

Cumbria County Council

Market Sustainability and Fair Cost of Care Fund 2022-23

Annex B (65+ Care Homes)

1. Response Rate

Provider Engagement Pre-Submission

- 1.1 DHSC's Market Sustainability and Fair Cost of Care fund 2022 to 2023: guidance (updated 25 August 2022) (the "DHSC Guidance") establishes the following criteria for care homes to be invited to participate in the exercise:

Local authority contracted care homes for older people (age 65+) excluding local authority in-house care. Some residents in these homes may be aged under 65.
- 1.2 A total of **86 care homes in Cumbria** were identified as meeting this criteria.
- 1.3 Emails were sent to all care homes on **31 May 2022** advising them of the Fair Cost of Care (FCoC) exercise, with details of who was in scope, how the survey would be carried out and what the Council would do with the survey results.
- 1.4 The Council followed this up with an email on **30 June 2022** asking providers to register on the "iESE Care Cubed" (the "Data Collection Tool") - the online platform commissioned by the LGA/ADASS.
- 1.5 Reminder emails were sent on **21 July 2022, 25 July 2022 and 28 July 2022**.
- 1.6 A wealth of guidance was available to providers including national guidance from DHSC, iESE, the Care Provider's Association (CPA) as well as within the wider social care sector.
- 1.7 Providers were also invited to engage with the Council if they wished to discuss the process in more detail, had specific queries they wanted answering, or if they needed support during the exercise.
- 1.8 In total, 69 in scope care homes registered on the Care Cubed platform.

Provider Responses

- 1.9 Responses were received from a total of **44 care homes (51%)**, including **27 residential homes (49% of in scope)** and **17 nursing homes (55% of in scope)**. Many providers reviewed provide care across more than one care type.
- 1.10 Responses were received from a broad range of local services, including those that deliver a self-described "premium service" or deliver other services delivered on the same site and were unable to separate costs specific to this exercise.
- 1.11 Overall, response rates were highest for large nursing homes (80% response rate) and large residential homes (100%), these services represent 48% and 4% of the services within their respective markets that were in scope for the exercise. The dataset is therefore potentially less representative of costs in medium nursing homes (27% response rate) and small residential homes (41%).

	% of respective market	Response Rate
Nursing homes	100%	58%
Large (60+ beds)	48%	80%
Medium (30 to 59 beds)	35%	27%
Small (less than 30 beds)	16%	60%
Residential homes	100%	49%
Large (60+ beds)	4%	100%
Medium (30 to 59 beds)	44%	54%
Small (less than 30 beds)	53%	41%
Total	100%	52%

Figure 1 - responses by service size (CQC registered beds)

Provider Engagement post-submission

- 1.12 Providers had over 3 months to engage in the exercise, including responding to follow-up queries following the initial submission.
- 1.13 The Council's approach was that from **8 August 2022** (once the submission deadline had passed), the Council continued to contact Providers on an individual basis to review any outstanding queries with their submissions and to resubmit their returns. This allowed Providers the opportunity to review any queries raised, engage with the Council to discuss any queries with their returns and revise their submissions if required.
- 1.14 Whilst they were required to submit figures for the return, they were not required to submit supporting evidence to help verify their returns or provide further detail / clarification around specific figures. The submission tool did provide the facility for additional information should providers wish to provide it to aid in the understanding of their submission.
- 1.15 A number of limitations have been identified with the responses and these are included in the following sections of this report.

2. Data quality Issues, verification approach and limitations

Data Quality Issues

- 2.1 Concerns have been raised nationally and regionally about the quality, completeness, relevance, and reliability of the data submitted by Providers. This includes the impact of additional funding and resource in respect of COVID that will be reflected in 2021/22 data.
- 2.2 A significant number of provider submissions in Cumbria (93.3%) were queried during the process. Many of these returns had multiple queries. A total of 53.3% of providers had more than five queries. Queries related to both outlier data as well as missing information (e.g. zero / blank returns when values were expected).

Data point definitions

- 2.3 In the absence of clear and specific guidance relating to data points, there is scope for providers to define certain items of expenditure differently to one another, therefore allocating costs incorrectly or inconsistently. Whilst overall costs for that provider may remain the same, the lack of clarity into which cost lines they are submitted, means there is a risk that individual medians are skewed.
- 2.4 For example, providers are asked to provide details for fixtures & fittings, repairs and maintenance, and furniture, furnishings and equipment. There is the potential for significant overlap between these separate cost lines.

- 2.5 Alongside the issue that medians may be impacted by incorrect allocation of costs, some data points have wider impact. In this case, fixtures & fittings, and repairs and maintenance, DHSC have also suggested that these can be used to calculate Return on Capital (see Return on Capital - Approach 2 below).

Verification of submissions

- 2.6 All provider submissions were analysed and attempts made to verify the accuracy of the data in line with the DSHC Guidance. Where information in provider returns was identified as a potential outlier, we scrutinised these in collaboration with the providers. Cost item information that was significantly above the upper quartile value was queried and an opportunity afforded to explain, refine and correct the data point.
- 2.7 The principle agreed at the start of the verification exercise was that only “inaccurate” data would be excluded. It was accepted that (as in 1.10 above) although some providers deliver “premium” services, unless there was supporting information received from providers outlining how these costs could be excluded, these costs would be included in the data tables.
- 2.8 On 27 September 2022, the Council put 40 Care Homes into Query via the Data Collection Tool and have received 16 responses back, with 24 Care Homes still in Query. Of the 16 responses received, 4 providers resubmitted their returns with minimal changes and the remaining 12 made no changes to their figures.
- 2.9 Although a number of queries remain unresolved, it was not felt necessary to exclude any provider submissions or individual datapoints from the dataset.
- 2.10 Several of the submissions contained an incomplete dataset. Where possible, alternative data was used to generate the outputs required by DHSC.

Example:

One large national provider advised all local authorities that they would not be submitting occupancy data. In response, iESE (the developer of the data collection tool) informed local authorities that they would include occupancy data drawn down from the capacity tracker. This data was not home specific, rather an average occupancy by care type, e.g. residential, residential dementia (enhanced), nursing, nursing dementia (enhanced) was included for each of the homes in each local authority area.

It is possible that using other data sources may have introduced inaccuracies into the dataset that may not be fully possible to account for through the verification exercise.

- 2.11 Limited data also affected analysis of Return on Capital. For example, 57% of submissions did not include a freehold valuation. Of those that did, 18% had valuations predating 2020 and a further 32% did not include the year of valuation at all.

Limitations within the dataset

- 2.12 Providers were required to submit the full costs of providing their services. In care homes, this will include the cost of providing both local authority commissioned services, as well as services fully funded by the NHS and purchased privately by self-funders.

- 2.13 It is reasonable to assume that any premium or enhanced services delivered come at a premium or enhanced cost. As such, whilst these will be reflected in the submission (with a varying impact depending on the overall weighting of these services across a providers' business), they may not reflect the FCOC of providing local authority commissioned services but instead result in higher-than-expected costs in the results of the survey compared to the care the local authority commissions.

Examples:

1. Some providers deliver a significant proportion of their service as NHS funded Continuing Healthcare:
 - 33% of nursing home respondents indicated that more than a quarter of their April 2022 occupancy was funded as CHC
 - 10% of nursing home respondents indicated that over half of their April 2022 occupancy was funded as CHC
2. Some providers had identified contract income from NHS funding separately in their returns as a negative figure – whilst this was a valid method of reporting their individual cost information, reporting of median cost line values mean that this adjustment was not reflected on cost line for the entire data set.
3. Some providers indicated that they deliver a “premium service” or have “premium rooms”. It was not always apparent which elements of these submissions included “premium” costs and therefore elements of these submissions are likely to be included in the outputs even though they do not match the profile of services which local authorities commission from.
4. Other providers indicated that they were unable to separate costs associated with out-of-scope activities from the costs included in their submissions.

- 2.14 The above examples represent limitations that were easily identifiable in the data or through supplementary information supplied by the provider. It is probable that other limitations are built into other submissions that were either not identified (as they fell within a normal response range) or because the provider did not respond to requests for supporting information.

- 2.15 The exercise does not allow for limitations such as those identified to be easily separated out / differentiated and, without further breakdowns from providers, it is difficult to accurately adjust for limitations such as these.

Approach to Consolidation of Data

- 2.16 The Council's approach to collating and analysing the data collected was to take the median of each cost line and take the total of these medians to arrive at the outputs of the data collection exercise. While this approach was taken, the Council recognises that alternative approaches could have been taken, including to take the median of the subtotals.

- 2.17 The following table analyses the results of the three approaches **pre inflation** (i.e. on the 2021/22 data collected):

	65+ care home places without nursing	65+ care home places without nursing, enhanced needs	65+ care home places with nursing	65+ care home places with nursing, enhanced needs
Median of Cost Lines	775.35	758.23	985.58	992.42
Median of Subtotals	739.85	722.74	1,010.82	961.80

- 2.18 There are pros and cons to each approach, including the subtotal approach smoothing out differences in how providers may have accounted for care costs, versus the line-by-line approach which captures everything. The Median of the Subtotals approach largely shows lower median costs, perhaps due to the inclusion of nil cost lines that have been excluded from the chosen approach to medians.
- 2.19 For non-direct staff cost lines, it was found that there were varying levels of responses from providers across the range of cost lines. As such a decision was taken that for these cost lines that would not vary significantly by cost category across the different care settings, the results of the survey across all providers would be used to inform the results of the provider-submitted cost information.

Classification of care types

- 2.20 The DHSC Guidance requires local authorities to submit data against the following care types:
- 65+ care home places without nursing
 - 65+ care home places without nursing, enhanced needs
 - 65+ care home places with nursing
 - 65+ care home places with nursing, enhanced needs
- 2.21 The Data Collection Tool was designed to collect cost information against the 4 care types detailed in para 2.16. Annex A asks Council to submit “Supporting information on important cost drivers used in the calculations”, including the “Number of locations eligible to fill in the survey (excluding those found to be ineligible)”. As “enhanced needs” is not a category registerable with CQC, nor is the definition of “enhanced” explicitly defined by DHSC, it is not possible to accurately state the number of providers eligible to complete the survey by category.
- 2.22 The Council currently commissions 65+ care home placements based on the following care categories/price bands:

	Price per resident, per week (£)
Residential	625
Residential - Physically Frail	706
Residential – Dementia	746
Nursing – Physically Frail (excluding FNC)	706
Nursing – Dementia (excluding FNC)	773

- 2.23 Therefore, the submission tables included in this report do not accurately reflect how the Council purchases care.
- 2.24 Due to the varying response rates against each care category type shown in the table below, the following methodology has been used to ensure as much of the dataset as possible was used to calculate the output medians required for the tables:

- a) Direct staffing costs (lines 1 and 2) were extracted directly from the Data Collection Tool's online reporting system. These costs have been apportioned per care type based on the number of responses received for that category
- b) In-direct and non-staffing costs used the median outputs from provider responses across all care types
- c) ROO and ROC calculated on the recommendations as set out below using LGA recommendations for ROO and Knight Frank rates for ROC, as follows in the following sections.

Supporting information on important cost drivers used in the calculations:	65+ care home places without nursing	65+ care home places without nursing, enhanced needs	65+ care home places with nursing	65+ care home places with nursing, enhanced needs
Number of location level survey responses received	28	26	17	17
Number of carer hours per resident per week	24.57 hours	24.52 hours	24.33 hours	24.6 hours
Number of nursing hours per resident per week	0 hours	0	8.84 hours	9.9 hours

- 2.25 One data quality concern above is how the Data Collection Tool has collected/apportioned the number of **carer hours per resident** (see table above). It was expected that service types providing enhanced care would utilise more staff than those supporting lower-level needs, however this is not supported by the output data. This can be illustrated in the results of the data collection shown in Appendix 1 which highlight the limitations of the tool, whereby a higher cost per week has been applied to Residential Care provision compared to Residential with Enhanced Needs when allocating costs for homes that provide care across both areas. Also, providers found it difficult to report care hours across the different categories, therefore resulting in inconsistent results of the median data collection exercise.
- 2.26 The Council's current fees assume that dementia care services work on enhanced staffing ratios and this is the primary reason that these services are funded at a higher rate than supporting lower-level needs.

3. Approach to Return on Capital

3.1 The DHSC Guidance states that:

Investment by nature involves risk. The cost of capital is the return that investors require to invest in a business. Within the care home market, return on capital payments within the care fee encourage new investors to invest in land and buildings, and keep existing capital invested in social care rather than investing in another business with similar risk. ROC may cover payments such as rent and mortgages, and is an important consideration for the full economic cost of running a care home and apply to all care home providers.

It is important to remember that return on capital may in some cases be reinvested in the business. This can make their business more desirable to the market in future, and help the market develop more generally, for example by improving quality, improving efficiency, serving more people, or moving into new types of care.

Return on Capital is a judgement rather than a hard science, and as described below, the local authority should retain the flexibility to vary the return on capital paid to any individual provider, and the following overarching principles are relevant:

1. Return on Capital is not a hard entitlement nor is it fully objective. There is judgement involved in setting the amounts included in the FCOC exercise, and these are not necessarily intended to be fixed across all providers within Cumbria; the amount paid to any one provider is a judgement according to considerations such as area and building type. It is important to balance spending on return on capital with other potential uses of public money in meeting care needs.
2. Cost of care exercises should be clear how their reported return on capital values have been calculated. Approaches including (but not limited to) those below can inform a local authority's overall judgment on the level of return on capital reported as part of its cost of care exercise.

3.2 Annex E of the DHSC Guidance, provides further detail on return on capital and return on operations. It states two potential approaches for Authorities to use:

Potential approach 1

Providers should be asked to state the current freehold value of their care home, and the median freehold value per bed can then be calculated for the local authority conducting the exercise. There is a second-hand market for care homes which can provide a sense check. A percentage rental yield can then be applied to the freehold value per bed. For example, the commercial estate agents Knight Frank cite a 5.5% yield for core care home stock (note that it is a lower 4% for prime stock and 3.5% for super prime stock).

Potential approach 2

Local Housing Allowance (LHA) is paid to Housing Benefit recipients to support the cost of rent. The rates are set as the 30th percentile of local rents. The one-bedroom rate of LHA (minus fixtures/ fittings/ repairs/ maintenance can arguably be used as a proxy for the property rental element within a local authority. This is because whilst a one-bedroom flat has features which a care home does not, such as a kitchen in every flat, a care home has many communal areas which the flat would not have. The LHA rates are paid at Broad Rental Market Area (BRMA) level, and several of these areas may overlap within with the local authority's boundaries.

3.3 Both of these approaches are evaluated below

DHSC Suggested Approach 1

- 3.4 The commercial estate agents Knight Frank cited a 5.5% yield for core care home stock in their 2020 market report. However, this has now dropped to 3.25% in the latest 2022 update.
- 3.5 Based on return submissions, the median freehold value per bed is £54,804. Applying a 5.5% fixed yield to this figure would provide a return on capital figure of £57.81 per resident per week. This figure would reduce to £34.16 based on the updated 2022 core yield figure from Knight Frank.

DHSC Suggested Approach 2

3.6 In Cumbria, there are four Broad Rental Market Areas (BRMA) within the geography of the county. The table below details the LHA rates for each BRMA area and the number of care homes identified as in scope in that area.

BRMA	LHA rate	No. care homes in scope	No. care home submissions
Barrow-in-Furness	£86.54	18	6
Kendal	£113.92	13	11
North Cumbria	£80.55	27	14
West Cumbria	£80.55	28	14

3.7 Based on the above, the median LHA rate for care homes in scope is: £84.09

Note: to ensure that results are not skewed by homes that elected not to participate in the exercise, the average LHA rate has been calculated based on all homes in scope as opposed to those that submitted returns

3.8 Based on return submissions, the median value for **fixtures & fittings** (uplifted to April 2022) was £16.96 per resident per week. The median value for **repairs & maintenance** (uplifted to April 2022) was £21.19 per resident per week. The median **total value** (April 2022) was £38.15 per resident per week.

3.9 Subtracting the median value for total fixtures & fittings + repairs & maintenance (uplifted to April 2022) from the median LHA rate gives an ROC value of **£42.40**. This figure is approximately 4.0% of the median freehold value per bed per week.

Return on Capital - Summary

3.10 The LaingBuisson 'Care Homes for Older People – UK Market Report March 2022' details the rate of return on capital (yield) sought by landlords wishing to buy freehold assets and lease them to care home operators ranges from about 5.5% to 7%. For most of the capacity in the sector a fair benchmark is believed to be about 7%. This equates to £73.58 per resident per week.

3.11 The National Audit Office's March 2021 report into the [Adult Social Care Market in England](#), found that 42% of large care home providers reported ROC of between 0-5%, with 23% of providers reporting ROC of between 5-10%, and 23% of large care home providers achieving over 10% return on capital.

3.12 Based on this additional information, and the outputs of approaches 1 and 2 above, it seems reasonable to apply a 5.5% yield to the median freehold valuation per resident per week.

4. Approach to Return on Operations

4.1 Within the Data Collection Tool, providers were asked to provide either a percentage markup on operating costs identified, or a per resident per week value.

4.2 78% of providers stated their methodology was based on a percentage markup from operating costs. However, 19% did not submit any data, therefore no value was derived and no calculation per resident per week could be made.

4.3 22% of providers stated that their methodology was based on a total value per home per annum. Of these, 40% did not submit any data in respect of value, therefore no calculation per resident per week could be made.

4.4 28% of providers submitted data with a ROO value greater than 20%, with the highest being 37.5%. Overall, 24% of providers did not submit data to calculate their return on operations.

4.5 As such, the Council sought guidance from other sources. Guidance ranges from 3% for Housing & Communities Agency (HCA) rates, up to 10% from LaingBuisson in its *Care*

Homes for Older People – UK Market Report March 2022 where it states that it is considered reasonable to set the benchmark mark-up on operating costs at the lower end of the 10–15% range (i.e. 10%).

- 4.6 The National Audit Office’s March 2021 report into the Adult Social Care Market in England, found that “some 55% of large for-profit care homes and 39% of large for-profit care at home providers reported a return on investment of less than 5% in 2019”. Advice from the LGA was that 5% has been used for a number of fee setting processes, and has been tested with providers and the rationale is understood.
- 4.7 On the basis of the data available, the Council believes that 5% is an appropriate to be applied for Return on Operations.

5. Approach to Inflation

- 5.1 36 of 44 returns (82%) included a percentage uprate from 2021 annual costs to April 2022 for supplies, services, premises and head office costs.
- 5.2 The submissions by providers were independently reviewed on a line by line basis, with benchmarking conducted to provide a level of assurance over the submissions made.
- 5.3 Given not all providers submitted uprate percentages for 2022, a decision was taken to take the median of the provider submissions for these percentage increases, and apply this to the 2021/22 data collected, to arrive at the median April 2022 result for the survey of provider cost information.
- 5.4 Utility costs appeared an outlier following further benchmarking work that included data from the Office for National Statistics, Knight Frank, and Utility Cost Comparison Websites. Data returns from providers had a 53.5% increase in electricity and 100% on gas. The Councils independent advisors highlighted an uplifts percentage of 50% instead of the 53.5% on electricity and 100% on gas identified in the survey.
- 5.5 This resulted in the following percentage uprates applied to provider responses for 2021/22 to calculate the result survey for April 2022:

Cost Element	Median of provider % applied to cost element
Care Staff Costs Registered Nursing Staff 2022 uprate %	6.10
Care Staff Costs Nursing Assistants 2022 uprate %	4.65
Care Staff Costs Senior Carer 2022 uprate %	7.20
Care Staff Costs Carer 2022 uprate %	7.90
Care Staff Costs Therapy Staff 2022 uprate %	4.00
Care Staff Costs Activity Coordinators 2022 uprate %	7.20
Care Staff Costs Reg Manager 2022 uprate %	6.25
Care Staff Costs Deputy 2022 uprate %	7.00
Care Staff Costs Other 2022 uprate %	4.00
Other Staff Costs Reception & Admin 2022 uprate %	7.20
Other Staff Costs Chefs 2022 uprate %	7.55
Other Staff Costs Domestic Staff 2022 uprate %	7.20
Other Staff Costs Maintenance Staff 2022 uprate %	7.35
Other Staff Costs Other Staff 2022 uprate %	7.20
Care Home Premises Costs Fixtures & Fittings 2022 uprate	5.00
Care Home Premises Costs Repairs 2022 uprate %	10.00
Care Home Premises Costs Furniture 2022 uprate %	7.00
Care Home Premises Costs Other 2022 uprate %	4.00
Care Home Supplies & Services Food Supplies 2022 uprate %	10.50

Care Home Supplies & Services Domestic & Cleaning Supplies 2022 uprate %	6.10
Care Home Supplies & Services Medical Supplies 2022 uprate %	5.00
Care Home Supplies & Services PPE 2022 uprate %	6.10
Care Home Supplies & Services Office Supplies 2022 uprate %	5.00
Care Home Supplies & Services Insurance 2022 uprate %	18.70
Care Home Supplies & Services Registration Fees 2022 uprate	7.20
Care Home Supplies & Services Telephone 2022 uprate %	5.00
Care Home Supplies & Services Council Tax 2022 uprate %	3.40
Care Home Supplies & Services Electricity 2022 uprate %	50.00
Care Home Supplies & Services Gas 2022 uprate %	50.00
Care Home Supplies & Services Water 2022 uprate %	7.83
Care Home Supplies & Services Waste 2022 uprate %	7.10
Care Home Supplies & Services Transport & Activities 2022 uprate %	7.20
Care Home Supplies & Services Other 2022 uprate %	5.00
Head office Related Costs Central/Regional Management 2022 uprate %	6.75
Head office Related Costs Support Services 2022 uprate %	5.00
Head office Related Costs Recruitment 2022 uprate %	7.20
Head office Related Costs Other 2022 uprate %	3.00

- 5.6 Applying an inflation percentage to 2021-22 costs risks further increasing Covid-related costs included in the 2021-22 cost information. It is anticipated that as Covid restrictions have reduced and equipment supplies (e.g. PPE) have improved, Covid-related costs may actually be lower in April 2022 than in 2021-22. This approach also risks uplifting Covid-costs (such as additional staffing capacity to conduct whole-home testing) that were largely funded by statutory grants and may no longer be incurred by providers.
- 5.7 These findings in relation to inflation have been used for uplifting the 2021/22 data collected to an April 2022 cost for the purposes of the survey of provider cost information, conducted in line with the conditions and requirements set out by DHSC in the Market Sustainability and Fair Cost of Care fund 2022 to 2023. This will not be an indicator of future uplifts in the Council's fee setting processes.

6. Summary

- 6.1 This report summarises the process undertaken by the Council in completing a survey of provider costs (in line with the requirements of the DHSC Guidance). The output tables reflect as accurate a picture of provider-submitted cost information as could be reasonably derived, in the context of the limitations set out in this report. Tables supporting the conclusion of the data collection are set out in Appendices 1 and 2 of this report and support the Annex A submission.
- 6.2 Future fees for the 65+ care home sector will be established as part of the wider annual budget setting process. Care home fees are one element of the overall budget setting process with Council's having a statutory responsibility to approve a balanced budget for the next financial year and ensure that in the medium term the Council is financially sustainable.
- 6.3 While the Council uses Real Living Wage and CPI data to inform the setting of future fees, additional regard will be had to the sustainability position of the market (reflecting the challenges outlined in this document), the outputs of the provider returns received as part of the Market Sustainability and Fair Cost of Care fund 2022 to 2023 and any additional financial settlement received from Central Government in relation to this exercise.
- 6.4 It is important to note that budget setting for 2023-24 financial year will be set by the new Cumberland and Westmorland & Furness Councils.
- 6.5 The Council wishes to place on record its thanks to the providers who have engaged in this exercise.

7. Appendix 1: Annex A Section 3 Table

Cost of care exercise results - all cells should be £ per resident per week, MEDIANS.	65+ care home places without nursing	65+ care home places without nursing, enhanced needs	65+ care home places with nursing	65+ care home places with nursing, enhanced needs
Total Care Home Staffing	£515.89	£498.30	£728.74	£735.73
Nursing Staff	£0.00	£0.00	£187.56	£190.64
Care Staff	£321.34	£303.75	£346.63	£350.54
Therapy Staff (Occupational & Physio)	£3.64	£3.64	£3.64	£3.64
Activity Coordinators	£11.41	£11.41	£11.41	£11.41
Service Management (Registered Manager/Deputy)	£57.66	£57.66	£57.66	£57.66
Reception & Admin staff at the home	£16.06	£16.06	£16.06	£16.06
Chefs / Cooks	£26.53	£26.53	£26.53	£26.53
Domestic staff (cleaning, laundry & kitchen)	£46.26	£46.26	£46.26	£46.26
Maintenance & Gardening	£14.62	£14.62	£14.62	£14.62
Other care home staffing (please specify)	£18.37	£18.37	£18.37	£18.37
Total Care Home Premises	£51.68	£51.68	£51.68	£51.68
Fixtures & fittings	£16.96	£16.96	£16.96	£16.96
Repairs and maintenance	£21.19	£21.19	£21.19	£21.19
Furniture, furnishings and equipment	£5.51	£5.51	£5.51	£5.51
Other care home premises costs (please specify)	£8.02	£8.02	£8.02	£8.02
Total Care Home Supplies and Services	£112.77	£112.77	£112.77	£112.77
Food supplies	£35.17	£35.17	£35.17	£35.17
Domestic and cleaning supplies	£8.60	£8.60	£8.60	£8.60
Medical supplies (excluding PPE)	£4.29	£4.29	£4.29	£4.29
PPE	£2.37	£2.37	£2.37	£2.37
Office supplies (home specific)	£2.98	£2.98	£2.98	£2.98
Insurance (all risks)	£6.89	£6.89	£6.89	£6.89
Registration fees	£3.64	£3.64	£3.64	£3.64
Telephone & internet	£2.26	£2.26	£2.26	£2.26
Council tax / rates	£1.30	£1.30	£1.30	£1.30
Electricity, Gas & Water	£32.06	£32.06	£32.06	£32.06
Trade and clinical waste	£5.50	£5.50	£5.50	£5.50
Transport & Activities	£2.18	£2.18	£2.18	£2.18
Other care home supplies and services costs (please specify)	£5.53	£5.53	£5.53	£5.53
Total Head Office	£61.66	£61.66	£61.66	£61.66
Central / Regional Management	£29.86	£29.86	£29.86	£29.86
Support Services (finance / HR / legal / marketing etc.)	£20.46	£20.46	£20.46	£20.46
Recruitment, Training & Vetting (incl. DBS checks)	£4.38	£4.38	£4.38	£4.38
Other head office costs (please specify)	£6.96	£6.96	£6.96	£6.96
Total Return on Operations	£37.10	£36.22	£47.74	£48.09
Total Return on Capital	£57.81	£57.81	£57.81	£57.81
TOTAL	£836.91	£818.44	£1,060.40	£1,067.74

8. Appendix 2: Table for Each Service Type

65+ Care Home Places Without Nursing

65+ Care Home Places Without Nursing	Count of responses	Lower Quartile	Median	Upper Quartile
Total Care Home Staffing		£392.58	£515.89	£686.00
Nursing Staff	0	£0.00	£0.00	£0.00
Care Staff	28	£272.10	£321.34	£355.28
Therapy Staff (Occupational & Physio)	7	£2.23	£3.64	£4.21
Activity Coordinators	35	£8.39	£11.41	£16.09
Service Management (Registered Manager/Deputy)	40	£29.87	£57.66	£126.96
Reception & Admin staff at the home	36	£9.40	£16.06	£21.24
Chefs / Cooks	39	£19.30	£26.53	£43.37
Domestic staff (cleaning, laundry & kitchen)	42	£35.88	£46.26	£66.96
Maintenance & Gardening	36	£11.03	£14.62	£19.46
Other care home staffing (please specify)	16	£4.38	£18.37	£32.43
Total Care Home Premises		£25.24	£51.68	£126.19
Fixtures & fittings	28	£4.43	£16.96	£25.84
Repairs and maintenance	42	£16.62	£21.19	£35.87
Furniture, furnishings and equipment	37	£2.23	£5.51	£12.38
Other care home premises costs (please specify)	24	£1.96	£8.02	£52.10
Total Care Home Supplies and Services		£84.95	£112.77	£152.97
Food supplies	42	£31.80	£35.17	£41.13
Domestic and cleaning supplies	42	£6.63	£8.60	£11.21
Medical supplies (excluding PPE)	31	£1.25	£4.29	£8.98
PPE	22	£1.39	£2.37	£3.23
Office supplies (home specific)	42	£2.19	£2.98	£6.29
Insurance (all risks)	41	£5.45	£6.89	£8.39
Registration fees	42	£3.30	£3.64	£4.14
Telephone & internet	42	£1.58	£2.26	£3.07
Council tax / rates	42	£0.75	£1.30	£2.24
Electricity, Gas & Water	42	£24.23	£32.06	£40.86
Trade and clinical waste	41	£3.31	£5.50	£6.52
Transport & Activities	41	£1.04	£2.18	£5.07
Other care home supplies and services costs (please specify)	38	£2.03	£5.53	£11.84
Total Head Office		£37.66	£61.66	£131.82
Central / Regional Management	33	£23.62	£29.86	£52.64
Support Services (finance / HR / legal / marketing etc.)	36	£7.15	£20.46	£45.30
Recruitment, Training & Vetting (incl. DBS checks)	34	£1.56	£4.38	£9.06
Other head office costs (please specify)	20	£5.33	£6.96	£24.82
Total Return on Operations	35	£27.02	£37.10	£54.85
Total Return on Capital	25	£57.81	£57.81	£57.81
TOTAL		£625.26	£836.91	£1,209.64

65+ Care Home Places Without Nursing, Enhanced Needs

65+ Care Home Places Without Nursing	Count of responses	Lower Quartile	Median	Upper Quartile
Total Care Home Staffing		£374.35	£498.30	£685.17
Nursing Staff	0	£0.00	£0.00	£0.00
Care Staff	29	£253.87	£303.75	£354.45
Therapy Staff (Occupational & Physio)	7	£2.23	£3.64	£4.21
Activity Coordinators	35	£8.39	£11.41	£16.09
Service Management (Registered Manager/Deputy)	40	£29.87	£57.66	£126.96
Reception & Admin staff at the home	36	£9.40	£16.06	£21.24
Chefs / Cooks	39	£19.30	£26.53	£43.37
Domestic staff (cleaning, laundry & kitchen)	42	£35.88	£46.26	£66.96
Maintenance & Gardening	36	£11.03	£14.62	£19.46
Other care home staffing (please specify)	16	£4.38	£18.37	£32.43
Total Care Home Premises		£25.24	£51.68	£126.19
Fixtures & fittings	28	£4.43	£16.96	£25.84
Repairs and maintenance	42	£16.62	£21.19	£35.87
Furniture, furnishings and equipment	37	£2.23	£5.51	£12.38
Other care home premises costs (please specify)	24	£1.96	£8.02	£52.10
Total Care Home Supplies and Services		£84.95	£112.77	£152.97
Food supplies	42	£31.80	£35.17	£41.13
Domestic and cleaning supplies	42	£6.63	£8.60	£11.21
Medical supplies (excluding PPE)	31	£1.25	£4.29	£8.98
PPE	22	£1.39	£2.37	£3.23
Office supplies (home specific)	42	£2.19	£2.98	£6.29
Insurance (all risks)	41	£5.45	£6.89	£8.39
Registration fees	42	£3.30	£3.64	£4.14
Telephone & internet	42	£1.58	£2.26	£3.07
Council tax / rates	42	£0.75	£1.30	£2.24
Electricity, Gas & Water	42	£24.23	£32.06	£40.86
Trade and clinical waste	41	£3.31	£5.50	£6.52
Transport & Activities	41	£1.04	£2.18	£5.07
Other care home supplies and services costs (please specify)	38	£2.03	£5.53	£11.84
Total Head Office		£37.66	£61.66	£131.82
Central / Regional Management	33	£23.62	£29.86	£52.64
Support Services (finance / HR / legal / marketing etc.)	36	£7.15	£20.46	£45.30
Recruitment, Training & Vetting (incl. DBS checks)	34	£1.56	£4.38	£9.06
Other head office costs (please specify)	20	£5.33	£6.96	£24.82
Total Return on Operations	35	£26.11	£36.22	£54.81
Total Return on Capital	25	£57.81	£57.81	£57.81
TOTAL		£606.12	£818.44	£1,208.77

65+ Care Home Places With Nursing

65+ Care Home Places With Nursing	Count of responses	Lower Quartile	Median	Upper Quartile
Total Care Home Staffing		£597.44	£728.74	£970.11
Nursing Staff	15	£173.08	£187.56	£275.55
Care Staff	17	£303.88	£346.63	£363.84
Therapy Staff (Occupational & Physio)	7	£2.23	£3.64	£4.21
Activity Coordinators	35	£8.39	£11.41	£16.09
Service Management (Registered Manager/Deputy)	40	£29.87	£57.66	£126.96
Reception & Admin staff at the home	36	£9.40	£16.06	£21.24
Chefs / Cooks	39	£19.30	£26.53	£43.37
Domestic staff (cleaning, laundry & kitchen)	42	£35.88	£46.26	£66.96
Maintenance & Gardening	36	£11.03	£14.62	£19.46
Other care home staffing (please specify)	16	£4.38	£18.37	£32.43
Total Care Home Premises		£25.24	£51.68	£126.19
Fixtures & fittings	28	£4.43	£16.96	£25.84
Repairs and maintenance	42	£16.62	£21.19	£35.87
Furniture, furnishings and equipment	37	£2.23	£5.51	£12.38
Other care home premises costs (please specify)	24	£1.96	£8.02	£52.10
Total Care Home Supplies and Services		£84.95	£112.77	£152.97
Food supplies	42	£31.80	£35.17	£41.13
Domestic and cleaning supplies	42	£6.63	£8.60	£11.21
Medical supplies (excluding PPE)	31	£1.25	£4.29	£8.98
PPE	22	£1.39	£2.37	£3.23
Office supplies (home specific)	42	£2.19	£2.98	£6.29
Insurance (all risks)	41	£5.45	£6.89	£8.39
Registration fees	42	£3.30	£3.64	£4.14
Telephone & internet	42	£1.58	£2.26	£3.07
Council tax / rates	42	£0.75	£1.30	£2.24
Electricity, Gas & Water	42	£24.23	£32.06	£40.86
Trade and clinical waste	41	£3.31	£5.50	£6.52
Transport & Activities	41	£1.04	£2.18	£5.07
Other care home supplies and services costs (please specify)	38	£2.03	£5.53	£11.84
Total Head Office		£37.66	£61.66	£131.82
Central / Regional Management	33	£23.62	£29.86	£52.64
Support Services (finance / HR / legal / marketing etc.)	36	£7.15	£20.46	£45.30
Recruitment, Training & Vetting (incl. DBS checks)	34	£1.56	£4.38	£9.06
Other head office costs (please specify)	20	£5.33	£6.96	£24.82
Total Return on Operations	35	£37.26	£47.74	£69.05
Total Return on Capital	25	£57.81	£57.81	£57.81
TOTAL		£840.36	£1,060.40	£1,507.95

65+ Care Home Places With Nursing, Enhanced Needs

65+ Care Home Places Without Nursing	Count of responses	Lower Quartile	Median	Upper Quartile
Total Care Home Staffing		£595.54	£735.73	£996.76
Nursing Staff	14	£173.02	£190.64	£259.41
Care Staff	16	£302.04	£350.54	£406.63
Therapy Staff (Occupational & Physio)	7	£2.23	£3.64	£4.21
Activity Coordinators	35	£8.39	£11.41	£16.09
Service Management (Registered Manager/Deputy)	40	£29.87	£57.66	£126.96
Reception & Admin staff at the home	36	£9.40	£16.06	£21.24
Chefs / Cooks	39	£19.30	£26.53	£43.37
Domestic staff (cleaning, laundry & kitchen)	42	£35.88	£46.26	£66.96
Maintenance & Gardening	36	£11.03	£14.62	£19.46
Other care home staffing (please specify)	16	£4.38	£18.37	£32.43
Total Care Home Premises		£25.24	£51.68	£126.19
Fixtures & fittings	28	£4.43	£16.96	£25.84
Repairs and maintenance	42	£16.62	£21.19	£35.87
Furniture, furnishings and equipment	37	£2.23	£5.51	£12.38
Other care home premises costs (please specify)	24	£1.96	£8.02	£52.10
Total Care Home Supplies and Services		£84.95	£112.77	£152.97
Food supplies	42	£31.80	£35.17	£41.13
Domestic and cleaning supplies	42	£6.63	£8.60	£11.21
Medical supplies (excluding PPE)	31	£1.25	£4.29	£8.98
PPE	22	£1.39	£2.37	£3.23
Office supplies (home specific)	42	£2.19	£2.98	£6.29
Insurance (all risks)	41	£5.45	£6.89	£8.39
Registration fees	42	£3.30	£3.64	£4.14
Telephone & internet	42	£1.58	£2.26	£3.07
Council tax / rates	42	£0.75	£1.30	£2.24
Electricity, Gas & Water	42	£24.23	£32.06	£40.86
Trade and clinical waste	41	£3.31	£5.50	£6.52
Transport & Activities	41	£1.04	£2.18	£5.07
Other care home supplies and services costs (please specify)	38	£2.03	£5.53	£11.84
Total Head Office		£37.66	£61.66	£131.82
Central / Regional Management	33	£23.62	£29.86	£52.64
Support Services (finance / HR / legal / marketing etc.)	36	£7.15	£20.46	£45.30
Recruitment, Training & Vetting (incl. DBS checks)	34	£1.56	£4.38	£9.06
Other head office costs (please specify)	20	£5.33	£6.96	£24.82
Total Return on Operations	35	£37.17	£48.09	£70.39
Total Return on Capital	25	£57.81	£57.81	£57.81
TOTAL		£838.37	£1,067.74	£1,535.94