



West Berkshire Council

Fair Cost of Care – Residential Report

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1. Introduction

This report covers analysis of data collected from Care Home/ Residential providers for the Fair Cost of Care (FCOC) exercise. This FCOC exercise has been carried out in the context of the DHSC guidance, 'Market sustainability and fair of care fund 2022 to 2023: guidance, updated 30 September 2022'.

Whilst it may inform such, the FCOC exercise is not a fee setting exercise. There are a number of reasons why a median cost of care taken from this exercise may not form an appropriate fee, or even a sustainable fee rate. This exercise helps the Council's understanding of the local cost of providing care, but there are separate commissioning processes undertaken with providers to determine fees for individual care packages, which take into account all relevant information and factors. For example, particular circumstances of the provider, possible economies of scale, effect of recruitment markets or occupancy rates which are liable to regular change, individual care and support needs, market position at the time of negotiations (not an exhaustive list).

In order to add additional capacity and resource to facilitate the Fair Cost of Care Exercise (FCOC), West Berkshire Council commissioned C.Co to facilitate the FCOC in partnership with the Council and service providers. C.Co commenced working with the Council on 28th June 2022 and an initial mobilisation meeting was held, between West Berkshire Council and C.Co. We have continued to work in partnership with the Council, to support Providers participate in the Fair Cost of Care exercise, validation and analysis of data, and reporting.

2. Engagement

Provider engagement is important to West Berkshire, and although not part of the FCOC exercise, a self-funder data collection took place in March and April 2022. Also, West Berkshire do not operate the typical fee setting exercise, but market price with providers, which further evidences their approach to engagement and commitment to market Providers.

From the outset, the Council was very clear in its intention that the FCOC exercise was to be taken forward in a collaborative way with Providers and they were encouraged to actively participate. The Council set a deadline date of 12th August for submissions, with an extension to 19th August 2022, to allow Providers maximum time to participate in the exercise.

Prior to the appointment of C.Co, and at the early stages of the FCOC exercise, West Berkshire Council Strategic Commissioning teams engaged with care home and domiciliary care providers through its established network and early communications to introduce C.Co as a partner.

C.Co have worked in partnership with the Council to demonstrate a one team approach to aid providers and regular communications were sent from C.Co via email on a weekly basis, throughout July and August 2022 using the database supplied by West Berkshire Council. This took place right up to the West Berkshire deadline, providing the following:

- Summary of what the FCOC exercise is and its purpose
- Key dates including workshops and deadline dates
- Links to access the FCOC tool
- How C.Co can support Providers including dedicated email and contact numbers

- to set out and seek feedback on some draft shared principles about how the Council envisaged the process being taken forward collaboratively with Providers
- to give an indication of the engagement mechanisms the Council would be offering to Providers
- Source links, such as, CHIP toolkit, demos and CHIP FAQs

All Providers were repeatedly offered support and to get in touch with the Council or C.Co via a dedicated email address, where they could request and access one-to-one support, and book on workshops. To encourage participation, it was important that Providers had as much choice on the communication methods and types of support available to them, which was communicated to Providers in various ways. Targeted engagement was conducted jointly across West Berkshire Council and C.Co.

In parallel to mass email communications, a summary of activities is listed below:

- 4 individual 121 sessions were delivered
- C.Co FAQs were developed and sent via email
- 5 C.Co and Care England Q & A Domiciliary sessions delivered
- Targeted engagement via personalised email and telephone calls

C.Co hosted in partnership with Care England and the Care Providers Alliance, a series of practical Q&A and help sessions to further support Providers. The Care Provider Alliance actively promoted provider participation in the exercise as *'a once in a lifetime opportunity for care providers to influence how social care services are to be funded.'* The joint C.Co and Care Provider Alliance sessions aimed to help providers with the completion of the tools through a live demo, and open Q & A session to address any questions and queries Providers had.

All workshops were interactive and gave providers the opportunity to further understand the process, seek technical answers regarding the toolkits and to clarify interpretation of the data requested.

Post the submission deadline, West Berkshire and C.Co provider engagement continued via telephone calls and online Teams meetings as the process of validation of their responses was crucial. Over 80% of submissions from West Berkshire Council Providers required clarification/correction of data provided. Analysis timescales were amended to give Providers sufficient time to answer queries and provide clarifications, and additional support was provided with 121s were alongside with bespoke email responses to understand the asks. There were also incidences, where extensions were granted due to extenuating circumstances.

Some Providers chose not to participate, citing reasons such as, time constraints and perceived complexity of the task.

3. Data Collection

Residential data collection was done using the CareCubed toolkit developed by IESE, which was completed by providers via an online platform, with one entry per home. There are 27 Care Home locations in the West Berkshire area, of which 12 were marked out of scope, due to providing care for people with Learning Disabilities and under 65s as defined by DHSC. Therefore these Providers were excluded from the FCOC exercise.

There were 15 Care Homes within scope, of which 12 completed their submissions (80% return rate) and this represents 85% of elderly Care Home beds in West Berkshire.

With regard to the data, all queries and clarifications were approved. Although, one home chose to provide data for 2021-22 only, so this has been upgraded to April 2022 on the basis covered in the Future Uplift section (15).

West Berkshire Council has a very active self-funder market with at least three Care Homes not commissioned, and therefore having no council-placed residents. Data from April 2022 indicates about 50% of beds in West Berkshire are self-funded.

For the total data sample, sample sizes are shown below (some homes will be in more than one category):

	No of Homes	No of Beds
Occupied beds without Nursing, without Dementia	10	100
Occupied beds without Nursing, with Dementia	6	94
Occupied beds with Nursing, without Dementia	9	186
Occupied beds with Nursing, with Dementia	7	95

The figures in this report are slightly higher than current fees paid by West Berkshire, though not significantly different. West Berkshire does not fee set, they have a small number of block beds (circa 20) where fees are agreed through a negotiation process. The remaining beds (outside of the Council owned Care Homes) are priced to market, with Care Homes invited to bid for each individual placement. West Berkshire Council then select the provision that meets the needs and represents value for money. As the FCOC exercise output is not dissimilar to the market provision rates, this demonstrates that the current Council process is robust and will contribute to sustaining the market.

The variances could be due to a number of reasons:

- They are based on April 2022 figures, taking into account likely inflationary cost increases and pay rises.
- They incorporate the effect of increases in Employer’s National Insurance (ENI) contributions
- Actual occupancy levels may be very different from assumptions in West Berkshire’s market provision process. This is a major determinant of higher and lower costs, for example when comparing two national care homes with varying occupancy, the one with higher occupancy has lower costs.
- They take into account desired levels of return, both for Return on Operations and Return on Capital, rather than achieved levels, or any assumptions made in West Berkshire’s market setting process.

- Providers chose to bid for Council placements, and it would be assumed this is a rate that they believe is profitable or sustainable for them, though this could still mean that Providers bid lower to gain the Care package.
- They are based on current/prior year occupancy rates, which are likely to be lower than rates incorporated in any market setting process.
- This could also be down to provider inaccuracies in identifying the care type or where they have a mixture of care types.
- All the received submissions are part of large group and/or national organisation, therefore have the capacity and capability to make informed pricing decisions when offering a placement fee through the Councils commissioning process.

4. Common Errors

Each return was checked both for obvious errors inclusive of and for areas where the data seemed out of line with the other returns. There were 50% of Provider submissions that required corrections/clarifications, Providers were given the opportunity to provide corrections through the CareCubed 'in query' function with supplementary clarification questions and follow up communications in terms of phone and email. Common West Berkshire Council issues included:

- Nursing beds with no nursing staff costs and vice versa
- Issues with inconsistent bed type allocations
- Significant amounts of missing data preventing accurate calculations, in particular missing figures for PPE, return on operations and return on capital
- Incorrect entries for national insurance contributions
- Incorrect entries for holiday, sickness, training and other cover cost values

Providers were given the both the opportunity and the support to make corrective action within the CareCubed tool, of which most took up further support.

It is important to note, that where analysis is separated into care types, this is based on homes which provide that particular care type (possibly alongside other care types). Therefore most homes are not exclusive to one care type, which inevitably means costs are split across the care type mix of that particular care home.

5. Corrective Action

The analysis only uses those returns where corrective action has been taken by the provider by an updated submission through CareCubed.

The rationale for inclusion of Provider clarifications/corrections data was as follows:

- Where responses had been received from providers, the corrected figures were incorporated in the recalculations.
- Where no response was received from the provider, if the correction was obvious (e.g., holiday percentage oncost) the correction was made, and the data was included in analysis.
- If the issue was plausible, it was assumed to be correct.

- Failing either of the above scenarios, the data for that element of costs only was excluded from the analysis, but other elements were included and used wherever possible.

If a Provider did not respond nor resubmit, their data was excluded from the final report analysis, however, if they have entered some underlying data which could be used to analyse underlying driver information, this was taken into account.

From the eleven returns, all contributed either fully or in part depending on the option and specific data concerns.

6. Conceptual Data Analysis

The government guidelines require the assessment of the lower quartile, median and upper quartile figures for a range of cost areas which make up the overall cost of Care Homes per bed per week. They do not require sub totals to be the sum of the component parts, nor totals to be the sum of sub totals.

This allows local authorities to choose their approach as totalling the median figures for each cost area will give a different total median cost than taking the median of the total cost for each individual return.

The table below shows a variance in the median cost of care per bed per week depending on the approach taken. Note that these figures are based on the returns only from those homes that provide that particular type of care, but that such homes may also provide different types of care. Whilst it would be expected that nursing care costs more than residential care, and dementia care more than non-dementia care, this actually depends on the sample group, and the extent to which homes provide more than one care type.

Option Summary	Occupied beds without Nursing, without Dementia	Occupied beds without Nursing, with Dementia	Occupied beds with Nursing, without Dementia	Occupied beds with Nursing, with Dementia
Option 1	1,412.91	1,577.66	1,625.82	1,626.32
Option 2	1,359.82	1,504.09	1,559.43	1,572.76
Option 3	1,248.43	1,329.90	1,517.63	1,512.05
Option 4	1,187.79	1,257.77	1,494.67	1,530.18

Option descriptions:

- 1) Option 1 - Figures take the median from the total cost per hour from each return
- 2) Option 2 - Figures add together the median of the five key cost areas (care worker costs, premises costs, supplies and services costs, head office costs and return on operations/capital) from each return.
- 3) Option 3- Figures are the sum of the median for each cost category as defined by Annex A, Section 3 of the government guidance.
- 4) Option 4 – Recommended calculation option described below.

Option 4 approach to calculate the median (detailed in Appendix B), is likely to:

- Produce a more realistic cost of care
- Minimise the impact of outliers and inaccurate data issues
- Reflect the actual cost drivers
- Allow for easy updating of the results as driver data (such as Employer’s NI rates and thresholds) changes
- Allow an authority to incorporate matters of principle (such as NLW) into the calculations

West Berkshire Council has chosen to progress with Option 3 for the purposes of the Cost of Care exercise as this will provide analytical comparability with neighbouring authorities, particularly Reading and Wokingham with whom we work closely. West Berkshire currently uses a variation of Option 4 to inform its understanding of the market pricing.

7. Data Quality

During the analysis on validated data, C.Co conducted some separate analysis to understand the variances on data across the Provider sample. The table below shows the sum of the minimum/maximum of each element of the costs incurred in providing care (it is not the Minimum and Maximum of fees paid):

Option 3 Summary	Minimum	Maximum
Occupied beds without Nursing, without Dementia	325.66	3,368.49
Occupied beds without Nursing, with Dementia	569.97	3,225.18
Occupied beds with Nursing, without Dementia	563.63	4,119.53
Occupied beds with Nursing, with Dementia	825.52	3,841.86

The table demonstrates that there are significant variances in Providers interpretation of data which would therefore impact the FCOC exercise and its quality.

In addition, the FCOC exercise does not include all the Providers within scope and although this may have impacted figures positively or negatively, it would have provided richer data. It is important to note that of the three Providers who chose not to participate, two were ‘luxury’ Care Homes and one Care Home that has a significant number of placements with low cost, which would have no doubt impacted figures to what was expected and in line with the reality.

Taking this into consideration, local authority knowledge on its current market and the FCOC exercise being a point in time, the FCOC data is deemed higher than the actual market costs. This is due to the fact West Berkshire market price and this is done in ‘real time’ with the Provider market.

8. Summary Results

Option Three – Sum of Each Defined Cost Area

In this option, the median figures from each cost area are identified, and totalled to give a total cost per bed per week for each care type, with each provided in a separate table. As these are relatively large, please find these at Appendix A.

The option 3 summary is shown below:

Option 3 Summary	Lower Quartile	Median	Upper Quartile
Occupied beds without Nursing, without Dementia	762.82	1,248.43	1,874.98
Occupied beds without Nursing, with Dementia	845.27	1,329.90	2,185.24
Occupied beds with Nursing, without Dementia	1,211.96	1,517.63	1,923.39
Occupied beds with Nursing, with Dementia	1,270.05	1,512.05	1,874.78

This table shows that nursing care costs more than residential care, and that for residential care, dementia care costs more than non-dementia care. However, for nursing care there is little difference between dementia and non-dementia care.

Government returns also require some supporting or underlying data, which is shown below:

	Occupied beds without Nursing, without Dementia	Occupied beds without Nursing, with Dementia	Occupied beds with Nursing, without Dementia	Occupied beds with Nursing, with Dementia
Number of Responses	10	6	9	7
Number of residents covered by the responses	100	94	186	95
Number of carer hours per resident per week	28.3	33.4	26.3	27.4
Number of nursing hours per resident per week	n/a	n/a	9.0	8.9
Average carer basic pay per hour	11.19	11.40	11.04	11.08
Average nurse basic pay per hour	n/a	n/a	20.67	20.46
Average occupancy as a percentage of active beds	80.4	85.7	80.7	80.7
Freehold valuation per bed	107,857	114,270	113,600	113,600

Interestingly, this data shows that:

- Carer hours per resident per week are fairly consistent with the exception of residential dementia care, which may be affected by a small sample size.
- Nursing hours appear consistent across both care types.
- Carer pay per hour and nursing pay per hour do not vary significantly with care type, although carer rates are slightly lower in nursing homes.
- Occupancy levels appear generally unaffected by care type except for residential dementia care which is noticeably higher.

9. Occupancy

The occupancy rates shown in the table below, are based only on the homes with those particular care types. Occupancy levels appear to have a median level of around 81% and do not appear to be

significantly affected by care type other than for residential dementia care, which may be affected by the sample size.

Occupancy Rates	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Occupied beds without Nursing, without Dementia	74.5	80.4	95.6	64.4	100.0
Occupied beds without Nursing, with Dementia	75.3	85.7	95.6	73.5	100.0
Occupied beds with Nursing, without Dementia	77.0	80.7	91.4	73.8	100.0
Occupied beds with Nursing, with Dementia	78.5	80.7	91.3	76.6	97.1

Occupancy levels affect the weekly cost per bed to the extent that various cost lines do or do not vary as the number of occupants varies. For example, one Care Home may deliver more complex care though have a lower occupancy compared to a Care Home that has less complex care but a higher occupancy rate. Nursing and Care staff costs are not affected as they are calculated on hours per resident. Equally, for example, food costs are likely to vary only with the number of residents and therefore remain static per resident per week whatever the occupancy level. However, other costs, for example head office costs or repairs and maintenance, will have the same total value however many residents there are. This means that they must be recovered over a greater or lesser number of residents depending on occupancy levels, and so are affected by such.

It is important to note, that one reason why the occupancy figures are low on the 'with nursing and dementia' maybe due to one of the West Berkshire home being unable to currently take residents.

If the authority feels that the reported occupancy levels are not representative, then the resulting figures can be adjusted on a line by line basis as necessary to reflect representative occupancy levels. However, in this case the government returns will require justification of changes to the reported occupancy levels. This will have to be based on local knowledge rather than return data.

10. Staffing Costs

Key points to note from the available data are:

- Basic hourly rate for nursing ranges from £19 to more than £26 but are not significantly affected by care type at the median point.

Hourly Rates for Nurses	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Nursing without Dementia Care	20.29	20.67	22.16	19.11	26.40
Nursing with Dementia Care	20.15	20.46	21.02	19.11	25.20

- Nursing hours per resident per week vary from just under 7 to around 24 hours, again they are not particularly affected by care type and the median figure of around 9 hours appears reasonable.

Nurse Hours Care Per Resident Per Week	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
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Nursing without Dementia Care	8.8	9.0	14.2	6.6	24.0
Nursing with Dementia Care	8.0	8.9	10.1	6.6	19.1

- Basic average hourly rate for care workers ranges from £10.85 to £13.24. Note that this is likely to be higher than minimum wage because it is a weighted average across both care workers and senior care workers. It does not appear to be particularly affected by care type, although it is slightly lower in homes with nursing care.

Hourly Rates for Carers	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Without Nursing, without Dementia Care	11.00	11.19	11.61	10.91	13.24
Without Nursing, with Dementia Care	11.05	11.40	11.67	10.96	13.24
With Nursing, without Dementia Care	10.95	11.04	11.29	10.85	13.24
With Nursing, with Dementia Care	10.94	11.08	11.40	10.85	13.24

- Total carer hours per resident per week range from 18 to almost 70 hours. The median figure appears to be slightly lower in homes with nursing care, which is not unusual as it is a reflection of the presence of nursing staff. The figure is slightly higher in those homes providing dementia care.

Carer Hours Per Resident Per Week	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Without Nursing, without Dementia Care	26.6	28.3	40.5	18.4	69.8
Without Nursing, with Dementia Care	26.6	33.4	56.6	26.3	69.8
With Nursing, without Dementia Care	24.4	26.3	27.4	18.4	69.8
With Nursing, with Dementia Care	25.4	27.4	28.3	23.8	69.8

- For non-care staff it should be noted that not all homes have defined staff duties in the same way as they do not hold the data to separate out costs. Nor are hourly rates or weekly hours provided by the data collection tool. The median figures per resident per week are shown below for each care type.

	Without Nursing Without Dementia	Without Nursing With Dementia	With Nursing Without Dementia	With Nursing With Dementia
Non Care Staff Weekly Cost Per Resident				
Therapy Staff (Occupational & Physio)	0.00	0.00	0.00	0.00
Activity Coordinators	18.57	26.36	17.68	17.68

Service Management (Registered Manager / Deputy)	62.76	64.16	52.71	52.71
Reception & Admin staff at the home	21.39	20.49	21.43	22.58
Chefs / Cooks	41.16	41.16	44.95	55.95
Domestic staff (cleaning, laundry & kitchen)	46.52	46.52	40.18	40.18
Maintenance & Gardening	11.76	11.46	15.13	15.24
Other care home staffing	0.00	0.24	0.00	0.00
Total	202.15	210.38	192.08	204.34

Overall, these figures indicate the total costs of non-care staff are relatively unaffected by care type. However, the areas of variance at each individual cost line level are interesting, such as:

- Activity coordinators lower in nursing care
- Service management tends to be lower in nursing homes – these are often larger homes with the costs therefore shared across more residents
- Chef and cooks tend to be higher in nursing care, but domestic staff costs tend to be lower, and this may be a reflection of differences in definition.

11. Premises Costs

Not all homes have defined the different categories of premises costs in the same way, or they have not been able to separate out costs to the defined categories. Using the medians for each cost line as required by Option 3 will tend to minimise the overall costs, as it will ignore the ‘balancing’ effect of different definitions of costs. The equivalent figures as used for Option 4 (the median of the total of premises costs) are also shown for comparison, and emphasise the fact that Option 3 minimises total costs.

The table below shows the breakdown of figures from each cost line along with the totals used for Option 4, shown for information.

Premises Costs	Without Nursing Without Dementia	Without Nursing With Dementia	With Nursing Without Dementia	With Nursing With Dementia
Fixtures & Fittings	0.00	0.00	0.00	0.00
Repairs & Maintenance	24.07	22.38	28.31	28.31
Furniture, furnishings and equipment	6.88	5.54	5.90	5.90
Other care home premises costs	18.70	18.70	62.67	68.84
Total	49.64	46.61	96.88	103.05

Option 4 Totals	61.03	52.32	94.14	94.97
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Overall, total premises costs are significantly higher in nursing homes, and there is clearly some variance as to how the premise costs are defined. The figures are particularly affected by provider decisions on repairs and maintenance etc, during the pandemic in which some providers put these on hold and are now catching up, others took the opportunity to do more work. Though these approaches should balance out with use of median figures.

These are costs where the per bed per week figure is likely to be impacted by occupancy levels.

12. Supplies and Services Costs

Again, not all homes will have defined the different categories of costs in the same way, or they may not have been able to separate out costs to the defined categories, a number of homes are unable to separate out PPE costs from medical costs for example. The equivalent figures as used for Option 4 (the median of the total of supplies and services costs) are also shown for comparison, and emphasise the fact that Option 3 minimises total costs.

Both sets of figures show a degree of consistency of these costs overall irrespective of care type. The largest impacts are from food costs and utility costs, with utility costs in particular, these can be affected by when a provider last renewed contracts and so these can vary significantly without being outliers. Utility costs do appear to be higher in homes with nursing, but this is balanced by slightly lower costs in other areas.

Particular variances include:

- Significantly higher utility costs in nursing homes with dementia
- Food costs are slightly higher in homes without nursing care.
- Significantly higher transport and activities costs in nursing homes
- Significantly higher 'other' costs in homes without nursing but with dementia care (this is where a cost element experienced by a provider does not fit easily into the given categories)

Supplies and Services Costs	Without Nursing Without Dementia	Without Nursing With Dementia	With Nursing Without Dementia	With Nursing With Dementia
Food supplies	46.59	57.27	44.93	45.77
Domestic and cleaning supplies	7.51	10.80	7.63	7.63
Medical supplies excluding PPE	10.50	11.85	13.27	14.57
PPE	0.00	0.00	0.39	0.39
Office supplies (Home specific)	2.48	3.66	3.25	3.25
Insurance (all risks)	7.62	5.71	7.77	7.48
Registration fees	3.99	3.81	3.88	3.82
Telephone & Internet	2.66	2.56	1.84	1.84
Council tax / rates	1.02	1.17	0.82	0.82
Electricity, gas & water	38.25	28.43	42.44	53.66
Trade and clinical waste	6.26	5.84	6.15	6.15
Transport & Activities	3.37	2.80	3.67	5.55
Other care home supplies	13.61	29.29	16.80	1.17
Total	143.83	163.15	152.84	152.10

Option 4 Totals	180.87	178.46	177.50	167.22
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These are costs where the per bed per week figure is likely to be impacted by occupancy levels in some but not all cases.

13. Head Office Costs

Again, not all homes will have defined the different categories of costs in the same way, or they may not have been able to separate out costs to the defined categories. This is why it is recommended that the total for head office costs is used as this will minimise the impact of such differences.

The table below shows the breakdown of figures from each cost line, along with the totals used for Option 4.

Head Office Costs	Without Nursing Without Dementia	Without Nursing With Dementia	With Nursing Without Dementia	With Nursing With Dementia
Central / regional management	26.77	26.77	49.06	51.11
Support services (finance / HR / legal / marketing)	32.86	32.86	28.81	28.43
Recruitment, Training & Vetting (inc. DBS checks)	1.76	1.05	2.10	1.91
Other head office costs	21.10	14.99	20.27	21.00
Total	82.48	75.66	100.24	102.45

Option 4 Totals	106.60	111.12	102.78	105.00
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There is no logic to the variations of Head Office costs and the data is hugely impacted by Provider interpretation of each cost line, by the way in which parent groups allocate costs, and the relative size of homes. However, these figures would suggest that overall such costs are fairly consistent across care types.

These are costs where the per bed per week figure is likely to be impacted by occupancy. Sometimes this is also not just occupancy in the home, but across the parent group as head office cost may be allocated by either total bed numbers or resident numbers. We note that the costs do vary significantly but in practical terms this reflects the individual Care Home variants in a small sample size.

14. Return on Operations (ROO)/Return on Capital (ROC)

This section is largely dependent on how homes have defined both ROO and ROC, which is not helped by the different options for defining these within the data collection tool. Some homes have entered figures of zero particularly for return on operations, others have combined the two figures. Where a percentage figure is available for ROO, it ranges from 0% to 16%, with a median figure of 4.7%.

The percentage figure for ROC is between 0% and 9% with a median figure of 6% but this can have very different cash values due to different home valuations. In cash terms, this gives a range of £0 to £254, with an overall median of £157. This figure varies with care type but with no discernible pattern.

	Without Nursing Without Dementia	Without Nursing With Dementia	With Nursing Without Dementia	With Nursing With Dementia

Return on Operations	61.69	69.32	64.08	62.19
Return on Capital	157.16	171.39	172.38	157.16
Total	218.85	240.71	236.46	219.35

These are costs where the per bed per week figure is likely to be impacted by occupancy.

15. Annex A Section 3 Table

The Annex A Section 3 Table is based on current figures and current Government guidance for Option 3, and provides sufficient information to fulfil the government return requirements. It is important to note, that the sub totals are not the mathematical total of each line, which is acceptable within government guidelines.

Cost of care exercise results - all cells should be £ per resident per week	65+ care home places without nursing	65+ care home places without nursing, enhanced needs	65+ care home places with nursing	65+ care home places with nursing, enhanced needs
Care home staffing:	£753.65	£803.78	£931.21	£935.10
o Nursing Staff	£0.00	£0.00	£270.08	£261.71
o Care Staff	£551.50	£593.41	£469.05	£469.05
o Therapy Staff (Occupational & Physio)	£0.00	£0.00	£0.00	£0.00
o Activity Coordinators	£18.57	£26.36	£17.68	£17.68
o Service Management (Registered Manager/Deputy)	£62.76	£64.16	£52.71	£52.71
o Reception & Admin staff at the home	£21.39	£20.49	£21.43	£22.58
o Chefs / Cooks	£41.16	£41.16	£44.95	£55.95
o Domestic staff (cleaning, laundry & kitchen)	£46.52	£46.52	£40.18	£40.18
o Maintenance & Gardening	£11.76	£11.46	£15.13	£15.24
o <i>Other care home staffing (please specify)</i>	£0.00	£0.24	£0.00	£0.00
Care home premises:	£49.64	£46.61	£96.88	£103.05
o Fixtures & fittings	£0.00	£0.00	£0.00	£0.00
o Repairs and maintenance	£24.07	£22.38	£28.31	£28.31
o Furniture, furnishings and equipment	£6.88	£5.54	£5.90	£5.90
o <i>Other care home premises costs (please specify)</i>	£18.70	£18.70	£62.67	£68.84
Care home supplies and services:	£143.83	£163.15	£152.84	£152.10
o Food supplies	£46.59	£57.27	£44.93	£45.77
o Domestic and cleaning supplies	£7.51	£10.80	£7.63	£7.63
o Medical supplies (excluding PPE)	£10.50	£11.85	£13.27	£14.57
o PPE	£0.00	£0.00	£0.39	£0.39
o Office supplies (home specific)	£2.48	£3.66	£3.25	£3.25
o Insurance (all risks)	£7.62	£5.71	£7.77	£7.48

o Registration fees	£3.99	£3.81	£3.88	£3.82
o Telephone & internet	£2.66	£2.56	£1.84	£1.84
o Council tax / rates	£1.02	£1.17	£0.82	£0.82
o Electricity, Gas & Water	£38.25	£28.43	£42.44	£53.66
o Trade and clinical waste	£6.26	£5.84	£6.15	£6.15
o Transport & Activities	£3.37	£2.80	£3.67	£5.55
o <i>Other care home supplies and services costs (please specify)</i>	£13.61	£29.29	£16.80	£1.17
Head office:	£82.48	£75.66	£100.24	£102.45
o Central / Regional Management	£26.77	£26.77	£49.06	£51.11
o Support Services (finance / HR / legal / marketing etc.)	£32.86	£32.86	£28.81	£28.43
o Recruitment, Training & Vetting (incl. DBS checks)	£1.76	£1.05	£2.10	£1.91
o <i>Other head office costs (please specify)</i>	£21.10	£14.99	£20.27	£21.00
Return on Operations	£61.69	£69.32	£64.08	£62.19
Return on Capital	£157.16	£171.39	£172.38	£157.16
TOTAL	£1,248.43	£1,329.90	£1,517.63	£1,512.05
Supporting information on important cost drivers used in the calculations:	NA	NA	NA	NA
o <i>Number of location level survey responses received</i>	10	6	9	7
o <i>Number of locations eligible to fill in the survey (excluding those found to be ineligible)</i>				
o <i>Number of residents covered by the responses</i>	100	94	186	95
o <i>Number of carer hours per resident per week</i>	28.3	33.4	26.3	27.4
o <i>Number of nursing hours per resident per week</i>	n/a	n/a	9.0	8.9
o <i>Average carer basic pay per hour</i>	11.19	11.40	11.04	11.08
o <i>Average nurse basic pay per hour</i>	n/a	n/a	20.67	20.46
o <i>Average occupancy as a percentage of active beds</i>	80.4	85.7	80.7	80.7
o <i>Freehold valuation per bed</i>	107,857	114,270	113,600	113,600

16. Sustainability Plan

For assessing the hourly cost of residential care in future years it is either necessary to repeat this exercise or agree the way in which the median value can be uplifted. The following are recommendations for uplift:

- A. All staffing costs: increase annually by the same percentage increase as the national living wage (6.6%). However, national insurance and pension costs will also have to be varied to reflect any change in statutory requirements and thresholds.

- B. Premises costs : increase annually by CPI figure for category 05, Furniture, Household Equipment, and Maintenance (10.5%).
- C. Supplies and Services Costs with the exception of those detailed below: increase annually by CPI figure for category 12, Miscellaneous Goods and Services (2.9%).
- D. Food Supplies: increase annually by CPI figure for category 01, Food and Non Alcoholic Beverages (6.7%).
- E. Domestic and cleaning supplies: increase annually by CPI figure for category 05.6.2, Domestic and Household Services (2.1%).
- F. Medical supplies excluding PPE: increase annually by CPI figure for category 06.1, Medical Products, Appliances, and Equipment (1.3%).
- G. PPE: increase annually by CPI figure for category 03, Clothing and Footwear (8.3) (alternatively combine with medical supplies).
- H. Insurance: Increase annually by CPI figure for category 12.5, Insurance (11.7%).
- I. Telephone and Internet: increase annually by CPI figure for category 08.2/3, Telephone and Telefax Equipment and Services (2.6%).
- J. Electricity, Gas and Water: Increase annually by CPI figure for category 04.5, Electricity, Gas and Other Fuels (69.6%)
- K. Transport and Activities: Increase annually by CPI figure for category 07, Transport (13.5%).
- L. Head Office Costs: increase annually by CPI figure for category 12, Miscellaneous Goods and Services (2.9%)
- M. Return on Operations and Return on Capital: Increase by weighted average of above figures (although in Option 4 ROO is a percentage of operating costs and will not therefore need an uplift).

Using the proportions of each cost line from the median cost figures allows a specific care home price index basket to be developed in the same way as the CPI is prepared. A spreadsheet model can be provided which could then be populated with the relevant data from the CPI breakdown when available.

16. Cost Calculation Model

A spreadsheet based fee cost calculation model will be provided as part of this exercise. The model includes recommended inputs based on the information and analysis above. However, within this model, inputs can be varied to show the impact on costs and fees. Inputs can be agreed with providers as part of a market setting exercise, and can also be updated as the situation, or statutory requirements change. Details of this model will form part of a separate report.

Appendix A: Option Three Detailed Tables

Option 3 Occupied beds without Nursing, without Dementia	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Care Home Staffing					
Care Staff	472.22	551.50	746.70	198.99	1,265.81
Therapy Staff	0.00	0.00	0.00	0.00	0.00
Activity Coordinators	17.67	18.57	37.29	8.48	66.78
Registered manager/deputy	44.82	62.76	106.84	0.00	179.86
Reception & Admin staff at the home	18.71	21.39	23.80	0.00	83.33
Chefs/Cooks	7.40	41.16	60.36	0.00	100.24
Domestic Staff	39.29	46.52	61.14	32.98	100.20
Maintenance & Gardening	8.51	11.76	15.66	2.06	46.04
Other care home staffing	0.00	0.00	0.38	0.00	21.85
Total Care Home Staffing	608.62	753.65	1,052.15	242.50	1,864.11
Care Home Premises					
Fixtures and Fittings	0.00	0.00	0.44	0.00	30.98
Repairs and Maintenance	17.15	24.07	34.60	0.00	48.07
Furniture, furnishings and equipment	2.72	6.88	19.15	0.00	28.98
Other care home premises costs	0.34	18.70	67.30	0.00	238.47
Total Premises Costs	20.20	49.64	121.48	0.00	346.50
Care Home Supplies and Services					
Food Supplies	43.09	46.59	73.83	41.93	149.90
Domestic and Cleaning Supplies	6.41	7.51	12.71	4.85	31.66
Medical Supplies (excluding PPE)	7.06	10.50	14.88	1.17	21.38
PPE	0.00	0.00	0.46	0.00	4.93
Office supplies (home specific)	1.35	2.48	3.86	0.59	5.98
Insurance (all risks)	1.41	7.62	8.74	0.00	11.42
Registration Fees	3.55	3.99	4.37	2.61	4.58
Telephone and Internet	1.58	2.66	3.75	0.48	6.82
Council tax/rates	0.75	1.02	1.34	0.59	4.52
Electricity, Gas & Water	27.92	38.25	70.31	19.51	92.03
Trade and Clinical Waste	5.00	6.26	7.67	4.39	9.82
Transport & Activities	2.43	3.37	3.80	0.11	9.96
Other supplies and services	3.12	13.61	31.12	0.57	53.27
Total Supplies and Services Costs	103.67	143.83	236.82	76.80	406.27
Head Office Costs					
Central/Regional Management Support Services	0.00	26.77	51.46	0.00	128.10
(Finance/HR/legal/marketing etc)	28.14	32.86	53.12	6.36	60.99
Recruitment, Training & Vetting	0.00	1.76	8.28	0.00	12.18
Other head office costs	2.20	21.10	58.16	0.00	80.23
Total Head Office Costs	30.33	82.48	171.02	6.36	281.50
Return on Operations	0.00	61.69	88.38	0.00	216.22
Return on Capital	0.00	157.16	205.13	0.00	253.88

Total Costs	762.82	1,248.43	1,874.98	325.66	3,368.49
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Option 3 Occupied beds without Nursing, with Dementia	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Care Home Staffing					
Care Staff	499.02	593.41	998.86	433.19	1,265.81
Therapy Staff	0.00	0.00	0.00	0.00	0.00
Activity Coordinators	18.44	26.36	43.50	17.68	66.78
Registered manager/deputy	32.68	64.16	106.84	0.00	128.21
Reception & Admin staff at the home	18.71	20.49	23.49	0.00	83.33
Chefs/Cooks	9.34	41.16	77.04	0.00	100.24
Domestic Staff	40.69	46.52	57.11	32.98	96.10
Maintenance & Gardening	8.51	11.46	15.30	2.28	46.04
Other care home staffing	0.00	0.24	11.08	0.00	21.85
Total Care Home Staffing	627.39	803.78	1,333.21	486.13	1,808.36
Care Home Premises					
Fixtures and Fittings	0.00	0.00	0.44	0.00	30.98
Repairs and Maintenance	17.15	22.38	39.22	0.00	48.07
Furniture, furnishings and equipment	1.73	5.54	10.65	0.00	21.74
Other care home premises costs	4.95	18.70	57.05	0.00	238.47
Total Premises Costs	23.83	46.61	107.34	0.00	339.26
Care Home Supplies and Services					
Food Supplies	43.85	57.27	73.83	42.24	110.07
Domestic and Cleaning Supplies	7.06	10.80	16.33	4.85	31.66
Medical Supplies (excluding PPE)	7.34	11.85	18.00	1.17	21.38
PPE	0.00	0.00	0.29	0.00	4.93
Office supplies (home specific)	2.52	3.66	4.53	0.96	5.98
Insurance (all risks)	1.41	5.71	7.98	0.00	11.42
Registration Fees	3.10	3.81	4.44	2.61	4.58
Telephone and Internet	0.96	2.56	4.50	0.48	6.82
Council tax/rates	0.89	1.17	2.23	0.59	4.52
Electricity, Gas & Water	27.25	28.43	39.19	19.51	52.24
Trade and Clinical Waste	5.00	5.84	8.45	4.39	9.82
Transport & Activities	0.75	2.80	3.45	0.11	9.32
Other supplies and services	14.22	29.29	44.35	0.57	53.27
Total Supplies and Services Costs	114.35	163.15	227.56	77.48	326.01
Head Office Costs					
Central/Regional Management Support Services	2.16	26.77	49.91	0.00	128.10
(Finance/HR/legal/marketing etc)	28.38	32.86	45.85	6.36	60.99
Recruitment, Training & Vetting	0.00	1.05	6.29	0.00	12.13
Other head office costs	2.20	14.99	58.02	0.00	80.23
Total Head Office Costs	32.73	75.66	160.07	6.36	281.45
Return on Operations	12.56	69.32	145.18	0.00	216.22
Return on Capital	34.41	171.39	211.88	0.00	253.88

Total Costs	845.27	1,329.90	2,185.24	569.97	3,225.18
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Option 3 Occupied beds with Nursing, without Dementia	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Care Home Staffing					
Nursing Staff	245.86	270.08	326.21	221.73	908.16
Care Staff	434.28	469.05	548.09	198.99	1,265.81
Therapy Staff	0.00	0.00	0.00	0.00	0.00
Activity Coordinators	13.67	17.68	18.32	8.48	46.70
Registered manager/deputy	44.72	52.71	72.81	0.00	114.71
Reception & Admin staff at the home	19.76	21.43	24.20	14.44	83.33
Chefs/Cooks	29.62	44.95	61.83	0.00	100.24
Domestic Staff	38.37	40.18	61.07	32.98	100.20
Maintenance & Gardening	8.26	15.13	15.84	2.06	35.79
Other care home staffing	0.00	0.00	14.61	0.00	66.07
Total Care Home Staffing	834.54	931.21	1,142.98	478.67	2,721.01
Care Home Premises					
Fixtures and Fittings	0.00	0.00	1.16	0.00	30.98
Repairs and Maintenance	16.29	28.31	41.98	0.00	60.15
Furniture, furnishings and equipment	3.16	5.90	8.50	1.45	28.98
Other care home premises costs	15.73	62.67	78.96	0.00	238.47
Total Premises Costs	35.18	96.88	130.60	1.45	358.58
Care Home Supplies and Services					
Food Supplies	42.24	44.93	47.40	32.95	76.06
Domestic and Cleaning Supplies	7.38	7.63	8.94	5.88	31.66
Medical Supplies (excluding PPE)	10.42	13.27	15.41	9.33	21.38
PPE	0.00	0.39	0.62	0.00	4.93
Office supplies (home specific)	2.28	3.25	4.69	0.59	5.98
Insurance (all risks)	7.46	7.77	8.94	0.56	11.42
Registration Fees	3.67	3.88	4.55	2.96	5.14
Telephone and Internet	1.54	1.84	3.58	0.48	6.82
Council tax/rates	0.70	0.82	1.11	0.59	4.52
Electricity, Gas & Water	29.44	42.44	67.29	19.51	92.03
Trade and Clinical Waste	4.82	6.15	6.80	3.62	9.22
Transport & Activities	2.52	3.67	8.50	0.11	9.96
Other supplies and services	1.09	16.80	25.63	0.57	53.27
Total Supplies and Services Costs	113.56	152.84	203.46	77.15	332.39
Head Office Costs					
Central/Regional Management Support Services	8.62	49.06	51.58	0.00	128.10
(Finance/HR/legal/marketing etc)	27.91	28.81	50.19	6.36	60.99
Recruitment, Training & Vetting	1.42	2.10	8.47	0.00	12.18
Other head office costs	0.00	20.27	21.19	0.00	80.23
Total Head Office Costs	37.95	100.24	131.43	6.36	281.50
Return on Operations	58.83	64.08	107.31	0.00	172.16

Return on Capital	131.90	172.38	207.61	0.00	253.88
Total Costs	1,211.96	1,517.63	1,923.39	563.63	4,119.53

Option 3 Occupied beds with Nursing, with Dementia	Lower Quartile	Median	Upper Quartile	Minimum	Maximum
Care Home Staffing					
Nursing Staff	247.92	261.71	298.30	221.73	706.56
Care Staff	436.34	469.05	551.60	433.19	1,265.81
Therapy Staff	0.00	0.00	0.00	0.00	0.00
Activity Coordinators	15.67	17.68	18.14	12.94	46.70
Registered manager/deputy	36.63	52.71	66.40	0.00	114.71
Reception & Admin staff at the home	20.60	22.58	26.20	18.40	83.33
Chefs/Cooks	27.58	55.95	69.94	0.00	100.24
Domestic Staff	36.15	40.18	54.16	32.98	96.10
Maintenance & Gardening	14.40	15.24	17.58	2.28	35.79
Other care home staffing	0.00	0.00	11.16	0.00	66.07
Total Care Home Staffing	835.28	935.10	1,113.47	721.52	2,515.31
Care Home Premises					
Fixtures and Fittings	0.00	0.00	12.88	0.00	30.98
Repairs and Maintenance	9.52	28.31	42.96	0.00	60.15
Furniture, furnishings and equipment	4.21	5.90	7.83	2.57	11.36
Other care home premises costs	42.17	68.84	82.97	8.46	238.47
Total Premises Costs	55.89	103.05	146.64	11.03	340.96
Care Home Supplies and Services					
Food Supplies	43.43	45.77	57.27	32.95	76.06
Domestic and Cleaning Supplies	7.20	7.63	8.34	5.88	31.66
Medical Supplies (excluding PPE)	10.50	14.57	17.49	9.59	21.38
PPE	0.00	0.39	0.55	0.00	0.75
Office supplies (home specific)	2.48	3.25	4.16	2.10	4.78
Insurance (all risks)	7.45	7.48	7.96	0.56	8.94
Registration Fees	3.59	3.82	4.22	2.96	5.14
Telephone and Internet	1.06	1.84	2.88	0.48	3.80
Council tax/rates	0.71	0.82	1.04	0.59	4.52
Electricity, Gas & Water	35.94	53.66	78.85	27.20	92.03
Trade and Clinical Waste	4.61	6.15	6.71	3.62	9.22
Transport & Activities	3.60	5.55	8.91	0.11	9.96
Other supplies and services	0.90	1.17	25.56	0.57	53.27
Total Supplies and Services Costs	121.46	152.10	223.92	86.61	321.51
Head Office Costs					
Central/Regional Management Support Services	35.74	51.11	52.30	0.00	128.10
(Finance/HR/legal/marketing etc)	27.76	28.43	39.50	6.36	60.99
Recruitment, Training & Vetting	0.71	1.91	3.81	0.00	8.47
Other head office costs	11.10	21.00	21.48	0.00	80.23
Total Head Office Costs	75.31	102.45	117.08	6.36	277.79
Return on Operations	55.97	62.19	77.17	0.00	172.16

Return on Capital	126.15	157.16	196.52	0.00	214.13
Total Costs	1,270.05	1,512.05	1,874.78	825.52	3,841.86

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Appendix B – Alternative Approach (Option 4)

The recommended approach (also called Option 4) to establishing a fair cost of care is as follows (for median also read lower and upper quartiles):

Care Home Staffing – Nurses and Care Staff

- A. Basic Pay: The returns provide the average hourly pay rates for each of these staff types, along with the hours per resident per week. This approach uses the medians of these figures to calculate the pay cost per hour. This is then adjusted for oncosts as shown below.
- B. All non-contact time: Use the median percentage on cost/statutory minimum percentage oncost multiplied by the hourly rate. Where the data is available this is based on the median days per full time employee (FTE), as collected in the data collection tool. Where a provider has given figures for some of these categories but not all, it is assumed that the entry for the other categories is zero.
- C. National Insurance: Calculate from first principles, assuming full time staff and April 2022 contribution rates and thresholds. This gives a higher figure than is likely, but gives a sufficient cost of care that providers are not constrained in employment options.
- D. Pension: Calculate from first principles, assuming a contribution rate of 3% and 100% take up. This gives a higher figure than is likely but again ensures that providers are not constrained in employment options.
- E. Agency Cost Adjustment: The data collection tool provides details of agency rates and weekly hours from which the median figures can be calculated. Employed staff pay costs are then reduced as appropriate.

Care Home Staffing – Other Staff

For other staff, the data collection tool does not provide pay rates nor working hours. It is recommended that the median figure for each element of the other staff costs is identified, with outliers removed, and all blanks treated as zeros.

Care Home Premises

It is recommended that the median figure for each element of premises costs is identified, with outliers removed, and all blanks treated as zeros. However, the median used for the Fair Cost of Care should be the median of the totals from each return. This should minimise the impact of any differences in definition and how individual providers treat costs.

Care Home Supplies and Services

It is recommended that the median figure for each element of supplies and services costs is identified, with outliers removed, and all blanks treated as zeros. However, the median used for the Fair Cost of Care should be the median of the totals from each return. This should minimise the impact of any differences in definition and how individual providers treat costs.

Care Home Head Office Costs

It is recommended that the median figure for each element of head office costs is identified, with outliers removed, and all blanks treated as zeros. However, the median used for the Fair Cost of Care should be the median of the totals from each return. This should minimise the impact of any differences in definition and how individual providers treat costs.

Return on Operations/Return on Capital

Providers may have defined return on operations as a percentage of operating cost, or may have inserted a required return figure. However, the required return figure can be converted to a

percentage. The median of these percentages is then applied to the operating costs to model the required return on operations.

Equally, providers may have defined return on capital as a figure per bed per week, or as a percentage of the home valuation. It is not possible to convert these back to a percentage if the provider has not supplied a home valuation therefore it is recommended that the median of the figure per bed per week is used in this case.

Using the recommended approach above gives the following summary figures with detailed tables given below.

Option 4 Summary	Lower Quartile	Median	Upper Quartile
Occupied beds without Nursing, without Dementia	702.08	1,187.79	1,648.24
Occupied beds without Nursing, with Dementia	765.20	1,257.77	1,916.69
Occupied beds with Nursing, without Dementia	1,093.64	1,494.67	1,867.21
Occupied beds with Nursing, with Dementia	1,212.86	1,530.18	1,961.53

DETAILED TABLES

	Without Nursing without Dementia			Without Nursing with Dementia		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Direct Care Staff						
Senior Carers Inc Agency	0.00	56.29	155.01	0.00	96.29	186.37
Carers Inc Agency	257.32	377.81	485.01	287.98	382.62	576.97
Total Direct Care Staff	257.32	434.10	640.02	287.98	478.91	763.35
Non Direct Care Staff						
Therapy Staff (Occupational & Physio)	0.00	0.00	0.00	0.00	0.00	0.00
Activity Coordinators	17.67	18.57	37.29	18.44	26.36	43.50
Service Management (Registered Manager / Deputy)	44.82	62.76	106.84	32.68	64.16	106.84
Reception & Admin staff at the home	18.71	21.39	23.80	18.71	20.49	23.49
Chefs / Cooks	7.40	41.16	60.36	9.34	41.16	77.04
Domestic staff (cleaning, laundry & kitchen)	39.29	46.52	61.14	40.69	46.52	57.11
Maintenance & Gardening	8.51	11.76	15.66	8.51	11.46	15.30
Other care home staffing	0.00	0.00	0.38	0.00	0.24	11.08
Total Non-Direct Care Staff	136.39	202.15	305.46	128.37	210.38	334.35
Total Staffing Costs	393.72	636.24	945.48	416.35	689.29	1,097.69

Premises Costs	49.78	61.03	94.76	47.44	52.32	86.17
Supplies and Services Costs	164.51	180.87	197.47	164.51	178.46	191.34
Head Office Costs	94.07	106.60	127.17	94.07	111.12	130.71
Total Operations Costs	702.08	984.73	1,364.87	722.38	1,031.18	1,505.91
Return on Operations	0.00	45.90	78.24	8.41	55.20	198.90
Return on Capital	0.00	157.16	205.13	34.41	171.39	211.88
Cost Per Bed Per Week	702.08	1,187.79	1,648.24	765.20	1,257.77	1,916.69

	Without Nursing without Dementia			Without Nursing with Dementia		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
ROO as % of Operating Costs	0.0	4.7	5.7	1.2	5.4	13.2
Carer Hours per resident per week	19.2	22.3	25.7	20.4	21.8	27.0
Carer Basic Pay	10.60	10.78	11.05	10.60	10.80	11.00
Senior Carer hours per resident per week	0.0	3.9	9.6	0.0	6.3	10.9
Senior Carer basic pay	11.78	12.70	13.18	12.29	13.18	13.28
Holiday Days per FTE per year	28.0	28.0	35.0	28.0	29.0	37.0
Training Days per FTE per year	4.0	4.5	5.5	4.0	5.0	7.0
Sick Days per FTE per year	2.8	6.0	6.5	3.0	6.0	8.0
Other Non-Contact Days per FTE per year	0.0	0.0	0.0	0.0	0.0	0.0
Percentage Carer Hours supplied by Agency	22.8	46.8	53.1	37.8	49.7	62.1
Percentage Senior Carer Hours supplied by Agency	0.0	0.0	9.2	0.0	2.9	15.9
Senior Carer Agency Hourly Rate	27.67	28.54	28.80	27.67	28.54	28.80
Carer Agency Hourly Rate	18.88	22.53	24.59	17.92	23.07	26.91
NI Threshold	9,100	9,100	9,100	9,100	9,100	9,100
NI Percentage	15.05	15.05	15.05	15.05	15.05	15.05
Pension Percentage	3	3	3	3	3	3

	With Nursing without Dementia			With Nursing with Dementia		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Direct Care Staff						
Nurses Inc Agency	214.28	281.76	370.84	213.52	292.46	361.15
Nursing Assistants inc Agency	0.00	0.00	0.00	0.00	0.00	0.00
Senior Carers Inc Agency	0.00	30.00	78.74	0.00	26.21	87.94
Carers Inc Agency	244.58	393.99	457.75	320.79	409.91	526.50
Total Direct Care Staff	458.86	705.75	907.34	534.32	728.58	975.59
Non Direct Care Staff						

Therapy Staff (Occupational & Physio)	0.00	0.00	0.00	0.00	0.00	0.00
Activity Coordinators Service Management (Registered Manager / Deputy)	13.67	17.68	18.32	15.67	17.68	18.14
Reception & Admin staff at the home	44.72	52.71	72.81	36.63	52.71	66.40
Chefs / Cooks	19.76	21.43	24.20	20.60	22.58	26.20
Domestic staff (cleaning, laundry & kitchen)	29.62	44.95	61.83	27.58	55.95	69.94
Maintenance & Gardening	38.37	40.18	61.07	36.15	40.18	54.16
Other care home staffing	8.26	15.13	15.84	14.40	15.24	17.58
	0.00	0.00	14.61	0.00	0.00	11.16
Total Non-Direct Care Staff	154.40	192.08	268.68	151.02	204.34	263.57
Total Staffing Costs	613.26	897.83	1,176.02	685.33	932.92	1,239.16
Premises Costs	66.84	94.14	96.49	88.75	94.97	120.75
Supplies and Services Costs	158.81	167.22	184.23	163.02	177.50	191.48
Head Office Costs	80.05	102.78	108.19	101.23	105.00	121.33
Total Operations Costs	918.96	1,261.97	1,564.93	1,038.32	1,310.39	1,672.71
Return on Operations	42.79	60.32	94.68	48.40	62.63	92.30
Return on Capital	131.90	172.38	207.61	126.15	157.16	196.52
Cost Per Bed Per Week	1,093.64	1,494.67	1,867.21	1,212.86	1,530.18	1,961.53

	With Nursing without Dementia			With Nursing with Dementia		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
ROO as % of Operating Costs	4.7	4.8	6.0	4.7	4.8	5.5
Nursing Hours Per Resident Per week	7.86	9.19	10.99	7.57	9.12	10.11
Nursing Basic Pay	20	20.46	21.15	20.29	20.67	22.16
Carer Hours per resident per week	15.5	21.6	23.8	18.6	22.2	24.6
Carer Basic Pay	10.73	10.87	11.18	10.75	10.94	11.29
Senior Carer hours per resident per week	0.0	1.9	4.6	0.0	1.6	5.0
Senior Carer basic pay	11.65	11.81	12.89	11.78	12.21	13.04
Nursing Assistant hours per resident per week	0.0	0.0	0.0	0.0	0.0	0.0
Nursing Assistant basic pay	0.00	0.00	0.00	0.00	0.00	0.00
Holiday Days per FTE per year	28.0	28.0	28.0	28.0	28.0	28.0
Training Days per FTE per year	4.0	4.0	5.0	4.0	4.0	5.0
Sick Days per FTE per year	2.0	6.0	6.0	2.8	6.0	6.0
Other Non-Contact Days per FTE per year	0.0	0.0	0.0	0.0	0.0	0.3
Percentage Nursing Hours supplied by Agency	9.5	27.1	39.7	15.2	35.2	43.8
Percentage Nursing Assistant Hours supplied by Agency	0.0	0.0	0.0	0.0	0.0	0.0

Percentage Carer Hours supplied by Agency	25.2	47.8	50.1	40.6	48.8	59.2
Percentage Senior Carer Hours supplied by Agency	0.0	0.0	0.0	0.0	0.0	1.5
Nursing Agency Hourly Rate	36.00	39.28	41.61	36.00	40.02	43.04
Nursing Assistant Agency Hourly Rate	0.00	0.00	0.00	0.00	0.00	0.00
Senior Carer Agency Hourly Rate	28.54	28.54	28.54	28.54	28.54	28.54
Carer Agency Hourly Rate	21.84	22.70	23.81	22.23	22.89	25.93
NI Threshold	9,100	9,100	9,100	9,100	9,100	9,100
NI Percentage	15.05	15.05	15.05	15.05	15.05	15.05
Pension Percentage	3	3	3	3	3	3

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