

## **II. COMMUNITY-BASED HEALTH CARE STAFF**

### **8. Professionals allied to medicine**

- 8.1 Community physiotherapist
- 8.2 NHS community occupational therapist
- 8.3 Community speech and language therapist
- 8.4 Chiropodist
- 8.5 Clinical psychologist
- 8.6 Community pharmacist



## 8.1 Community physiotherapist

Using Reference costs ([www.doh.gov.uk/nhsexec/refcosts.htm](http://www.doh.gov.uk/nhsexec/refcosts.htm)), the mean average cost for a contact in physiotherapy services for 2005 was £34 with the minimum range for 25 per cent of services being £24 and the maximum £63. Costs have been uprated using the HCHS pay and prices inflator. The mean average cost for a contact for a child for 2005 was £37 with the minimum range for 25 per cent of services being £25 and the maximum £64.

Costs and unit estimation	2005/2006 value	Notes
A. Wages/salary	£21,483 per year	Based on the mid-point of Agenda for Change (AfC) salaries Band 5 of the April 2005 pay scale according to the National Profile for Physiotherapy. More specialist grades range from AfC band 6 to 8B for a Physiotherapist Specialist to Consultant. (See pages 201- 202 for salary information.) <sup>1</sup> It includes an element to reflect the proportion of staff who receive a London allowance. Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. <sup>1</sup>
B. Salary oncosts	£4,716 per year	Employers' national insurance plus 14.9 per cent of salary for employers' contribution to superannuation. <sup>2</sup>
C. Qualifications	£4,270 per year	The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. <sup>3</sup> See schema 7.5 for more details.
D. Overheads	£4,091 per year	Comprises £2,781 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>4</sup>
E. Capital overheads	£2,695 per year	Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>5,6</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£2.50 per visit	Based on expenditure provided by a community trust.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>1</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup>
<i>Ratio of direct to indirect time on:</i>		
face-to-face contacts	1:0.67	Assuming 50 per cent in patient's own home; 10 per cent in clinics; 20 per cent on non-contact time; and 20 per cent on travel. Information derived from consultation with NHS Trusts.
clinic contacts	1:0.33	
home visits	1:0.73	
Length of contacts	30 minutes 60 minutes	Per clinic contact. Per home visit. Based on discussions with Trusts.
Average for episode	5.2 hours	Williams estimates of an example episode for an older person on short rehabilitation. <sup>7</sup>
London multiplier	1.11 x (A to D) 1.45 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>8</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>5,6</sup>
Non-London multiplier	0.93 x (A to D) 0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>8</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>5,6</sup>
<b>Unit costs available 2005/2006 (costs including qualifications given in brackets)</b>		
£21 (£24) per hour; £35 (£40) per hour of client contact; £28 (£32) per hour in clinic; £37 (£41) per hour of home visiting; £39 (£44) per home visit; £14 (£16) per clinic visit (includes A to E). Example episode £183 (£206).		

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

2 This rate is the average reported by 20 local authorities in a PSSRU survey for 2005/2006.

3 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.

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

5 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

6 Based on personal communication with the Office of the Deputy Prime Minister (ODPM) (2006).

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

8 Provisional and unpublished analysis using data from the Department of Health's weighted capitation formula

## 8.2 NHS community occupational therapist

Using Reference costs ([www.doh.gov.uk/nhsexec/refcosts.htm](http://www.doh.gov.uk/nhsexec/refcosts.htm)), the mean average cost for a contact of Occupational Therapy services for 2005 was £43 with the minimum range for 25 per cent of the services being £34 and the maximum £92. Costs have been updated using the HCHS pay and prices inflator. The mean average cost for a contact for a child for 2005 was £40 with the minimum range for 25 per cent of services being £36 and the maximum £115.

Costs and unit estimation	2005/2006 value	Notes
A. Wages/salary	£21,483 per year	Based on the mid-point of Agenda for Change (AfC) salaries Band 5 of the April 2005 pay scale according to the National Profile for Occupational Therapy. More specialist grades range from AfC band 6 to 8B for a Occupational Therapist Specialist to Consultant. (See pages 201-202 for salary information.) <sup>1</sup> It includes an element to reflect the proportion of staff who receive a London allowance. Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. <sup>1</sup>
B. Salary oncosts	£4,716 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. <sup>2</sup>
C. Qualifications	£4,380 per year	The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. See schema 7.5 for more details.
D. Overheads	£4,091 per year	Comprises £2,781 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>
E. Capital overheads	£2,695 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. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£2.50 per visit	Based on expenditure provided by a community trust.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>1</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>6</sup>
<i>Ratio of direct to indirect time on:</i>		
face-to-face contacts	1:0.67	Assuming 50 per cent in patient's own home; 10 per cent in clinics; 20 per cent on non-clinical activity time; and 20 per cent on travel. Information derived from consultation with NHS Trusts.
clinic contacts	1:0.33	
home visits	1:0.73	
Length of contacts	30 minutes 60 minutes 5.2 hours	Per clinic contact. Per home visit. Per care episode. Based on discussions with Trusts.
London multiplier	1.11 x (A to D) 1.45 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>7</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>4,5</sup>
Non-London multiplier	0.93 x (A to D) 0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>7</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>4,5</sup>
<b>Unit costs available 2005/2006 (costs including qualifications given in brackets)</b>		
£21 (£24) per hour; £35 (£40) per hour of client contact; £28 (£32) per hour in clinic; £36 (£42) per hour of home visiting; £39 (£44) per home visit; £14 (£16) per clinic visit (includes A to E). £183 (£206) per care episode.		

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

2 This rate is the average reported by 20 local authorities in a PSSRU survey for 2005/2006.

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

4 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

5 Based on personal communication with the Office of the Deputy Prime Minister (ODPM) (2006).

6 Data provided by the Department of Health, Health Authority Personnel Division.

7 Provisional and unpublished analysis using data from the Department of Health's weighted capitation formula.

### 8.3 Community speech and language therapist

Using Reference costs ([www.doh.gov.uk/nhsexec/refcosts.htm](http://www.doh.gov.uk/nhsexec/refcosts.htm)), the mean average cost for a contact of speech and language therapy services for 2005 was £55 with the minimum range for 25 per cent of the services being £50 and the maximum £111. Costs have been updated using the HCHS pay and prices inflator. The mean average cost for a contact for a child for 2005 was £57 with the minimum range for 25 per cent of services being £51 and the maximum £87.

Costs and unit estimation	2005/2006 value	Notes
A. Wages/salary	£21,483 per year	Based on the mid-point of Agenda for Change (AfC) salaries band 5 of the April 2005 pay scale according to the National Profile for Speech and Language Therapists. More specialist grades range from AfC band 6 to 8C for a Specialist Speech and Language Therapist to Consultant. (See pages 201-202 for salary information.) <sup>1</sup> It includes an element to reflect the proportion of staff who receive a London allowance. Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. <sup>1</sup>
B. Salary oncosts	£4,716 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. <sup>2</sup>
C. Qualifications	£4,380 per year	The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. <sup>3</sup> See schema 7.5 for more details.
D. Overheads	£4,091 per year	Comprises £2,781 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>4</sup>
E. Capital overheads	£2,695 per year	Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>5,6</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£2.50 per visit	Based on expenditure provided by a community trust.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>1</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup>
<i>Ratio of direct to indirect time on:</i>		
patient contacts	1:0.67	Assuming 50 per cent of time in patient's own home, 10 per cent in clinics, 20 per cent on non-clinical activity and 20 per cent on travel. Information derived from consultation with NHS Trusts.
clinic contacts	1:0.33	
home visits	1:0.73	
Length of contacts	30 minutes 60 minutes	Per clinic contact. Per home visit. Based on discussions with Trusts.
London multiplier	1.11 x (A to D) 1.45 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>8</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>5,6</sup>
Non-London multiplier	0.93 x (A to D) 0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>8</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>5,6</sup>
<b>Unit costs available 2005/2006 (costs including qualifications given in brackets)</b>		
£21 (£24) per hour; £35 (£40) per hour of client contact; £28 (£32) per hour in clinic; £36 (£42) per hour of home visiting; £39 (£44) per home visit; £14 (£16) per clinic visit (includes A to E).		

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

2 This rate is the average reported by 20 local authorities in a PSSRU survey for 2005/2006.

3 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.

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

5 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

6 Based on personal communication with the Office of the Deputy Prime Minister (ODPM) (2006).

7 Department of Health Advance Letter (SP) 5/91, Appendix F.

8 Provisional and unpublished analysis using data from the Department of Health's weighted capitation formula.

## 8.4 Community chiropodist

Using Reference costs ([www.doh.gov.uk/nhsexec/refcosts.htm](http://www.doh.gov.uk/nhsexec/refcosts.htm)), the mean average cost for a contact in chiropody services for 2005 was £24 with the minimum range for 25 per cent of services being £20 and the maximum £30. Costs have been inflated using the HCHS Pay and Prices Inflatior.

Costs and unit estimation	2005/2006 value	Notes
A. Wages/salary	£17,902 per year	Based on the mid-point of Agenda for Change (AfC) salaries Band 4 of the April 2005 pay scale according to the National Profile for Generic Therapy. Consultant grades for Generic Therapy range from 8bcd-9 on the AfC pay scales. (See pages 201-202 for salary information.) <sup>1</sup> It includes an element to reflect the proportion of staff who receive a London allowance. Within the new pay structure all leads and allowances will be replaced by higher basic pay for the majority of staff. <sup>1</sup>
B. Salary oncosts	£3,697 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. <sup>2</sup>
C. Qualifications		Qualification costs are not available.
D. Overheads	£3,861 per year	Comprises £2,781 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>
E. Capital overheads	£2,695 per year	Based on the new build and land requirements of NHS facilities, but adjusted to reflect shared used of both treatment and non-treatment space. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.30 per visit	Taken from Netten and inflated using the retail price index. <sup>6</sup>
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>1</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup>
Ratio of direct to indirect time on: client contact		No information available. Costs are based on the number of visits per week.
Average number of visits per week	40 75	Domiciliary visits. Clinic visits. Information provided by an NHS Trust.
London multiplier	1.14 x (A to D) 1.49 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>8</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>4,5</sup>
Non-London multiplier	0.97 x (A to D) 0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>8</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>4,5</sup>
<b>Unit costs available 2005/2006</b>		
£18 per hour; £16 per home visit; £9 per clinic visit (includes A to E).		

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

2 This rate is the average reported by 20 local authorities in a PSSRU survey for 2005/2006.

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

4 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

5 Based on personal communication with the Office of the Deputy Prime Minister (ODPM) (2006).

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

7 Data provided by the Department of Health, Health Authority Personnel Division.

8 Provisional and unpublished analysis using data from the Department of Health's weighted capitation formula.

## 8.5 Clinical psychologist

Costs and unit estimation	2005/2006 value	Notes
A. Wages/salary	£31,665 per year	Based on the mid-point of Agenda for Change (AfC) salaries Band 7 of the April 2005 pay scale according to the National Profile for Clinical Psychologists, Counsellors & Psychotherapists. (See pages 201-202 for salary information.) <sup>1</sup>
B. Salary oncosts	£6,904 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation. <sup>2</sup>
C. Qualifications		Qualification costs are not available.
D. Overheads	£4,709 per year	Comprises £2,781 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>3</sup>
E. Capital overheads	£2,343 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. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.30 per visit	Taken from Netten <sup>6</sup> and inflated using the Retail Price Index.
Working time	41 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. <sup>1</sup> Assumes 5 study/training days, and 10 days sickness leave. <sup>7</sup>
Ratios of: professional outputs to support activities	1:0.3	Five types of 'chargeable service' have been distinguished: clinical work with patients; clinical consultancy and project work; service organisation and development; teaching and supervision; and research and service evaluation. <sup>8</sup> Mental health psychologists spend 40 per cent of their time on client contact. The relationship between the five types of chargeable service and other 'supporting activities' is similar for both types of psychologist. The multiplier used in the schema to reflect this variety of outputs is based on mental health psychologists.
Face to face contact to all activity	1:04	Based on the National Child and Adolescent Mental Health Service Mapping data and returns from over 500 Principal Clinical Psychologists, 44.5% of time was spent on direct clinical work, 13.2% on consultation and liaison, 7.2% on training and education, 5.5% on research and evaluation, 23.3% on admin and management, 16.3% on other work and 13.9% on tier 1 work. <sup>9</sup> Tier 1 work was assumed to be spread across all types of activity and for the purpose of this analysis 50% of time is apportioned to direct contacts and 50% to client related work.
London multiplier	1.11 x (A to D) 1.45 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>10</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>4,5</sup>
Non-London multiplier	0.93 x (A to D) 0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>10</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>4,5</sup>
<b>Unit costs available 2005/2006</b>		
£29 per hour; £66 per hour of client contact; £38 per professional chargeable hour (includes A to E). Travel £1.30 per visit.		

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

2 This rate is the average reported by 20 local authorities in a PSSRU survey for 2005/2006.

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

4 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

5 Based on personal communication with the Office of the Deputy Prime Minister (ODPM) (2006).

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

7 Data provided by the Department of Health, Health Authority Personnel Division.

8 Cape, J., Pilling, S. & Barker, C. (1993) Measurement and costing of psychology services, *Clinical Psychology Forum*, October.

9 Department of Health (2002) National Child and Adolescent Mental Health Service Mapping Data.

10 Provisional and unpublished analysis using data from the Department of Health's weighted capitation formula.

## 8.6 Community pharmacist

Costs and unit estimation	2005/2006 value	Notes
A. Wages/salary	£37,238 per year	Based on information in <i>Tomorrow's Pharmacist 2001</i> (Careers - Where do you start?), mid-point of range (excluding senior management positions). <sup>1</sup> Salaries in community pharmacy start at around £24,515 and can go up to £49,030 or £61,287 in senior management positions. Salaries have been uprated using the PSS pay inflator.
B. Salary oncosts	£8,359 per year	Employers' national insurance plus 14.9 per cent of salary for employers' contribution to superannuation. <sup>2</sup>
C. Qualifications Pre-registration training:	£6,176 per year	The equivalent annual cost of pre-registration education. The investment costs of a four year masters degree plus one year pre-registration training. The total investment cost has been annuitised over the expected working life. <sup>3,4</sup> The investment costs of education should always be included when evaluating the cost-effectiveness of different approaches to using health service staff as it is important to include all the costs implicit in changing the professional mix. The investment costs for pre-registration are borne partly by the HEFCE and by practitioners provided by the NHS. Community employers cover the cost for the pre-registration training year with some help from the Department of Health. A postgraduate diploma is available for community pharmacists but this would be taken in their own time and there is no available data on the proportion of pharmacists who undergo this. See schema 12.6 on Hospital Pharmacists for this cost.
Post graduate training:		
D. Overheads	£5,061 per year	Comprises £2,781 for indirect overheads and 5 per cent of salary costs for direct revenue overheads. <sup>5</sup>
E. Capital overheads	£3,581 per year	Based on the new build and land requirements of a pharmacy, plus additional space for shared facilities. <sup>6,7</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.30 per visit	Taken from Netten and inflated using the retail price index. <sup>8</sup>
Working time	42 weeks per annum 40 hours per week	Includes 29 days annual leave and 8 statutory leave days. Assumes 5 study/training days, and 10 days sickness leave.
<b>Ratio of direct to indirect time on:</b> direct clinical activities patient related activities	1:1.50 1:0.25	Ratios are estimated on the basis that 40 per cent of time is spent on direct clinical activities (includes advice to patients and travel), 40 per cent of time on dispensary service activities and 20 per cent of time on non clinical activities.
London multiplier	1.11 x (A to D) 1.45 x E	Allows for the higher costs associated with London compared to the national average cost. <sup>9</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>6,7</sup>
Non-London multiplier	0.93 x (A to D) 0.97 x E	Allows for the lower costs associated with working outside London compared to the national average cost. <sup>9</sup> Building Cost Information Service and Office of the Deputy Prime Minister. <sup>6,7</sup>
<b>Unit costs available 2005/2006 (costs including qualifications given in brackets)</b>		
£33 (£37) per hour (includes travel), £83 (£93) per hour of direct clinical activities (includes travel to visits), £42 (£47) per patient related activities.		

1 Livingston, S. (2001) Careers — where do you start?, *Tomorrow's Pharmacist 2001*, <http://www.pjonline.com/students/tp2001/careers.html>

2 This rate is the average reported by 20 local authorities in a PSSRU survey for 2005/2006.

3 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.

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

5 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *A Ready Reckoner for Staff Costs in the NHS, Volume 2, Methodology*,

6 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

7 Based on personal communication with the Office of the Deputy Prime Minister (ODPM) (2006).

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

9 Provisional and unpublished analysis using data from the Department of Health's weighted capitation formula.