

III. COMMUNITY-BASED SOCIAL CARE

10. Social care staff

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10.1 Social work team leader

Costs and unit estimation	2006/2007 value	Notes
A. Salary	£34,446 per year	Information taken from the Adult, Children and Young People Local Authority Social Care Workforce Survey 2006 showed that the midpoint between the average minimum salary and the average maximum salary for a team leader working in adult services was £34,446 with a range of £32,251 to £36,641. The midpoint between the average minimum salary and the average maximum salary for a team leader working in children's services was £35,366 with a range of £33,386 to £37,347. The average minimum salaries outside London ranged from £30,236 to £34,578 and the average maximum salaries ranged from £34,356 to £39,242. London salaries ranged from £35,128 to £40,643. ¹
B. Salary oncosts	£8,224 per year	Employers' national insurance plus 15.9 per cent of salary for contribution to superannuation.
C. Qualifications		
D. Overheads	£6,400 per year	Fifteen per cent of salary costs for management and administrative overheads. ²
E. Capital overheads	£2,413 per year	Based on the new build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information available about travel costs for social work team leaders.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁵ Ten days sickness leave and 10 days for study/training have been assumed. Unit costs are based on 1522 hours per annum.
Ratios of direct to indirect time on: client-related work	1:0.30	Team leaders provide a number of outputs other than direct client-related work (such as support and training). They do, however, usually carry a caseload and carry out assessments. Drawing on a study by the National Institute for Social Work, it is assumed that when team leaders are involved in such activities, the relationship between client-related and non-client-related time is the same as that for social workers. ⁶
Domiciliary v. office/clinic visit		It is not possible to estimate a cost per visit as there is no information available on the number of visits or the typical length of time spent with a client.
London multiplier	1.46 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Non-London multiplier	0.96 x E	Non London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Unit costs available 2006/2007		
£34 per hour; £44 per hour of client-related work (includes A to E).		

1 Local Authority Workforce Intelligence Group (2007) *Adults' Social Care Workforce Survey, 2006*, Local Authority Workforce Intelligence Group, London..

2 Knapp, M., Bryson, D. & 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 (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

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

5 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.

6 Levin, E. & Webb, S. (1997) *Social Work and Community Care. Changing Roles and Tasks*, Draft final report to the Department of Health.

10.2 Social worker (adult)

Costs and unit estimation	2006/2007 value	Notes
A. Salary	£26,473 per year	Information taken from the Adult, Children and Young People Local Authority Social Care Workforce Survey 2006 showed that the midpoint between the average minimum salary and the average maximum salary for a social worker in adult services was £26,473 with a range of £22,449 to £30,496. The midpoint between the average minimum salary and the average maximum salary for a social worker in children's services was £26,748 with a range of £22,513 to £30,983. The average minimum salaries outside London ranged from £20,084 to £22,931 and the average maximum salaries ranged from £28,311 to £29,902. ¹
B. Salary oncosts	£6,183 per year	Employers' national insurance plus 15.9 per cent of salary for employers' contribution to superannuation.
C. Qualifications		
D. Overheads	£4,898 per year	Fifteen per cent of salary costs for management and administrative overheads. ²
E. Capital overheads	£2,413 per year	Based on the new build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{3,4} Capital costs have been annuitised over 60 year at a discount rate of 3.5 per cent.
F. Travel		No information is readily available about travel costs for social workers.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁵ Ten days sickness leave and 10 days for study/training have been assumed. Unit costs are based on 1522 hours per annum.
Ratios of direct to indirect time on: client-related work direct outputs face-to-face contact	1:0.30 1:0.85 1:4.00	Ratios are estimated on the basis that 77 per cent of time is spent on client-related work, 54 per cent on direct outputs for clients, and 20 per cent on face-to-face contact. ^{6,7,8,9} Face-to-face contact is not a good indicator of input to clients.
Domiciliary v. office/clinic visit		It is not possible to estimate a cost per visit as there is no information available on the number of visits or the typical length of time spent with a client.
London multiplier	1.46 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Non-London multiplier	0.96 x E	Non London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Unit costs available 2006/2007		
£26 per hour; £34 per hour of client-related work; £126 per hour of face-to-face contact (includes A to E).		

- 1 Local Authority Workforce Intelligence Group (2007) *Adults' Social Care Workforce Survey, 2006*, Local Authority Workforce Intelligence Group, London.
- 2 Knapp, M., Bryson, D. & 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 (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.
- 4 Based on personal communication with the Department for Communities and Local Government (2007).
- 5 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.
- 6 Tibbitt, J. & Martin, P. (1991) *The Allocation of 'Administration and Casework' Between Client Groups in Scottish Departments of Social Work*, CRU Papers, Scottish Office, Edinburgh.
- 7 von Abendorff, R., Challis, D. & Netten, A. (1995) Case managers, key workers and multidisciplinary teams, PSSRU Discussion Paper 1038, Personal Social Services Research Unit, University of Kent, Canterbury.
- 8 Levin, E. & Webb, S. (1997) *Social Work and Community Care. Changing Roles and Tasks*, Final report to the Department of Health.
- 9 Netten, A. (1997) Costs of social work input to assessment and care package organisation, in A. Netten & J. Dennett (eds) *Unit Costs of Health and Social Care 1997*, Personal Social Services Research Unit, University of Kent, Canterbury.

10.3 Social worker (children)

Costs and unit estimation	2006/2007 value	Notes
A. Salary	£26,748 per year	Information taken from the Adult, Children and Young People Local Authority Social Care Workforce Survey 2006 showed that the midpoint between the average minimum salary and the average maximum salary for a social worker in children's services was £26,748 with a range of £22,513 to £23,394. The average minimum salaries outside London ranged from £20,018 to £23,394 and the average maximum salaries ranged from £28,931 to £30,939. ¹
B. Salary oncosts	£6,252 per year	Employers' national insurance plus 14 per cent of salary for employers' contribution to superannuation.
C. Qualifications		
D. Overheads	£4,950 per year	Fifteen per cent of salary costs for management and administrative overheads. ²
E. Capital overheads	£2,413 per year	Based on the new build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information is readily available about travel costs for social workers.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁵ Ten days sickness leave and 10 days for study/training have been assumed. Unit costs are based on 1522 hours per annum.
Client-related work <i>Ratio of direct to indirect time on:</i> Home visits	1:1.5	In a study of the determinants of expenditure on children's personal social services, Carr-Hill et al. found that the annual input per child was 2,973 minutes, or about 50 hours in 1998 and that 40 per cent of social work time directly associated with clients was on home visits. ⁶ Travel time was included where appropriate.
Client related work	1:0.5	In a study commissioned by the Department of Health, it was found that 66 per cent of a children's social worker's time was spent on client-related activities, allowing an hour spent on client-related activities to be costed. ⁷ This is not the same as the cost per hour spent with a client.
London multiplier	1.46 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Non-London multiplier	0.96 x E	Non London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Unit costs available 2006/2007		
£26 per hour; £39 per hour of client-related work; £65 per hour's home visit.		

1 Local Authority Workforce Intelligence Group (2006) Adult, Children and Young People Local Authority Social Care Workforce Survey 2006, Local Authority Workforce Intelligence Group, London.

2 Knapp, M., Bryson, D. & 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 (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

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

5 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.

6 Roy, A., Carr-Hill, R., Nigel, R. & Smith, P.C. (1999) The determinants of expenditure on children's personal social services, *British Journal of Social Work*, 29, 679-706.

7 Department of Health (2001) The Children in Need Census 2001 — National Analyses, www.dh.gov.uk/qualityprotects/work_pro/analysis1.htm.

10.4 Social work assistant

Costs and unit estimation	2006/2007 value	Notes
A. Salary	£19,374 per year	Information taken from the Adult, Children and Young People Local Authority Social Care Workforce Survey 2006 showed that the midpoint between the average minimum salary and the average maximum salary for a social work assistant working in adult services was £19,374 with a minimum of £17,593 and a maximum of £21,155. For a social work assistant in children's services, the midpoint between the average minimum and average maximum was £19,925 with a minimum of £18,233 and a maximum of £21,616. The average minimum salaries outside London ranged from £15,812 to £17,718 and the average maximum salaries ranged from £18,965 to £22,045. London salaries ranged from £21,223 to £24,399. ¹
B. Salary oncosts	£4,394 per year	Employers' national insurance plus 15.9 per cent of salary for contribution to superannuation.
C. Overheads	£3,565 per year	Fifteen per cent of salary costs for management and administrative overheads. ²
D. Capital overheads	£2,413 per year	Based on the new build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
E. Travel		No information is readily available about travel costs for social work assistants.
Working time	43 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁵ Ten days sickness leave and 5 days for study/training have been assumed. Unit costs are based on 1560 hours per annum.
Ratios of direct to indirect time on: client-related work face-to-face contact	1:0.18 1:2.69	Ratios are used to estimate the full cost of direct and indirect time required to deliver each output. No information is available about the proportion of social work assistant time spent on client-related outputs so for the purpose here it is assumed that 85 per cent of time was spent on such activity. Direct face-to-face contact is not a good indicator of input to clients, but it is often the only information available. A study by the National Institute for Social Work included 52 social work assistants who spent 27 per cent of their time in face-to-face contact. ⁶ Work by Netten gives more information. ⁷
London multiplier	1.57 x D	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Non-London multiplier	0.96 x D	Non London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Unit costs available 2006/2007		
£19 per hour; £23 per hour of client-related work; £70 per hour of face-to-face contact (includes A to E).		

1 Local Authority Workforce Intelligence Group (2006) Adult, Children and Young People Local Authority Social Care Workforce Survey 2006, Local Authority Workforce Intelligence Group, London.

2 Knapp, M., Bryson, D. & 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 (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

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

5 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.

6 Levin, E. & Webb, S. (1997) *Social Work and Community Care. Changing Roles and Tasks*, Draft final report to Department of Health.

7 Netten, A. (1997) Costs of social work input to assessment and care package organisation, in A. Netten & J. Dennett (eds) *Unit Costs of Health and Social Care 1997*, Personal Social Services Research Unit, University of Kent, Canterbury.

10.5 Approved social worker – mental health

An Approved Social Worker (ASW) is a social worker with responsibility for assessing someone's needs, care and treatment under the Mental Health Act 1983 (MHA). The ASW's plays a key role in deciding whether someone with mental health problems can be cared for in the community, or whether they should be admitted to hospital.¹

Costs and unit estimation	2006/2007 value	Notes
A. Salary	£32,968 per year	Information based on a survey carried out by the Department of Health of 30 authorities showed that the average salary for an approved social worker was £32,968 based on the April 2006 pay scales. Wage levels reflect the average level of wages paid in 27 authorities. ² This information has been updated using the PSS Pay Inflatior.
B. Salary oncosts	£6,252 per year	Employers' national insurance plus 15.9 per cent of salary for employers' contribution to superannuation.
C. Qualifications		Must have a relevant first degree, a recognised qualification in social work plus two years relevant post-qualifying experience in social work. An ASW undertakes specialist postgraduate training, which includes mental health law, and will also have a detailed knowledge of the local mental health services. No costs available. The fees for a Masters degree in Applied Mental Health are £2,500.
D. Overheads	£6,118 per year	Fifteen per cent of salary costs for management and administrative overheads. ³
E. Capital overheads	£2,413 per year	Based on the new build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{4,5} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel		No information is readily available about travel costs for social workers.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁶ Twelve days sickness leave and 10 days for study/training have been assumed. ⁷ Unit costs are based on 1522 hours per annum.
Client-related work <i>Ratio of direct to indirect time on:</i> Face-to-face	1:1.56	Information taken from a study carried out of 237 mental health social workers (of which 162 were Approved Social Workers). Data were collected using a semi-structured questionnaire and diary to produce information on working patterns. It was found that during a week, the average hours spent on undertaking assessments for ASWs was 5.6 hours, in meetings 6.2 hours, writing/administration 12.1 hours, on call 12 hours. ⁷
London multiplier	1.20 x A 1.57 x E	Based on the same source as the salary data. ² Building Cost Information Service and Department for Communities and Local Government. ^{4,5}
Non-London multiplier	0.93 x A 0.96 x E	Allows for the lower costs associated with working outside London compared to the national average cost. ² Building Cost Information Service and Department for Communities and Local Government. ^{4,5}
Unit costs available 2006/2007		
£31 per hour; £80 per hour of face to face contact		

1 [http://www.mind.org.uk/Information/Booklets/Other/Getting the best from your ASW.htm](http://www.mind.org.uk/Information/Booklets/Other/Getting%20the%20best%20from%20your%20ASW.htm)

2 Personal communication with the Department of Health (2006).

3 Knapp, M., Bryson, D. & 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 (2007) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.

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

6 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.

7 Evans, S., Huxley, P., et al (2005) The impact of 'statutory duties' on mental health social workers in the UK, *Health & Social Care in the Community*, 3, 2, 145-154.

10.6 Home care worker

The information is based on data collected from a bench marking club of 14 local authorities, all located in the Midlands. The original data were for 1998/1999 and have been updated to 2006/2007 prices. Based on PSS EX1 2005/2006, the mean hourly cost of all home care including LA funded home care and independent provision was £15. This can be compared with the mean hourly cost of LA home care of £21 and a mean hourly cost of £12 for the independent provision. See Jones (2005) for findings about the costs of independently provided home care.¹

Cost and unit estimation	2006/2007 value	Notes
A. Wages/salary	£7.61 per hour	Information taken from the Adults' Social Care Workforce Survey 2006 showed that the midpoint between the average minimum and the average maximum salary was £7.61. The average minimum salaries outside London ranged from £6.47 to £9.13 and the average salary maximum salaries ranged from £6.67 to £8.64. Salaries in London ranged from £9.13 to £10.15. In order to estimate annual costs it was assumed that this is paid to full-time workers for 52.18 weeks per year. ²
B. Salary oncosts	£1.80 per hour	Employers' national insurance plus 15.9 per cent of salary for employers' contribution to superannuation.
C. Direct overheads	£2.20 per hour	Direct overheads include administration, management, office costs, insurance, training and premises. For those authorities for which the information was available, these costs comprised about 15 per cent of total hourly costs on average in the 14 authorities. ³ Total hourly costs include unsocial hours payments. Cost have been inflated using the PSS Pay and Prices inflators.
D. Indirect overheads	£1.00 per hour	Indirect overheads include general management and support services such as finance departments and human resource departments. For those authorities for which the information was available, these costs comprised about 8 per cent of total hourly costs on average. Total hourly costs include unsocial hours payments.
E. Travel	£0.60 per visit	Cost of travel per visit was estimated from information provided by the authorities about expenditure on travel and number of visits.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave, 8 days statutory leave, 15 days of sickness (higher in the Midlands study than had previously been assumed, ³) and 5 days for training. A few of the authorities also allowed time off for training. Unit Costs are based on 1522 working hours.
Ratios of direct to indirect time on contact:	1:0.16	On the basis of information provided about the number of working hours paid for and the number of contact hours with clients, 86 per cent of time was spent in direct contact on average, ranging between 72 and 99 per cent of time.
Length of visit	45 minutes	Average length of visits based on information about number of contact hours and number of visits, ranged between 33 minutes and an hour.
Typical home care package	8.8 hours per week	Average number of local authority home help contact hours received per household per week. ⁴ Based on a study of community care packages, it has been estimated that 6.6 hours are worked weekdays between 9 a.m. and 5 p.m., 0.16 hours weekdays after 5 p.m., and 0.55 hours each on Saturday and Sunday. ⁵ The authorities in the Benchmark Club visited clients 6.34 times per week on average. Increasing this pro rata to reflect the increase in the number of hours of 8.8 (11.1 in the independent sector) which are being received since the time of the study (previously 7.6 hours) raises the number of visits to 11.
Unsocial hours multipliers	1.2 1.5 2.0 1.3	Weekdays 8 p.m to 10 p.m Saturday Sundays and bank holidays Evenings
Unit costs available 2006/2007		
£16 per weekday hour (£19 per hour weekday evenings; £24 per hour Saturdays; £32 per hour Sundays); £19 per hour face-to-face weekday contact (£22 per hour weekday evenings; £28 per hour Saturdays; £37 per hour Sundays) (Includes A to D). £158 typical home care package if all hours are provided by the LA. Based on 1957 hours per year, the cost per weekday hour would be £13.		

1 Jones, K. (2005) The cost of providing home care, in L.Curtis and A.Netten (eds) *Unit Costs of Health and Social Care 2005*, Personal Social Services Research Unit, University of Kent, Canterbury.

2 Local Authority Workforce Intelligence Group (2007) *Adults' Social Care Workforce Survey 2006*, Local Authority Workforce Intelligence Group, London.

3 Based on data collected from a benchmarking club of 14 local authorities located in the Midlands in 1998/1999.

4 The Information Centre (2007) *Community Care Statistics 2006, Home Care Services for Adults, England*, The Information Centre, Leeds.

5 Bauld, L., Chesterman, J., Davies, B., Judge, K. & Mangalore, R. (2000) *Caring for Older People: An Assessment of Community Care in the 1990s*, Ashgate, Aldershot.

10.7 Community occupational therapist (local authority)

Costs and unit estimation	2006/2007 value	Notes
A. Wages/salary	£26,835 per year	Information taken from the Adult, Children and Young People Local Authority Social Care Workforce Survey 2006 showed that the midpoint between the average minimum and the average maximum salary was £26,835. The average minimum salaries outside London ranged from £19,785 to £24,414 and the average maximum salaries ranged from £27,701 to £30,886. London salaries ranged from £27,068 to £33,344. ¹
B. Salary oncosts	£5,950 per year	Employers' national insurance plus 15.9 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£4,122 per year	The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. ² The investment costs of education should always be included, however, 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. For the most part, these investment costs are borne by the wider NHS and individuals undertaking the training rather than trusts, so those costing exercises which are concerned with narrowly defined costs to the provider organisation would not want to incorporate these investment costs.
D. Overheads	£4,966 per year	Fifteen per cent of salary costs to reflect revenue overheads. ³ Additional costs associated with the purchase and supply of aids have not been allowed for here. Information about the capital cost of aids and adaptations can be found in schema 7.4.
E. Capital overheads	£2,413 per year	Based on the new build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{4,5} 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. ⁶
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁷ Ten days sickness leave and 5 days for study/training have been assumed. Based on 1560 working hours per annum.
Ratio of direct to indirect time on: client contact	1:0.96	There is considerable variation in patterns of work and this should be taken into consideration whenever possible. This figure is based on the proportion of time spent by NHS occupational therapists in client contact. ⁸ No information is available about local authority occupational therapists.
Length of visit	40 minutes	Taken from Netten. ⁶
London multiplier	1.57 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,4,5}
Non-London multiplier	0.97 x E	Non London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,4,5}
Unit costs available 2006/2007 (costs including training given in brackets)		
£26 (£29) per hour; £51 (£56) per hour of client contact (includes A to E); £35 (£39) per home visit (includes A to F).		

- 1 Local Authority Workforce Intelligence Group (2006) *Adult, Children and Young People Local Authority Social Care Workforce Survey 2006*, Local Authority Workforce Intelligence Group, London.
- 2 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.
- 3 Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS, Vol 2, Methodology*, Personal Social Services Research Unit, University of Kent, Canterbury.
- 4 Building Cost Information Service (2006) *Surveys of Tender Prices*, March, BCIS, Royal Institution of Chartered Surveyors, London.
- 5 Based on personal communication with the Department for Communities and Local Government (2007).
- 6 Netten, A. (1992) Some cost implications of Caring for People: interim report, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.
- 7 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.
- 8 Government Statistical Service (1994) Summary Information Form KT27, Physiotherapy Services, Table 7, 1994, England and Wales.

10.8 Intensive case management for older people

Information in this schema is based on the Adult, Children and Young People Local Authority Social Care Workforce Survey, 2006.¹ The information on use of time reflects an experimental intensive case management scheme working with long-term cases.² The team referred cases to the case managers, who were not involved in screening or duty work. All clients were suffering from dementia.

Costs and unit estimation	2006/2007 value	Notes
A. Wages/salary	£28,897 per year	Information taken from the Adults' Social Care Workforce Survey 2006 showed that the midpoint between the average minimum and the average maximum salary for a Home Care Manager was £28,897 with a range of £26,939-£30,854. The average minimum salaries outside London ranged from £23,141 to £31,688 and the average maximum salaries ranged from £27,350 to £32,327. London salaries ranged from £28,498 to £35,628. ¹
B. Salary oncosts	£6,794 per year	Employers' national insurance plus 15.9 per cent of salary for employers' contribution to superannuation.
C. Qualifications		No information available.
D. Overheads: direct and indirect	£5,710 per year	Based on health authority overheads of 16 per cent since the case managers were based in a health authority multidisciplinary mental health team.
E. Capital overheads	£2,413 per year	Based on the new build and land requirements of an NHS office and shared facilities for waiting, interviews and clerical support. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.30 per visit	Based on community health service travel costs and inflated using the Retail Price Index.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁵ Assumes 5 study/training days, and 10 days sickness leave. Based on 1560 working hours per annum.
Ratios of direct to indirect time on: client-related work face to-face contact	1:0.56 1:3.17	Ratios are used to estimate the full cost of direct and indirect time required to deliver each output. The study found that care managers spent 24 per cent of their time in direct contact with the service user and carer and an additional 40 per cent on client related activities. ⁶ Twenty-five per cent of time was spent on non client related administrative tasks such as dealing with telephone enquiries, lunch/breaks and training. 11.1 per cent was spent on travelling to service users, carers and meetings.
Frequency of visits	9	Average number of visits per week per worker.
Length of visits	45 minutes	Average length of visits overall in teams.
Caseload per worker	14	Number of cases per care manager. Limited turnover.
London multiplier	1.65 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Non-London multiplier	0.97 x E	Non London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. ^{1,3,4}
Unit costs available 2006/2007		
£28 per hour; £44 per hour of client-related work; £117 per hour of face-to-face contact; £73 per case per week (includes A to E); £37 per home visit (includes A to F).		

1 Local Authority Workforce Intelligence Group (2006) *Adults' Social Care Workforce Survey 2006*.

2 von Abendorff, R., Challis, D. & Netten, A. (1995) Case managers, key workers and multidisciplinary teams, PSSRU Discussion Paper 1038, Personal Social Services Research Unit, University of Kent, Canterbury.

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

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10.9 Family support worker

A study was conducted on family support workers working with carers of people with schizophrenia to investigate the outcomes of a training scheme on costs.¹

Costs and unit estimation	2006/2007 value	Notes
A. Wages/salary	£19,944 per year	Information taken from the Children, Young People and Families Social Care Workforce Survey 2006 showed that the midpoint between the average minimum salary and the average maximum salary for a family support worker was £19,944 with a range of £18,165 to £21,722. The average minimum salaries outside London ranged from £16,168 to £17,984 and the average maximum salaries ranged from £18,993 to £23,644. London salaries ranged from £21,324 to £24,377. ²
B. Salary oncosts	£4,537 per year	Includes employers' national insurance plus employers' contribution to superannuation (15.9 per cent).
C. Training	£2,159 per year	1996/1997 costs inflated by the PSS Pay and Prices Index. The training consisted of 12 day sessions attended by 14 FSWs. ³ The costs included the payments to trainers and their expenses, accommodation in which the training took place and lunches. Allowance was made for the opportunity cost of the FSW's time which otherwise could have been spent delivering the service. The total cost was £44,100 or £4,100 per trainee. It was assumed that two years was the expected length of time over which the training package would deliver. Half the staff left during the second year so the total number of 'trained years' that were delivered from the course was 21. This initial investment was annuitised over two years and allowed for drop outs to reach an annual cost of £2,159.
D. Overheads	£7,640 per year	1996/1997 costs inflated by the PSS Pay and Prices Index. Office, travel, clerical support and supervision costs were categorised under the general heading of overheads.
Working time	42 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 days statutory leave. ⁴ Assumes 5 days sick leave per annum. Based on 1597 working hours per annum.
Ratios of direct to indirect time on: client related work	1:0.7	Direct contact with clients, including practical support, emotional support and time spent in support groups, occupied 59 per cent of their time. The rest of the time was spent on liaison with other agencies (13 per cent), travelling (14 per cent), staff development (5 per cent) and administration and other (9 per cent).
London multiplier		These are non-London costs. No London multiplier is available.
Unit costs available 2006/2007 (costs including training given in brackets)		
£20 (£21) for a basic hour; £34 (£36) per hour of client related work.		

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2 Local Authority Workforce Intelligence Group (2007) *Children, Young People and Families Social Care Workforce Survey 2006*, Local Authority Workforce Intelligence Group, London.

3 Netten, A. (1999) *Family support workers: costs of services and informal care*, PSSRU Discussion Paper 1634, Personal Social Services Research Unit, University of Kent, Canterbury.

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