

III. COMMUNITY-BASED SOCIAL CARE

11. Social care staff and services

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11.1 Social worker (adult services)

Costs and unit estimation	2018/2019 value	Notes
A. Salary	£34,748 per year	Information taken from the National Minimum Data Set for Social Care 2019 ¹ showed that the mean basic salary, based on the weighted mean annual salary for a local authority and independent sector social worker working in adult services was £34,748.
B. Salary oncosts	£9,540 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications	£9,469 per year	Qualification costs have been calculated using the method described in Netten et al. (1998). ³ Current cost information is drawn from research carried out by Curtis et al. (2011). ⁴
D. Ongoing training		The General Social Care Council 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. ⁵ No costs are available.
E. Overheads		
Direct overheads	£12,843 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity.
Indirect overheads	£7,086 per year	Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resources departments. ⁶
F. Capital overheads	£3,191 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{7,8} 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.
G. Travel		No information available on average mileage covered per visit. For information see <i>Green Book: national agreement on pay and conditions of service</i> . ⁹
Working time	40.9 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. ⁹ Ten days for study/training and 8.7 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities. ¹⁰ Unit costs are based on 1,513 hours per year.
Ratios of direct to indirect time on: Client-related work		No current information available on client-related activity. See previous editions of this publication for sources of information.
Duration of visit		It is not possible to estimate a cost per visit as there is no information available on the number or duration of visits.
London multiplier	1.19 x A	Allows for the higher costs associated with London compared to the national average cost. ¹
Non-London multiplier	0.96 x A	Allows for the lower costs associated with working outside London compared to the national average cost. ¹
Unit costs available 2017/2018 (costs including qualifications given in brackets)		
£45 (£51) per hour		

¹ Skills for Care (2019) *National Minimum Dataset-Social Care online*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/Home.aspx>

² Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a ready reckoner for staff costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Curtis, L. Moriarty, J. & Netten, A. (2011) The costs of qualifying a social worker, *British Journal of Social Work*, doi:10.1093/bjsw/bcr113. <http://bjsw.oxfordjournals.org/content/early/2011/08/22/bjsw.bcr113.short?rss=1/> [accessed 26 September 2013].

⁵ British Association of Social Workers (2011) *Social work careers*, The British Association of Social Workers. www.basw.co.uk/social-work-careers/ [accessed 9 October 2013].

⁶ Based on information taken from Selwyn, J. et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning, C. et al. (2010) *Home care re-ablement services: investigating the longer-term impacts*, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁷ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁸ Ministry of Housing, Communities & Local Government (2018) *Land value estimates for policy appraisal 2017*, <https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-2017> [accessed 25 September 2018].

⁹ Local Government Employers (2019) *Green Book: National Agreement on pay and conditions of service*, Local Government Association, London. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government> [accessed 9 October 2019].

¹⁰ Local Government Association (2018) *Local government workforce survey 2016/17*, Local Government Association, London.

<https://www.local.gov.uk/sites/default/files/documents/LG%20Workforce%20Survey%202016-17%20-%20report%20final%2020180718.pdf> [accessed 20 October 2018].

11.2 Social worker (children's services)

Costs and unit estimation	2018/2019 value	Notes
A. Salary	£34,748 per year	Information taken from the National Minimum Data Set for Social Care 2019 ¹ showed that the mean basic salary for a social worker, based on the weighted mean annual salary for a local authority and independent sector social worker, working in children's services was £34,748.
B. Salary oncosts	£9,570 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications	£9,469 per year	Qualification costs have been calculated using the method described in Netten et al. (1998). ³ Current cost information is drawn from research carried out by Curtis et al. (2011). ⁴
D. Ongoing training		The General Social Care Council 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. ⁵ No costs are available.
E. Overheads		
Direct overheads	£12,843 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity.
Indirect overheads	£7,086 per year	Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resources departments. ⁶
F. Capital overheads	£3,191 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{7,8} 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.
G. Travel		No information available on average mileage covered per visit. For information see <i>Green Book: national agreement on pay and conditions of service</i> . ⁹
Working time	41.4 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. Ten days for study/training and 6.3 days sickness based on the Children's Social Work workforce statistics for England. ¹⁰ Unit costs are based on 1,530 hours per year.
Ratios of direct to indirect time on: Client-related work		No current information available on client-related activity. See previous editions of this publication for sources of information.
London multiplier	1.19 x A	Allows for the higher costs associated with London compared to the national average cost. ¹
Non-London multiplier		
Unit costs available 2018/2019 (costs including qualifications given in brackets)		
£44 (£50) per hour		

¹ Skills for Care (2019) *National Minimum Dataset-Social Care online*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/Home.aspx>

² Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a ready reckoner for staff costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Curtis, L. Moriarty, J. & Netten, A. (2012) The costs of qualifying a social worker, *British Journal of Social Work*, 42, 4, 706-724.

⁵ British Association of Social Workers (2011) *Social Work Careers*, The British Association of Social Workers <http://www.basw.co.uk/social-work-careers/> [accessed 9 October 2013].

⁶ Based on information taken from Selwyn, J. et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning, C. et al. (2010)

Home care re-ablement services: investigating the longer-term impacts, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁷ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁸ Ministry of Housing, Communities & Local Government (2018) *Land value estimates for policy appraisal 2017*, <https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-2017> [accessed 25 September 2018].

⁹ Local Government Employers (2019) *Green Book: National Agreement on pay and conditions of service*, Local Government Association, London.

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government> [accessed 8 October 2019].

¹⁰ Department for Education (2019) *Experimental statistics: Children and family social work workforce in England, year ending 30 September 2018*.

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11.3 Social work assistant

Costs and unit estimation	2018/2019 value	Notes
A. Salary	£25,238 per year	The mean basic salary of a social work assistant was £22,715 in 2012/13 ¹ . As no new salary estimates are available, this has been inflated to reflect changes in pay for social workers as reported in this volume.
B. Salary oncosts	£6,611 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ²
C. Overheads		
Direct overheads	£9,236 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity. Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resource departments. ³
Indirect overheads	£5,096 per year	
D. Capital overheads	£3,191 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, declining to 3 per cent after 30 years.
E. Travel		No information available on average mileage covered per visit. For information see <i>Green Book: national agreement on pay and conditions of service</i> . ⁶
Working time	40.9 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. Ten days for study/training and 6.3 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities ⁷ Unit costs are based on 1,513 hours per year.
Ratios of direct to indirect time on: Client-related work		No current information is available about the proportion of social work assistant time spent on client-related outputs. See previous editions of this volume for sources of information.
London multiplier	1.16 x A	Allows for the higher costs associated with London compared to the national average cost. ¹
Non-London multiplier		Allows for the lower costs associated with working outside London compared to the national average cost.
Unit costs available 2018/2019		
£33 per hour.		

¹ Local Government Association Analysis and Research (2012) *Local Government Earnings Survey 2011/2012*, Local Government Association, London.

² Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London.
<http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

³ Based on information taken from Selwyn, J. et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning, C. et al. (2010) *Home care re-ablement services: investigating the longer-term impacts*, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁴ Ministry of Housing, Communities & Local Government (2018) *Land value estimates for policy appraisal 2017*,
<https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-2017> [accessed 25 September 2018].

⁵ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁶ Local Government Employers (2019) *Green Book: National Agreement on pay and conditions of service*, Local Government Association, London.
<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government> [accessed 9 October 2019].

⁷ Department for Education (2019) Experimental statistics: Children and family social work workforce in England, year ending 30 September 2018.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/681546/SFR09-2018_Main_Text.pdf [accessed 10 September 2019].

11.4 Community occupational therapist (local authority)

Costs and unit estimation	2018/2019 value	Notes
A. Wages/salary	£34,436 per year	Information taken from the National Minimum Data Set for Social Care 2019 ¹ showed that the mean basic salary for an occupational therapist, based on the weighted mean annual salary for a local authority and independent sector occupational therapist, was £34,436.
B. Salary oncosts	£9,444 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications	£5,454 per year	Qualification costs have been calculated using the method described in Netten et al. (1998). ³ Current cost information has been gathered from various sources (see Schema 18).
D. Overheads		
Direct overheads	£12,725 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity. ⁵
Indirect overheads	£7,021 per year	Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resources departments. ⁴
E. Capital overheads	£3,191 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{5,6} 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	40.9 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. Ten days for study/training and 8.7 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities. ⁷ Unit costs are based on 1,513 hours per year.
Ratio of direct to indirect time on: Client-related work		No current information is available on the proportion of time spent with clients. See previous editions of this volume for sources of information.
London multiplier	1.09 x A	Allows for the higher costs associated with London compared to the national average cost. ¹
Non-London multiplier		
Unit costs available 2018/2019 (costs including training given in brackets)		
£44 (£48) per hour.		

¹ Skills for Care (2019) *National Minimum Dataset-Social Care online*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/Home.aspx>

² Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

³ Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a ready reckoner for staff costs in the NHS, Vols 1 & 2*, Personal Social Services Research Unit, University of Kent, Canterbury.

⁴ Based on information taken from Selwyn et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning et al. (2010) *Home care re-ablement services: investigating the longer-term impacts*, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁵ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁶ Ministry of Housing, Communities & Local Government (2018) *Land value estimates for policy appraisal 2017*, <https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-2017> [accessed 25 September 2018].

⁷ Local Government Association (2018) *Local government workforce survey 2016/17*, Local Government Association, London.

11.5 Home care worker

This table provides information on the costs of a home care worker. Salary information is taken from the National Minimum Dataset for Social Care (Skills for Care, 2019).¹ The ASC-FR return currently provides two rates for home care: one for the hourly rate of in-house home care provision (£32.05); and one for the average hourly rate paid to external providers of home care services (£16.86).² NHS Digital do not analyse the rate by primary support reason or age group. See the UKHCA Costing Model designed to assist any provider in the calculation of a fair price for social care services

<https://www.ukhca.co.uk/CostingModel/default.aspx> and <https://www.gov.uk/government/publications/care-homes-market-study-summary-of-final-report/care-homes-market-study-summary-of-final-report> for the most recent care homes market study. The latest UK domiciliary care market report is available on <https://store.mintel.com/uk-domiciliary-care-market-report>.

Costs and unit estimation	2018/2019 value	Notes
A. Wages/salary	£16,334 per year	Based on the weighted mean annual salary for a local authority and independent sector care worker for 2018/2019. The weighted mean hourly pay rate was £8.20. A senior care worker would earn £17,781 per year (£9.00 gross hourly salary). ¹
B. Salary oncosts	£3,868 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ³
C. Overheads		
Direct overheads	£5,859 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity. ⁴
Indirect overheads	£3,232 per hour	Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resource departments. ⁴
D. Travel		No information available on average mileage covered per visit. For information see <i>Green Book: national agreement on pay and conditions of service</i> . ⁵
Working time	41.9 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. Five days for study/training and 8.7 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities. ^{6,7} Unit costs are based on 1,551 hours per year.
Ratios of direct to indirect time on: Face-to-face contact	1:0.25	No current information available on the proportion of time spent with clients. It is likely, however, that if 19 per cent of a home care worker's time is spent travelling (see duration of visit below), ⁶ the proportion of total time spent with clients is approximately 80 per cent.
Duration of visit		Sixty-three per cent of local authority commissioned home care visits lasted 16-30 minutes. Ten per cent of visits lasted under 15 minutes, and 16 per cent were longer than 46 minutes. ⁷
Service use	7 hours per week (364 hours per year)	In England, 673,000 people used domiciliary care in 2014/15, and 249 million hours of domiciliary care were delivered. On average, individual service users received 370 hours of home care in 2014/2015 (7.1 hours per week). The average local authority-commissioned home care per person per week was 12.8 hours. ⁷
Price multipliers for unsocial hours ³	1.00 1.086 1.035 1.093 1.036 1.031 1.039	Day-time weekly Day-time weekend Night-time weekday for an independent sector home care hour Night-time weekend provided for private purchasers Day-time weekend Night-time weekday for an independent sector home care hour Night-time weekend provided for social services
Unit costs available 2018/2019		
Based on the price multipliers for independent sector home care provided for private purchasers: £23 per weekday hour (£24 per day-time weekend, £23 per night-time weekday, £25 per night-time weekend). Face-to-face: £28 per hour weekday (£31 per day-time weekend, £29 per night-time weekday, £31 per night-time weekend).		
Based on the price multipliers for independent sector home care provided for social services: £23 per weekday hour (£23 per day-time weekend, £23 per night-time weekday, £23 per night-time weekend). Face-to-face: £28 per hour weekday (£29 per day-time weekend, £29 per night-time weekday, £29 per night-time weekend).		

¹ Skills for Care (2019) National Minimum Dataset-Social Care online, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/Home.aspx>

² Calculated using NHS Digital (2019) *Adult Social Care Finance Return (ASC-FR) (reference data table T49)*, NHS Digital 2017/18, <https://digital.nhs.uk/data-and-information/publications/statistical/adult-social-care-activity-and-finance-report/2018-19> [accessed 30 October, 2019].

³ Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

⁴ Based on information taken from Selwyn, J. et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning, C. et al. (2010)

Home care re-ablement services: investigating the longer-term impacts, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁵ Local Government Employers (2019) *Green Book: National Agreement on pay and conditions of service*, Local Government Association, London. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government> [accessed 9 October 2019].

⁶ United Kingdom Home Care Association (UKHCA) (2015) *A Minimum Price for HomeCare*. http://www.ukhca.co.uk/pdfs/AMPFHC_150719.pdf [accessed 20 October 2016].

⁷ United Kingdom Home Care Association (UKHCA) (2016) *An overview of the domiciliary care sector in the United Kingdom*, Home Care Association

11.6 Home care manager

Salary information in this table is taken from the National Minimum Dataset for Social Care (NMDS-SC)¹ and has been based on the salary of a registered manager.

Costs and unit estimation	2018/2019 value	Notes
A. Wages/salary	£30,891 per year	Based on the weighted mean annual salary for a local authority and independent sector registered manager for 2018/2019. The weighted mean hourly pay rate was £15. ¹
B. Salary oncosts	£8,352 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications		No information available.
D. Overheads:		
Direct	£11,381 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity.
Indirect	£6,279 per year	Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resources departments. ³
E. Capital overheads	£3,191 per year	Based on the new-build and land requirements of a local 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, declining to 3 per cent after 30 years.
F. Travel		No information available on average mileage covered per visit. For information see <i>Green Book: national agreement on pay and conditions of service</i> . ⁶
Working time	40.9 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. Ten days for study/training and 8.7 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities. ⁷ Unit costs are based on 1,513 hours per year.
Ratios of direct to indirect time on:		No current information is available on the proportion of time spent with clients.
Client-related work		See previous editions of this volume for sources of information.
London multiplier	1.25 x A	Allows for the higher costs associated with London compared to the national average cost. ¹
Non-London multiplier		Allows for the lower costs associated with working outside London compared to the national average cost.
Unit costs available 2018/2019		
£40 per hour.		

¹ Skills for Care (2019) *National Minimum Dataset-Social Care online*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/Home.aspx>

² Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

³ Based on information taken from Selwyn, J. et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning, C. et al. (2010)

Home care re-ablement services: investigating the longer-term impacts, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁴ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁵ Ministry of Housing, Communities & Local Government (2018) *Land value estimates for policy appraisal 2017*, <https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-2017> [accessed 25 September 2018].

⁶ Local Government Employers (2019) *Green Book: National Agreement on pay and conditions of service*, Local Government Association, London. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-revaluation-in-central-government> [accessed 9 October 2019]

⁷ Local Government Association (2018) *Local government workforce survey 2016/17*, Local Government Association, London.

11.7 Support and outreach worker

Community outreach workers act as a liaison between community programmes, services and community members. Their focus might be on health or education, and they often assist a particular ethnic group or segment of the population, such as older people. The job description varies according to the organisation and responsibilities.¹

Costs and unit estimation	2018/2019 value	Notes
A. Wages/salary	£18,368 per year	Information taken from the National Minimum Data Set for Social Care 2019 ² showed that the mean basic salary for a support and outreach worker, based on the weighted mean annual salary for a local authority and independent sector outreach worker, was £18,368.
B. Salary oncosts	£4,495 per year	Employer's national insurance contribution is included, plus 17 per cent of salary for employer's contribution to superannuation. ³
C. Qualifications		
D. Overheads		
Direct overheads	£6,630 per year	Direct overheads were 29 per cent of direct care salary costs. They include costs to the provider for administration and management, as well as for office, training and utilities such as water, gas and electricity. Indirect overheads were 16 per cent of direct care salary costs. They include general management and support services such as finance and human resources departments. ⁴
Indirect overheads	£3,658 per year	
E. Capital overheads	£3,191 per year	Based on the new-build and land requirements for a local authority office and shared facilities for waiting, interviews and clerical support. ^{5,6} 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	40.9 weeks per year 37 hours per week	Includes 29 days annual leave and 8 statutory leave days. Five days for study/training and 8.7 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities. ⁷ Unit costs are based on 1,513 hours per year.
Ratio of direct to indirect time on: Client-related work		No current information is available on the proportion of time spent with clients. See previous editions of this volume for sources of information.
London multiplier	1.09 x A	Allows for the higher costs associated with London compared to the national average cost. ²
Non-London multiplier		Allows for the lower costs associated with working outside London compared to the national average cost.
Unit costs available 2018/2019 (costs including training given in brackets)		
£24 per hour.		

¹ Career Trend (2017) What is the job description of a community outreach worker? <https://careertrend.com/about-4618849-job-description-community-outreach-worker.html> [17 October 2018].

² Skills for Care (2019) *National Minimum Dataset-Social Care online*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/Home.aspx>

³ Local Government Pension Scheme Advisory Board (2017) *Fund Valuations 2016*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 12 November 2017].

⁴ Based on information taken from Selwyn et al. (2009) *Adoption and the inter-agency fee*, University of Bristol, Bristol; and Glendinning et al. (2010) *Home care re-ablement services: investigating the longer-term impacts*, Final Report, University of York, PSSRU Kent, Department of Health, London.

⁵ Building Cost Information Service (2017) *Surveys of tender prices*, Royal Institute of Chartered Surveyors, London.

⁶ Ministry of Housing, Communities & Local Government (2018) *Land value estimates for policy appraisal 2017*, <https://www.gov.uk/government/publications/land-value-estimates-for-policy-appraisal-2017> [accessed 25 September 2018].

⁷ Local Government Association (2018) *Local government workforce survey 2016/17*, Local Government Association, London. [accessed 20 October 2018].

11.8 Peer intern

Information for this schema has been drawn from an evaluation of the Lambeth Living Well Network Hub (http://lambethcollaborative.org.uk/wp-content/uploads/2018/03/LWN-Hub-Year-Two-Evaluation-Report-December-2017_04.01.18.pdf) an innovative primary care mental health service that was developed to reduce the flow of people into secondary care by providing personalised networked support to people in Lambeth. It acts as the front door to mental health services and offers a shared care approach with general practitioners to support users of mental health and social care services at an earlier point (<http://www.lambethccg.nhs.uk/our-plans/mental-health-services/lambeth-living-well-network/Pages/default.aspx>).

The peer intern is a new and developing role with a very broad remit, from providing support throughout a person's care journey with the Hub to contributing in daily operations. They build on skills and knowledge to support other people with mental health issues whilst being supported themselves to develop the required skills to gain meaningful employment experience. This hub employs around 60 fte members of staff.

The costs for this schema have been prepared in collaboration with Alexandra Melaugh¹ and Andy Healey of King's College, London and Mahir Demir and Helena Demetriou of the LWN Hub. Costs have been updated using PSS Inflaters.

Costs and unit estimation	2018/2019 value	Notes
A. Wages/salary	£7,679 per year	Based on information taken from the Lambeth Living Well Network accounts. The Peer Interns in the study worked on average 15 hours per week . The FTE salary is £19,403.
B. Salary oncosts	£1,238 per year	Employer's national insurance is included, plus 17 per cent of salary for employer's contribution to superannuation.
C. Qualifications		
D. Overheads		
Direct overheads	£2,959 per year	The peer intern is supported by an administrator (cost per hour £27.80), administrative assistant (cost per hour £15.50) and the Training and Education placement staff (cost per hour £24.90) who help with the smooth running of the office and referrals that are introduced to the Hub (3 hours in total per week, for 40.9 weeks per year).
Management and administration	£692 per year	A programme manager oversees the running of the Hub. This cost has been calculated by dividing their salary costs between 60 fte members of staff which is then pro-rated to reflect part-time working.
Office, general business and premises (including advertising and promotion)	£943 per year	The total cost of rent for the two buildings plus utility bills divided by the number of FTE staff (60), and pro-rata to reflect part-time working.
Indirect overheads	£963 per year	Based on the salary costs of the programme director and divided by the number of FTE staff (60) and pro-rata to reflect part-time working. Also includes 20 hours per year for contracts/payroll and other human resources issues which are based on salary costs of a certified human resources advisor (cost per hour £26.70).
E. Capital		Rent has been included as a proxy for capital
Working time	40.9 weeks per year 15 hours per week.	Includes 29 days annual leave and 8 statutory leave days. Ten days for study/training and 8.5 days sickness leave have been assumed, based on the median average sickness absence level in England for all authorities. Unit costs are based on 614 hours.
Ratio of direct to indirect time on:		Based on an activity log which was developed with peer interns so they could record their client-contact and client-related activity to allow the ratio of direct to indirect time to be calculated.
Face-to-face contacts	1:0.38	
Unit costs available 2018/2019 (costs including qualifications given in brackets)		
£24 per hour (based on 15 working hours per week); £33 per hour of client-related activities (based on 15 working hours per week).		

¹ For more information, please contact Alexandra Melaugh (Alexandra.melaugh@kcl.ac.uk).

11.9 Time banks

Rushey Green time bank was the first UK time bank to be based in a health care setting; it has established a reputation for pioneering work in this field. It services five hubs across Lewisham. See <https://www.rgtb.org.uk/>. The time bank supports Time Banking UK and promotes a National Health and Wellbeing project from the Department of Health and Social Care to reduce isolation and improve the health of older people. It also provides support and training to other Lewisham time banks, builds relationships with statutory and voluntary sector organisations, and delivers consultancy services/workshops to raise funds for the time bank.

Time banks use hours of time rather than pounds as a community currency, with participants contributing their own skills, practical help or resources in return for services provided by fellow time-bank members. They vary significantly in the way they are organised, including the way credits are exchanged, eligibility criteria, route of access, the administration of the database and ways of accessing it.^{1,2}

All costs have been updated to 2018/2019 levels using the PSS inflators.

Costs and unit estimation	2018/2019 value	Notes
A. Salaries	£90,637 per year	In total, the service employs 1 full-time manager, 1 part-time and 1 full-time broker/co-ordinator. Salaries have been based on the midpoint of the NJC pay scales ³ for a PO2-3 and 1 PT and 1 FT SO1 (Senior officers, 35 and 30 hours per week).
B. Oncosts	£13,414 per year	Employer's national insurance contribution is included, plus 5 per cent employer's contribution to superannuation.
C. Overheads Direct overheads Telephone, internet, software Printing, stationery, postage Volunteer expenses Events Training costs Workshops/consultancy Indirect overheads	£2,036 per year £3,281 per year £566 per year £2,263 per year £1,015 per year £2,829 per year £3,395 per year	Other expenses not included are those relating to the use of a house/garden for members' parties and those for attending funerals of members. This includes the training of staff, volunteers and board members. This includes human resources, legal, payroll and accounts.
D. Travel costs	£905 per year	Based on travel costs for staff and volunteers.
E. Capital costs Office costs Equipment costs	£3,814 per year £2,036 per year	Based on the office costs for a practice nurse (see Schema 10.2). Includes computers and other office equipment. Office (equipment) costs have been annuitised over 60 (5) years and discounted at a rate of 3.5 per cent, declining to 3 per cent after 30 years.
Working time		Opening hours for the time bank vary. The office is usually manned 10-12 hours per day.
Number of members	360	Currently the time bank has 360 members. It aimed to increase its membership to over 500 by March 2015.
Unit costs available 2018/2019		
Total annual cost if fully funded £126,192.		
Annual cost per member based on 360 members £351.		

¹ Bauer, A., Fernandez, J.L., Knapp, M. & Anigbogu, B. (2013) *Economic Evaluation of an "Experts by Experience" Model in Basildon District*, http://eprints.lse.ac.uk/29956/1/Internet_Use_and_Opinion_Formation_in_Countries_with_Different_ICT_Contexts.pdf. n.b. This work has been produced from research that forms part of a NIHR School of Social Care Research funded project on the economic consequences for social care interventions. This paper presents independent research and the views expressed in this publication are those of the authors and not necessarily those of the NIHR School for Social Care Research or the Department of Health, NIHR or NHS.

² Knapp, M., Bauer, A., Perkins, M. & Snell, T. (2013) Building community capital in social care: is there an economic case? *Community Development Journal*, 48, 2, 213-331.

³ National Joint Council (NJC) Salary scales for Local Government Services, *NJC pay scales 2017-18*, <https://www.derbyshirealc.gov.uk/uploads/2016-2018-national-salary-award.pdf> [accessed 20 October 2018].