

## **IV. HOSPITAL-BASED HEALTH CARE STAFF**



### 13. Hospital-based scientific and professional staff

The table overleaf provides the unit costs for hospital based scientific and professional staff, and replaces the individual schema usually found in this section. See Preface for more information on changes to the presentation of our estimates. Each Agenda for Change (AFC) band can be matched to professionals using the AFC generic profiles: <http://www.nhsemployers.org/your-workforce/pay-and-reward/pay/job-evaluation/national-job-profiles>. Examples of roles by band are shown below and in more detail by job type in Chapter 18. Reference should also be made to the explanatory notes when interpreting the unit costs.

<b>Job titles by band</b>	
<b>Band 2</b>	Clinical support worker (Physiotherapy, Occupational therapy, Speech and language therapy).
<b>Band 3</b>	Clinical support worker (higher level) (Physiotherapy, Occupational therapy, Speech and language therapy).
<b>Band 4</b>	Occupational therapy technician, Speech and language therapy assistant/associate practitioner, Podiatry technician, Clinical psychology assistant practitioner, Pharmacy technician.
<b>Band 5</b>	Physiotherapist, Occupational therapist, Speech and language therapist, Podiatrist, Clinical psychology assistant practitioner (higher level), Counsellor (entry level).
<b>Band 6</b>	Physiotherapist specialist, Occupational therapist specialist, Speech and language therapist specialist, Podiatrist specialist, Clinical psychology trainee, Counsellor, Pharmacist, Arts therapist (entry level).
<b>Band 7</b>	Physiotherapist (advanced), Specialist physiotherapist (Respiratory problems), Specialist physiotherapist (Community), Physiotherapy team manager, Speech and language therapist (advanced), Podiatrist (advanced), Podiatry team manager, Clinical psychologist, Counsellor (specialist), Arts therapist.
<b>Band 8a</b>	Physiotherapist principal, Occupational therapist principal, Speech and language therapist principal, Podiatrist principal.
<b>Band 8a-b</b>	Physiotherapist consultant, Occupational therapist consultant, Clinical psychologist principal, Speech and language therapist principal, Podiatric consultant (surgery), Arts therapist principal.
<b>Band 8a-c</b>	Counsellor professional manager, Counsellor consultant, Consultant speech and language therapist.
<b>Band 8c-d</b>	Clinical psychologist consultant, Podiatric Consultant (surgery), Head of arts therapies, Arts therapies consultant.
<b>Band 8d-9</b>	Clinical psychologist consultant (Professional), Lead/head of psychology services, Podiatric Consultant (surgery) Head of Service.

## 13. Hospital-based scientific and professional staff

### A Wages/salary

Based on the mean full-time equivalent basic salary for Agenda for Change bands 2-8b of the July 2015-June 2016 NHS staff earnings estimates for allied health professionals.<sup>1</sup> See *NHS terms and conditions of service handbook* for information on payment for unsocial hours.<sup>2</sup> The Electronic Staff Records (ESR) system shows that the mean basic salary for all physiotherapists is £33,175; occupational therapists £32,098; speech and language therapists, £33,483 dietitians, £33,030; and radiographers (Diagnostic & Therapeutic), £33,049.

### B Salary oncosts

Employer's national insurance is included, plus 14 per cent of salary for employer's contribution to superannuation.

### C Qualification costs

See section V for detailed information on qualifications for each category of scientific and professional staff. These have been calculated using the method described in Netten et al. (1998).<sup>3</sup> Current cost information has been provided by the Department of Health and Health Education England (HEE).<sup>4</sup> To calculate the cost per hour including qualifications for each profession, the appropriate expected annual cost shown in chapter 19 should be divided by the number of working hours. This can then be added to the cost per working hour.

Note that the cost of the clinical placement for pharmacists has been provided by Dr Lynne Bollington.<sup>5</sup> These costs exclude external training courses that supplement work-based learning and may cover specific components of the General Pharmaceutical Council's performance standards and/or examination syllabus. See schema 19 for more details on training.

### D Overheads

Taken from *NHS foundation trusts accounts: consolidated (FTC) files 2014/15*.<sup>6</sup> See Preface for more information.

Management and other non-care staff costs were 24.2 per cent of direct care salary costs and included administration and estates staff.

Non-staff costs were 43.1 per cent of direct care salary costs. They include costs to the provider for drugs, office, travel/transport, publishing, training courses and conferences, supplies and services (clinical and general), and utilities such as water, gas and electricity.

### E Capital overheads

Based on the new-build and land requirements of NHS hospital facilities, but adjusted to reflect shared use of office space for administration, and recreational and changing facilities.<sup>7,8</sup>

### F Travel

No information available on average mileage covered per visit. From July 2014, NHS reimbursement has been based on a single rate for the first 3,500 miles travelled of 56p per mile, and a reduced rate thereafter of 20p per mile, irrespective of the type of car or fuel used.<sup>9</sup>

### G Working time

Working hours for each AFC band have been calculated by deducting sickness absence days as reported for NHS staff groups<sup>10</sup> and training/study days from 225 working days.

### H Ratio of direct to patient-related time

See previous editions for time spent on patient-related activities. See also section V for information on a PSSRU survey carried out in 2014/15 providing estimates of time use for hospital-based staff.

<sup>1</sup> NHS Digital (2016) NHS staff earnings estimates, 12-month period from July 2015 to June 2016 (not publicly available), NHS Digital, Leeds.

<sup>2</sup> NHS Employers (2016) *NHS Terms and Conditions of Service Handbook (Agenda for Change)*, <http://www.nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook>. [accessed 17 October 2016]

<sup>3</sup> 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.

<sup>4</sup> Personal Communication with the Department of Health and Health Education England (HEE), 2015.

<sup>5</sup> Bollington, L. & John, D. (2012) *Pharmacy education and training in the hospital service in Wales: Identifying demand and developing capacity*. STS Publishing, Cardiff.

<sup>6</sup> Monitor (2016) *NHS Foundation Trusts: Consolidation (FTC) files 2014/15*, <https://www.gov.uk/government/publications/nhs-foundation-trust-accounts-consolidation-ftc-files-201415>. [accessed 17 October 2016]

<sup>7</sup> Building Cost Information Service (2016) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London

<sup>8</sup> Land costs researched for PSSRU by the Valuation Office Agency in 2013.

<sup>9</sup> NHS Employers (2015) *Mileage allowances – Section 17*, <http://nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook/mileage-allowances> [accessed 5 November 2015].

<sup>10</sup> NHS Digital, *NHS sickness absence rates by staff group, April 2015-March 2016*, <http://content.digital.nhs.uk/article/2021/Website-Search?productid=21447&q=annual+sickness+absence&sort=Relevance&size=10&page=1&area=both#top> [accessed 13 October 2016].

## 13. Hospital-based scientific and professional staff

This table provides the annual and unit costs for hospital-based scientific and professional staff. See notes facing for assistance in interpreting each cost item and the beginning of this chapter for examples of roles in each band.

<b>Refer to notes on facing page for references</b>	<b>Band 2</b>	<b>Band 3</b>	<b>Band 4</b>	<b>Band 5</b>	<b>Band 6</b>	<b>Band 7</b>	<b>Band 8a</b>	<b>Band 8b</b>
<b>A Wages/salary</b>	£16,706	£18,640	£21,413	£23,319	£31,351	£38,786	£46,095	£55,295
<b>B Salary on-costs</b>	£3,532	£4,070	£4,841	£5,370	£7,603	£9,670	£11,702	£14,260
<b>C Qualification</b>								
<b>D Overheads</b>								
Management, admin and estates staff	£4,898	£5,496	£6,353	£6,943	£9,427	£11,726	£13,987	£16,832
Non-staff	£8,723	£9,788	£11,315	£12,365	£16,789	£20,885	£24,911	£29,978
<b>E Capital overheads</b>								
-physiotherapists/OTs	£4,104	£4,104	£4,104	£6,314	£6,314	£6,314	£6,314	£6,314
-radiographers	£4,104	£4,104	£4,104	£8,836	£8,836	£8,836	£8,836	£8,836
-dietitians/speech and language therapists (or other professionals with a small treatment space or sharing facilities).	£4,104	£4,104	£4,104	£4,672	£4,672	£4,672	£4,672	£4,672
<b>F Travel</b>								
<b>G Working time</b>	42.4 (1,592 hours) per year, 37.5 hours per week	42.4 (1,592 hours) per year, 37.5 hours per week	42.7 (1,592 hours) per year, 37.5 hours per week	42.7 (1,603 hours) per year, 37.5 hours per week	42.7 (1,603 hours) per year, 37.5 hours per week	42.7 (1,603 hours) per year, 37.5 hours per week	42.7 (1,603 hours) per year, 37.5 hours per week	42.7 (1,603 hours) per year, 37.5 hours per week
<b>H Ratio of direct to indirect time</b>								
<b>I London multiplier</b>	1.56xE							
Non-London multiplier	0.97xE							
<b>Unit costs available 2015/2016</b>								
<b>Cost per working hour</b>								
-physiotherapists/OTs	<b>£24</b>	<b>£27</b>	<b>£30</b>	<b>£34</b>	<b>£45</b>	<b>£55</b>	<b>£64</b>	<b>£77</b>
-radiographers	<b>£24</b>	<b>£27</b>	<b>£30</b>	<b>£35</b>	<b>£46</b>	<b>£56</b>	<b>£66</b>	<b>£78</b>
-dietitians/speech and language therapists	<b>£24</b>	<b>£27</b>	<b>£30</b>	<b>£33</b>	<b>£44</b>	<b>£54</b>	<b>£63</b>	<b>£76</b>

## 14. Hospital-based nurses

The table overleaf provides the unit costs for hospital nurses bands 2-8 and replaces the individual schema usually found in this section. See Preface for more information on changes to the presentation of our estimates. Each Agenda for Change (AFC) band can be matched to professionals using the AFC generic profiles: <http://www.nhsemployers.org/your-workforce/pay-and-reward/pay/job-evaluation/national-job-profiles>. Reference should be made to the explanatory notes when interpreting the unit costs. See below for examples of roles in each band.

<b>Job titles by band</b>	
<b>Band 2</b>	Clinical support worker nursing (hospital)
<b>Band 3</b>	Clinical support worker higher level nursing (hospital/mental health)
<b>Band 4</b>	Nurse associate practitioner acute, Nursery nurse (neonatal)
<b>Band 5</b>	Nurse, Nurse (mental health)
<b>Band 6</b>	Nurse specialist/team leader
<b>Band 7</b>	Nurse advanced/team manager
<b>Band 8a</b>	Modern matron
<b>Bands 8a-c</b>	Nurse consultant
<b>Bands 8c-8d &amp; 9</b>	Nurse/Midwife consultant higher level

## 14. Hospital-based nurses

### A Wages/salary

Based on the mean full-time equivalent basic salary for Agenda for Change bands 2-8b of the July 2015-June 2016 NHS staff earnings estimates for nurses.<sup>1</sup> See *NHS terms and conditions of service handbook* for information on payment for unsocial hours.<sup>2</sup> The Electronic Staff Records (ESR) system shows that the mean basic salary for a staff nurse is £29,618; a matron is £45,493, and a nurse manager is £47,181.

### B Salary oncosts

Employer's national insurance is included, plus 14 per cent of salary for employer's contribution to superannuation.

### C Qualification costs

See section V for detailed information on qualifications for each category of scientific and professional staff. These have been calculated using the method described in Netten et al. (1998).<sup>3</sup> Current cost information has been provided by the Department of Health and Health Education England (HEE).<sup>4</sup> To calculate the cost per hour including qualifications for each profession, the appropriate expected annual cost shown in chapter 19 should be divided by the number of working hours. This can then be added to the cost per working hour.

### D Overheads

Taken from *NHS foundation trusts accounts: consolidated (FTC) files 2014/15*.<sup>5</sup> See Preface for more information.

Management and other non-care staff costs were 24.2 per cent of direct care salary costs and included administration and estates staff.

Non-staff costs were 43.1 per cent of direct care salary costs. They include costs to the provider for drugs, office, travel/transport, publishing, training courses and conferences, supplies and services (clinical and general), and utilities such as water, gas and electricity.

### E Capital overheads

Based on the new-build and land requirements of NHS hospital facilities, but adjusted to reflect shared use of office space for administration, and recreational and changing facilities.<sup>6,7</sup>

### F Working time

Working hours for each AFC band have been calculated by deducting sickness absence days as reported for NHS staff groups<sup>8</sup> and training/study days from 225 working days.

### G Ratio of direct to patient-related time

Taken from the McKinsey report commissioned by the Department of Health in 2009,<sup>9</sup> hospital nurses are estimated to spend 41 per cent of their time on patient care, and 59 per cent of their time spent on non-patient activities, such as paperwork and administration, handing over and co-ordination, discussion with other nurses, and preparing medication (away from patients). When the ratio of time spent on patient care to other activities is 1:1.44, each hour spent with a client requires 2.44 paid hours.

<sup>1</sup> NHS Digital (2016) NHS staff earnings estimates, 12-month period from July 2015 to June 2016 (not publicly available), NHS Digital, Leeds.

<sup>2</sup> NHS Employers (2016) *NHS Terms and Conditions of Service Handbook (Agenda for Change)*, <http://www.nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook>. [accessed 17 October 2016]

<sup>3</sup> 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.

<sup>4</sup> Personal Communication with the Department of Health and Health Education England (HEE), 2015.

<sup>5</sup> Monitor (2016) *NHS Foundation Trusts: Consolidation (FTC) files 2014/15*, <https://www.gov.uk/government/publications/nhs-foundation-trust-accounts-consolidation-ftc-files-201415>. [accessed 17 October 2016]

<sup>6</sup> Building Cost Information Service (2016) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London

<sup>7</sup> Land costs researched for PSSRU by the Valuation Office Agency in 2013.

<sup>8</sup> NHS Digital, *NHS sickness absence rates by staff group, April 2015-March 2016*, <http://content.digital.nhs.uk/article/2021/Website-Search?productid=21447&q=annual+sickness+absence&sort=Relevance&size=10&page=1&area=both#top> [accessed 13 October 2016].

<sup>9</sup> Department of Health (2010) *Achieving a world class productivity in the NHS, 2009/10-2013/14: the McKinsey report*, Department of Health, London.

## 14. Hospital-based nurses

This table provides the annual and unit costs for hospital-based nurses (see the notes facing for assistance in interpreting each cost item). See also the beginning of this chapter for examples of roles in each band.

<b>Hospital-based nurses</b>									
Refer to notes on facing page for references	<b>Band 2</b>	<b>Band 3</b>	<b>Band 4</b>	<b>Band 5</b>	<b>Band 6</b>	<b>Band 7</b>	<b>Band 8a</b>	<b>Band 9</b>	
<b>A Wages/salary</b>	£16,706	£18,640	£20,399	£25,902	£32,114	£38,550	£45,204	£88,860	
<b>B Salary oncosts</b>	£3,532	£4,070	£4,559	£6,088	£7,815	£9,605	£11,455	£23,591	
<b>C Qualifications (see notes)</b>									
<b>D Overheads</b>									
Management, admin and estates staff	£4,898	£5,496	£6,040	£7,742	£9,663	£11,653	£13,711	£27,213	
Non-staff	£8,723	£9,788	£10,757	£13,788	£17,210	£20,755	£24,420	£48,466	
<b>E Capital overheads</b>	£1,895	£1,895	£1,895	£1,895	£3,065	£3,065	£3,065	£2,065	
<b>F Working time</b>	42.2 weeks (1,583 hours) per year, 37.5 hours per week	42.4 weeks (1,590 hours) per year, 37.5 hours per week	43 weeks (1,611 hours) per year, 37.5 hours per week	42 weeks (1,573 hours) per year, 37.5 hours per week					
<b>G Ratio of direct to indirect time on : Face to face contacts</b>	<b>NA</b>	NA	NA	1:1.44	1:1.44	1:1.44	NA	NA	
<b>H London multiplier</b>	1.55 x E	1.55 x E	1.55 x E	1.55 x E	1.55 x E	1.55 x E	1.55 x E	1.55 x E	
Non-London multiplier	0.97 x E	0.97 x E	0.97 x E	0.97 x E	0.97 x E	0.97 x E	0.97 x E	0.97 x E	
<b>Unit costs available 2015/2016</b>									
Cost per working hour	£23	£25	£28	£35	£44	£53	£62	£122	
Cost per hour of patient contact				£86	£108	£130			

## 15. Hospital-based doctors

The table overleaf provides the unit costs for hospital doctors and replaces the individual schema usually found in this section. See Preface for more information on changes to the presentation of our estimates. Reference should be made to the explanatory notes when interpreting the unit costs. See below for examples of work performed under each title

<b>Work performed under each job title</b>	
<b>Foundation doctor FY1</b>	Foundation doctors are a grade of medical practitioner undertaking a two-year, general postgraduate medical training programme which forms the bridge between medical school and specialist/general practice training. They have the opportunity to gain experience in a series of posts in a variety of specialty and healthcare settings. <sup>1</sup>
<b>Foundation doctor FY2</b>	
<b>Registrar</b>	A registrar is a specialist in training for medical consultancy. <sup>2</sup>
<b>Associate specialist</b>	An associate specialist grade is normally reached by doctors taking a non-consultant career path involving becoming a staff grade after being a foundation doctor <sup>2</sup>
<b>Consultant: medical, surgical and psychiatric</b>	Consultants are senior hospital-based physicians or surgeons who have completed all of their specialist training and been placed on the specialist register in their chosen speciality. A consultant typically leads a team of doctors which comprises specialty registrars and foundation doctors, all training to work in the consultant's speciality, as well as other "career grade" doctors such as clinical assistants, clinical fellows, speciality doctors, associate specialists and staff grade doctors. <sup>2</sup>

<sup>1</sup> NHS, UK (2016) The Foundation Programme, <http://www.foundationprogramme.nhs.uk/pages/home>.

<sup>2</sup> Prospects (2016) Job profile, hospital doctors, <https://www.prospects.ac.uk/job-profiles/hospital-doctor>.

## 15. Hospital-based doctors

### A. Wages/salary

The mean basic salary for hospital doctors has been taken from the July 2015-June 2016 Electronic Staff Record (ESR).<sup>1</sup> See NHS terms and conditions of service handbook for information on payment for unsocial hours and shift work.<sup>2</sup> See section V for further information on pay scales.

### B. Salary oncosts

Employer's national insurance is included plus 14 per cent of salary for employer's contribution to superannuation.

### C. Qualification costs

See section V for detailed information on qualifications for each category of hospital doctors. These have been calculated using the method described in Netten et al. (1998).<sup>3</sup> Current cost information has been provided by the Department of Health and Health Education England (HEE).<sup>4</sup> For hospital doctors, post-graduate study consists of a two-year Foundation Programme, specialty registrar training involves three years' full-time post-graduate training with at least two of the years in a specialty training programme. Associate specialist training involves at least four years' full-time post-graduate training and consultants training requires six years in a specialty hospital setting.<sup>5</sup>

### D. Overheads

Taken from *NHS foundation trusts accounts: consolidated (FTC) files 2014/15*.<sup>6</sup> See Preface for more information.

Management and other non-care staff costs were 24.2 per cent of direct care salary costs and included administration and estates staff.

Non-staff costs were 43.1 per cent of direct care salary costs. They include costs to the provider for drugs, office, travel/transport, publishing, training courses and conferences, supplies and services (clinical and general), and utilities such as water, gas and electricity.

### E. Capital overheads

Based on the new-build and land requirements of NHS hospital facilities.<sup>7,8</sup> Adjustments have been made to reflect shared use of administration and recreational facilities, including accommodation for night-time duties. Treatment space has not been included. Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent, declining to 3 per cent after 30 years.

### F. Working time

Working hours for each AFC band have been calculated by deducting sickness absence days as reported for NHS staff groups<sup>9</sup> and training/study days from 225 working days. Under the European Working Time Directive (EWTD), the majority of foundation officers (Year 1) are working up to 48 hours per week, 19.7 per cent are working up to 56 hours and 11.3 per cent are working 40 hours.<sup>10</sup>

### G. London and non-London multiplier

The London multiplier allows for the higher costs associated with London and the non-London multiplier allows for the lower costs associated with working outside London.<sup>7,8,11</sup>

<sup>1</sup> NHS Digital (2016) NHS staff earnings estimates, 12-month period from July 2015 to June 2016 (not publicly available), NHS Digital, Leeds.

<sup>2</sup> NHS Employers (2016) *NHS Terms and Conditions of Service Handbook (Agenda for Change)*, <http://www.nhsemployers.org/your-workforce/pay-and-reward/nhs-terms-and-conditions/nhs-terms-and-conditions-of-service-handbook>.

<sup>3</sup> 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.

<sup>4</sup> Personal communication with the Department of Health and Health Education England (HEE), 2014.

<sup>5</sup> National Health Service (2008) *Modernising medical careers*, National Health Service, London.

<sup>6</sup> Monitor (2016) *NHS Foundation Trusts: Consolidation (FTC) files 2014/15*, <https://www.gov.uk/government/publications/nhs-foundation-trust-accounts-consolidation-ftc-files-201415>.

<sup>7</sup> Building Cost Information Service (2016) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

<sup>8</sup> Based on Land costs researched for PSSRU by the Valuation Office Agency in 2013.

<sup>9</sup> NHS Digital, *NHS sickness absence rates by staff group, April 2015-March 2016*, <http://content.digital.nhs.uk/article/2021/Website-Search?productid=21447&q=annual+sickness+absence&sort=Relevance&size=10&page=1&area=both#top> [accessed 13 October 2016].

<sup>10</sup> Provided by the Department of Health, 2009.

## 15. Hospital-based doctors

This table provides the annual and unit costs for hospital-based doctors (see the notes facing for assistance in interpreting each cost item). See also the beginning of this chapter for examples of work performed under each title.

Hospital-based doctors							
Refer to notes on facing page for references	Foundation doctor FY1	Foundation doctor FY2	Registrar	Associate specialist	Consultant: medical	Consultant: surgical	Consultant: psychiatric
<b>A Wages/salary</b>	£22,703	£27,970	£37,315	£79,250	£87,449	£89,046	£89,804
<b>B Salary oncosts</b>	£5,199	£6,663	£9,261	£20,646	£23,198	£23,642	£23,858
<b>C Qualifications</b>	£24,295	£27,414	£38,697	£45,381	£58,533	£58,533	£58,533
<b>D Overheads</b>							
Management, admin and estates staff	£6,752	£8,381	£11,271	£24,241	£26,777	£27,270	£27,505
Non-staff	£12,026	£14,927	£20,074	£43,173	£47,689	£48,568	£48,986
<b>E Capital overheads</b>	£4,228	£4,228	£4,228	£4,228	£5,295	£5,295	£5,295
<b>F Working time</b>	44.4 weeks (2,133 hours) per year 48 hours per week	44.4 weeks (2,133 hours) per year 48 hours per week	42.4 weeks (2,037 hours) per year 48 hours per week	42.4 weeks (1,698 hours) per year 40 hours per week	42.3 weeks (1,838 hours) per year 43.3 hours per week	42.3 weeks (1,838 hours) per year 43.3 hours per week	42.3 weeks (1,838 hours) per year 43.3 hours per week
<b>G London multiplier</b>	1.14 x (A to B) 1.56 x F	1.14 x (A to B) 1.56 x F	1.14 x (A to B) 1.56 x F				
<b>H Non-London multiplier</b>	0.97 x F	0.97 x F	0.97 x F				
<b>Units costs available 2015/2016 (costs including qualifications in brackets)</b>							
Cost per working hour	£24 (£35)	£29(£42)	£40(£59)	£101(£128)	£104 (£135)	£105 (£137)	£106 (£138)
Cost per working hour, 56-hr week	£20 (£30)	£25(£36)	£35(£51)				
Cost per working hour, 40-hr week	£29 (£42)	£35(£50)	£48(£71)	£101(£128)			