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**SUPPORTED HOUSING HR NETWORK:  
PAY BENCHMARKING GROUP  
DECEMBER 2024  
CONFIDENTIAL REPORT FOR PARTICIPANTS**

## About the participants

The 2024/25 Supported Housing HR Network survey includes nine participating organisations from across the supported housing sector, encompassing both homelessness and care organisations.

Across the nine participating organisations, annual turnover ranges from £4.3 million to £70 million. Two organisations operate exclusively within Greater London, one operates solely in the South East (excluding London), and the remaining six have operations both inside and outside Greater London. In terms of headcount, the number of employees varies from 62 to 1800, with a median of 600.

In terms of working week, four organisations operate on a 37.5-hour week for all staff, one organisation operates exclusively on a 39-hour week, while another has a standard 40-hour week. The remaining three organisations have varying working hours depending on staff roles, ranging from 35 to 39 hours per week.

## About us

TwentySix is a specialist reward consultancy, which works closely with a large number of social housing groups, community support, social care and homelessness charities. Our team consists of senior reward consultants, supported by specially trained analysts. We have a track record of delivering outstanding reward projects and have built our business almost entirely on our clients recommending us to other organisations. We deliver projects that cover all aspects of reward, including market salary and benefits reviews, strategic reward, job evaluation and equal pay audits.

TwentySix would like to thank all those who took the time to complete this survey. We hope that you find the data useful in planning for the future and that it ensures you are able to continue to support your clients and beneficiaries.

## Summary of Findings

Below we summarise some of the key findings from this report:

- All participants reported implementing a pay rise in 2024: the highest proportion of pay rises compared to previous years.
- Pay increases ranged between **2.1%** and over **7.1%**, with frontline and lower-paid roles prioritised due to Living Wage commitments.
- **55.6%** of organisations plan to give a consolidated pay increase in 2025. **22.2%** remain undecided, citing affordability concerns, particularly due to rising Living Wage requirements and increased National Insurance contributions.
- **67%** of organisations pay standard rates for weekend overtime, **33%** offer enhanced rates
- **50%** of organisations offer structured on-call allowances with rates ranging between £20 and £80 per shift.
- **25 days** remains the most common starting annual leave entitlement. Maximum entitlements typically increase with service, with **30 days** being the most common cap.
- **44%** of participants offer policies to buy and sell annual leave; this is nearly double the **25%** from the previous SHHR survey in 2022/23.
- **67%** offer healthcare benefits, which includes health cash plans, private medical insurance, and free eye tests. Life assurance and critical illness cover are also provided by some organisations.
- All reporting organisations experienced a **decline** in global turnover compared to last year.
- Annual conflict indices largely sat between **3%** and **8%**.
- **44%** of organisations indicated they would be impacted by the NLW increase to **£12.21**.
- **89%** of participants have either adopted, or are planning to adopt, the real Living Wage or London Living Wage.

# Contents

1. **Pay** (pp. 4–11)
  - 1.1 Market Overview
  - 1.2 Pay Awards in 2024
  - 1.3 Future Pay Awards for 2025
  - 1.4 Overtime, Sleep-in Rates, and On-Call Allowances
2. **Core Benefits** (pp. 12–18)
  - 2.1 Holiday Entitlement
  - 2.2 Pension Contributions
  - 2.3 Sickness Arrangements
  - 2.4 Wellbeing and Healthcare Benefits
  - 2.5 Maternity and Paternity Leave
3. **Pay Frameworks** (pp. 19–20)
  - 3.1 Pay Structures
  - 3.2 Pay Against the Market
4. **Key Performance Indicators** (pp. 21–25)
  - 4.1 Sickness Absences – Lost Time Rate (LTR)
  - 4.2 Annual Employee Turnover Rate (Global)
  - 4.3 Annual Employee Turnover Rate (Voluntary)
  - 4.4 Annual Conflict Index
  - 4.5 Agency Staff Spend
5. **National Minimum Wage and Living Wage** (pp. 26–27)
  - 5.1 Impact of NMW Increases
  - 5.2 Adoption of Living Wage
6. **Rates of Pay for Key Roles** (pp. 28–39)
  - 6.1 Entry-Level Roles
  - 6.2 Night Assistant/Concierge
  - 6.3 Support/Project Worker (Main Grade)
  - 6.4 Night Worker
  - 6.5 Senior Support/Specialist/Complex Needs Worker
  - 6.6 Housing Advice/Tenancy Sustainment/Housing Support Worker
  - 6.7 Supported Housing Officer
  - 6.8 Outreach Worker
  - 6.9 Service Co-ordinator
  - 6.10 Deputy Manager/Team Leader/Lead
  - 6.11 Project/Service Manager
  - 6.12 Area/Operations Manager
  - 6.13 Admin Worker/Customer Services
  - 6.14 Maintenance Worker/Officer
  - 6.15 Activities Worker/Co-ordinator
  - 6.16 Cook/Chef
  - 6.17 Specialist Advice Workers (e.g., Employment, Welfare Rights, Housing First)
  - 6.18 Housing Management Assistant
  - 6.19 Resettlement Workers
  - 6.20 IDVA/IDVSA
  - 6.21 Navigator

# 1. Pay

## Market overview

This section sets the scene for the report by considering the current economic context. First we look at the current state of the labour market, before considering what inflation and pay rises might look like next year and the implications for the supported housing sector.

### The Current Labour Market

Some will have found the UK labour market over the past two to three years akin to navigating a treacherous mountain path without a compass. Having successfully surmounted the challenges of skills shortages and a recruitment crisis, as well as the Cost of Living Crisis – and with inflation finally back to more normal levels – employers now find the bottom of the market being moved significantly upwards through increases in the National Living Wage.

The forthcoming 5.8% increase in the statutory National Living Wage to £12.21, will take the minimum salary for a 37.5-hour week to £23,809. Furthermore, almost all of our survey respondents are signed up to the London Living Wage (previously £13.15, since announced to rise to £13.85). Employers have until 1<sup>st</sup> May 2025 to implement the rates, and, for a 37.5-hour week, the new LLW represents an annual salary of £27,007.

These upwards shifts – particularly of the statutory National Living Wage – are having a noticeable impact on the bottom of the labour market. Our analysis shows that pay for roles at the bottom of the market has increased by 9% over the last year; on the other hand, it has been a fairly steady market for roles at the manager level.

While there has been some erosion of differentials between the bottom grades in many organisations, there is a limit to how much can be absorbed this year. The result of this is that these uplifts at the very bottom also ripple upwards. It is in pay for roles within the £22,000 - £32,000 bracket that we have seen the biggest increases over the past 18 months: just over 7% for roles at Senior Support level. We anticipate this upwards shift will continue – though at a slightly more relaxed rate – pushing salaries up for roles not just at minimum wage level, but at some levels above this.

Finally, our analysis shows that this need to give higher than average pay rises to these lower paid staff has reduced the amount available for more senior levels. Indeed, tracking recruitment job sites shows advertised pay reducing slightly at these levels. The result of this is that pay rises for more senior roles have been skewed slightly downwards. This is particularly the case in sectors with a large proportion of low paid workers but is sufficiently noticeable to affect the data at a whole economy level.

More broadly, the economic context has returned to more familiar ground after the high inflation/higher interest rate scenario of the recent past.

CPI now sits at 2.3%, as expected this is slightly higher than the Bank of England's 2% target and is likely to remain so throughout 2025. Interest rates have come down from their peak and sit at 4.75%.

The labour market is slowly loosening, with unemployment edging up and vacancies slightly down – although it remains tight and this can be seen in the continuing stickiness of wage inflation. Annual growth in employees' average earnings (regular and total) was 5.2% in July to September 2024, slightly up from 4.8% (regular earnings) the month before; higher than many commentators expected when inflation started to reach its 2% target.

Taking all of this into account, we see a labour market that continues the flux of previous years. Whilst it is undoubtedly true that recruitment pressures and pay rises have cooled from their respective peaks, we are now seeing a transformative shift in the approach to paying the lowest paid across the economy and the impact of this has not yet fully been felt.

## Forecast Pay Rises & Implications for the Supported Housing Sector

So how then will all of this play out in terms of pay rises in 2025 and what does this mean for the supported housing sector?

Affordability has been the absolute criteria for support providers over the past ten years. The well-known difficulties in contract values mean that providers across the sector continue to have relatively little room to manoeuvre in terms of available money to fund across-the-board pay increases.

However, support providers have generally managed to achieve meaningful pay rises over the past couple of years. Section 1.2 looks at pay rises in 2024 and it's notable that no participant gave an award lower than 2.1% (and that was only to some staff).

What is also notable is that the direct result of Living Wage increases is that participants are increasingly having to give variable pay awards i.e., front line/lower paid colleagues receiving more than managerial staff. As our section above shows, it's clear that this is happening across the economy as a whole – pay for lower paid staff is going up noticeably more than for other groups.

More broadly, the CIPD's Labour Market Survey has forecasted that median pay rises over the next 12 months are sitting at 3% in the voluntary and private sectors, and 4% in the public sector. Elsewhere, the Bank of England's survey has pay rises between 2-4%. Finally, data from Brightmine (formerly Cendex) suggests a median pay rise in the region of 3%.

Our own forecasts across the economy as a whole for 2025/26 were in the region of 3-4%.

However, all of these forecasts were published before the recent budget, in which Employers' National Insurance contributions increased from 13.8% to 15%, with a reduction in the threshold to £5,000. This is a direct increase in organisations' wage bills, and, combined with the Living Wage increases, we would expect to see pay rise expectations shading downwards.

Furthermore, comments in a recent Brightmine webinar suggest there is some holding back, with organisations pushing decisions back as far as possible to see how much they need to pay. It's noticeable that the Bank of England states there is a high degree of uncertainty around the labour market and it is less clear than usual in its forecasts.

What is clear, however, is that pay rises will be lower than last year, and this is supported by data from this benchmarking group in section 1.2 below.

## 1.2 Pay rises in 2024

We first look at whether organisations provided any form of pay award over the past year (2024).

All nine survey participants responded to the question and confirmed that they implemented a pay award over the past year. This marks the largest proportion of organisations providing some form of pay award in comparison to previous years: in the 2022/23 survey, 87.5% reported a pay award, and in 2021/22, only 79% did so. While the sample of organisations has changed slightly over time, the upward trend is clear.

The significant rise in pay awards in 2024 reflects the impact of inflationary pressures, rising living costs, and the need to remain competitive in a tightening labour market.

Seven of nine organisations provided percentage figures for the pay award in 2024, with some organisations having varied pay increases based on roles within the organisation. The breakdown can be seen in the table below:

**Table 1: Pay Award Provided in 2024**

Pay Award in 2024	Total Answered (9*)	Notes
0 - 2%	0	All organisations reported implementing some form of pay increase in 2024.
2.1 - 3%	2	
<b>3.1 - 5%</b>	<b>3</b>	
5.1 - 7%	2	Includes organisations prioritising lower-paid staff, with increases reaching up to 7%.
7.1%+	2	Focused on LLW adjustments and uplifts for staff in the lowest pay bands, such as 8% or 10%.
Fixed Amount (NJC)	2	Inner London roles £1575, Outer London roles £1491
Other	1	Includes organisations applying varied increases across roles or responding to specific benchmarks like NLW.

*Note: Some organisations had different levels of pay rises for different roles*

From our sample, we observe that the highest percentage of pay rises were given to entry-level roles and those on the lowest pay band, particularly due to the rise of the Living Wage, which several of the organisations are committed to.

## Consolidated Pay Award for 2025

All participants responded to whether they plan to offer a consolidated pay award at the next pay review. Of these, five organisations (55.6%) indicated they are planning to increase pay next year. Two organisations (22.2%) were unsure; one had initially planned a pay increase but is reconsidering this due to the rise in National Insurance contributions. The final two organisations stated they are not planning to provide a pay rise, but one organisation may review working hours as an alternative.

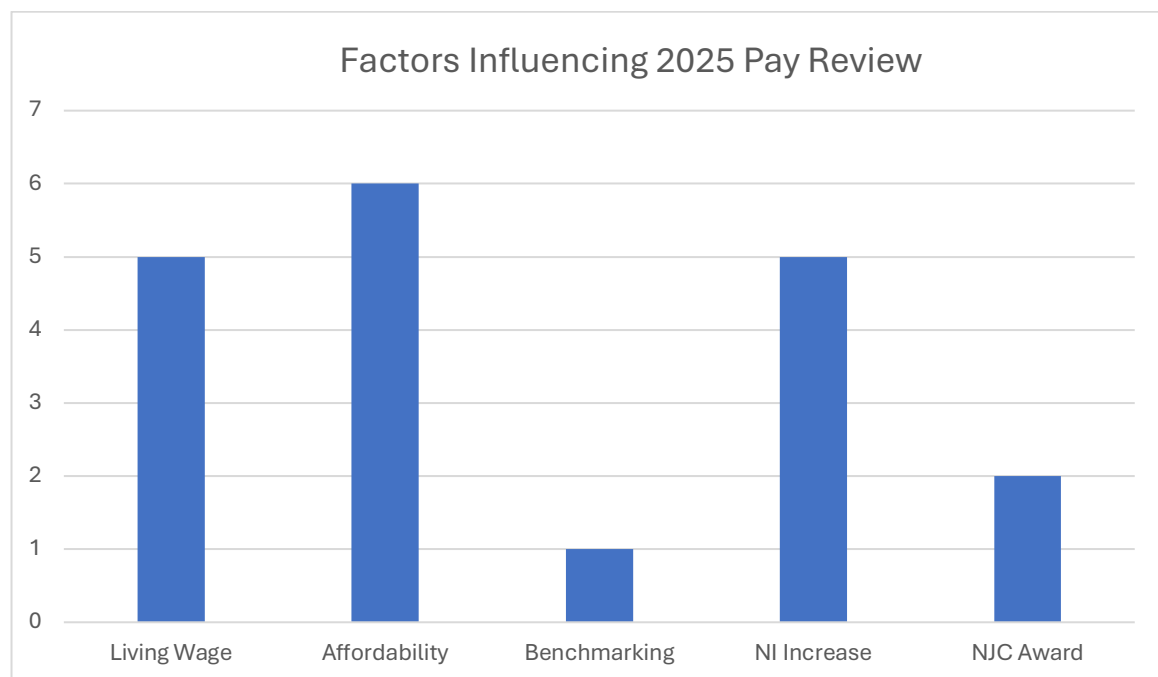
**Table 2: Participant Response to Indicate a Consolidated Award in 2025**

2025 Pay Rise	Total Answered (9)	Operate Both Inside & Outside London (6)	Only Inside Greater London (2)	Only Outside Greater London (1)
Yes	55.6%	50.0%	50%	100%
No	22.2%	33.3%	0%	0%
Undecided	22.2%	16.7%	50%	0%

Among the organisations planning a pay review in 2025, two are currently uncertain about the outcome as they need to assess affordability. One organisation intends to follow the NJC award, while two others are considering pay increases of 1.7% and 2% respectively; however, these are also subject to change considering the increase in employer’s NI contributions.

We asked participants to identify the main factors influencing the size of their next pay review. The most prominent factor was affordability (driven by rising Living Wage requirements and the increase in employer’s NI contributions). Other factors included alignment with NJC salary scales and insights from benchmarking. The breakdown can be seen in the graph below:

**Graph 1: Factors Influencing Pay Review in 2025**



Out of nine organisations, six (67%) noted affordability, coinciding with the increase in employer’s NI and the increase in the Living wage.



## Unconsolidated Payments

Seven out of nine participants (77.8%) stated they would not provide a non-consolidated award in 2025. Of the remaining two, one commented it was unlikely while the other indicated they were undecided (though were potentially considering discontinuing PRP and potentially replacing it with non-consolidated pay awards for high performers). These findings are similar to the previous report for 2022/2023, where 75% of participants did not offer a non-consolidated award. At that time, only one participant confirmed they would provide such an award, while the rest remained uncertain.

**Table 3: Participant Response to Indicate Unconsolidated Awards in 2025**

2025 Pay Rise	Total Answered (9)	Operate Both Inside & Outside London (6)	Only Inside Greater London (2)	Only Outside Greater London (1)
Yes	0%	0%	0%	0%
No	77.8%	83.3%	50%	100%
Undecided	22.2%	16.7%	50%	0%

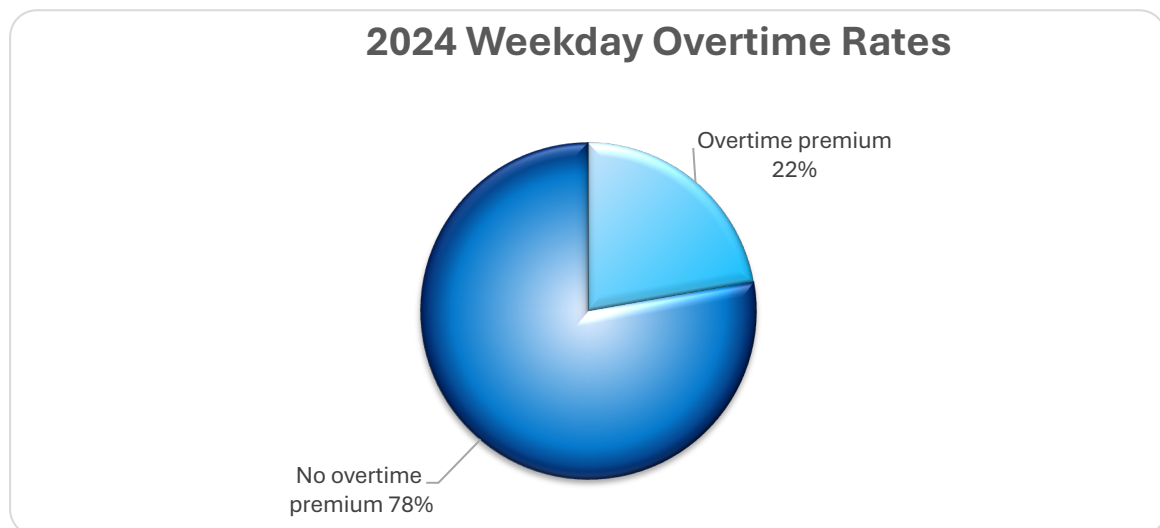
## 1.3 Overtime, sleep-in rates, and on-call allowances

### Overtime

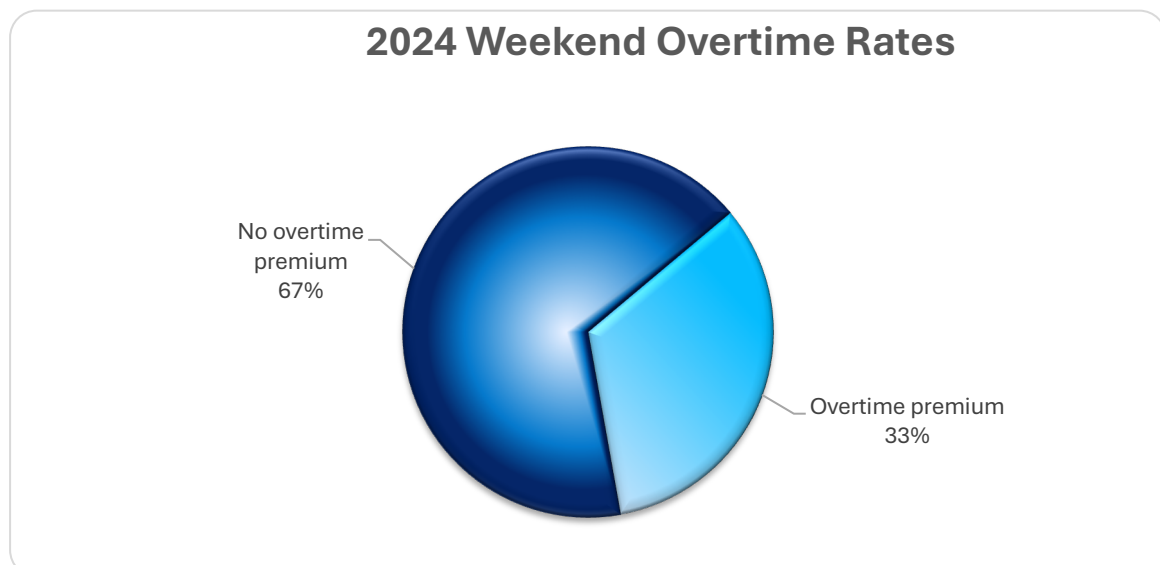
Below, Graph 2 highlights the balance of responses regarding weekday overtime rates. Seven organisations (78%) do not offer any enhanced overtime pay, instead paying the standard or basic hourly rate. In contrast, two organisations (22%) provide an enhanced rate for weekday overtime, with one offering "time and a half," and another specifying rates of £14.86 per hour in London and £12.74 per hour outside London.

This shows that the majority of organisations continue to pay weekday overtime at the basic rate, with only a minority offering an incentive. This is consistent with the findings from the 2022/2023 report, where 75% of organisations also did not offer an overtime premium, compared to 25% that did. This indicates that overtime pay practices have remained largely unchanged over the past few years within the SHHR Survey sample.

**Graph 2: 2024 Weekday Overtime Rates**



**Graph 3: 2024 Weekend Overtime Rates**



Graph 3 outlines the balance of responses to the question of what organisations pay as an overtime rate for weekends. The responses for weekend overtime rates show that the majority of organisations continue to pay at standard rates.

Six organisations (67%) either do not offer any weekend overtime premium or pay the same as the basic hourly rate. Three organisations (33%) provide an enhanced rate for weekend overtime. This ranged from overtime paid at the flat rate to an enhanced rate of 1.2 times the usual FTE rate, and up to “double time.” The organisations offering overtime at the weekend are largely consistent with those providing overtime during weekdays, with only one organisation offering overtime at the weekend but not during the week.

When comparing Graphs 2 and 3, we find that 33% of organisations provide a weekend overtime rate compared to only 22% for weekdays, showing a slight uplift.

These results are similar to the findings from the last report, where 75% of organisations did not offer an enhanced weekend overtime rate, reflecting consistent practices across the benchmarking sample.

### Sleep-in rates

Beyond overtime rates, our survey also explored sleep-in allowances paid to employees. Of the nine organisations surveyed, three reported having an increased rate for sleep-in shifts and provided further insights:

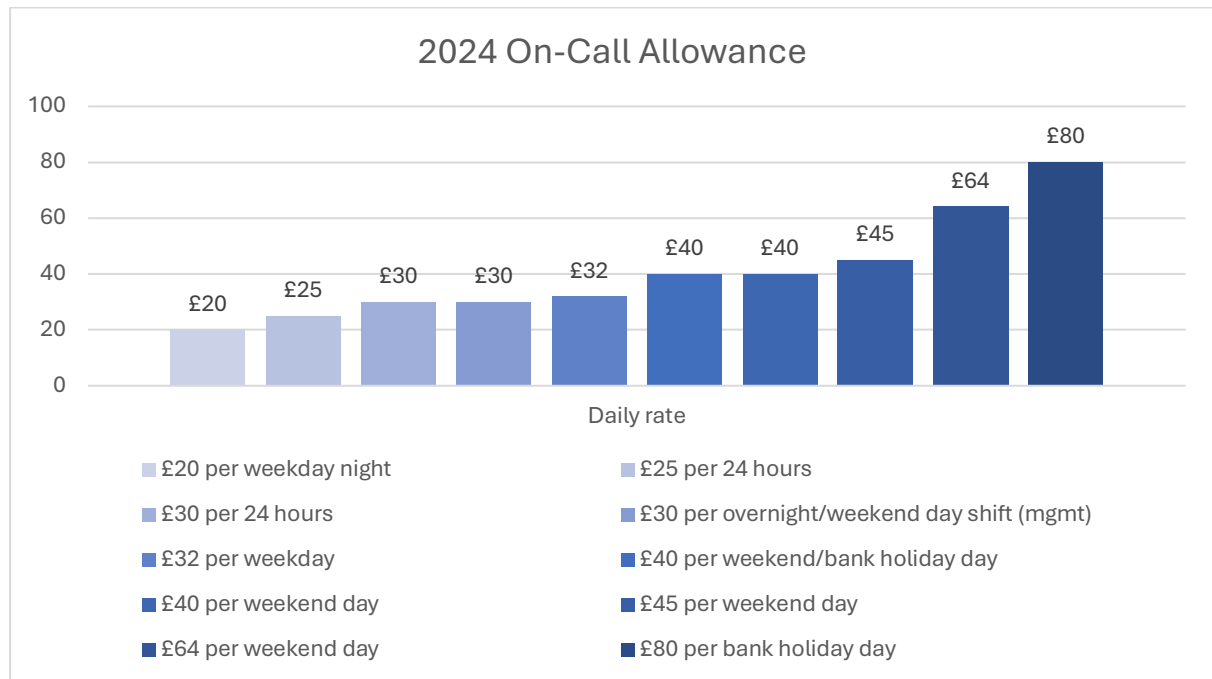
Organisation 1	0.2 x the normal hourly rate per sleep-in shift
Organisation 2	Flat rate of £30.24 per shift
Organisation 3	Flat rate of £61.50 per shift

These figures highlight the variation in sleep-in allowance rates, reflecting differing organisational approaches to compensating employees for this type of work. However, most organisations did not report offering enhanced rates or specific allowances for sleep-in shifts, which suggests this is there is still limited adoption for this across the survey sample.

### On-call allowances

We also asked participants whether they provide any other allowances for out-of-hours work. Our survey revealed a wide range of practices regarding out-of-hours allowances. While four organisations (50%) reported offering no additional payments, others provided structured on-call rates, particularly for management staff. The range of these values is £20-£80, and is presented in the graph below:

**Graph 4: 2024 On-Call Allowance**



Examples of on-call allowances include:

- Payments of £20 per night (£40 for weekends and bank holidays, rising to £80 for Christmas Day and New Year's Day).
- £32 for weekdays and £64 for weekends plus hourly rates for callouts.
- £30 per on-call shift.

Bank holiday and emergency work were also compensated by some organisations with enhanced rates, such as double pay (x2.0) plus two days in lieu, or x1.5 for the first four hours and x2.0 thereafter. Some arrangements, such as TOIL or allowances under TUPE terms, were also mentioned. These findings highlight significant variation in how organisations approach out-of-hours compensation and demonstrate a diversity of operational priorities and policies.

## 2. Core Benefits

We were interested in finding out whether organisations had recently reviewed any of their benefits or wider terms and conditions, as well as whether they were planning to do so in the near future.

We asked participants what wellbeing benefits their organisations currently offer. Seven of nine (78%) were able to respond with varying degrees of detail. Of those who responded, all provide some form of access to Employee Assistance Programmes (EAP), which is often paired with counselling services, wellbeing days, and access to reflective practice.

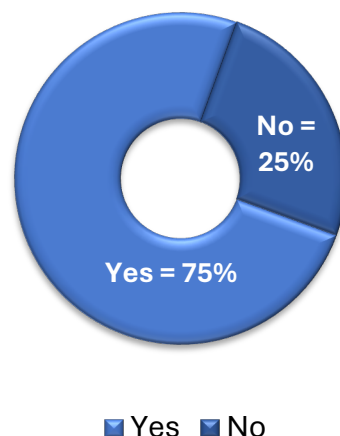
Some organisations offer additional support such as private health insurance, health cashback schemes, and life assurance. Financial wellbeing tools are also prominent, including salary advances and affordable loans. Other notable benefits include occupational health services, wellbeing toolkits, workplace supporter schemes, and access to discounts on gym memberships. Six out of nine organisations also offer retail discount vouchers as part of their benefits package.

### Healthcare Benefits

Eight participants responded to the question of whether they offer healthcare benefits to staff, six of which stating that they do. With respect to these healthcare benefits, four organisations provide some form of medical insurance. Other benefits provided amongst organisations include free eye tests, and health cash plans for all employees.

**Graph 5: 2024 Healthcare Benefits**

#### 2024 Do Staff Receive Healthcare Benefits?



### Maternity/Paternity Leave

The responses regarding maternity and paternity leave policies varied across our sample. Five of nine were able to outline the details of their organisation's policies:

For maternity leave, one organisation offers 13 weeks full pay, followed by 13 weeks half pay and 13 weeks Statutory Maternity Pay (SMP). Another provides a more generous entitlement of 16 weeks full pay, 24 weeks half pay, and 12 weeks unpaid leave. One organisation offers enhanced pay (40% of average weekly earnings) during weeks seven to 26 of ordinary leave, on top of SMP, provided employees meet eligibility criteria and commit to returning to work for at least three months.

For paternity leave, entitlements vary. One organisation provides two weeks full pay, while another offers full pay for the first week and Statutory Paternity Pay (SPP) for the second week. One of the organisations also aligned similar policies for parental leave and adoption.

Overall, while statutory provisions form the baseline, some organisations offer enhanced maternity and paternity pay to provide additional financial support during parental leave.

### **Additional Benefits**

Five out of the nine respondents (56%) also offer some form of flexible working beyond the statutory requirements. This varies from one organisation having a fully agile working policy (which allows staff to have choice about where, when and how work takes place) to other organisations offering hybrid working systems that allows staff to work remotely for up to three days a week.

### **Reviewing Benefits**

When asking participants if they are planning on reviewing benefits over the next 12 months only two of nine (22%) commented that they would. Of these, one commented that they are always reviewing benefits as part of their ongoing wellbeing consideration, while the other will be specifically assessing their maternity/paternity and family friendly leave schemes. This organisation is also considering reviewing their healthcare benefits package.

## 2.1 Holiday

### Starting Annual Leave Entitlement

In this year's survey, we examined the starting annual leave entitlement provided by the nine participating organisations, excluding the eight days of statutory bank holiday entitlement. The breakdown of these answers is depicted in the figure below:

**Graph 6: 2024 Basic Holiday Allowance**



The responses show that 25 days remains the most common starting allowance, which is offered by six organisations. Two organisations offer 28 days, and one organisation provides 29 days.

Compared with the previous year's survey – where eight organisations participated – the range of holiday entitlements has remained consistent, with 25 days still the most frequently reported starting allowance. This year, however, there is slightly more diversity with the introduction of milestone leave policies by one organisation and the inclusion of 26 days by another.

### Maximum Annual Leave Entitlement

We also examined whether organisations offer increases in annual leave entitlement based on length of service. Of the nine organisations surveyed, only two (22%) provide a fixed holiday allowance with no increases for tenure, offering 25 and 29 days respectively. The remaining seven organisations (78%) offer some form of service-based progression, where holiday entitlement increases incrementally over time. The breakdown can be seen in Graph 7.

**Graph 7: 2024 Maximum Holiday Entitlement**



These responses reveal that five organisations provide a maximum of 30 days annual leave, with most using incremental increases over a set period to reach this entitlement.

For example, two organisations increase leave by one day per year for the first five years of service, while another reaches 30 days after ten years of service. One organisation allows employees to accrue an additional day each April, starting the April after passing probation, until 30 days are reached after at least 4.5 years of service.

The remaining organisations reported varying maximum entitlements. One organisation offers up to 28 days; service-based progression adds one day per year until the cap is reached. Another provides 31 days of leave, effective from the April following an employee’s fifth year of service. Additionally, one organisation retains legacy arrangements that allow some colleagues to exceed the stated 28-day entitlement.

Compared to the 2023/24 SHHR Report, where 65% of organisations offered a maximum of 30 days, this year’s results show the continued prevalence of 30 days as the most common cap, although there is greater variety in how and when organisations implement progression policies. These findings underscore a trend towards rewarding employee loyalty with additional annual leave.

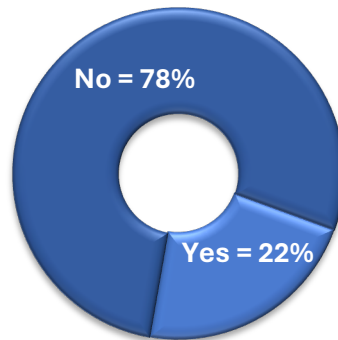
### **Additional Holiday Allowance**

In addition to general holiday entitlement, we also asked organisations whether they provide any extra holiday allowances for staff. The majority (78%) reported that they do not offer additional holiday arrangements.



**Graph 8: 2024 Additional Holiday Benefits**

## 2024 Do Staff Receive Additional Holiday?



■ Yes ■ No

Two organisations (22%) indicated they provide extra holiday benefits: one offers staff a day off for their birthday, while the other grants additional leave for long service milestones (awarding one extra day in the 10th, 20th, and 30th years of service). These additional days are not consolidated into the standard annual leave entitlement: they are only granted in the relevant milestone year.

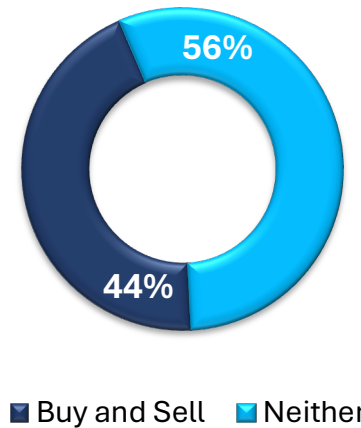
In the 2023/2024 SSHR report, we found that only 25% of organisations in the sample offered additional holiday allowances. With nine participants this year compared to eight in the previous survey, these results show no significant change. This shows that additional holiday allowances remain uncommon among the participating organisations.

### Buying/Selling Annual Leave

To complete our understanding of participants' holiday benefits, we also gathered information on policies for buying and selling annual leave. This year's responses show that 44% of organisations surveyed offer some form of buy and sell policy, while the remaining 56% do not. Graph 9 outlines the breakdown of responses.

**Graph 9: 2024 Buying & Selling Annual Leave**

### 2024/2025 Do you allow staff to buy/sell annual leave?



Of the organisations that provide this benefit, two allow employees to buy or sell up to five days of leave annually, with pro-rata arrangements for part-time staff. One organisation offers a more flexible policy, permitting employees to sell one week of leave per year and purchase one, two, or three weeks. Additionally, one organisation does not currently offer this policy but plans to implement it in the next leave year. Another organisation provides an alternative option, allowing employees to carry over up to five unused days into the following year.

We found that almost half of the organisations within this sample now provide buy and sell policies. This indicates a significant increase in the provision of flexible holiday arrangements compared to previous years. In the 2022/2023 report, only 25% of organisations offered such policies: this has almost doubled to 44% this year. This trend is further supported by the fact that some organisations are planning to implement these policies in the near future, which suggests flexible holiday options may become a more prominent feature of employee benefits.

## 2.2 Pension contributions

As in the two previous SHHR reports, all participating organisations in this group offered Defined Contribution pension schemes. However, the contribution rates and policies varied significantly.

While many align with the standard 8% joint contribution (3% employer, 5% employee), several organisations provide enhanced flexibility and matching schemes. For example, one organisation matches employee contributions up to 7.5%, while another offers up to 8% with a minimum employee contribution of 4%. Some schemes include stepped increases, such as raising employer contributions from 3% to 6% after probation, or tailored arrangements for senior management, matching contributions up to 6%. These findings highlight growing efforts to incentivise employee savings through enhanced contributions.

## 2.3 Sickness arrangements

We explored sick pay arrangements across all participating organisations, focusing on what new employees receive upon joining, whether they are offered Statutory Sick Pay (SSP) or Occupational Sick Pay (OSP), and how entitlements increase with continuous service. All nine organisations provided details of their policies.

This year, five organisations (56%) reported providing SSP during their probationary periods, which typically lasts between three and six months. Once probation is successfully completed, these organisations transition to offering OSP, with entitlements increasing based on length of service. The remaining four organisations (44%) offer some level of OSP immediately upon joining, though the amount varies. During probation, some organisations provide between five and ten days of full pay, while others specify rolling entitlements, such as 78 hours of full pay during the first nine months.

Post-probation, OSP entitlements in the first year of service generally range between two and four weeks of full pay, sometimes supplemented by half pay. As length of service increases, entitlements grow incrementally, with several organisations offering up to 13 weeks of full pay and 13 weeks of half pay after two or more years of continuous service. One organisation offers a stepped increase over five years, with entitlements reaching eight weeks of full pay and eight weeks of half pay.

If we compare this to the data in our previous report, the trends remain broadly consistent. In the previous report, 50% of organisations provided OSP immediately upon joining, whilst the other half started with SSP and transitioned to OSP post-probation. Incremental increases based on service were also a common feature within the last report (2022/23), as they are now, demonstrating a consistent approach to rewarding employee loyalty. However, this year's data highlights greater diversity in policies, such as hour-based entitlements and stepped increases over extended periods.

### Median for OSP

The median for full pay arrangements in Occupational Sick Pay (OSP) is now six weeks, while the median for half pay arrangements is six weeks as well. The mean average for full pay is 7.9 weeks, and the mean for half pay is 7.8 weeks, reflecting slightly more variability in individual arrangements compared to the median. These figures highlight a general trend of mirroring full and half pay entitlements for OSP among organisations.

The average length of service required to qualify for maximum OSP entitlements is two years, with many organisations offering incremental increases tied to tenure. Maximum OSP entitlements typically peak at 13 weeks of full pay and 13 weeks of half pay after at least two years of continuous service, with some organisations adopting rolling 12-month calculations to determine eligibility.

In the previous report, the median for both full pay and half pay arrangements under Occupational Sick Pay (OSP) was 12 weeks, with the mean average for both also identical at 9.6 weeks.

## 3. Pay frameworks

In this section we look at the types of pay structures and pay progression found amongst participants. In addition to geography, we have also analysed the data by headcount, as smaller organisations often have different frameworks than larger organisations.

Firstly, we asked how respondents would describe their pay structure. Responses were varied as participants could choose from multiple answers. The most common of which was a pay spine and a broad-banded structure, with overlap for market testing, job families and benchmarking. The breakdown can be seen below.

**Table 4: Breakdown of Pay Structure According to Organisational Location**

	Total Answered (9)	Operate Both Inside & Outside London (6)	Only Inside Greater London (2)	Only Outside Greater London (1)
<b>Narrow graded</b>	1	1	0	0
<b>Broad-banded</b>	3	1	1	1
<b>Job family</b>	2	1	0	1
<b>Pay spine</b>	4	3	1	0
<b>Market spot salaries/ranges</b>	3	2	0	1
<b>Other</b>	1	1	0	0

*Note: respondents could choose more than one answer.*

**Table 5: Breakdown of Pay Structure According to Organisational Size**

	Total Answered (9)	<250 Employees (3)	250< Employees (6)
<b>Narrow graded</b>	1	0	1
<b>Broad-banded</b>	3	2	1
<b>Job family</b>	2	1	1
<b>Pay spine</b>	4	0	4
<b>Market spot salaries/ranges</b>	3	2	1
<b>Other</b>	1	0	1

With the caveat that the sample size is relatively small, we can still break down these answers by location and organisational size. Pay spine and market-based pay structures are more popular among organisations operating or based within Greater London and with organisations that have larger headcounts.

## **Pay Structure Against the Market**

Six of nine participants were able to provide an estimation for where their organisation aims to set pay against the market. Four of these respondents had the median as the target, one organisation set the housing sector at the median but all other sectors at the lower quartile, while the final organisation aims for the upper quartile for front-line roles and the median for leadership and specialist roles.

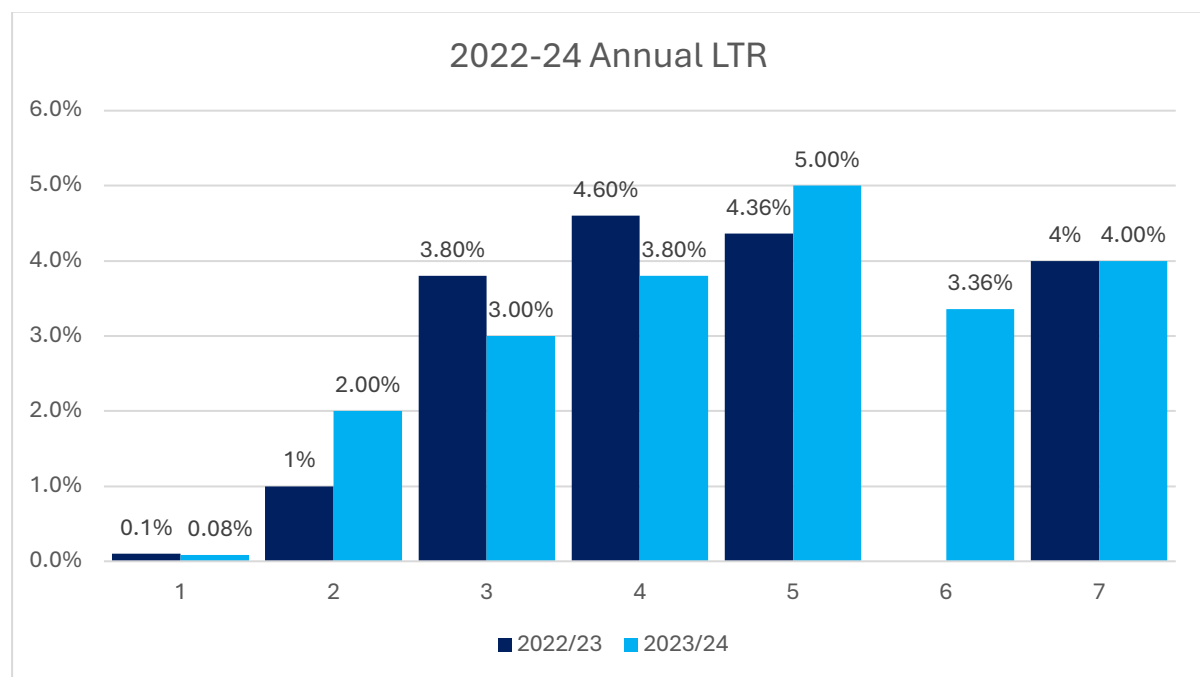
## 4. Key performance indicators

### 4.1. Sickness absences – Lost Time Rate (LTR)

In this survey, we asked respondents to provide their most recent percentage figures for annual sickness lost time rate (LTR), calculated as total absence (hours or days) in a year divided by the total possible total (hours or days) in a year.

Seven of the nine organisations were able to provide these values as up-to-date percentages, and six were able to provide information about the previous year's figure to ascertain how the LTR has changed over the past 12 months. This data is presented in the graph below, which shows the year-on-year differences of sickness absence expressed as a percentage of LTR.

**Graph 10: 2022-2024 Annual Lost Time Rate (LTR)**



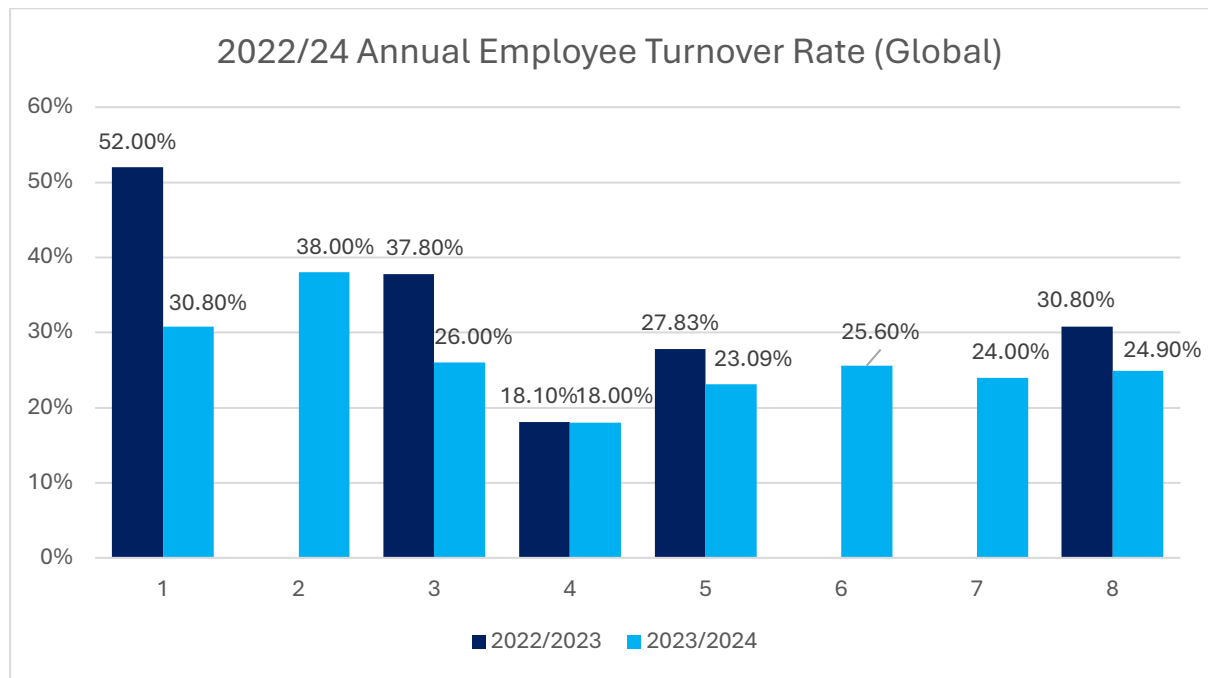
In terms of annual LTR comparisons, two organisations out of seven experienced an increase from the previous year; two reported a decrease, whilst the two other organisations reported that they remained static. Therefore, we see a lot of variation within our sample which does not present significant trends in annual LTR between 2023 and 2024.

### 4.2. Annual Employee Turnover Rate (Global)

We were also interested in gathering information on respondents' annual employee turnover rate (global) over the past two years, understood as the number of employees who have left over the year for any reason. We asked for this value to be expressed as a percentage. Eight of nine organisations were able to provide us with this information.

The graph below shows the comparative values from the previous 12 months to understand how the rate of annual employee turnover (global) has changed from 2022/23 to 2023/24.

**Graph 11: 2022/2024 Annual Employee Time Rate (Global)**



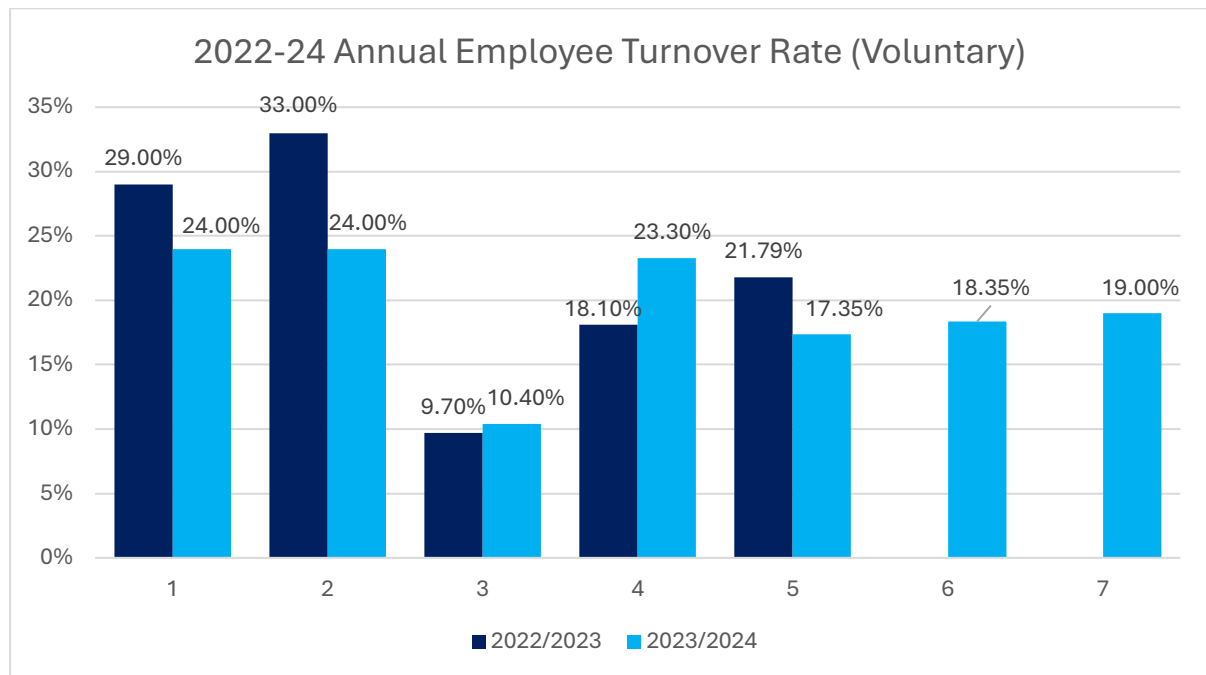
From the five organisations that were able to provide the Global Annual Employee Turnover rate as a percentage across both years, we find that all five experienced a decline in turnover rate from the previous year. The other three organisations commented that they also experienced a decline in turnover rate compared to the previous year. This shows that, across-the-board, turnover rate has decreased for all participating organisations in this year's survey.

### 4.3. Annual Employee Turnover Rate (Voluntary)

We were also interested in participants' annual employee turnover rate (voluntary), understood as the number of employees who left for voluntary reasons, therefore not including redundancies, or any other dismissals, TUPes etc. We asked for the most recent figures available to be expressed as a percentage. Seven of the nine respondent organisations were able to share this data for the survey.

The full information for the voluntary rate is presented in the graph below, which shows the comparative values from 2022/23 to 2023/24 to demonstrate how the rate of annual employee turnover (voluntary) has changed.

**Graph 12: 2022-2024 Annual Employee Time Rate (Voluntary)**



Four organisations provided data on voluntary annual employee turnover rates: three report a decrease from 2022/23 to 2023/24, which aligns with the overall downward trend observed in global turnover rates. One organisation noted a slight increase in voluntary turnover, rising from 9.7% to 10.4%, indicating that the rate has remained relatively stable over the years.

Two additional organisations confirmed a decline in voluntary turnover, further reinforcing the overall trend of decreasing turnover rates within this sample.

When comparing voluntary turnover rates to global turnover rates, both appear relatively similar. However, the data reveals that two organisations experienced an increase in voluntary turnover from 2022/23 to 2023/24, whereas all organisations reported a decrease in their global turnover rates. This suggests that while overall turnover is declining, voluntary turnover trends may still vary depending on organisational circumstances.

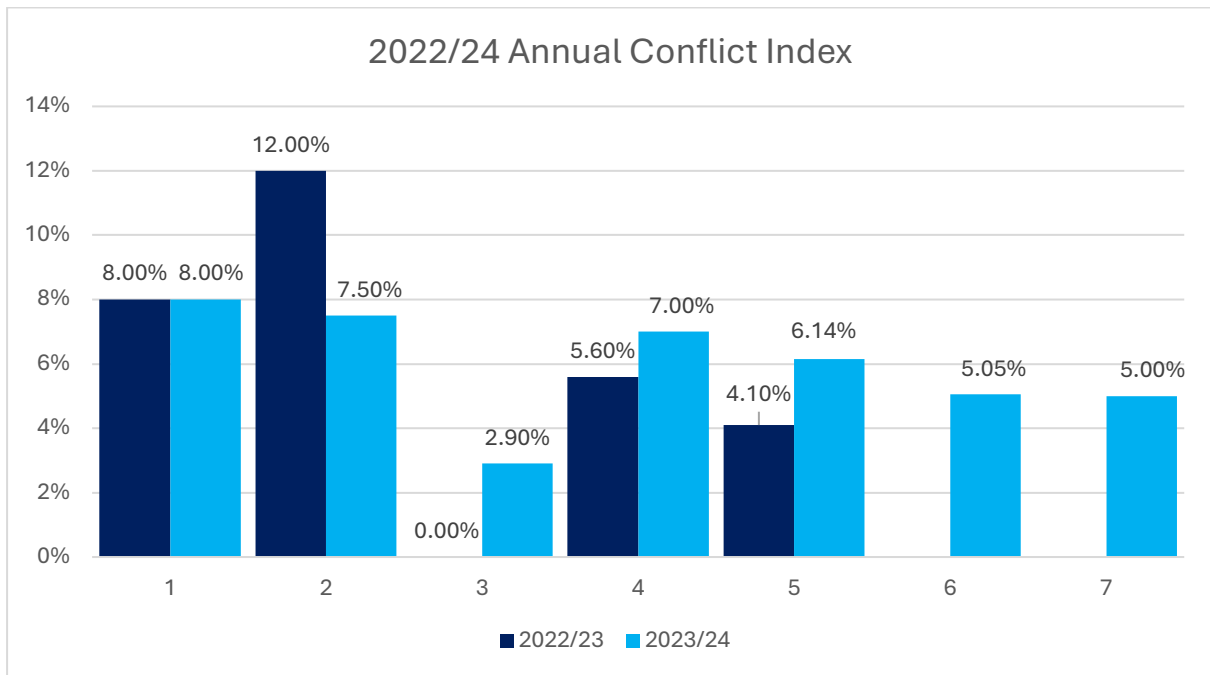
#### 4.4 Annual conflict index

Another key performance indicator which this survey explores is respondents' annual conflict index; that is, the number of staff who have been subject to formal disciplinary or capability proceedings (not including sickness) or raised a grievance. We asked for this to be expressed as a percentage of the total average number of staff employed over the year.

This time, seven of the nine organisations were able to share this information for the survey. While some of the reported data is somewhat limited for various reasons, this information is presented in the graph – it shows the comparative annual conflict indices for each participant organisation.



**Graph 13: 2022/2024 Annual Conflict Index**

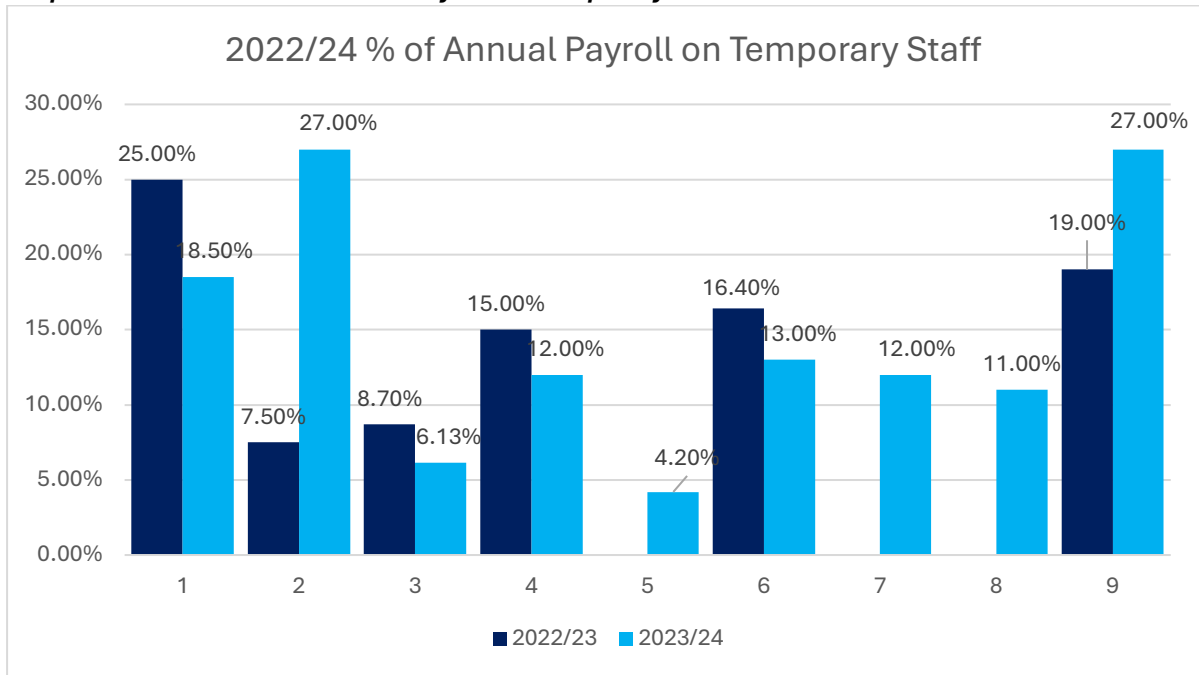


For those organisations that provided two sets of annual data, two organisations experienced an increase in their annual conflict index compared to last year, one organisation experienced a decrease, and one remained the same. Two other organisations also declared that the annual conflict index decreased from 2022/23 to 2023/34. Between this sample we note that the annual conflict index for most organisations lies between 3% and 8%.

## 4.5 Agency staff

We also asked respondents to share their figures for the percentage of annual payroll that was spent on temporary agency staff over the past two years. All nine organisations were able to share this data with us. The comparisons are presented in the graph below, which shows how the rate of expenditure has fluctuated for each organisation since last year.

**Graph 14: 2022/2024 % of Annual Payroll on Temporary Staff**



The trend for annual payroll spent on temporary staff is rather mixed within our sample of organisations. Three of nine (33%) organisations presented a percentage decrease in costs from 2022/23 to 2023/24; while two organisations noted a significant increase, another has experienced agency costs almost quadrupling. Two other organisations stated that agency costs had decreased while one other stated a general increase.

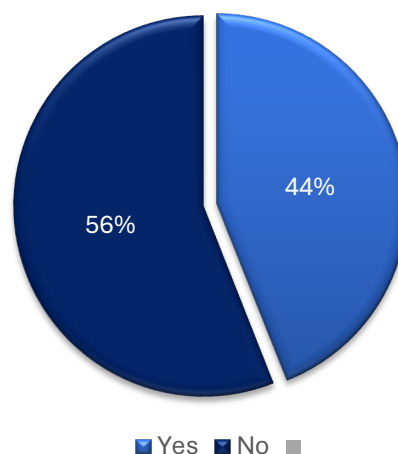
## 5. National Living Wage/Real Living Wage

With the stator National Living Wage (NLW) set to rise to £12.21 in April 2025, we are interested in reporting how participants are affected by the increase. We are also interested in the proportion of organisations that have adopted, or are planning to adopt, the voluntary Real Living Wage (RLW), and whether these are also affected by the NLW increase.

### National Living Wage

**Graph 15: Organisations Affected by NLW Increase**

#### 2024/25 Organisations Affected by NLW Increase



All participants were able to answer this question, though the responses were mixed.

Four out of nine organisations (44%) indicated they would be impacted, while the remaining five (56%) stated they would not be affected. Organisations unaffected by the increase highlighted their commitment to paying the RLW, particularly in London. However, some organisations that reported being affected by the rise in NLW are also those which pay the RLW and noted that its planned increase would still impact them. Additional comments included concerns about the need to raise pay for higher-level roles to maintain differentiation from entry-level positions.

These responses suggest that, while the NLW increase may not directly impact all organisations, it still influences broader pay structures, especially for those aligning with RLW standards.

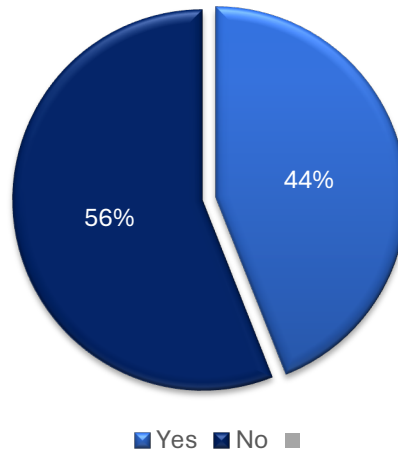
This is further explored in the following question. We asked participants if the increase in NLW had an impact on the differential between lower and higher graded staff. Six (67%) stated it had no impact, while three (33%) indicated that it had.

Finally, we asked what strategies organisations were adopting in response to the increase in the NLW. Five of the organisations who are RLW employers, said that they are currently not adopting any strategies. Four organisations reported that they are exploring strategic responses; of these,

several are reviewing their pay structure, with some adjusting grades above the new NLW to maintain a reasonable gap between bands.

**Graph 16: 2024/2025 Organisations Adopting Strategies in Response to NLW**

### 2024/25 Organisations adopting new strategies in response to NLW

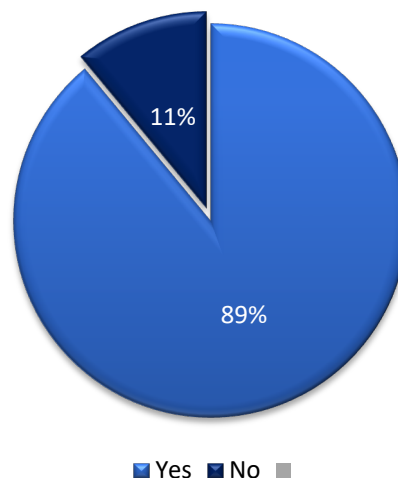


### Living Wage

Eight out of nine (89%) participants have either adopted or are planning to adopt the RLW or London Living Wage. The one organisation that has not yet adopted it is considering doing so, contingent on affordability. Amongst organisations operating or based in London, six out of eight have already adopted or are planning to implement the London Living Wage.

**Graph 17: 2024/2025 Adoption of RLW or LLW**

### 2024/25 Adopted/Will Adopt RLW or London Living Wage?



## 6. Rates of Pay for Key Roles

### Explanation of Job Groupings

We asked participants to submit all their front-line roles, up to and including Area Manager or equivalent, so that we could work out the most useful common job groupings.

As we expected, participants have a diverse group of services and therefore roles differ considerably across the benchmarking club. To collate a set of data that was most useful to participants we analysed all the role data we received and identified 21 roles that were reasonably common across participants.

These roles are listed below, each with a short explanation of the types of roles we have placed into each group. As the benchmarking club is relatively small (nine participants), we had to keep the job groupings relatively broad, in order to: a) preserve anonymity and b) to ensure sufficient data to calculate mean or median averages.

This was particularly important as participants are spread across London and outside London, and we wanted to be able to separate out these two sets of data.

### Methodology

To place roles into the correct job group, we used a combination of job title and grade/salary. We were able to use grade/salary as an indicator as we had sufficient roles from each organisation to reconstruct (to some extent) their grading structure (i.e., for each organisation we could identify which roles were more senior based on salary).

Within a job grouping, to avoid skewing the data, where the salary was the same, we only used one example role from each organisation. However, where there were roles with different salaries, we used an example of each salary.

In order to ensure sufficient data within a job grouping, we have had to cluster together roles that might be considered at slightly different levels. This is particularly the case for the Manager grouping, which encompasses managers of single projects and managers of multiple/large projects.

Finally, we have pulled out a few areas in which there were not that many entries, but which we thought might be useful to participants. Because of the small sample size, we are only able to provide mean averages, which are provided in case participants might find them useful.

Where the sample size is six or greater, we have been able to produce Lower, Median and Upper Quartiles; where smaller, we calculated an average of the data – rather than using quartiles – to provide more meaningful insight.

This year we have also included the “Wider Market” benchmarking results for each job grouping. This is to provide further insights into the market range for specific roles, allowing comparisons between our small sample and broader trends across the UK. The wider market data was gathered using our established benchmarking practices, leveraging our comprehensive and up-to-date UK salary database to provide accurate and relevant market insights.

## Job Groupings

### 1. Entry level: Typically called Assistant or Trainee

All support-based entry level roles sit in here.

	Sample Size	LQ	Median	UQ	Average
Total	36	£25,643	£26,357	£27,352	£26,818
Inside London	32	£25,643	£26,087	£27,352	£26,620
Outside London	4	NA	NA	NA	£28,398
Wider Market – London		£22,000	£24,500	£26,000	
Wider Market - National		£21,500	£22,000	£24,000	

### 2. Night Assistant/Concierge

All straight-forward night roles sit in here.

	Sample Size	LQ	Median	UQ	Average
Total	6	£25,643	£25,817	£28,181	£27,367
Inside London	6	£25,643	£25,817	£28,181	£27,367
Outside London	0	NA	NA	NA	NA
Wider Market – London		£21,500	£23,000	£25,000	

### 3. Support/Project Worker (Main Grade)

Regardless of job title, all front-line support-based worker roles (except Housing) sit in here. This includes all specialisms that sat within the main front line grade for each participant. So, for example, it includes both floating and project-based support. We looked at each sub-category of role (e.g., mental health) to see whether we could see groupings with noticeable pay differentials that we could pull out – where roles were paid at a higher salary, they were placed into the job grouping below.

	Sample Size	LQ	Median	UQ	Average
Total	62	£26,912	£28,947	£32,386	£29,855
Inside London	48	£27,450	£28,980	£32,786	£30,508
Outside London	14	£24,930	£27,624	£29,905	£27,615
Wider Market – London		£23,500	£25,500	£27,000	
Wider Market - National		£21,500	£22,500	£25,000	

#### 4. Night Worker

All support-based Night roles sit in here.

	Sample Size	LQ	Median	UQ	Average
Total	26	£26,541	£27,450	£28,801	£27,718
Inside London	14	£26,914	£27,450	£28,425	£28,108
Outside London	12	£25,216	£27,199	£29,578	£27,264
Wider Market – London		£24,000	£25,500	£27,000	
Wider Market - National		£21,500	£23,000	£25,000	

## 5. Senior Support/Specialist/Complex Needs Worker

All senior/complex support-based roles sit in this grouping.

	Sample Size	LQ	Median	UQ	Average
Total	46	£28,330	£30,353	£33,748	£30,993
Inside London	32	£28,489	£31,177	£33,988	£31,638
Outside London	14	£27,446	£28,709	£31,995	£29,521
Wider Market – London		£26,000	£28,000	£30,000	
Wider Market - National		£24,000	£25,500	£28,000	

## 6. Housing Advice/Tenancy Sustainment/Housing Support Worker

Within this group, we put all support/advice worker housing-related roles.

	Sample Size	LQ	Median	UQ	Average
Total	22	£25,725	£28,424	£29,590	£29,254
Inside London	16	£26,309	£28,756	£32,786	£30,367
Outside London	6	£25,004	£26,030	£26,859	£26,285
Wider Market – London		£26,500	£27,000	£29,000	
Wider Market - National		£24,000	£26,000	£27,000	



## 7. Supported Housing Officer

This grouping contains all Housing/Neighbourhood Officer roles.

	Sample Size	LQ	Median	UQ	Average
Total	16	£26,942	£28,496	£32,786	£30,994
Inside London	12	£27,923	£31,177	£33,698	£32,576
Outside London	4	N/A	N/A	N/A	£26,250
Wider Market – London		£28,000	£30,000	£34,000	
Wider Market - National		£26,000	£28,000	£29,500	

## 8. Outreach Worker

All roles with Outreach Worker in their job title are placed in here.

	Sample Size	LQ	Median	UQ	Average
Total	12	£28,049	£30,343	£34,031	£31,533
Inside London	12	£28,049	£30,343	£34,031	£31,533
Outside London	0	N/A	N/A	N/A	N/A
Wider Market - London		£28,000	£30,000	£32,000	

## 9. Service Co-ordinator

This grouping includes all roles that are Co-ordinators of front-line services. We excluded all Head Office co-ordinators (e.g., HR Co-ordinator).

	Sample Size	LQ	Median	UQ	Average
Total	32	£28,280	£31,177	£33,736	£32,045
Inside London	30	£28,531	£31,575	£34,576	£32,422
Outside London	2	N/A	N/A	N/A	£26,380
Wider Market - London		£28,000	£30,000	£33,000	

## 10. Deputy Manager/Team Leader/Lead

All Team Leader and Deputy Managers are placed in this grade, as well as Leads where they sit above Senior/Complex Workers in an organisation's pay grades.

	Sample Size	LQ	Median	UQ	Average
Total	36	£31,376	£34,650	£37,343	£35,086
Inside London	24	£31,575	£36,225	£38,025	£36,272
Outside London	12	£29,200	£32,981	£34,650	£32,715
Wider Market – London		£30,000	£32,000	£35,000	
Wider Market - National		£28,000	£30,000	£33,000	

## 11. Project/Service Manager

All roles that manage a project or service are placed here, regardless of service size/complexity.

	Sample Size	LQ	Median	UQ	Average
Total	72	£38,278	£41,240	£46,769	£42,621
Inside London	52	£39,434	£42,986	£46,830	£44,043
Outside London	20	£35,449	£37,500	£42,189	£38,923
Wider Market – London		£34,000	£37,000	£41,000	
Wider Market- National		£33,000	£35,000	£37,000	

## 12. Area/Operations Manager

All roles that sit above Service Managers in the grading structure and below ‘Head of’ are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	32	£45,405	£49,337	£51,874	£48,867
Inside London	26	£47,874	£49,968	£52,378	£50,134
Outside London	6	£41,981	£43,724	£44,681	£43,375
Wider Market – London		£46,000	£49,000	£51,000	
Wider Market - National		£42,000	£46,000	£49,000	

### 13. Admin Worker/Customer Services

All service-based Admin/Assistant or Customer Service roles are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	20	£25,993	£27,450	£29,139	£28,266
Inside London	16	£26,946	£28,270	£30,428	£29,233
Outside London	4	N/A	N/A	N/A	£24,400
Wider Market – London		£24,500	£26,500	£28,000	
Wider Market - National		£22,000	£24,000	£26,000	

### 14. Maintenance Worker/Officer

Any roles related to maintenance, at Worker or Officer level, are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	22	£27,352	£28,542	£30,856	£29,080
Inside London	18	£27,232	£28,275	£29,639	£28,853
Outside London	4	N/A	N/A	N/A	£30,100
Wider Market – London		£26,000	£28,000	£31,000	
Wider Market - National		£25,000	£27,000	£29,000	

## 15. Activities Worker/Co-ordinator

All Activities Workers and Co-ordinators are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	18	£27,536	£28,998	£31,376	£29,876
Inside London	18	£27,536	£28,998	£31,376	£29,876
Outside London	0	N/A	N/A	N/A	N/A
Wider Market - London		£27,000	£28,500	£29,500	

## 16. Cook/Chef

We have grouped together all Cooks/Chefs here.

	Sample Size	LQ	Median	UQ	Average
Total	10	£25,730	£27,060	£27,352	£26,775
Inside London	10	£25,730	£27,060	£27,352	£26,775
Outside London	0	N/A	N/A	N/A	N/A
Wider Market – London		£25,000	£27,000	£28,500	

## 17. Specialist Advice Workers (e.g., Employment, Welfare Rights, Housing First)

Higher level specialist advice workers are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	38	£29,253	£33,008	£38,292	£35,404
Inside London	34	£29,904	£33,008	£38,433	£35,777
Outside London	4	N/A	N/A	N/A	£32,231
Wider Market – London		£29,000	£32,000	£35,000	
Wider Market - National		£27,000	£29,000	£32,000	

## 18. Housing Management Assistant

All Assistant level housing roles are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	6	£29,880	£32,786	£32,786	£32,103
Inside London	6	£29,880	£32,786	£32,786	£32,103
Outside London	0	N/A	N/A	N/A	N/A
Wider Market - London		£27,000	£29,000	£31,000	

## 19. Resettlement Workers

We also found a cluster of Resettlement Workers and they are grouped together here. Any Senior Resettlement Workers were excluded.

	Sample Size	LQ	Median	UQ	Average
Total	16	£27,426	£28,270	£32,295	£29,617
Inside London	16	£27,426	£28,270	£32,295	£29,617
Outside London	0	N/A	N/A	N/A	N/A
Wider Market - London		£26,000	£28,000	£30,000	

## 20. IDVA/IDVSA

All roles specialising in IDVA/IDVSA are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	14	£29,122	£31,469	£33,478	£31,419
Inside London	10	£31,362	£32,017	£33,478	£31,891
Outside London	4	N/A	N/A	N/A	£30,237
Wider Market - London		£26,500	£28,000	£31,000	

## 21. Navigator

All Navigator roles are placed here.

	Sample Size	LQ	Median	UQ	Average
Total	12	£30,954	£32,777	£34,996	£32,898
Inside London	12	£30,954	£32,777	£34,996	£32,898
Outside London	0	N/A	N/A	N/A	N/A
Wider Market – London		£27,000	£28,500	£30,000	