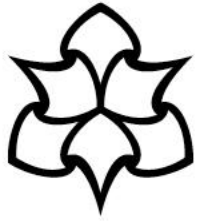


Investigating variation in pay in adult social care

**Manchester Metropolitan University, University of
Manchester and University of Surrey**



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Background to the project

- NIHR/DHSC commissioned fast track policy project
- Exploring variation in pay in adult social care: pay setting, pay models, implications for outcomes such as skills and retention
- Some wider work on job quality in the sector and its interrelationship with pay
- Findings: important evidence base for both policy and practice, implications for recruitment and retention





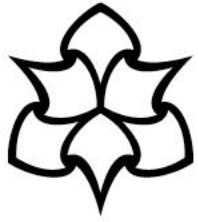
Research questions

- Overarching question: what models of pay and pay-setting exist in adult social care (ASC) and what are their implications for worker outcomes?
- RQ1: What pay and reward systems are used across ASC?
- RQ2: What skills-based and experience-based pay systems are used? How do these link to progression of staff?
- RQ3: How much of the variation in models and systems of pay and reward is explained by local authority (LA) background factors and variation in LA fees?
- RQ4: What are the underlying causal drivers for differences in pay and reward in ASC?
- RQ5: are some models of pay and reward linked to positive outcomes for the workforce, such as improved retention or more developed skills?

Work packages



- WP1: analysis of the ASC-WDS exploring pay, pay variation and pay models and relationships to outcomes including skills and retention. Local conditions and local authority commissioning will be included
- WP2: survey of ASC providers, their pay and reward practices and wider T&C of employment. Will also feed into WP1 analysis
- WP3: interviews with ASC providers and care workers to investigate pay and reward practices and attitudes towards pay and reward and other T&C of employment



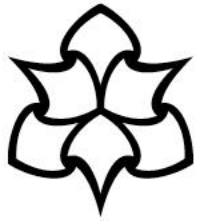
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WP3: what we've done

- 22 interviews with ASC providers to understand what influences how they pay and reward staff and what other reward and employment practices are in place
- 19 interviews with care workers to investigate their attitudes towards pay and reward, other T&Cs of employment and quality of working life
- To produce:
 - General analysis of perspectives on reward practice
 - Identify five 'illustrative' cases that showcase best practices and/or innovative practices or poor practice with an emphasis on 'what' works and 'when' and 'why' and what to avoid.





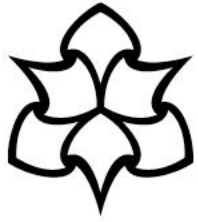
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WP3: Provider interviews (1)

- Pay is largely in the range between National Living Wage and Real Living Wage
- Wide variety of practice on enhancements
- Provider philosophies on zero hours contracts vary – but most depend on them
- Influence of LA commissioning
 - Low hourly rates create substantial pressures
 - Almost entirely spot commissioning drives insecurity for both provider and care worker
 - Some require RLW payments with associated fee uplift
- Importance of scale of operation
- Higher pay rates where:
 - Employee ownership models operate
 - Client base is self-funded
- Higher pay rates retain rather than attract staff





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WP3: Provider interviews (2)

- Innovative financial reward practices (blue light cards, bonuses, early wage draw down schemes, use of pool cars)
- Importance of non-financial reward: recognition schemes, training and development
- Financial constraints on pay mean these are often the things that retain – culture and feeling valued
- But attraction remains difficult
 - Increase esteem for the occupation
 - Mandatory registration? Pay and career pathways must be commensurate with this





WP3: Care worker interviews (1)

- Pay is largely within the range of £10-90 to £12:00 per hour, most care workers are on the lower end of this
- Participants described their pay as “very low”, “unsatisfactory”, “challenging to manage on”
- Many participants made comparisons to shops such as Aldi that pay more
- Most participants relied on partner’s wages to manage household bills
- Some participants relying on food banks to survive
- Barcode systems used for client visits – Many care workers only receiving £6/7 per visit.
- Transport costs between client visits typically come from worker’s pocket

WP3: Care worker interviews (2)



- Most care workers work the same hours each week and are “fairly content” with shift patterns
- Many talked about mental and physical demands of the role and high levels of responsibility and risk
- The low pay does not compensate for the challenges of the role
- Good relationships with clients are what keep people in the role
- Many care workers dissatisfied with current training provision (more specialised training is needed i.e. dementia care)
- Poor opportunities for career progression
- Many have considered or are considering leaving the profession



Care worker interviews: wider job quality

Thinking about your relationships with people who are drawing on your care and support, which of the following statements best describes how you feel about the quality of these relationships?

Overall, your relationships with people drawing on care and support are:

- As good as you want them to be
- Good enough
- Not as good as you would like
- Not at all good

Please think about all of the tasks you are required to do within your role and your ability to do them well within paid hours.

- You have the time you need
- You have adequate time
- You do not have enough time
- You do not have time to do your job well and it is having a negative effect on you.

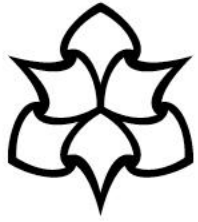
Questions from Adult Social Care Outcomes Toolkit (ASCOT) linking quality of care to quality of working life for care workers

- Using questions from an ASC workforce survey pilot that is developing a quality of working life toolkit - pay may only be one factor in care worker motivations to stay or leave the provider/sector.
- The links between quality of working life and quality care and if other factors can compensate for pay will be a key focus



Care worker interviews: some thoughts on job quality

- **Making a difference:** Most feel they can make some difference but not enough
- **Relationships:** Many report as good but not as good as they would like
- **Autonomy:** Most feel they have some but not enough
- **Time to do job well:** Most felt there was not enough time
- **Worrying about work outside work:** Answers ranged from “sometimes” to “often.”
- **Safety at work:** Most felt adequately safe at work
- **Skills to do the job well:** Most said they had some skills but not enough
- **Career development opportunities:** Most rated these are poor, limited opportunities



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Q&A

- Any questions from you?
- From us:
 - Do the findings have resonance with you?
 - Any surprises?
 - Anything you would expect to see not there?

