

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	2020/2021 value	Notes
A. Salary	£35,710 per year	Information taken from the Adult social care workforce data (Skills for Care, 2021) 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 £35,710.
B. Salary oncosts	£10,136 per year	Employer's national insurance contribution is included, plus 18 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications	£9,496 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 set 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	£13,295 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	£7,335 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 2020/2021 (costs including qualifications given in brackets)		
£46 (£52) per hour.		

¹ Skills for Care (2021) *Adult social care workforce estimates*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/Pay-rates.aspx> [accessed 11 November 2021].

² Local Government Pension Scheme Advisory Board (2020) *Fund Valuations 2019*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

³ Curtis, L., 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	2020/2021 value	Notes
A. Salary	£35,710 per year	Information taken from the Adult social care workforce data (Skills for Care, 2020) 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 £35,710.
B. Salary oncosts	£10,136 per year	Employer's national insurance contribution is included, plus 18 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications	£9,496 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 set 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	£13,295 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	£7,335 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.
Caseload	17.4	Average caseload per children and family social worker.
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 2020/2021 (costs including qualifications given in brackets)		
£46 (£52) per hour; Cost per case £3,809.		

¹ Skills for Care (2021) *Adult social care workforce estimates*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/Pay-rates.aspx> [accessed 11 November 2021].

² Local Government Pension Scheme Advisory Board (2020) *Fund Valuations 2019*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

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 9 October 2019].

¹⁰ 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].

11.3 Social work assistant

Costs and unit estimation	2020/2021 value	Notes
A. Salary	£26,982 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	£7,360 per year	Employer's national insurance contribution is included, plus 18 per cent of salary for employer's contribution to superannuation. ²
C. Overheads		
Direct overheads	£9,959 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	£5,495 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 resource departments. ³
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 2020/2021		
£35 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 (2020) *Fund Valuations 2019*, LGPS Advisory Board, London.
<http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

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	2020/2021 value	Notes
A. Wages/salary	£36,160 per year	Information taken from the Adult social care workforce data (Skills for Care, 2021) 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 £36,160.
B. Salary oncosts	£10,279 per year	Employer's national insurance contribution is included, plus 18 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	£13,467 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	£7,430 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 2020/2021		
£47 (£50) per hour.		

¹ Skills for Care (2021) *Adult social care workforce estimates*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/Pay-rates.aspx> [accessed 11 November 2021].

² Local Government Pension Scheme Advisory Board (2020) *Fund Valuations 2019*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

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

11.5 Home care worker

This table provides information on the costs of a home care worker. Salary information is taken from the Adult social care workforce data (Skills for Care, 2021).¹

Costs and unit estimation	2020/2021 value	Notes
A. Wages/salary	£18,012 per year	Based on the weighted mean annual salary for a local authority and independent sector care worker for 2020/2021. ¹
B. Salary oncosts	£4,508 per year	Employer's national insurance contribution is included, plus 18 per cent of salary for employer's contribution to superannuation. ²
C. Overheads		
Direct overheads	£6,531 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. ³
Indirect overheads	£3,603 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> . ⁴
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), ⁵ 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. ⁶
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 2020/2021		
Based on the price multipliers for independent sector home care provided for private purchasers: £25 per weekday hour (£27 per day-time weekend, £26 per night-time weekday, £27 per night-time weekend). Face-to-face: £34 per hour weekday (£32 per day-time weekend, £34 per night-time weekday, £40 per night-time weekend). Based on the price multipliers for independent sector home care provided for social services: £25 per weekday hour (£27 per day-time weekend, £25 per night-time weekday, £30 per night-time weekend). Face-to-face: £32 per hour weekday (£33 per day-time weekend, £33 per night-time weekday, £34 per night-time weekend).		

¹ Skills for Care (2021) *Adult social care workforce estimates*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/Pay-rates.aspx> [accessed 11 November 2021].

² Local Government Pension Scheme Advisory Board (2020) *Fund Valuations 2019*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

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 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].

⁵ 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].

⁶ United Kingdom Home Care Association (UKHCA) (2016) *An overview of the domiciliary care sector in the United Kingdom*, Home Care Association Limited, London. <http://www.ukhca.co.uk/pdfs/MarketOverviewV352016FINAL.pdf> [accessed 20 October 2016].

11.6 Home care manager

Salary information in this table is taken from the Adult social care workforce data (Skills for Care, 2021)¹ and has been based on the salary of a registered manager.

Costs and unit estimation	2020/2021 value	Notes
A. Wages/salary	£31,703 per year	Based on the weighted mean annual salary for a local authority and independent sector registered manager for 2020/2021. The weighted mean hourly pay rate was £17. ¹
B. Salary oncosts	£8,862 per year	Employer's national insurance contribution is included, plus 18 per cent of salary for employer's contribution to superannuation. ²
C. Qualifications		No information available.
D. Overheads: Direct	£11,764 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	£6,490 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 2020/2021		
£41 per hour.		

¹ Skills for Care (2021) *Adult social care workforce estimates*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/Pay-rates.aspx> [accessed 11 November 2021].

² Local Government Pension Scheme Advisory Board (2020) *Fund Valuations 2019*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

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-evaluation-in-central-government> [accessed 9 October 2019].

⁷ 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].

11.7 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	2020/2021 value	Notes
A. Wages/salary	£18,714 per year	Information taken from the Adult social care workforce data (Skills for Care, 2020) 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	£4,760 per year	Employer's national insurance contribution is included, plus 18 per cent of salary for employer's contribution to superannuation. ³
C. Qualifications		
D. Overheads		
Direct overheads	£6,807 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	£3,756 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. 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 2020/2021 (costs including training given in brackets)		
£25 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 (2020) *Adult social care workforce estimates*, <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/Pay-rates.aspx> [accessed 11 November 2020].

³ Local Government Pension Scheme Advisory Board (2020) *Fund Valuations 2019*, LGPS Advisory Board, London. <http://lgpsboard.org/index.php/schemedata> [accessed 22 June 2020].

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. <https://www.local.gov.uk/sites/default/files/documents/LG%20Workforce%20Survey%202016-17%20-%20report%20final%2020180718.pdf> [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	2020/2021 value	Notes
A. Wages/salary	£8,490 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 £20,324.
B. Salary oncosts	£1,528 per year	Employer's national insurance is included, plus 18 per cent of salary for employer's contribution to superannuation.
C. Qualifications		
D. Overheads		
Direct overheads Management and administration	£3,297 per year	The peer intern is supported by an administrator (cost per hour £29.41), administrative assistant (cost per hour £16.40) and the Training and Education placement staff (cost per hour £26.40) 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).
Office, general business and premises (including advertising and promotion)	£733 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.
Indirect overheads	£1,557 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.
	£1,047 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 £28.25).
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 2020/2021 (costs including qualifications given in brackets)		
£26 per hour (based on 15 working hours per week); £36 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 Reablement

Reablement is a goals-focused intervention comprising intensive, time-limited (up to 6 weeks) assessment and therapeutic work delivered in the usual place of residence. Its purpose is to restore/regain self-care and daily living skills for individuals at risk of needing social care support, or an increase in its intensity to continue living in their own homes.¹

In 2015, Beresford & colleagues (2019)¹ surveyed reablement services in 139 local authorities of the 152 local authorities in England. When collecting costs, data collection and analysis took the perspective of the NHS and Personal Social Services, therefore the relevant costs were those falling on the budgets of the CCG (representing the NHS) and/or local authorities (representing Personal Social Services). Although the authors recognised that overheads should be included, they were not sure in practice they were given, and they were not able to check with participants in the survey as to what they included (see page 21 of the referenced report for more information). The planned duration of reablement was, on average, six weeks, with one or two home visits per day. Actual duration was, on average, four weeks.

Using cluster analysis, the authors derived three types of reablement input:

- 1) functional reablement (services which reported that they re-enabled in the areas of personal care, domestic, skills, safety, information, helping people to move about inside, health-related needs and confidence-building).
- 2) comprehensive reablement (services which stated that they re-enabled in all of the domains. Thus, they were similar to services delivering 'functional' reablement, but also helped people with getting out and about, and with social activities).
- 3) social reablement (services which reported that they re-enabled in the areas of safety, information, getting out and about, social activities and confidence-building).

Of the 143 reablement services which were reported in the survey, 42 (29%) provided information on expenditure, and 100 (70%) provided information on annual caseload or the typical number of cases per month. Overall, the authors were able to calculate the cost per case for 37 (26%) reablement services.

The average cost per case was £1,635 overall. Another study² referenced in the NICE guidelines (2017)³ reported a mean cost per person of £1,484, based on annual service budgets of the commissioners and providers that voluntarily participated in the Audit. The mean duration of reablement was 34.5 days (see Bauer et al. 2019).⁴ All costs have been updated from 2014-15 using the appropriate inflators.

Table 1 Cost per case of reablement services

Expenditure on reablement services as reported by services	Average cost per case	Minimum cost per case	Maximum cost per case
Total expenditure for functional services (n=10)	£1,635	£553	£2,318
Total expenditure for comprehensive services (n=24)	£1,568	£21	£3,456
Total expenditure for social reablement services (n=3)	N/R	N/R	N/R
Total expenditure on reablement services (n=37)	£1,568	£21	£3,456

N/R: Not reported given the small number of services reporting cost data.

¹ Beresford, B., Mann, R., Parker, G., Kanaan, M., Faria, R., Rabiee, P., Weatherly, H., Clarke, S., Mayhew, E., Duarte, A., Laver-Fawcett, A. & Aspinall, F. (2019) *Reablement services for people at risk of needing social care: the MoRe mixed-methods evaluation*, <https://www.ncbi.nlm.nih.gov/books/NBK540371/> [accessed 14 December 2020]

² NAIC (2015) *National Audit of Intermediate Care 2015*, NAIC, London. https://britishgeriatricsociety.wordpress.com/2015/11/11/national_audit_intermediate_care/.

³ National Institute for Health and Care Excellence (2017) *Intermediate care including reablement*, NICE, London <https://www.nice.org.uk/guidance/ng74/resources/intermediate-care-including-reablement-pdf-1837634227909> [accessed 14 December 2020]

⁴ Bauer, A., Fernandez, J.L., Henderson, C., Wittenberg, R. & Knapp, M. (2019) *Cost-minimisation analysis of home care reablement for older people in England: A modelling study*, <https://pubmed.ncbi.nlm.nih.gov/31006936/>. [accessed 14 December 2020]