

### **III. COMMUNITY-BASED SOCIAL CARE**

#### **9. Social care staff**

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## 9.1 Social work team leader

Costs and unit estimation	2008/2009 value	Notes
A. Salary	£36,720 per year	The average salary for a social work team leader was £36,720 for 2008/09. Based on increases for a social worker reported in the Local Government Earnings Survey 2009. <sup>1</sup>
B. Salary oncosts	£10,834 per year	Employers' national insurance plus 18.6 per cent of salary for contribution to superannuation.
C. Qualifications		
D. Ongoing training		The General Social Care Council also sets out a requirement that all social workers, as a condition of their three-yearly renewal of registration, should engage in development activity to meet a 'post registration teaching and learning' requirement of 15 days or 90 hours. No costs are available.
E. Overheads	£7,133 per year	Fifteen per cent of salary costs for management and administrative overheads. <sup>2</sup>
F. Capital overheads	£2,320 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. <sup>3,4</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
G. Travel		No information available about travel costs for social work team leaders.
Working time	40.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>5</sup> Ten days for study/training and 9.6 days sickness leave have been assumed. <sup>6</sup> Unit costs are based on 1526 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. <sup>7</sup>
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	1.16 x A 1.49 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element <sup>1,3,4</sup>
Non-London multiplier	0.96 x A 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 <sup>1,3,4</sup>
<b>Unit costs available 2008/2009</b>		
£37 per hour; £49 per hour of client-related work (includes A to E).		

1 Local Government Association Analysis and Research (2009) *Local Government Earnings Survey, England and Wales, 2008/09*, Local Government Analysis and Research, 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 (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.communities.gov.uk/documents/housing/xls/141389.xls>.

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

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

## 9.2 Social worker (adult)

Costs and unit estimation	2008/2009 value	Notes
A. Salary	£29,135 per year	Information taken from the Local Government Earnings Survey 2009 <sup>1</sup> showed that the mean salary for a social worker was £29,135. (Information provided does not distinguish between the salary of a social worker (Adult) and a social worker (Child)).
B. Salary oncosts	£8,453 per year	Employers' national insurance plus 18.6 per cent of salary for employers' contribution to superannuation.
C. Qualifications		
D. Ongoing training		The General Social Care Council also sets out a requirement that all social workers, as a condition of their three yearly renewal of registration, should engage in development activity to meet a 'post registration teaching and learning' requirement of 15 days or 90 hours. (No costs available).
D. Overheads	£5,638 per year	Fifteen per cent of salary costs for management and administrative overheads. <sup>2</sup>
E. Ongoing training		No costs available. <sup>3</sup>
E. Capital overheads	£2,320 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. <sup>4,5</sup> 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	40.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>6</sup> Ten days for study/training and 9.6 days sickness leave have been assumed. <sup>7</sup> Unit costs are based on 1526 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. <sup>8,9,10,11</sup> 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	1.10 x A 1.49 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. <sup>1,4,5</sup>
Non-London multiplier	0.96 x A 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. <sup>1,4,5</sup>
<b>Unit costs available 2008/2009</b>		
£30 per hour; £39 per hour of client-related work; £143 per hour of face-to-face contact (includes A to E).		

- 1 Local Government Association Analysis and Research (2009) *Local Government Earnings Survey, England and Wales 2008*, Local Government Analysis and Research, 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 Social Policy and Social Work Subject Centre (2009) Social Work Taskforce for England, Implications for Education, <http://www.swap.ac.uk/policyregulation/taskforce/implications.html>
- 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 for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.
- 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 Local Government Employers (2007) *Local Government Sickness Absence Levels and Causes Survey 2006-2007*, Local Government Association, London.
- 8 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.
- 9 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.
- 10 Levin, E. & Webb, S. (1997) *Social Work and Community Care. Changing Roles and Tasks*, Final report to the Department of Health.
- 11 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.

### 9.3 Social work assistant

Costs and unit estimation	2008/2009 value	Notes
A. Salary	£21,241 per year	Information taken from the Local Government Earnings Survey 2009 <sup>1</sup> showed that the mean salary for a social worker assistant was £21,241.
B. Salary oncosts	£5,974 per year	Employers' national insurance plus 18.6 per cent of salary for contribution to superannuation.
C. Overheads	£4,082 per year	Fifteen per cent of salary costs for management and administrative overheads. <sup>2</sup>
D. Capital overheads	£2,320 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. <sup>3,4</sup> 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	41.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>5</sup> Five days for study/training and 9.6 days sickness leave have been assumed. <sup>6</sup> Unit costs are based on 1563 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. <sup>7</sup> Work by Netten gives more information. <sup>8</sup>
London multiplier	1.16 x A 1.49 x D	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. <sup>1,3,4</sup>
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. <sup>1,3,4</sup>
<b>Unit costs available 2008/2009</b>		
£22 per hour; £25 per hour of client-related work; £79 per hour of face-to-face contact (includes A to E).		

1 Local Government Association Analysis and Research (2009) *Local Government Earnings Survey, England and Wales 2008*, Local Government Analysis and Research, 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 (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.communities.gov.uk/documents/housing/xls/141389.xls>.

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

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

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

## 9.4 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 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.<sup>1</sup>

Costs and unit estimation	2008/2009 value	Notes
A. Salary	£35,620 per year	The average salary for an approved social worker was £35,620 per year. Information based on a survey carried out by the Department of Health of 30 authorities and uprated using the PSS Inflationator. Wage levels reflect the average level of wages paid in 27 authorities. <sup>2</sup>
B. Salary oncosts	£10,489 per year	Employers' national insurance plus 18.6 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.
D. Overheads	£6,916 per year	Fifteen per cent of salary costs for management and administrative overheads. <sup>3</sup>
E. Capital overheads	£2,568 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. <sup>4,5</sup> 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	40.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>6</sup> Ten days for study/training and 9.6 days sickness leave have been assumed. <sup>7</sup> Unit costs are based on 1526 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. <sup>7</sup>
London multiplier	1.20 x A 1.55 x E	Based on the same source as the salary data. <sup>2</sup> Building Cost Information Service and Department for Communities and Local Government. <sup>4,5</sup>
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. <sup>2</sup> Building Cost Information Service and Department for Communities and Local Government. <sup>4,5</sup>
<b>Unit costs available 2008/2009</b>		
£36 per hour; £93 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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

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

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

## 9.5 Local authority home care worker

The information is based on data collected from a benchmarking club of 14 local authorities, all located in the Midlands.<sup>4</sup> The original data were for 1998/1999 and have been updated to 2008/2009 prices. Based on PSS EX1 2007/2008, the mean hourly cost of all home care including LA-funded home care and independent provision was £16. This can be compared with the mean hourly cost of LA home care of £24 and a mean hourly cost of £14 for the independent provision. See Jones (2005) for findings about the costs of independently provided home care.<sup>1</sup>

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£13,325 per year	Information taken from the National Minimum Dataset for Social Care (NMDS-SC) <sup>2</sup> showed that the median hourly rate for a local authority home care worker was £6.81 (based on a sample of 1795 workers). Salaries ranged from £6.65 to £8.57. This provides an annual salary of £13,325 using the basic working hours of 1957. The median hourly rate for all home care workers (including private, voluntary, local authority and independent) was £6.69 ranging from £6.30 to £7.32.
B. Salary oncosts	£ 3,489 per year	Employers' national insurance plus 18.6 per cent of salary for employers' contribution to superannuation.
C. Direct overheads	£2,522 per year	Direct overheads include administration, management, office costs, insurance, training and premises. For those authorities for which the information was available, at the time of the study, these costs comprised about 15 per cent of total hourly costs on average in the 14 authorities. <sup>3</sup>
D. Indirect overheads	£1,345 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, at the time of the study, these costs comprised about 8 per cent of total hourly costs on average.
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	40.6 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) and 5 days for training. A few of the authorities also allowed time off for training. Unit costs are based on the median number of hours worked by home care workers in 2008 (1,304). <sup>4</sup>
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	11.6 hours per week	Average number of local authority home help contact hours received per household per week. <sup>5</sup> 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. <sup>6</sup> The authorities in the Benchmark Club visited clients 6.34 times per week on average. If we increase this pro rata to reflect the increase in the number of hours the average number of visits received is 12 per week.
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
<b>Unit costs available 2008/2009</b>		
£16 per weekday hour (£19 per hour weekday evenings; £24 per hour Saturdays; £32 per hour Sundays); £18 per hour face-to-face weekday contact (£22 per hour weekday evenings; £28 per hour Saturdays; £37 per hour Sundays) (Includes A to D). £237 typical home care package if all hours are provided by the LA.		

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 Skills for Care (2009) NMDS-SC Dataset, Skills for Care, London.

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

4 Provided by the Local Government Association (2008).

5 The Information Centre (2009) *Community Care Statistics 2007, Home Care Services for Adults, England*, The Information Centre, Leeds.

6 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.

## 9.6 Community occupational therapist (local authority)

Costs and unit estimation	2006/2007 value	Notes
A. Wages/salary	£28,733 per year	Information taken from the Local Government Earnings Survey 2009 <sup>1</sup> showed that the mean salary for an occupational therapist was £28,733.
B. Salary oncosts	£8,326 per year	Employers' national insurance plus 18.6 per cent of salary for employers' contribution to superannuation.
C. Qualifications	£4,331 per year	The equivalent annual cost of pre-registration education after the total investment cost has been annuitised over the expected working life. <sup>2</sup> 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	£5,559 per year	Fifteen per cent of salary costs to reflect revenue overheads. <sup>3</sup> 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 6.3.
E. Capital overheads	£2,320 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.40 per visit	Taken from Netten and inflated using the retail price index. <sup>6</sup>
Working time	40.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>7</sup> Ten days for study/training and 9.6 days sickness leave have been assumed. <sup>8</sup> Unit costs are based on 1526 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. <sup>9</sup> No information is available about local authority occupational therapists.
Length of visit	40 minutes	Taken from Netten. <sup>6</sup>
London multiplier	1.09 × A 1.57 × 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 × 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
<b>Unit costs available 2008/2009 (costs including training given in brackets)</b>		
£29 (£32) per hour; £56 (£62) per hour of client contact (includes A to E); £39 (£43) per home visit (includes A to F).		

1 Local Government Association Analysis and Research (2009) *Local Government Earnings Survey 2008*, Local Government Analysis and Research, 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 (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.

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

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

9 Government Statistical Service (1994) Summary Information Form KT27, Occupational Therapy Services, Table 7, 1994, England and Wales.

## 9.7 Intensive case management for older people

Information in this schema is taken from the Local Government Earnings Survey, 2007<sup>1</sup> and has been based on the salary of a home care manager. The information on use of time reflects an experimental intensive case management scheme working with long-term cases.<sup>2</sup> 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	2008/2009 value	Notes
A. Wages/salary	£25,482 per year	Information taken from the Local Government Earnings Survey 2008 <sup>1</sup> showed that the mean salary for a home care manager was £24,860. This has been updated to £25,482 based on increases for a social worker reported in the Local Government Earnings Survey 2009. <sup>3</sup>
B. Salary oncosts	£7,306 per year	Employers' national insurance plus 18.6 per cent of salary for employers' contribution to superannuation.
C. Qualifications		No information available.
D. Overheads: direct and indirect	£5,246 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	£2,320 per year	Based on the new-build and land requirements of an NHS office and shared facilities for waiting, interviews and clerical support. <sup>4,5</sup> Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.40 per visit	Based on community health service travel costs and inflated using the retail price index.
Working time	40.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>6</sup> Ten days for study/training and 9.6 days sickness leave have been assumed. <sup>7</sup> Unit costs are based on 1526 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. <sup>8</sup> 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 Length of visits	9 45 minutes	Average number of visits per week per worker. Average length of visits overall in teams.
Caseload per worker	14	Number of cases per care manager. Limited turnover.
London multiplier	1.25 x A 1.49 x E	London salaries provided above. Relative London costs are drawn from the same source as the base data for each cost element. <sup>1,4,5</sup>
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. <sup>1,4,5</sup>
<b>Unit costs available 2008/2009</b>		
£26 per hour; £41 per hour of client-related work; £110 per hour of face-to-face contact; £67 per case per week (includes A to E); £35 per home visit (includes A to F).		

1 (2008) *Local Government Earnings Survey 2007*, Local Government Analysis and Research, London.

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

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 for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

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

8 Weinberg, A., Williamson, J., Challis, D. & Hughes, J. (2003) What do Care Managers do? – A study of Working Practice in Older Peoples' Services, *British Journal of Social Work*, 33, 901–919.

## 9.8 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.<sup>1</sup>

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£21,828 per year	Information taken from the Local Government Earnings Survey 2007 showed that the mean salary for a family support worker was £21,296. <sup>2</sup> This has been updated based on increases for a social worker reported in the Local Government Earnings Survey 2009. <sup>3</sup>
B. Salary oncosts	£6,158 per year	Includes employers' national insurance plus employers' contribution to superannuation (18.6 per cent).
C. Training	£2,327 per year	1996/1997 costs inflated by the PSS pay and prices index. The training consisted of 12 day sessions attended by 14 FSWs. <sup>4</sup> 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. 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 £2,327.
D. Overheads	£8,234 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	41.7 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. <sup>5</sup> Five days for study/training and 9.6 days sick leave per annum have been assumed. <sup>6</sup> Unit costs are based on 1563 hours per annum.
<i>Ratios of direct to indirect time on: client related work</i>	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	1.16 x A	Relative London costs are drawn from the same source as the base data.
<b>Unit costs available 2008/2009 (costs including training given in brackets)</b>		
£23 (£25) for a basic hour; £39 (£42) per hour of client related work.		

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