://www.comunities.gov.uk/documents/housing/xls/141389.xls>

⁵ NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

⁶ The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

1.42 Interventions: Attendance Centres

Young Offenders can be sentenced to attend a Junior Attendance Centre prior to the Youth Rehabilitation Order this would have been through an Attendance Centre Order (or it was sometimes used as an extra contact where a high level of supervision was required, for example Intensive Supervision & Surveillance Programme). The length of an Attendance Order could range from a minimum of 12 hours (£269) to a maximum of 36 hours (£807). The source of information was the Joint Youth Justice Unit, Ministry of Justice.

	2007/2008
Total Junior spend from trial balance	£2,576,297
Total hours present	£55,019
Total hours absent without prior notice	£53,21
Total hours absent with prior notice	£6,620
Total of all hours	£114,853
Overall cost per hour (using total of all hours)	£22.43

Appendix 2 Prisons: Offender Learning And Skills Service (OLASS) contracted hours and Certified Normal Accommodation (CNA) by prison establishment 2008/2009 (Source: OLASS (no date)). Available from <http://olass.skillsfundingagency.bis.gov.uk/olassprocurement> [Accessed 31 August 2010]

Establishment	C.N.A	OLASS teaching hours allocation 08/09
Albany	565	8871
Aylesbury	437	20804
Blantyre House	122	2976
Bullingdon	797	35549
Camp Hill	583	14300
Canterbury	314	10620
Coldingly	390	7971
Downview	351	10400
East Sutton Park	100	3680
Elmley	985	18852
Ford	541	13182
Grendon & Springhill	528	16296
Highdown	1099	16023
Kingston	198	2643
Lewes	752	10055
Maidstone	471	11624
Parkhurst	489	12710
Reading	190	12326
Rochester	392	13721
Send	284	9250
Standford Hill	464	10487
Swaleside	754	16909

Winchester	539	16624
Woodhill	807	19600
Cookham Wood (YOI)	157	
Downview (YOI)	16	4050
Huntercombe (YOI)	360	35675
Bristol	424	13512
Channings Wood	696	34430
Dartmoor	624	21380
Dorchester	145	10015
Eastwood Park	326	12470
Erlestoke	470	30042
Exeter	316	15000
Gloucester	225	8658
Guy's marsh	520	23442
Leyhill	510	14325
Portland	579	43954
Shepton Mallet	162	8702
The Verne	560	14725
Acklington	882	36406
Durham	591	21411
Low Newton	291	16148
Castington Juvenile (YOI)	168	38790
Castington (YOI)	237	17500
Deerbolt (YOI)	447	39589
Frankland	733	32437
Holme House	857	29484
Kirklevington	223	3225
Belmarsh	905	18232
Brixton	798	12662

Feltham	353	15526
Feltham YJB	214	27278
Holloway	451	25686
Latchmere House	210	4305
Pentonville	1152	20322
Wandsworth	1638	25310
Wormwood Scrubs	1199	29304
Whitemoor	458	23537
Wayland	324	46135
The Mount	730	26685
Norwich (HMP & YOI)	682	14614
Littlehey	663	15802
Hollesley Bay	345	9775
Highpoint	792	35485
Edmunds Hill	371	15000
Chelmsford (HMP & YOI)	693	21490
Bullwood Hall	174	13633
Blundeston	459	12181
Warren Hill (YOI)	222	20475
Whatton	821	21114
Ashwell	545	22990
Foston Hall	267	11105 (excludes 16 young people)
Gartree	570	18264
Glen Parva	806	39804
Leicester	206	10030
Lincoln	436	8561
Morton Hall	392	11304
North Sea Camp	307	6570
Nottingham	550	11785

Onley	640	25410
Ranby	1096	28996
Stocken	802	26063
Sudbury	581	13588
Wellingborough	646	29093
Buckley Hall	350	21811
Garth	812	28379
Haverigg	622	23216
Hindley (YOI)	523	41166 young adults 29544 young people
Kennett	171	30325
Kirkham	590	13452
Lancaster Castle	159	10395
Lancaster Farms (YOI)	480	35000
Liverpool	1166	40263
Manchester	961	25550
Preston	429	14372
Risley	1050	33728
Styal (YOI)	450	24718
Thorn Cross	322	27086
Wymott	1017	30534
Askham Grange (HMP & YOI)	126	7363
Everthorpe	603	44918
Full Sutton	592	27522
Hull	723	48529
Leeds	689	37526
Lindholme	1036	77818
Moorland (HMP & YOI) open/closed	1000	45729

New Hall (HMP & juveniles)	393	27060
Northallerton (HMP & YOI)	153	23887
Wakefield	748	25357
Wealstun	605	26507
Wetherby (YOI)	300	40991
Birmingham	1450	33680
Hewell	171	45687
Featherstone	679	11052
Long Lartin	454	12672
Shrewsbury	328	9600
Stafford	680	2027
Brinsford (YOI)	457	32378 young adults 8095 young people
Drake Hall	315	11500
Stoke Heath (YOI)	574	40455 young adults 17712 young people
Swinfen Hall (HMP & YOI)	620	32353
Werrington (YOI)	160	21500

Appendix 3 Prisons: CARAT worker time use survey summary report

Counselling Assessment Referral Advice and Throughcare (CARAT) Worker Time Use Survey

Summary of Findings

July 2010

CARAT is a multidisciplinary service consisting of specialist drug treatment service providers and dedicated prison staff. It is a non-clinical gateway service for drug treatment. The service operates in all adult and young offender institutions in England & Wales.

Key points

- Ninety-three questionnaires were received from 24 prisons;
- The average client caseload for CARAT workers was 32 with a range of seven to 70;
- On average during the allocated week CARAT workers spent six hours (or 16 per cent) of their time in individual client sessions;
- Just over 40 per cent of respondents were involved in delivering group work;
- Almost a quarter of CARAT worker time on average was spent on administration;
- Hours spent on assessment was the only activity significantly related to prison category (a positive, weak relationship);
- Prisons who participated in the exercise were broadly representative of those across England and Wales.

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Introduction

The primary aim of the Unit Costs in Criminal Justice (UCCJ) project is to generate unit cost information that enable cost-effectiveness or cost-benefit evaluations to be undertaken. The Surveying Prisoner Crime Reduction (SPCR) aims to assess prisoners' problems and needs on reception, how these are addressed during and after custody and the combined effect of any interventions on offending and other outcomes. Initial data from the pre-release survey conducted with prisoners as part of the Surveying Prisoner Crime Reduction (SPCR) study carried out by the Ministry of Justice indicated that one of the interventions that occurred most frequently was contact with a Counselling Assessment Referral Advice and Throughcare (CARAT) worker. This resulted in priority being given to costing CARAT worker time. In order to ensure that estimated unit costs reflect full resource implications of time spent on offender related activity, it is necessary to allow for time spent on administration and other activities not directly attributable to cases. This requires an understanding of the time use and activities undertaken by CARAT workers and led to the survey conducted with a sample of staff.

Findings

Ninety three time diary questionnaires were received from 24 prisons.

Table 1: Respondents by prison category

	<i>Prisons</i>	<i>Respondents</i>	<i>%</i>
Male B/C	11	40	43
Male local	4	26	28
Female	2	11	12
Male open/semi-open	4	10	11
Male dispersal	2	6	6
Total	24	93	100

Description of the CARAT workers who responded

The majority of CARAT workers who returned time diary questionnaires were male, 70 per cent compared to 30 per cent female. Just over half (52 per cent) were aged between 30 and 49 and just over a quarter (26 per cent) between 50 and 59 years old.

Staff had been in their current post for between one month and 18 years with a median of just over three years. CARAT workers had been involved in prison drug work for between four months and just over 22 years with a median of six years. The majority of staff had permanent contracts (93 per cent) with the remainder on fixed term contracts.

The average number of contracted hours per week for full time staff was 35 hours compared to an actual average for the allocated week of 37 hours. The majority of CARAT workers were employed by an external provider (77 per cent), with 23 per cent employed directly by the Prison Service.

The main qualification held by CARAT workers was the NVQ in Health and Social Care (26 per cent) followed by a degree (20 per cent). Other qualifications indicated tended to be substance misuse-specific such as from the Federation of Drug and Alcohol Professionals or National Open College Network (15 per cent).

Eighty four respondents had clients they were key worker for. Of these workers, the average caseload during the week of the survey was 32, with a range from seven to 70 cases.

Activity

The table below summarises activity for the CARAT staff who responded. Fifty four respondents (58 per cent) conducted at least one Substance Misuse Triage Assessment (SMTA), this ranged from one to seven assessments during the allocated week but the majority (61 per cent) conducted one or two. Fifty five staff conducted a Comprehensive Substance Misuse Assessment (CSMA), this ranged from between one and four but the majority conducted one or two during the allocated week (75 per cent). If you exclude those who did not conduct an assessment, on average four hours were spent on this task.

Seventy one (76 per cent) of CARAT workers had been involved in client sessions/one-to-ones during the allocated week and 240 took place. Of those involved in this activity the average number of sessions that took place were three for the allocated week (with a range of one to seven). Forty two per cent of CARAT staff were involved in the delivery of group work.

The category 'Other' included activities such as: induction; first night duties; travel; annual leave; sickness; prison shutdown; and waiting for clients.

It was assumed that category of prison would be a factor in predicting hours spent on different activities. A simple regression was used to determine whether this was the case for time spent on: assessments; client sessions; groups;

liaison and administration. None of the variables were significantly related to prison category except for hours spent on assessment which produced a statistically significant, weak, positive relationship (also 'duty' but this activity occurred infrequently).

Table 2: CARAT worker hours of input by type of activity (all respondents allocated week)

n=88 WTE	Average	Median	Min**	Max	% time spent* (actual hours)
Assessments	3	2	0 (1)	14	8
Client sessions/1 to 1s	6	5	0 (0.5)	24	16
Groups					
<i>Preparation</i>	1	0	0 (0.5)	25	3
<i>Delivery</i>	1	0	0 (1)	10	3
Liaison with other departments/agencies	2	2	0 (0.5)	12	5
Duty sessions	1.5	0	0 (0.5)	12	4
Boards & reviews	2	1	0 (0.5)	14	5
Administration	9	8	0 (1)	25	24
Supervision & meetings	3	1.5	0 (0.5)	9.5	8
Training	3	0	0 (1)	32	8
Non-CARAT duties	>1	0	0 (0.5)	16	1
Other (specified)	6	3	0 (1)	40	16

*percentages have been rounded and so may not add up to 100 per cent

**figure in brackets is the minimum hours for those involved in the activity

Conclusion

While the purpose of the survey was to provide information that will enable estimation of valid unit costs of CARAT worker inputs, it also provides useful insights into working practices of staff. Building on this work the UCCJ team will be estimating a variety of unit costs for CARAT workers. It was originally anticipated that CARAT worker schemata by prison type would be produced but this would seem unnecessary given that for these respondents the majority of activities were not significantly related to prison category.

About the project

The exercise was carried out between February and June 2010 (including the pilot phase). The aim was to collect information about the activity of CARAT staff working in 20 prisons across England and Wales, the initial sample was selected on the basis of prison category, size and geographical location to reflect the proportions across the prison estate. Data were collected as follows: basic demographic information; staff role and experience; and hours spent on different categories of activity for a one week period during April 2010. Twenty four prisons returned 93 questionnaires. SPSS was used to produce descriptive statistics and analyse the relationship between prison category and time spent on different activities.

Appendix 4 Prisons: Simple regression of Counselling Assessment Referral Advice and Throughcare (CARAT) worker activities and category of prison

Dependent variable	R Square	F	<i>p-value</i>	Coefficient
Assessment (hours)	.158	17.064	.000	1.256
Client sessions (hours)	.016	1.471	.228	-.664
Groups (delivery hours)	.000	.025	.874	.033
Liaison (hours)	.002	.208	.649	.093
Duty (hours)	.079	7.857	.006	.767
Boards and reviews (hours)	.000	.000	.987	-.004
Administration (hours)	.001	.123	.727	-.179
Supervision and meetings	.010	.887	.349	.170
Training	.028	2.612	.110	-.842
Non-CARAT duties	.012	1.112	.294	.179
Other work	.009	.815	.369	.728

Appendix 5 Prisons: Summary by Prison Function 2010–11

This table is reproduced from the National Offender management Service Annual Report and Accounts 2010-11: Management Information Addendum (2011). Cost per place is Direct resource expenditure or Overall resource/Baseline certified normal accommodation. Cost per prisoner is Direct resource expenditure or Overall resource/Average population.

Prison Function	Certified normal accommodation	Average population	Direct Resource Expenditure	Cost per Place	Cost per Prisoner
Male category B	4,840	4,901	£138,766,055	£28,673	£28,316
Male category C	24,000	24,079	£525,484,472	£21,895	£21,823
Male dispersal	3,319	3,214	£157,026,952	£47,314	£48,857
Female closed	1,452	1,318	£54,312,436	£37,407	£41,195
Female local	2,034	1,822	£70,391,317	£34,614	£38,643
Female open	248	210	£5,795,182	£23,368	£27,552
Male closed YOI (age 15-21)	7,430	6,731	£228,509,393	£30,755	£33,951
Male YOI young people (age 15-17)	2,017	1,290	£80,855,299	£40,095	£62,698
Male local	24,441	31,228	£815,695,324	£33,374	£26,120
Male open	2,937	2,823	£52,417,690	£17,844	£18,565
Male open YOI	322	285	£8,536,172	£26,510	£29,943
Semi open	1,319	1,144	£28,969,335	£21,965	£25,316
Cluster	5,234	5,708	£119,727,244	£22,876	£20,976
Totals	79,592	84,753	£2,286,486,871	£28,728	£26,978

Prison Function	Overall Resource Expenditure	Cost per Place	Cost per Prisoner
Male category B	£168,379,318	£34,792	£34,359
Male category C	£773,157,802	£32,215	£32,109
Male dispersal	£207,613,545	£62,556	£64,597
Female closed	£66,311,226	£45,672	£50,296
Female local	£94,603,129	£46,520	£51,935
Female open	£8,379,274	£33,787	£39,838
Male closed YOI (ages 15-21)	£317,255,386	£42,699	£47,137
Male YOI young people (ages 15-17)	£99,187,667	£49,186	£76,913
Male local	£1,097,905,859	£44,920	£35,157
Male open	£84,149,721	£28,647	£29,804
Male open YOI	£11,687,008	£36,295	£40,995
Semi open	£41,168,962	£31,214	£35,978
Cluster	£179,871,044	£34,367	£31,513
Totals	£3,149,669,942	£39,573	£37,163

Appendix 6 Prisons: 2009-10 restated figures – to demonstrate comparison with 2010-11 outturn

This table is reproduced from the National Offender management Service Annual Report and Accounts 2010-11: Management Information Addendum (2011). It shows the 2009-10 total figures restated with Cost of Capital removed. This enables a more fair comparison with 2010-11 figures.

	Certified normal accommodation	Average population	Direct Resource Expenditure	Cost per Place	Cost per Prisoner
2010-11 Totals	79,592	84,753	£2,286,486,871	£28,728	£26,978
2009-10 Restated Totals	76,638	83,524	£2,287,856,971	£29,853	£27,392
Change	2,954	1,229	-£1,370,101	-£1,125	£413
				-3.8%	-1.5%

	Overall Resource Expenditure	Cost per Place	Cost per Prisoner
2010-11 Totals	3,149,669,942	£39,573	£37,163
2009-10 Restated Totals	3,185,615,707	£41,567	£38,140
Change	-35,945,765	-£1,995	-£977
		-4.8%	-2.6%

Notes on costs per place/prisoner

1. Due to changes in accounting treatment arising from the government's Clear Line of Sight initiative (CLOS), the unit costs are not directly comparable with previous years' published figures. The main difference is that the Cost of Capital charge is no longer included in expenditure from 1 April 2010. To ease comparison the table in Appendix 6 shows the total costs restated with Cost of Capital removed.
2. Displayed figures are subject to rounding.
3. Establishments are categorized in these tables by their main role at the end of 2010-11. Establishments that have more than one role have been placed in the category that represents the primary or dominant function of the prison. For this reason, performance of prisons within a category cannot necessarily be compared on a like for like basis.
4. There are two unit cost measurements. The 'Direct Resource Expenditure' includes costs met locally by the establishments. The 'Overall cost' includes prison related overheads met centrally by NOMS, for example, property costs (including depreciation), major maintenance, prisoner escort and custody service (relates to transporting prisoners) and central HQ overheads.
5. YOI refers to Young Offender Institutions.
6. The following expenditure is not included for costing purposes: an impairment charge of £6.862m, including from the revaluation of land and buildings; costs associated with Probation (£1,038.362m); Electronic Monitoring (£112.574m) and payments to Department of Health towards Drug rehabilitation requirements (£22m).

Appendix 5 Professional time: Youth Offending Team (YOT) time diary exercise summary report

Juvenile Cohort Study Youth Offending Team Time Diary Exercise

Summary of Findings

February 2010

Youth Offending Teams (YOTs) work with young offenders to address their needs with the intention of preventing further offending. This exercise aimed to identify the time use and activities undertaken by YOT staff members.

Key points

- The average caseload for Case Managers/YOT Practitioners was 13 and as expected the majority of these cases were subject to a community disposal;
- Less than a fifth of Case Manager time was spent face-to-face with young people, although 65 per cent of their time was spent on all case-related activity;
- On average case-related administration took up nearly a third of the Case Manager time;
- Specialist Support Workers spent about the same proportion of their time providing input to cases as they did to other areas of work such as Final Warnings, prevention, remand management, court work, restorative justice and so on;
- Specialist Support Workers spent a lower proportion of their time on average involved in administrative tasks than Case Managers;
- Project Officers spent a larger proportion of time overall on other work related to young people when compared to community disposal related activity, 49 per cent compared with 32 per cent;
- Over half of Project Officers were involved in delivering group interventions, compared to over a third of Specialist Support Workers and just 17 per cent of Case Managers;
- YOTs who participated in the exercise were broadly representative of those across England and Wales.

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Introduction

The primary aim of the Unit Costs in Criminal Justice (UCCJ) project is to generate unit costs to enable cost-effectiveness or cost-benefit evaluations to be undertaken. Through an investigation of YOT working practices it was identified that the majority of interventions for young people were delivered by YOT staff themselves. This resulted in principal input and priority being given to costing YOT practitioner time. In order to ensure that estimated unit costs reflect full resource implications of time spent on offender related activity, it is necessary to allow for time spent on administration and other activities not directly attributable to cases. This requires an understanding of the time use and activities undertaken by YOT staff members.

Case Managers/YOT Practitioners

Case Managers are YOT practitioners with case management responsibilities for young offenders. Eighty six time diary sheets were received from this group. The average caseload at the time of the exercise was 13, with a range from none to 29 cases. As expected, the majority (86 per cent) of those cases were subject to a community disposal. Two assessments per staff member were conducted on average during the allocated week. Only a small proportion of staff were involved in delivering group interventions (17 per cent). For a description of the Case Managers who participated in the exercise and their cases see Appendix 1.

Less than a fifth (18 per cent) of Case Manager time was spent face-to-face with young people, although 65 per cent of their time was spent on all case-related activity. Case-related administration took up nearly a third of total Case Manager time (29 per cent) on average. The remaining time not directly related to cases was spent on a variety of other work related to young people, supervision from managers, meetings and so on. Appendix 2 shows the hours of input by type of activity in more detail (percentages are of actual rather than contracted hours).

Specialist Support Workers

Specialist Support Workers provide support for young people where a particular issue may have been identified in areas such as mental health, substance misuse, education or where a young person may benefit from intervention from a particular agency such as Connexions, the police, probation or social services. Intensive Supervision and Surveillance Programme workers also fall into this category. Sixty nine time diary sheets were received from this group.

As expected, the majority of Specialist Support Workers did not have case management responsibilities as they would usually provide specialist input to cases. Over half, 56 per cent, of the young people they worked with were subject to a community disposal. Thirty six per cent of this staff group were involved in delivering group interventions. For a description of the staff who participated in the exercise and their cases see Appendix 3.

Only 14 per cent of Specialist Support Worker time was spent face-to-face with young people in connection with court ordered interventions. About the same proportion of Specialist time was spent on community disposal related activity as other work related to young people, 36 and 37 per cent respectively. Whilst the average proportion of face-to-face time with young people only differed by four per cent between Case Managers and Specialists, the proportion of time spent on administration differed by 19 per cent (29 compared with 10 per cent). Appendix 4 shows the hours of input by type of activity in more detail.

Project Officers

Project Officers are usually responsible for a one specific area of work with young people such as accommodation and resettlement, work with parents, restorative justice and Referral Orders. Thirty nine time diary sheets were received from Project Officers. The majority of Project Officers did not carry a caseload but of the young people they worked with 69 per cent were subject to a community disposal (a further 11 per cent were involved in Final Warnings). Over half (54 per cent) of this staff group were involved in delivering group interventions. For a description of the staff who participated in the exercise and their cases see Appendix 5.

Only 11 per cent of Project Officer time was spent face-to-face with young people in connection with court ordered interventions on average. However, they spent a larger proportion of time overall on other work related to young people when compared to community disposal related activity, 49 per cent compared with 32 per cent. Appendix 6 shows the hours of input by type of activity in more detail.

Conclusion

This is the first time a time diary exercise has been conducted within the youth justice field in a number of years. While the purpose is to provide information that will enable us to estimate valid unit costs of YOT inputs, it also provides useful insights into working practices across a variety of staff. Building on this work a variety of unit costs will be estimated for Case Managers/YOT Practitioners and other types of worker within the teams.

About the project

The exercise was carried out between September 2009 and January 2010. The aim was to collect information about the activity of staff working in YOTs participating in the Juvenile Cohort Study (JCS) carried out by the Ministry of Justice (30 across England and Wales). The target group were those working directly with young offenders, excluding prevention workers as the JCS did not cover this aspect of work. Data were collected about: basic demographic information; staff role and experience; and hours spent on different categories of activity for a one week period.

Fourteen YOTs returned 265 sheets, for a comparison of participating YOTs to those across England and Wales see Appendix 7. Seventy one sheets were excluded from the analysis as they were completed by staff involved in work outside the remit of the JCS. For the purposes of analysis the various team roles were categorised into three groups: Case Managers/YOT Practitioners; Specialist Support Workers; and Project Officers.

APPENDIX 1: Case Managers/YOT Practitioners: description of participants and cases

The majority of Case Managers who returned time diary sheets were female, 71 per cent compared to 29 per cent male. Just over half (51 per cent) were aged between 20 and 39 and 46 per cent between 40 and 59 years old.

Staff had been in their current post for between one month and 24 years with a median of just over two years. Case Managers had been involved in youth justice for between one month and 25 years with a median of just over four years.

The majority of staff had permanent contracts (76 per cent) with much smaller numbers of agency staff (12 per cent) and those on temporary contracts (11 per cent). The average number of contracted hours per week was 37 hours compared to an actual average for the allocated week of 41 hours (includes sickness and annual leave).

The main qualifications of Case Managers were a Professional Certificate in Effective Practice or PCEP (33 per cent) with a similar proportion having a first degree, a social work or youth work qualification (21 per cent for each respectively). Some YOTs made a distinction between qualified and unqualified practitioners but the vast majority of those who returned a time diary sheet could be described as qualified (90 per cent).

The caseload of Case Managers could be broken down as follows:

Table 1. Caseload of Case Managers/YOT Practitioners by type of disposal

	<i>f</i>	%
Community orders	963	86
Detention and Training Order (in custody)	45	4
Final warnings	41	4
Other	34	3
ISSP	18	2
Long term sentences (in custody)	15	1
Total	1116	100

APPENDIX 2: Table 2. Case Managers/YOT Practitioners hours of input by type of activity

n=78 WTE	Average	Median	Min	Max	% time spent* (actual hours)
Court ordered intervention work					
Face to face	7	6	0	19	18
<i>Case-related contact with parents/carers</i>	1	1	0	12	3
<i>Case-related liaison with other agencies</i>	3	2	0	12	7
<i>Case-related administration</i>	12	10	0	27	29
<i>Case-related travel</i>	3	2	0	10	8
Case-related (all)	26	25	0	44.5	65
<i>Other work – Final Warnings, prevention, remand, courts, restorative justice, other non-case related activity</i>	8	4.5	0	39.5	21
Supervision & meetings	2	1.5	0	7	5
Training	2	7	0	13	5
Other (specified)	2	6.5	0	25	6

*percentages have been rounded and so may not add up to 100 per cent

APPENDIX 3: Specialist Support Workers: description of participants

The majority of Specialist Support Workers who returned time diary sheets were female, 54 per cent compared to 46 per cent male. Half (50 per cent) were aged between 40 and 59 years old, 43 per cent between 20 and 39 years old.

Staff had been in their current post for between one month and almost 29 years with a median of just under four years. Specialist Support Workers had been involved in youth justice for between two months and 25 years with a median of four years.

The majority of staff had permanent contracts (62 per cent) with just over a quarter (26 per cent) seconded into the post. Much smaller numbers were agency staff (seven per cent) and those on temporary contracts (four per cent). The average number of contracted hours per week was 37 hours compared to an actual average for the allocated week of 42 hours (includes sickness and annual leave).

The main qualifications of Specialist Support Workers were described as 'other' (59 per cent) encompassing a range of degrees and other job-specific qualifications and training. A youth work qualification (20 per cent) or a Professional Certificate in Effective Practice (19 per cent) were the other major qualifications held.

The cases dealt with by Specialist Support Workers could be broken down as follows:

Table 3. Cases dealt with by Specialist Support Workers by type of disposal

	<i>f</i>	%
Community orders	216	56
Final warnings	75	20
ISSP	57	15
Detention and Training Order (in custody)	15	4
Other	15	4
Long term sentences (in custody)	5	1
Total	383	100

APPENDIX 4: Table 5. Specialist Support Workers hours of input by type of activity

n=63 WTE	Average	Median	Min	Max	% time spent (actual hours)
Court ordered intervention work					
Face to face	6	3	0	25	14
<i>Case-related contact with parents/carers</i>	1	0	0	6	2
<i>Case-related liaison with other agencies</i>	2	1	0	14	5
<i>Case-related administration</i>	4	2	0	25.5	10
<i>Case-related travel</i>	2	1	0	10	5
Case-related (all)	15	13	0	42.5	36
<i>Other work – Final Warnings, prevention, remand, courts, restorative justice, other non-case related activity</i>	16	10	0	41	37
Supervision & meetings	2	2	0	17	6
Training	3	0	0	22.5	6
Other (specified)	6	0	0	24	15

APPENDIX 5: Project Officers: description of participants

The majority of Project Officers who returned time diary sheets were male, 54 per cent compared to 46 per cent female. The majority (61 per cent) were aged between 20 and 39 and 36 per cent between 40 and 59 years old.

Staff had been in their current post for between two months and just under ten years with a median of three years. Project Officers had been involved in youth justice for between two months and 22 and a half years with a median of four and a half years.

The majority of staff had permanent contracts (74 per cent) with much smaller numbers on temporary contracts (11 per cent), seconded (eight per cent) and agency staff (eight per cent). The average number of contracted hours per week was 37 hours and the actual average for the allocated week was also 37 hours (includes sickness and annual leave).

The main qualifications of Project Officers were described as 'other' (46 per cent) covering a range of different subjects. This was followed by a youth work qualification (28 per cent), teaching (18 per cent), PCEP (18 per cent) and social work qualification (13 per cent).

The cases dealt with by Project Officers could be broken down as follows:

Table 6. Cases dealt with by Project Officers by type of disposal

	<i>f</i>	%
Community orders	92	69
Other	23	17
Final warnings	15	11
Detention and Training Order (in custody)	4	3
ISSP	0	0
Long term sentences (in custody)	0	0
Total	134	100

APPENDIX 6: Table 7. Project Officers hours of input by type of activity

n=38 WTE	Average	Median	Min	Max	% time spent (actual hours)
Court ordered intervention work					
Face to face	4	1	0	25	11
<i>Case-related contact with parents/carers</i>	1	0	0	10	2
<i>Case-related liaison with other agencies</i>	2	0	0	13.5	6
<i>Case-related administration</i>	4	1	0	21	10
<i>Case-related travel</i>	1	0	0	10	4
Case-related (all)	12	5	0	40	32
<i>Other work – Final Warnings, prevention, remand, courts, restorative justice, other non- case related activity</i>	18	32	0	56	49
Supervision & meetings	2	0	0	10.5	4
Training	2	0	0	16	5
Other (specified)	4	0	0	38.5	10

APPENDIX 7: Table 7. Comparison on five key criteria of YOTs nationally to YOTs who participated in the time diary exercise

	National (%)	UCCJ (%)
Age of young people		
10 to 13 years old	17	16
14 to 15 years old	36	36
16 to 17 years old	47	48
Gender of young people (female)	22	22
Young people from Black & Minority Ethnic Groups	13	13
YOT compliance across all national standards	79	82
JCS disposals		
Final Warning (with intervention)	9	8
Referral Order	13	13
Reparation Order	2	2
Action Plan Order	3	2
Attendance Centre Order	2	1
Community Punishment Order	2	1
Community Punishment & Rehabilitation Order	1	1
Community Rehabilitation Order	1	1
Curfew Order	4	3
Supervision Order	5	5
Detention & Training Order	3	2