

# Social Care Reward: Pay, Terms and Conditions

## Mini-Report

This mini-report gives an overview of the Social Care Reward Study and some examples of the benchmark tables included in the reports. This sample report does not cover all questions or roles and intended as an indicator only.

*This mini-report is intended for information only, and the data contained within is not current.*

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# 1 INTRODUCTION

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## Social Care Reward

**S**ocial Care Reward is a benchmarking study specifically tailored to the needs of the UK social care sector. The study involves benchmarking the social care reward policies and practice of social care organisations in the UK.

The study is undertaken by Agenda Consulting in partnership with the National Care Forum and the Voluntary Organisations Disability Group, and in 2019, Care England.

The aim is to build a picture of the social care reward practices of social care organisations in the UK to enable participants to compare their performance with each other and to pinpoint their strengths and areas for development.

**The report** is organised into the following chapters:

**Chapter 2: Why Participate in Social Care Reward:** sets out the benefits of participating in the study.

**Chapter 3: Statistics Tables:** provides a detailed table for each measure, broken down by organisation size (income) and category showing lower quartile, median and upper quartile figures.

**Annex A: Definitions of Measures:** gives the formulae used to calculate each measure in the report.

**Annex B: Methodology and Sample:** describes the sample in detail and the way in which we have analysed and presented the data.

## Guidance

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- Most basic pay measures are broken down within each role by the 9 English regions and 3 nations. As a result the **sample size for many of these measures is sometimes quite small**, so some caution will be required in interpreting the results.
- **Measures with fewer than 4 responses** are not shown in the report. Similarly, in each table, rows for which there are fewer than 4 responses are not shown.
- As most organisations have their pay reviews in the first quarter of the year, this data is valid until early January. Thereafter it should be uplifted to reflect following year pay reviews.
- **'Last year'** refers to the most recent complete financial year for which respondents have the required information.
- **Basic pay figures:** refers to the median basic rate of pay for a fully effective and inducted employee, aged 25 or over, during weekday daytime working hours. Participants are asked to include any regional allowances / weightings. To calculate the figure for a particular question, participants are asked to take all actual pay rates for the individuals in their organisation who meet the above criteria and find the median.
- **TUPE staff:** we recognise that there may be some variation in the terms and conditions for TUPE and non-TUPE staff. Participants are asked to provide information based on their organisation's standard approach for non-TUPE staff throughout the study.

## 2 WHY PARTICIPATE IN SOCIAL CARE REWARD?

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We hope that you find this report valuable and that it provides you with useful benchmarking information against which to compare your own organisation. If so, we encourage your organisation to participate in the Social Care Reward Benchmarking Study in the future, which involves completing the study questionnaire in respect of your own organisation.

Participating in the Social Care Reward Benchmarking Study itself is by far the best way to gain the most benefit, both in terms of the quality and breadth of the information you receive and in terms of cost effectiveness. In short, you pay less and get far more insightful information.

By taking part your organisation enjoys a significant number of benefits which are not available to non-participants:

- **Your Own Organisation Scorecard** – a detailed comparison of your organisation’s performance against **your chosen peers** on all measures in the study.
- Access to a suite of **online tools** to examine your performance in more detail and illustrate your performance graphically.
- Ability to **track your performance** over time.
- **One-to-One Telephone Consultation** with one of our team to help get the most out of the reports.
- Access to **Contacts** from each participating organisation to share information and best practice.
- Invitation to a **Training Session** providing the opportunity to learn more about using all the reports effectively and to network with colleagues from other participating organisations.

To find out more about the study and how to participate, go to [www.agendaconsulting.co.uk](http://www.agendaconsulting.co.uk), contact [clare.harris@agendaconsulting.co.uk](mailto:clare.harris@agendaconsulting.co.uk) or call Agenda Consulting on 01865 263720.

## 3 STATISTICS TABLES

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This section sets out the detailed statistics tables for all measures in the study. Where the measure is **numerical**, a standard format has been applied. The **columns** used are:

- **Number of responses**: this is the number of organisations that answered the relevant questions.
- **10%**: this is the value below which 10% of the distribution lies.
- **Lower Quartile** is the value below which 25% of the distribution lies, or, equivalently, above which 75% of the sample lies.
- **Median** is the value below which and above which 50% of the distribution lies.
- **Upper Quartile** is the value below which 75% of the distribution lies, or, equivalently, above which 25% of the sample lies.
- **90%**: this is the value below which 90% of the distribution lies.

Where the measure is **multi choice** e.g. Yes/No, we report the percentage of participants with each answer.

The statistics are calculated for the following **rows** in each table:

- **Whole sample**: based on the answers from all participants.
- **Organisation Income**: answers broken down into organisation income brackets.
- **Category**: based on answers from those participants that work in specific categories within social care.

**Measures with fewer than 4 responses are not shown in this report. Similarly, in each table, rows for which there were fewer than 4 responses are not shown.**

## 3.1 Overview of Participants

Table 1.6 Permanent, fixed term and temporary staff costs as a percentage of all direct service provision staffing costs (%)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	56	78	84	87	91	97
<b>Organisation Income</b>						
Under £10m	16	80	85	87	95	97
£10m-£25m	15	77	84	89	92	96
£25m-£50m	18	75	82	87	90	92
Over £50m	7	84	86	88	91	96
<b>Category</b>						
Learning Disability (including Autism) under 18s	7	72	77	83	85	88
Physical Disability under 18s	4	85	85	88	92	94
Learning Disability (including Autism) 18-64	23	73	82	86	89	92
Mental Health (including substance misuse) 18-64	10	74	77	84	86	89
Physical Disability 18-64	13	75	82	86	89	94
Older People (65+)	40	80	86	88	91	98
Other	6	76	78	81	92	97

## 3.2 Basic Pay: Care Roles

Table 2.1.2 Do you employ Care Workers in the South East?

	Number of Responses	Yes (%)	No (%)
<b>Whole Sample</b>	65	62	38
<b>Organisation Income</b>			
Under £10m	17	47	53
£10m-£25m	15	53	47
£25m-£50m	19	63	37
Over £50m	14	86	14
<b>Category</b>			
Learning Disability (including Autism) under 18s	10	80	20
Mental Health (including substance misuse) under 18s	4	75	25
Physical Disability under 18s	5	80	20
Learning Disability (including Autism) 18-64	31	61	39
Mental Health (including substance misuse) 18-64	14	50	50
Physical Disability 18-64	17	65	35
Older People (65+)	45	58	42
Other	7	86	14
Learning Disability (including Autism) 18-64	30	40	60
Mental Health (including substance misuse) 18-64	14	43	57
Physical Disability 18-64	16	44	56
Older People (65+)	44	25	75
Other	7	71	29

## 3.3 Basic Pay: Social Worker / Nursing Roles

### Registered Social Workers

Table 3.1.1 Registered Social Workers in London (£ basic annual salary)

This table cannot be produced because there were fewer than 4 responses.

### Registered Nurses

Table 3.2.4 Registered Nurses in the West Midlands (£ basic annual salary)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	8	27,449	27,880	28,977	31,052	32,346
<b>Category</b>						
Older People (65+)	7	27,414	27,772	29,866	31,391	32,438

### Nurse Team Leaders

Table 3.4.9 Nurse Team Leaders in the East of England (£ basic annual salary)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	4	30,114	31,389	32,364	32,711	32,858
<b>Category</b>						
Older People (65+)	4	30,114	31,389	32,364	32,711	32,858

## 3.5 Basic Pay: Ancillary Roles

### House Administrators

Table 4.1.8 House Administrators in the East Midlands (£ per hour)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	6	8.21	8.40	8.61	8.80	8.90
<b>Organisation Income</b>						
Over £50m	4	8.14	8.30	8.41	8.58	8.83
<b>Category</b>						
Learning Disability (including Autism) 18-64	4	8.40	8.43	8.61	8.79	8.79
Older People (65+)	4	8.26	8.59	8.79	8.85	8.93

### Handy Persons

Table 4.3.1 Handy Persons in London (£ per hour)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	12	8.66	8.76	10.95	12.56	13.47
<b>Organisation Income</b>						
£10m-£25m	4	8.63	8.73	10.54	12.56	13.03
£25m-£50m	4	9.25	10.07	10.95	11.39	11.42
<b>Category</b>						
Older People (65+)	11	8.66	8.74	10.52	12.82	13.48

## 3.6 Basic Pay: Managerial Roles

### Deputy Managers - Community

Table 5.1.9 Deputy Managers - community in the East of England (£ basic annual salary)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	10	18,471	20,550	21,768	24,851	27,889
<b>Organisation Income</b>						
£25m-£50m	6	20,182	22,031	24,101	26,517	32,158
<b>Category</b>						
Learning Disability (including Autism) 18-64	7	18,313	19,362	21,600	22,222	23,801
Physical Disability 18-64	4	19,475	20,902	21,768	22,781	24,472
Other	4	21,629	21,671	21,768	25,754	32,798

## 3.7 Pay Structure

Table 6.1 Geographical basis for setting pay levels

	Number of Responses	Nationally (%)	Nationally with London variation (%)	Regionally (%)	Below regional level (%)
<b>Whole Sample</b>	65	18	18	52	12
<b>Organisation Income</b>					
Under £10m	17	24	18	34	24
£10m-£25m	15	13	13	61	13
£25m-£50m	19	11	21	57	11
Over £50m	14	29	21	50	0
<b>Category</b>					
Learning Disability (including Autism) under 18s	10	10	20	40	30
Mental Health (including substance misuse) under 18s	4	25	50	25	0
Physical Disability under 18s	5	0	40	20	40
Learning Disability (including Autism) 18-64	30	17	17	53	13
Mental Health (including substance misuse) 18-64	13	15	23	47	15
Physical Disability 18-64	17	12	18	58	12
Older People (65+)	45	18	20	46	16
Other	7	29	57	14	0

## 3.9 Bonus Scheme

Table 8.2 Basis upon which Care Workers receive a bonus award

	Number of Responses	A - Individual performance (%)	B - Performance of a service or team (%)	C - Organisation performance (%)	D - Other (%)
<b>Whole Sample</b>	17	41	18	47	35
<b>Organisation Income</b>					
Under £10m	5	40	0	40	40
£10m-£25m	4	0	0	50	50
£25m-£50m	4	100	75	50	0
Over £50m	4	25	0	50	50
<b>Category</b>					
Learning Disability (including Autism) under 18s	5	40	20	60	40
Learning Disability (including Autism) 18-64	7	29	14	71	29
Older People (65+)	12	42	17	33	42

Table 8.3 Details on other bases for Care Workers to receive a bonus award

- Annual stakeholder award based on length of service and contracted weekly hours
- Exceptional effort eg when there is a significant incident or bad weather and people make particular effort - discretionary payment
- No bonus for care workers. May get nominated by the director for a discretionary bonus however typically at this level more likely to be recognised through company award scheme
- Loyalty/long service award
- Non sickness bonus
- Additional payment for working Christmas Day and NY Day. Currently flat rate of £130 per shift regardless of role or salary
- One off bonus on completion of probationary period

## 3.10 Recognition Awards

Table 9.1 Do you operate a recognition award scheme for Care Workers which involves a financial reward?

	Number of Responses	Yes (%)	No (%)
<b>Whole Sample</b>	65	43	57
<b>Organisation Income</b>			
Under £10m	16	19	81
£10m-£25m	16	38	62
£25m-£50m	19	68	32
Over £50m	14	43	57
<b>Category</b>			
Learning Disability (including Autism) under 18s	10	40	60
Mental Health (including substance misuse) under 18s	4	50	50
Physical Disability under 18s	5	60	40
Learning Disability (including Autism) 18-64	31	48	52
Mental Health (including substance misuse) 18-64	14	43	57
Physical Disability 18-64	18	33	67
Older People (65+)	45	42	58
Other	7	43	57



## 3.11 Annual Leave

Table 10.1 Minimum number of paid days annual leave for a full time Care Worker (excluding bank holidays) (days)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	66	20	20	20	25	25
<b>Organisation Income</b>						
Under £10m	17	20	20	20	22	22
£10m-£25m	16	20	20	21	25	27
£25m-£50m	19	20	20	20	25	25
Over £50m	14	20	20	20	22	25
<b>Category</b>						
Learning Disability (including Autism) under 18s	10	20	20	24	25	25
Mental Health (including substance misuse) under 18s	4	20	20	23	25	25
Physical Disability under 18s	5	20	20	22	25	25
Learning Disability (including Autism) 18-64	31	20	20	20	25	25
Mental Health (including substance misuse) 18-64	14	20	20	20	24	25
Physical Disability 18-64	18	20	20	21	25	25
Older People (65+)	46	20	20	20	22	25
Other	7	20	20	25	25	26

## 3.12 Occupational Sickness Pay

Table 11.2 Number of full pay equivalent weeks on occupational sickness pay for a Care Worker with 2 years' service

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	63	0.0	3.0	5.0	8.5	17.4
<b>Organisation Income</b>						
Under £10m	15	0.0	1.0	3.0	5.3	7.2
£10m-£25m	16	2.0	4.0	6.0	9.3	12.0
£25m-£50m	19	1.6	4.0	6.0	12.0	20.4
Over £50m	13	1.2	3.0	4.5	6.0	14.4
<b>Category</b>						
Learning Disability (including Autism) under 18s	9	3.6	5.0	6.0	12.0	13.5
Mental Health (including substance misuse) under 18s	4	4.6	5.5	6.0	7.5	10.2
Physical Disability under 18s	5	4.4	5.0	6.0	12.0	16.5
Learning Disability (including Autism) 18-64	30	0.8	4.0	6.0	11.3	12.3
Mental Health (including substance misuse) 18-64	14	0.3	4.1	6.0	12.0	17.1
Physical Disability 18-64	18	1.7	4.0	6.0	8.8	12.0
Older People (65+)	44	0.0	2.9	4.0	6.3	17.3
Other	7	1.2	5.0	8.0	15.8	19.5

## 3.13 Pension Contributions

Table 12.1 Minimum employer contribution for a new starter (%)

	Number of Responses	Lowest (10%)	Lower Quartile (25%)	Median (50%)	Upper Quartile (75%)	Highest (90%)
<b>Whole Sample</b>	65	1.0	1.0	1.0	3.0	4.0
<b>Organisation Income</b>						
Under £10m	16	1.0	1.0	1.0	3.0	7.5
£10m-£25m	16	1.0	1.0	1.0	2.6	4.5
£25m-£50m	19	1.0	1.0	1.0	2.0	4.0
Over £50m	14	1.0	1.0	1.0	1.0	2.7
<b>Category</b>						
Learning Disability (including Autism) under 18s	10	1.0	1.0	1.0	1.0	2.1
Mental Health (including substance misuse) under 18s	4	1.0	1.0	1.0	1.8	3.1
Physical Disability under 18s	5	1.0	1.0	1.0	3.0	7.2
Learning Disability (including Autism) 18-64	31	1.0	1.0	1.0	2.3	4.0
Mental Health (including substance misuse) 18-64	14	1.0	1.0	1.0	3.0	4.0
Physical Disability 18-64	18	1.0	1.0	1.0	2.8	4.3
Older People (65+)	45	1.0	1.0	1.0	3.0	4.0
Other	6	1.0	1.0	1.5	3.5	7.0

## 3.16 Maternity and Paternity Pay

Table 15.1 Do you offer maternity pay above the statutory minimum?

	Number of Responses	Yes (%)	No (%)
<b>Whole Sample</b>	66	29	71
<b>Organisation Income</b>			
Under £10m	17	12	88
£10m-£25m	16	31	69
£25m-£50m	19	37	63
Over £50m	14	36	64
<b>Category</b>			
Learning Disability (including Autism) under 18s	10	40	60
Mental Health (including substance misuse) under 18s	4	75	25
Physical Disability under 18s	5	20	80
Learning Disability (including Autism) 18-64	31	39	61
Mental Health (including substance misuse) 18-64	14	43	57
Physical Disability 18-64	18	44	56
Older People (65+)	46	22	78

## 3.17 Other Benefits

Table 16.1 Do you offer season ticket loans to Care Workers?

	Number of Responses	Yes (%)	No (%)
<b>Whole Sample</b>	63	25	75
<b>Organisation Income</b>			
Under £10m	15	0	100
£10m-£25m	16	19	81
£25m-£50m	18	28	72
Over £50m	14	57	43
<b>Category</b>			
Learning Disability (including Autism) under 18s	10	50	50
Mental Health (including substance misuse) under 18s	4	100	0
Physical Disability under 18s	5	40	60
Learning Disability (including Autism) 18-64	31	32	68
Mental Health (including substance misuse) 18-64	13	46	54
Physical Disability 18-64	18	22	78
Older People (65+)	43	19	81
Other	7	29	71

## 3.18 The Future

Table 17.1 Details on any plans to change reward package in the next 6 months

- Yes we are currently reviewing the current reward package, by looking at how we can be more competitive and attract more employees to apply for our Care roles
- Reviewing remuneration of specific job grades (eg care home assistant manager) because of recruitment and retention issues linked to labour market competition
- Yes. We are reviewing our employee benefits package, annual leave provisions, sick pay scheme and pay rates
- No plans to change at this point
- Exploring options around reward package; but no details agreed at present
- Considering death in service benefit
- Yes - we are reviewing that as part of our staff survey. We can't afford to spend more but we want to make sure that the rewards are relevant to our staff
- Yes, introduction of some of the reward schemes listed in section N
- Review of managers salaries, continue to look to make pay awards
- manager looking to potentially develop a grade progression for Care workers
- Not at present but currently reviewing a longer term reward & recognition strategy
- Yes but unsure what yet
- Yes - currently under review but looking to introduce a EAP scheme
- This is planned to be incorporated within the people strategy and implemented as part of a 3 year plan
- Possibly introducing more staff benefits

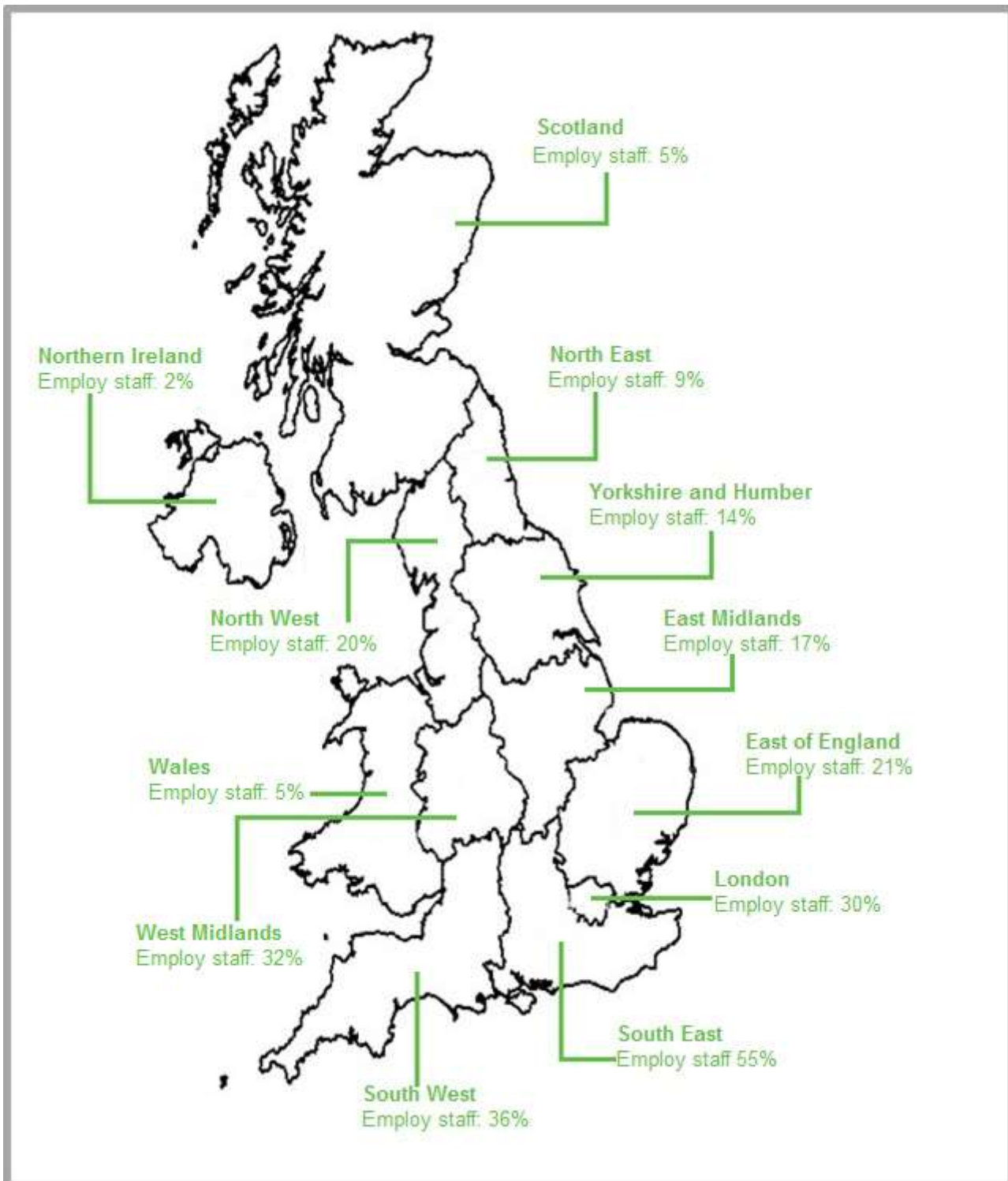
# ANNEX A: DEFINITION OF MEASURES

Table	Measure	Definition (numbers in brackets refer to the questions in the questionnaire)
<b>1 GENERAL INFORMATION</b>		
1.1	Income of organisation in the last year (£m)	Income of the organisation in the last year (A3)
1.2	Expenditure of organisation in the last year (£m)	Expenditure of the organisation in the last year (A4)
1.3	Organisation pay bill in the last year (£m)	Pay bill of the organisation in the last year (A5)
1.4	Organisation pay bill as a percentage of expenditure (%)	Pay bill of the organisation in the last year (A5) divided by expenditure of the organisation in the last year (A4)
1.5	All direct service provision staffing costs as a percentage of expenditure (%)	Total staffing costs in the last year for those involved in direct service provision (A6:d) divided by expenditure of the organisation in the last year (A4)
1.6	Permanent, fixed term and temporary staff costs as a percentage of all direct service provision staffing costs (%)	Permanent, fixed term and temporary staff costs in the last year for those involved in direct service provision (A6:a) divided by total staffing costs in the last year for those involved in direct service provision (A6:d)
1.7	Bank / relief staff costs as a percentage of all direct service provision staffing costs (%)	Bank / relief staff costs in the last year for those involved in direct service provision (A6:b) divided by total staffing costs in the last year for those involved in direct service provision (A6:d)
1.8	Agency staff costs as a percentage of all direct service provision staffing costs (%)	Agency staff costs in the last year for those involved in direct service provision (A6:c) divided by total staffing costs in the last year for those involved in direct service provision (A6:d)
1.9	Total number of employees (headcount) across the whole organisation	The total number of employees (headcount) across the whole organisation (A8)
1.10	Analysis of the number of participants by income	Income of the organisation in the last year (A3)
1.11	Analysis by the number of participants and percentage of the total for each category	Choose the categories that best decide the sub sectors in which you work (A2)
<b>2 BASIC PAY: CARE ROLES</b>		
2.1.1 - 12	Do you employ Care Workers in X region / nation?	Do you employ Care Workers in X region / nation? (B1:a-l)
2.2	Do you pay Care Workers aged under 25 a different rate to those who are 25 or over, in light of the National Living Wage?	Do you pay Care Workers aged under 25 a different rate to those who are 25 or over, in light of the National Living Wage? (B2)
2.3	Number of contracted hours per week for a full time Care Worker	Number of contracted hours per week for a full time Care Worker (B3)
2.4.1 - 12	Median basic rate of pay for Apprentice Care Workers – community in X region / nation (£ per hour)	Median basic rate of pay for Apprentice Care Workers – community in X region / nation (B4:a-l)
2.5.1 - 12	Median basic rate of pay for Bank / Relief Workers in X region / nation (£ per hour)	Median basic rate of pay for Bank / Relief Workers in X region / nation (B5:a-l)
2.6.1 - 12	Median basic rate of pay for Care Workers – community in X region / nation (£ per hour)	Median basic rate of pay for Care Workers – community in X region / nation (B6:a-l)

# The sample by location

The map below sets out the % of organisations that employ support staff in each region / nation.

% of participants employing staff in each region / nation



Source: Tables 2.1.1-12; Base = 61-65