

Swindon Borough Council

Annex B Cost of Care Report (Care Homes)

1. Introduction

This document includes information collected from the Cost of Care exercise undertaken between May and August 2022. This document should be read in conjunction with the Market Sustainability Plan due to be finalised in March 2023.

This report has been produced following the [Market sustainability and fair cost of care fund 2022 to 2023 guidance](#).

2. Methodology

Swindon Borough Council decided to complete the Cost of Care Exercise by asking providers to report their costs using the recommended [CareCubed Fair Cost of Care tool for 65+ Care](#), which was commissioned by CHIP (Care and Health Improvement Programme).

Swindon Borough Council viewed this tool as the most robust approach to collecting the information needed to complete the care home element of the Cost of Care Exercise as this provided support to both local authorities and providers in use of this tool.

3. Provider Engagement

On the 4th May 2022, Swindon Borough Council emailed representatives of the 17 providers of the 21 care homes providing for those over 65 and within scope of this project to bring their attention to the policy paper on [Market Sustainability and Fair Cost of Care Fund: 2022 to 2023](#) and the aforementioned guidance. The email stated that Swindon Borough Council will be asking providers to complete the Cost of Care exercise using the CareCubed Fair Cost of Care tool. The email also advised that Swindon Borough Council would be holding two information sessions for providers (to be held via Microsoft Teams) to give more information on the fund, the Cost of Care exercise, the timescales involved and answer any questions on the process.

The first session was held on the 31st May 2022 of which five people representing six care homes attended. The second session was held on the 8th June 2022 of which three people representing four care homes attended. This meant representatives of 48% of care homes attended the information sessions provided. Those attending these sessions were sent a follow-up email with a copy of the presentation. Providers were set the deadline of the 15th August 2022 in which to complete their returns so these can then be analysed ahead of completing the Cost of Care Table and Cost of Care Report.

On the 25th May 2022, the providers of care homes were sent an email advising that the CareCubed Fair Cost of Care tool, which providers were advised that Swindon Borough Council would be using, is now available and providers were asked to register for the

system. Emails were then sent to those providers who hadn't registered on CareCubed Fair Cost of Care tool to request they register as soon as possible.

On the 6th June 2022, the first of weekly update emails were sent to the care home providers, which provided information on updated guidance, updates on care homes registered for the system and completing the return, answers to any questions asked by providers and to remind providers of the support available from iESE, the LGA and Swindon Borough Council. Further emails were then sent on the 14th June, 21st June, 27th June, 4th July, 8th July, 18th July and 25th July.

These emails were in addition to emails and telephone calls made to care home providers to support them to register for the CareCubed Fair Cost of Care tool. By the 27th June 2022, care home providers managing 22 of the 23 care eligible care homes in Swindon had registered for the CareCubed Fair Cost of Care tool.

4. Provider Response

By the 15th August 2022, there had been initial responses from 13 of the 23 care homes within scope of this project. However, one of the care home providers had submitted a nil return stating their intention to support the Cost of Care exercise but objected to the use of the CareCubed Fair Cost of Care tool and provided their own recommended weekly fees without any breakdown. These returns represent 59% of the total number of beds within Swindon that are within scope of this project and a response from 52% of care homes.

Between the 15th and the 31st August 2022, the returns from the care home providers were analysed and the proposed cost of care for Residential Standard, Residential Enhanced, Nursing Standard and Nursing Enhanced were identified.

Between the 1st September and 23rd September, contact was made to those providers with outlier information and meetings were held to discuss this information. This resulted in a number of care home providers choosing to resubmit their returns.

5. Cost of Care Tables

The revised Annex A (Cost of Care Table) template was released on the 30th September. The majority of the information included on the table was the median figure of the returns received. However, there were some exceptions as below:

5.1. Inflation

The Cost of Care exercise asked providers to submit figures based on actual costs incurred in 2021/22. The exercise for care homes also allowed for providers to propose uplift percentages for 2022/23 and these were used in the data provided in the tables below.

5.2. Total Care Home Staffing

The costs of Nursing Staff for Nursing Standard and Nursing Enhanced was based on the combined median figures provided by providers for both service types. Swindon Borough Council have provided a median across both service types as the median figures for the separate types submitted by providers had a higher cost for Nursing Standard than that of Nursing Enhanced. The returns from providers with both service types was reviewed and 80% of returns had the same cost for Nursing Staff for both service types, which supported the approach of bringing these costs together.

The other staff costs under Total Care Home Staffing were calculated as the median across Residential Standard, Residential Enhanced, Nursing Standard and Nursing Enhanced. The standardisation of these costs across the four different service types is consistent with the returns submitted by providers who provided more than one service type.

5.3. Total Care Home Premises, Total Care Home Supplies and Services and Total Head Office

The Total Care Home Premises, Total Care Home Supplies and Services and Total Head Office were calculated as the median across Residential Standard, Residential Enhanced, Nursing Standard and Nursing Enhanced. The standardisation of these costs across the four different service types is consistent with the returns submitted by providers with more than one service type.

5.4. Return on Operations

The return on operations figure included in the tables below was the median figure provided within the returns submitted. Due to the cost differential between the service types, the percentage of total cost is also different and included in the table below.

Service Type	ROO as % of Total Cost
Residential Standard	14%
Residential Enhanced	14%
Nursing Standard	12%
Nursing Enhanced	11%

The median return from providers on the percentage applied to operational costs in 2021/22 was 15% with responses ranging from 8.3% to 35%.

5.5. Return on Capital

The return on capital figure included in the tables below was the median figure provided within the returns submitted. Due to the cost differential between the service types, the percentage of total cost is also different and included in the table below.

Service Type	ROC as % of Total Cost
Residential Standard	12%

Residential Enhanced	12%
Nursing Standard	10%
Nursing Enhanced	9%

The return on capital figure was only provided within five of the returns as three returns did not submit a figure and six submitted a figure based on a weekly return per bed. The zero figures submitted were omitted from the median to ensure the median figure was not impacted by this.

5.6. Supporting Information

The number of location level survey responses received reflected the actual number returns that included those services types within their response.

The number of locations eligible to fill in the survey (excluding those found to be ineligible) was based on all regulated care home services being able to deliver Residential Standard and Residential Enhanced and all regulated care homes (with nursing) being able to provide Nursing Standard and Nursing Enhanced.

The number of residents covered by the responses was taken directly from the breakdown included within the returns provided.

The number of carer hours and nursing hours provided were the median figures taken directly from the returns submitted by providers for each service type.

The average carer basic pay per hour and average nurse basic pay per hour were taken from the returns submitted by providers but based on the April 2022 rates as there were no rates provided in the Summary for 2021/22. As a result, no uplift was applied to these figures.

The average occupancy has a percentage of active beds was completed as an average across all service types by dividing the total number of occupied beds by the total number of active beds. The occupancy could not be divided by each service type as the return information did not state how many of the active beds were allocated to each service type.

Swindon Borough Council has not validated the submissions. It is worth noting that a range of responses and interpretation of the cost of care tool, particularly across some smaller market providers without dedicated resource, will have led to varied assurance relating to the completion of the cost of care exercise.

Table 1: Care home places without nursing

Cost of care exercise results - all cells should be £ per resident per week, MEDIANS.	Median	Lower Quartile	Upper Quartile
Total Care Home Staffing	£516.98	£442.72	£593.65
Nursing Staff	£0.00	£0.00	£0.00
Care Staff	£334.83	£320.53	£356.68
Therapy Staff (Occupational & Physio)	£0.00	£0.00	£0.00
Activity Coordinators	£14.33	£12.43	£18.10
Service Management (Registered Manager/Deputy)	£46.37	£38.68	£48.50
Reception & Admin staff at the home	£12.48	£10.69	£14.97
Chefs / Cooks	£36.38	£17.77	£55.88
Domestic staff (cleaning, laundry & kitchen)	£58.42	£32.98	£80.82
Maintenance & Gardening	£14.17	£9.66	£17.06
Other care home staffing (please specify)	£0.00	£0.00	£1.64
Total Care Home Premises	£50.98	£22.82	£69.17
Fixtures & fittings	£9.42	£3.61	£15.10
Repairs and maintenance	£25.13	£15.31	£31.54
Furniture, furnishings and equipment	£15.66	£3.90	£20.54
Other care home premises costs (please specify)	£0.77	£0.00	£1.99
Total Care Home Supplies and Services	£130.72	£89.99	£182.92
Food supplies	£34.14	£33.58	£38.30
Domestic and cleaning supplies	£9.53	£7.73	£14.89
Medical supplies (excluding PPE)	£4.36	£2.13	£10.57
PPE	£0.35	£0.00	£3.93
Office supplies (home specific)	£3.48	£2.68	£4.91
Insurance (all risks)	£8.27	£4.00	£10.84
Registration fees	£3.67	£3.34	£4.03
Telephone & internet	£3.92	£2.46	£6.59
Council tax / rates	£1.36	£0.98	£2.04
Electricity, Gas & Water	£49.59	£30.04	£60.51
Trade and clinical waste	£6.33	£3.71	£6.65
Transport & Activities	£2.80	£1.47	£5.19
Other care home supplies and services costs (please specify)	£2.92	£0.00	£14.47
Total Head Office	£48.51	£18.15	£130.28
Central / Regional Management	£6.90	£0.00	£29.74
Support Services (finance / HR / legal / marketing etc.)	£29.44	£13.11	£55.31
Recruitment, Training & Vetting (incl. DBS checks)	£8.28	£5.04	£17.92
Other head office costs (please specify)	£3.89	£0.00	£27.31
Total Return on Operations	£143.20	£98.57	£211.29
Total Return on Capital	£118.21	£90.32	£140.72
TOTAL	£1,008.60	£762.59	£1,328.03

Table 2: Care home places without nursing, enhanced need

Cost of care exercise results - all cells should be £ per resident per week, MEDIANS.	Median	Lower Quartile	Upper Quartile
Total Care Home Staffing	£526.06	£454.93	£596.72
Nursing Staff	£0.00	£0.00	£0.00
Care Staff	£343.91	£332.72	£359.75
Therapy Staff (Occupational & Physio)	£0.00	£0.00	£0.00
Activity Coordinators	£14.33	£12.43	£18.10
Service Management (Registered Manager/Deputy)	£46.37	£38.68	£48.50
Reception & Admin staff at the home	£12.48	£10.69	£14.97
Chefs / Cooks	£36.38	£17.77	£55.88
Domestic staff (cleaning, laundry & kitchen)	£58.42	£32.98	£80.82
Maintenance & Gardening	£14.17	£9.66	£17.06
Other care home staffing (please specify)	£0.00	£0.00	£1.64
Total Care Home Premises	£50.98	£22.82	£69.17
Fixtures & fittings	£9.42	£3.61	£15.10
Repairs and maintenance	£25.13	£15.31	£31.54
Furniture, furnishings and equipment	£15.66	£3.90	£20.54
Other care home premises costs (please specify)	£0.77	£0.00	£1.99
Total Care Home Supplies and Services	£130.72	£89.99	£182.92
Food supplies	£34.14	£33.58	£38.30
Domestic and cleaning supplies	£9.53	£7.73	£14.89
Medical supplies (excluding PPE)	£4.36	£2.13	£10.57
PPE	£0.35	£0.00	£3.93
Office supplies (home specific)	£3.48	£2.68	£4.91
Insurance (all risks)	£8.27	£4.00	£10.84
Registration fees	£3.67	£3.34	£4.03
Telephone & internet	£3.92	£2.46	£6.59
Council tax / rates	£1.36	£0.98	£2.04
Electricity, Gas & Water	£49.59	£30.04	£60.51
Trade and clinical waste	£6.33	£3.71	£6.65
Transport & Activities	£2.80	£1.47	£5.19
Other care home supplies and services costs (please specify)	£2.92	£0.00	£14.47
Total Head Office	£48.51	£18.15	£130.28
Central / Regional Management	£6.90	£0.00	£29.74
Support Services (finance / HR / legal / marketing etc.)	£29.44	£13.11	£55.31
Recruitment, Training & Vetting (incl. DBS checks)	£8.28	£5.04	£17.92
Other head office costs (please specify)	£3.89	£0.00	£27.31
Total Return on Operations	£143.20	£98.57	£211.29
Total Return on Capital	£118.21	£90.32	£140.72
TOTAL	£1,017.68	£774.78	£1,331.10

Table 3: Care home places with nursing

Cost of care exercise results - all cells should be £ per resident per week, MEDIANS.	Median	Lower Quartile	Upper Quartile
Total Care Home Staffing	£728.42	£639.39	£819.96
Nursing Staff	£226.02	£215.39	£234.21
Care Staff	£320.25	£301.79	£348.78
Therapy Staff (Occupational & Physio)	£0.00	£0.00	£0.00
Activity Coordinators	£14.33	£12.43	£18.10
Service Management (Registered Manager/Deputy)	£46.37	£38.68	£48.50
Reception & Admin staff at the home	£12.48	£10.69	£14.97
Chefs / Cooks	£36.38	£17.77	£55.88
Domestic staff (cleaning, laundry & kitchen)	£58.42	£32.98	£80.82
Maintenance & Gardening	£14.17	£9.66	£17.06
Other care home staffing (please specify)	£0.00	£0.00	£1.64
Total Care Home Premises	£50.98	£22.82	£69.17
Fixtures & fittings	£9.42	£3.61	£15.10
Repairs and maintenance	£25.13	£15.31	£31.54
Furniture, furnishings and equipment	£15.66	£3.90	£20.54
Other care home premises costs (please specify)	£0.77	£0.00	£1.99
Total Care Home Supplies and Services	£130.72	£89.99	£182.92
Food supplies	£34.14	£33.58	£38.30
Domestic and cleaning supplies	£9.53	£7.73	£14.89
Medical supplies (excluding PPE)	£4.36	£2.13	£10.57
PPE	£0.35	£0.00	£3.93
Office supplies (home specific)	£3.48	£2.68	£4.91
Insurance (all risks)	£8.27	£4.00	£10.84
Registration fees	£3.67	£3.34	£4.03
Telephone & internet	£3.92	£2.46	£6.59
Council tax / rates	£1.36	£0.98	£2.04
Electricity, Gas & Water	£49.59	£30.04	£60.51
Trade and clinical waste	£6.33	£3.71	£6.65
Transport & Activities	£2.80	£1.47	£5.19
Other care home supplies and services costs (please specify)	£2.92	£0.00	£14.47
Total Head Office	£48.51	£18.15	£130.28
Central / Regional Management	£6.90	£0.00	£29.74
Support Services (finance / HR / legal / marketing etc.)	£29.44	£13.11	£55.31
Recruitment, Training & Vetting (incl. DBS checks)	£8.28	£5.04	£17.92
Other head office costs (please specify)	£3.89	£0.00	£27.31
Total Return on Operations	£143.20	£98.57	£211.29
Total Return on Capital	£118.21	£90.32	£140.72
TOTAL	£1,220.04	£959.24	£1,554.34

Table 4: Care home places with nursing, enhanced need

Cost of care exercise results - all cells should be £ per resident per week, MEDIANS.	Median	Lower Quartile	Upper Quartile
Total Care Home Staffing	£798.17	£651.74	£874.48
Nursing Staff	£226.02	£215.39	£234.21
Care Staff	£390.00	£314.14	£403.30
Therapy Staff (Occupational & Physio)	£0.00	£0.00	£0.00
Activity Coordinators	£14.33	£12.43	£18.10
Service Management (Registered Manager/Deputy)	£46.37	£38.68	£48.50
Reception & Admin staff at the home	£12.48	£10.69	£14.97
Chefs / Cooks	£36.38	£17.77	£55.88
Domestic staff (cleaning, laundry & kitchen)	£58.42	£32.98	£80.82
Maintenance & Gardening	£14.17	£9.66	£17.06
Other care home staffing (please specify)	£0.00	£0.00	£1.64
Total Care Home Premises	£50.98	£22.82	£69.17
Fixtures & fittings	£9.42	£3.61	£15.10
Repairs and maintenance	£25.13	£15.31	£31.54
Furniture, furnishings and equipment	£15.66	£3.90	£20.54
Other care home premises costs (please specify)	£0.77	£0.00	£1.99
Total Care Home Supplies and Services	£130.72	£89.99	£182.92
Food supplies	£34.14	£33.58	£38.30
Domestic and cleaning supplies	£9.53	£7.73	£14.89
Medical supplies (excluding PPE)	£4.36	£2.13	£10.57
PPE	£0.35	£0.00	£3.93
Office supplies (home specific)	£3.48	£2.68	£4.91
Insurance (all risks)	£8.27	£4.00	£10.84
Registration fees	£3.67	£3.34	£4.03
Telephone & internet	£3.92	£2.46	£6.59
Council tax / rates	£1.36	£0.98	£2.04
Electricity, Gas & Water	£49.59	£30.04	£60.51
Trade and clinical waste	£6.33	£3.71	£6.65
Transport & Activities	£2.80	£1.47	£5.19
Other care home supplies and services costs (please specify)	£2.92	£0.00	£14.47
Total Head Office	£48.51	£18.15	£130.28
Central / Regional Management	£6.90	£0.00	£29.74
Support Services (finance / HR / legal / marketing etc.)	£29.44	£13.11	£55.31
Recruitment, Training & Vetting (incl. DBS checks)	£8.28	£5.04	£17.92
Other head office costs (please specify)	£3.89	£0.00	£27.31
Total Return on Operations	£143.20	£98.57	£211.29
Total Return on Capital	£118.21	£90.32	£140.72
TOTAL	£1,289.79	£971.59	£1,608.86

6. Rates

Annual fee negotiations are led by Swindon Borough Council with the care home provider in collaboration with health. The negotiations include sampling of open book across providers.

In conclusion, rates with providers are agreed on an annual basis.