



Cyngor Gofal Cymru
Care Council for Wales

Hyder mewn Gofal - Confidence in Care



PROFILE OF THE ADULT CARE HOME MANAGERS IN WALES

A report from the Care Council for Wales
Register of Social Care Workers, June 2014

www.ccwales.org.uk



Noddir gan
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1 Introduction

- 1.1 Adult care home managers working in Wales have been required to register with the Care Council for Wales (Care Council) since 1 October 2011. Mandatory registration was introduced by the Welsh Government through the Care Home (Wales) (Miscellaneous Amendments) Regulations 2011¹.
- 1.2 This is the third annual report of adult care home managers working in Wales. Adult care home workers are not required to register so this report only profiles the managers.

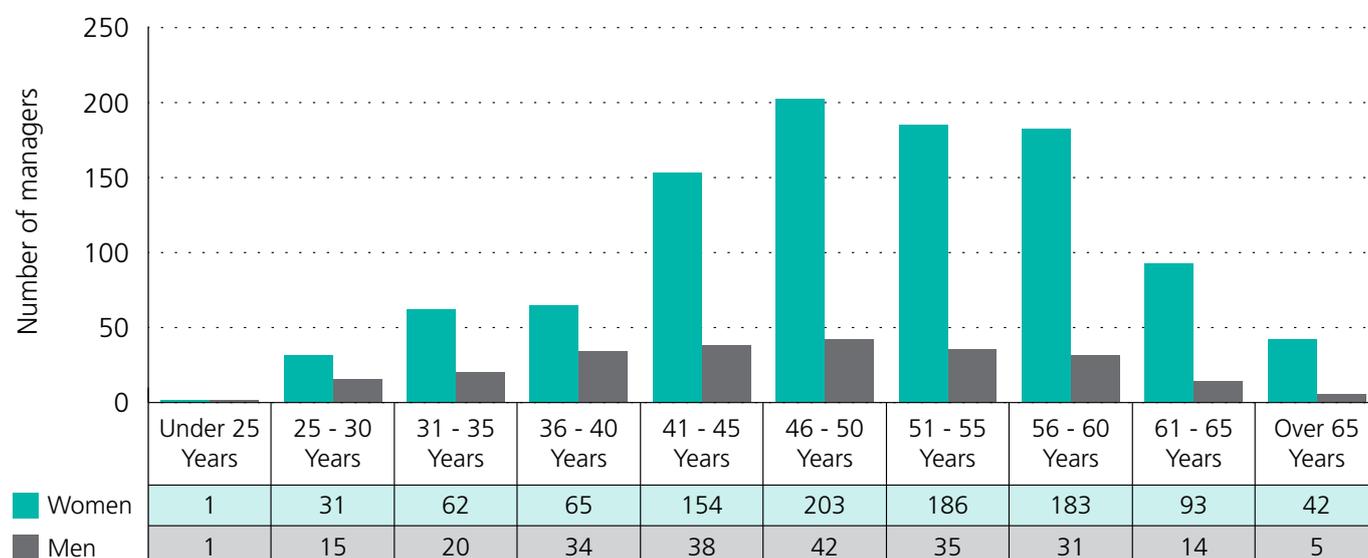
2 Analysis of data from the Register of Social Care Workers, June 2014

- 2.1 This profile is based on the data about themselves and their employment provided by adult care home managers, during the application process to register onto the Care Council for Wales Register of Social Care Workers (the Register) and to maintain their registration with the Care Council.
- 2.2 The data is about the 1,255 adult care home managers registered with the Care Council and working in Wales at 1 June 2014. There were 54 more people on the Register as adult care home managers than in June 2013. At 1 June 2014 there were also 24 managers applying to the Register who are not included in this profile. The following figures reflect some change within the sector over the last year but also the continuing establishment of the Register, as a small number of already practising managers applied late.
- 2.3 The majority of managers on the Register (83.2 per cent) were working at a service registered with the Care and Social Services Inspectorate Wales (CSSIW). The current employment of 29 managers on the Register was not known at the profile date.
- 2.4 At 1 June 2014, there were 1,131 services registered with CSSIW as adult care homes. The majority of services (979) had at least one qualified manager registered with the Care Council. At a number of services the manager role was vacant at this date including 40 of these services where there was no one registered as a manager with CSSIW or with the Care Council.
- 2.5 The manager role at an additional 107 registered services was listed by CSSIW as vacant but there were people registered with the Care Council and qualified as an adult care home manager at each of those service addresses.
- 2.6 At 51 services the CSSIW listed a named manager as the registered manager but the Care Council did not have that individual registered as working at that service. A small number of these services were not yet operating and at least one had closed.
- 2.7 The data from the Register include information about the managers joining and leaving the Register as adult care home managers in the year since 1 June 2013.

¹ Care Home (Wales) (Miscellaneous Amendments) Regulations 2011, www.legislation.gov.uk/wsi/2011/1016/contents/made

3 Age and sex

Figure 1: Age and sex of adult care home managers on the Register at June 2014

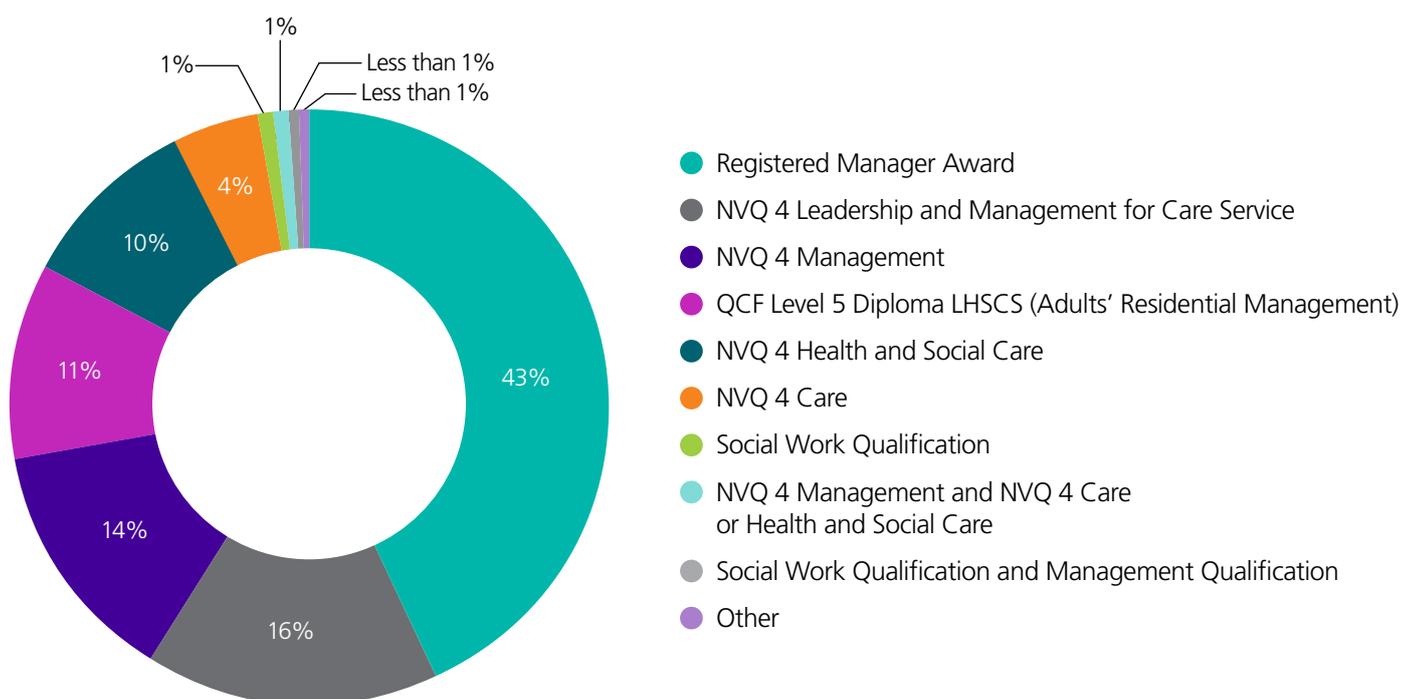


- 3.1** During the past year the number on the Register increased to 1,255 as the Register of adult care home managers became established. Section 8 analyses the data about those who left and joined the Register since the 2013 Profile. At June 2014, 81.3 per cent (82.3 per cent in 2013) were women and 18.7 per cent (17.7 per cent in 2013) were men. So while the ratio of men to women was almost four to one, the proportion of men had increased slightly by one per cent.
- 3.2** The number of managers had increased most in the 56 - 60 age group (up by 18). The 46 - 50 age group remained the largest (245). Numbers had risen in all but two age groups, the biggest decrease being in the 51 - 55 age group (minus 10).
- 3.3** The majority of managers, 81.8 per cent, were over 40 years of age (81.3 per cent in 2013) and 46.9 per cent were over 50. The percentage over 60 had increased for the third consecutive year (from 11.2 per cent in 2013) to 12.3 per cent. The average age of all managers was 49.
- 3.4** The number of self-employed managers had risen from 158 to 185. Their age profile showed the majority were still over 50 and those over 55 had increased during the year from 74 to 90.

4 Qualifications held

4.1 Adult care home managers are required to hold the appropriate qualification in order to apply for registration. Therefore, the managers on the Register are qualified to at least the minimum standard set by the Welsh Government.

Figure 2: Qualifications held by adult care home managers on the Register at June 2014



4.2 The current required qualification is the QCF Level 5 Diploma in Leadership for Health and Social Care Services (Adults' Residential Management) Wales and Northern Ireland, which was introduced in Wales with the Qualification Credit Framework in January 2011. At June 2014 it had been obtained by 131 adult care home managers which is an increase of 70 compared with the 2013 profile.

4.3 The Registered Manager Award, which was the required qualification up to the introduction of the NVQ 4 Leadership and Management for Care Services in 2008, continued to be the most commonly held qualification.

4.4 There was a small drop in the number of managers qualified as a social worker from 19 to 18, three hold a degree in social work, six a Diploma in Social Work (DipSW) and one qualified outside the UK. The others hold earlier social work qualifications. The majority holding a social work qualification also hold a management qualification. This became a requirement for working as an adult care home manager in 2013 following revision of the Qualification Framework for the Social Care Sector in Wales².

² Qualification Framework for the Social Care Sector in Wales, www.ccwales.org.uk/qualification-framework

- 4.5** For registration purposes, applicants are only required to provide evidence that they hold the minimum requirement or above. Therefore Figure 2 does not reflect any additional qualifications that managers may hold outside this requirement. Managers who notified the Care Council that they hold a first level registered nursing qualification all also hold the required social care qualification(s), so their nursing qualification is not included in this figure.

Figure 3: Year registrants in this profile qualified as an adult care home manager

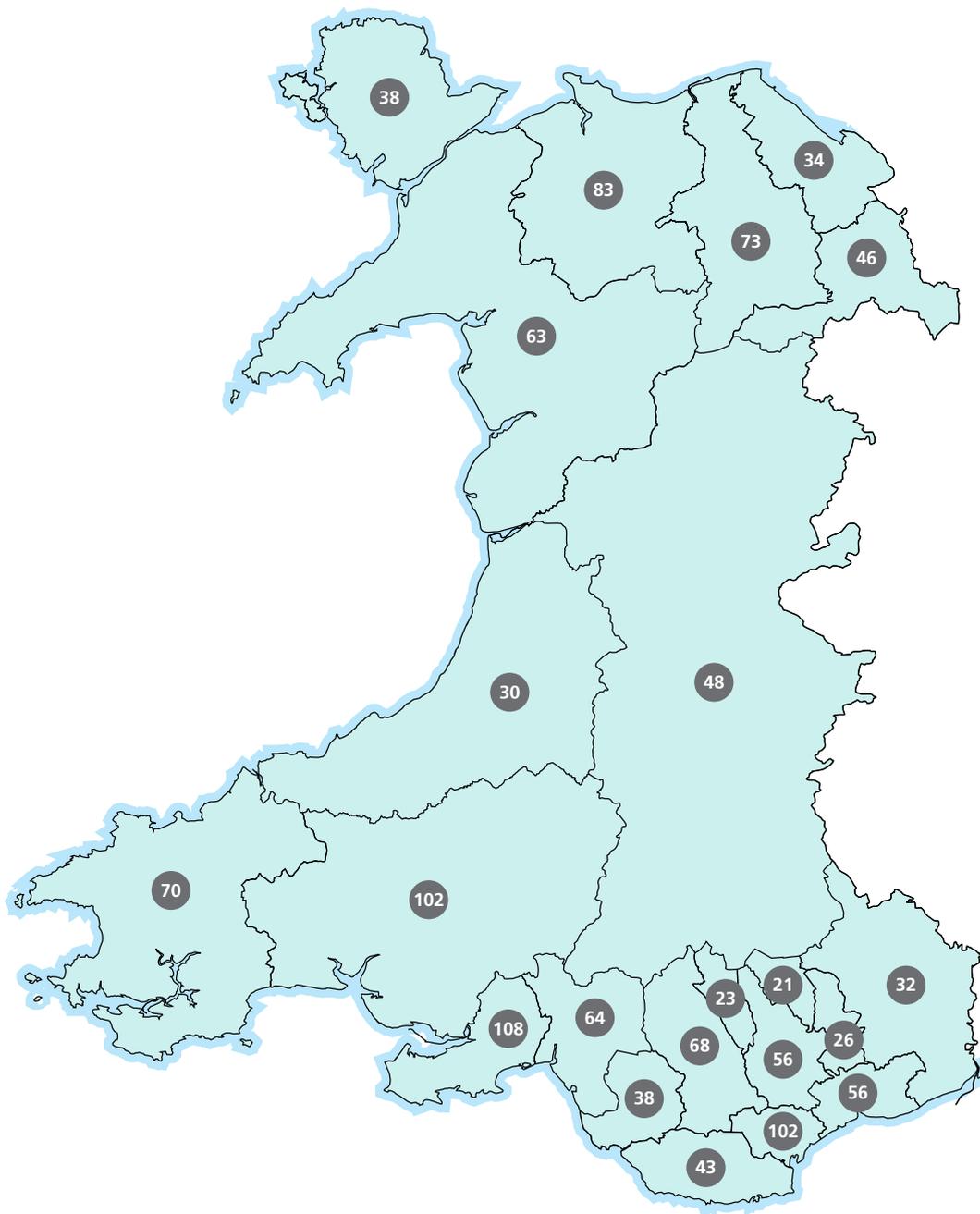


- 4.6** Since the last profile 61 managers qualified, 59 with the current required qualification and two with a predecessor qualification.
- 4.7** More than half of the managers (57.5 per cent) had qualified over five years ago. The average length of time the managers had been qualified was 6.2 years.
- 4.8** The average age of qualifying as an adult care home manager was 43.
- 4.9** Three quarters of the managers registered at June 2014 (75.3 per cent) had obtained the qualification required for registration before mandatory registration was announced by the Welsh Government in November 2010. However, 24.7 per cent (310) of managers qualified since mandatory registration was announced, including 198 managers who qualified since mandatory registration of adult care home managers came into force on 1 October 2011. This partly reflects the turnover of staff but also indicates that regulation has increased the number of qualified managers.

5 County of employment

5.1 Figure 4 shows the geographical distribution across Wales, by local authority area, of the registered managers in social care employment at 1st June 2014.

Figure 4: Number of managers on the Register at June 2014 employed in each local authority area in Wales



5.2 The local authority areas where the most adult care home managers were employed were Swansea (108), Cardiff (102) and Carmarthenshire (102). The least were employed in Blaenau Gwent (21) and Merthyr Tydfil (23). This does not reflect the number of registered services in these areas due to some managers managing more than one service.

6 Type of employment

- 6.1** Of the 1,255 managers registered, 82.5 per cent (1,036) were employed in a registered adult care home service in Wales and 14.7 per cent (185) were self-employed.
- 6.2** There were 29 who were either not in employment or their employment was unknown at 1 June 2014. In addition, three were employed in Wales by an agency and two were employed outside Wales in a social care role.
- 6.3** Of the adult care home managers registered, 50 had more than one job. In most cases they owned and managed more than one registered setting, or they managed more than one of the registered settings provided by their organisation. In addition there were 20 managers who worked in both an adult care home service and a domiciliary care service. For this analysis of employment, the registered individuals have been counted rather than the roles they hold.

Figure 5: Type of job of adult care home managers on the Register at June 2014

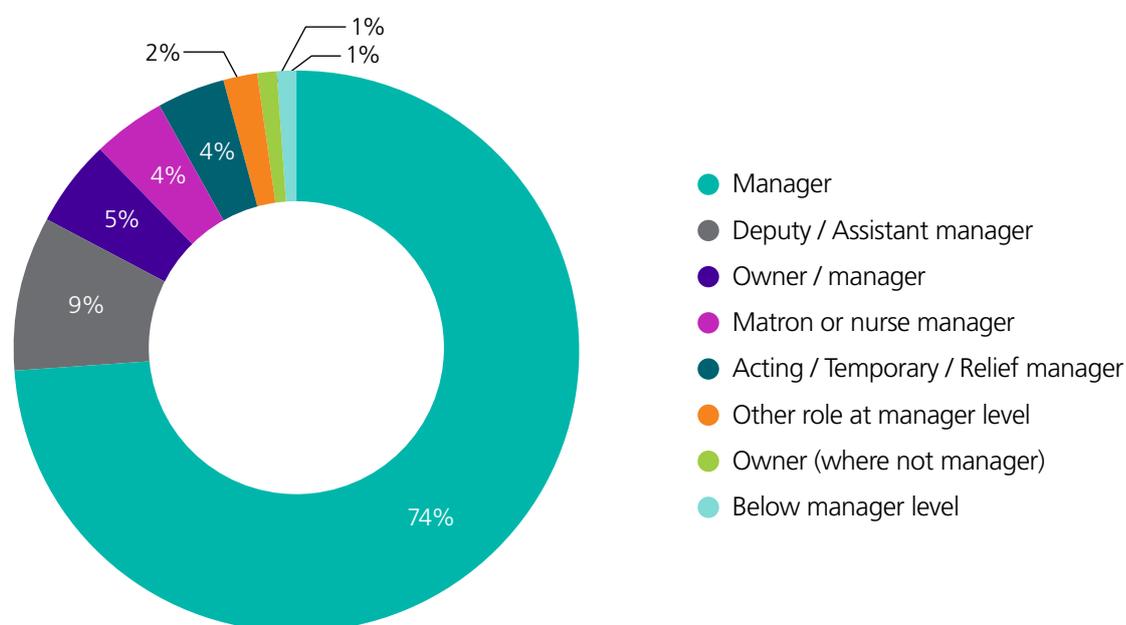


Table 1: Type of job of adult care home managers on the Register at June 2014 compared with June 2013

Type of job	2013	2014	Difference
Manager	939 (combined)	911	+ 33
Owner / Manager		61	
Matron or Nurse manager	53	46	- 7
Acting / Temporary / Relief manager	41	44	+ 3
Deputy / Assistant manager	91	107	+ 16
Other role at manager level	36	27	- 9
Owner (where not manager)	10	19	+ 9
Below manager level	6	11	+ 5
Total	1,176	1,226	+ 50

- 6.4** The largest increase was in the role of manager. The number of matron or nurse managers had decreased, from 53 in 2013 to 46 in 2014, as had the number working in other roles at manager level.
- 6.5** The average age of those in the first four job types in Table 1 (not including roles below manager such as deputy) was 49 and 12.7 per cent were aged over 60.
- 6.6** The number of managers registered with the Nursing and Midwifery Council (NMC) as well as the Care Council was 317 (25.3 per cent). Of the 46 employed as Matron / Nurse manager, 45 were also registered with the NMC at the profile date.

Figure 6: Percentage of managers working in adult care homes in Wales by sector or by an agency at June 2014

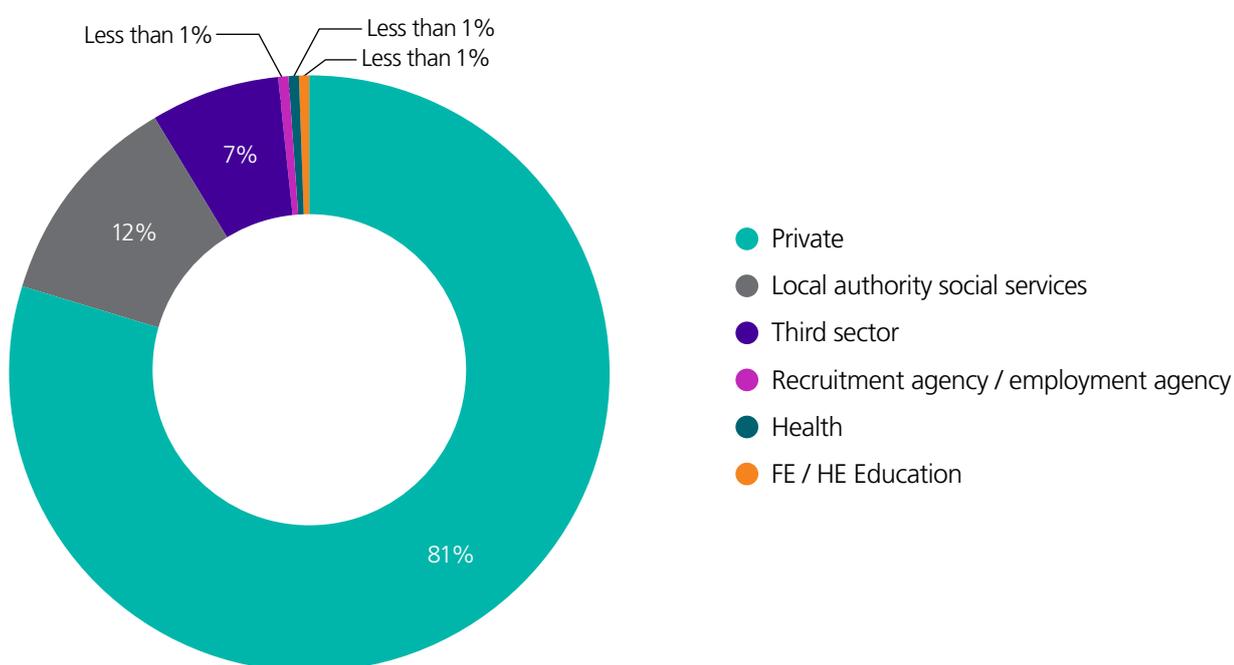


Table 2: Number of managers employed in adult care homes in Wales at June 2014 by sector or by an agency compared to June 2013

Sector or agency	2013	2014	Difference
Private	936	985	+ 49
Local authority social services	142	147	+ 5
Third sector	85	83	- 2
Recruitment agency / Employment agency	0	3	+ 3
FE / HE Education	0	1	+ 1
Health (adult care home managed by health board)	1	2	+1
Total	1,164	1,221	+ 57

- 6.7** The percentage of managers employed at adult care homes in June 2014 in each sector showed very little change from June 2013. The majority (81 per cent) were working in an adult care home in the private sector (80.4 per cent in 2013). The five managers registered but not employed in an adult care home at June 2014 are excluded from Figure 6 and Table 2.
- 6.8** Of the 989 managers working in the private sector, 185 were self-employed (158 in 2013). Of those who were self-employed, 64.6 per cent had been in their current post for over 10 years and 30.9 per cent were aged over 60.
- 6.9** The local authorities in Wales employed 12 per cent of the managers with current employment in social care at 1 June 2014.

Table 3: Number of local authority services with a manager registered and number of managers registered

Local authority county borough, county or city council	Number of services with a manager registered - June 2014	Number of managers registered - June 2014
Blaenau Gwent	1	3
Bridgend	6	6
Caerphilly	9	10
Cardiff	0	0
Carmarthenshire	11	12
Ceredigion	6	8
Swansea	11	20
Conwy	1	1
Gwynedd	14	22
Anglesey	6	7
Denbighshire	3	5
Flintshire	6	7
Merthyr Tydfi	5	5
Monmouthshire	3	3
Neath Port Talbot	2	3
Newport	4	5
Pembrokeshire	5	6
Powys	0	0
Rhondda Cynon Taff	13	16
Torfaen	0	0
Vale of Glamorgan	3	5
Wrexham	4*	5
Total	109	149

* includes one sheltered housing not registered as an adult care home but where a qualified adult care home manager worked

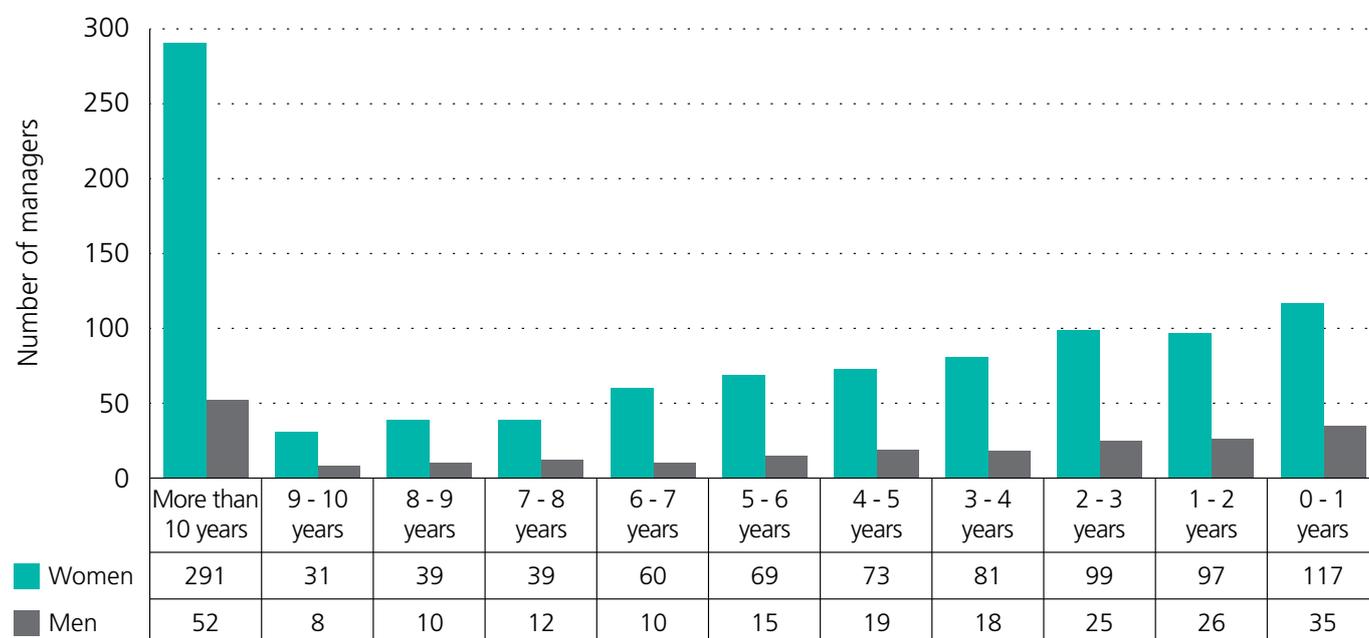
- 6.10** As in previous years, the largest local authority provider was Gwynedd, with 14 registered adult care homes and 22 qualified home managers on the Register.
- 6.11** Most managers described the group of people they worked with as older people including the categories mental health, physical disability and learning disability (60 per cent). A small number of managers worked with both adults and older people (1.9 per cent). The rest of the managers worked with adults but not older people (37.2 per cent). Table 4 includes a category for each current adult care home job for each person registered as a manager.

Table 4: Groups with whom adult care home managers on the Register at June 2014 worked

Groups	Total	Percentage
Single category:		
Older people	779	60.9%
Learning disability	238	18.6%
Mental health	117	9.1%
Physical disability	14	1.1%
Substance misuse	4	0.3%
Multiple categories:		
Adults including more than one of the above categories but not including older people	104	8.1%
Adults including more than one of the above categories and including older people	24	1.9%
Total	1,280	100%

7 Length of time in post

Figure 7: Number of years adult care home managers on the Register at June 2014 had been in their current job



7.1 Where an individual had more than one job in the adult care home sector, just one job where they hold a manager position has been analysed. The data held on date of starting in current job will be less up-to-date this year than immediately following registration or after renewal, when managers are most likely to provide up-to-date employment information. However, the figures show a small increase from 2013, suggesting that at least 10 per cent of managers on the Register started a new job in each of the last two years. Over half (51.9 per cent) of the managers on the Register at June 2014 may have been in the same job for over five years.

8 Managers joining and leaving the Register as adult care home managers

8.1 Of the managers on the Register at June 2014, 176 (14 per cent) had registered as an adult care home manager since the last profile in June 2013 and 122 people left this register role. There was a net gain of 54.

Profile of those who left the Register as an adult care home manager

8.2 The registration of some managers moved to another role, so, whilst still on the Register for their new role, they are not counted in this profile. However, the majority who left registration as an adult care home manager left the Register altogether. One manager was removed by a conduct committee between June 2013 and May 2014. Two managers currently have an interim suspension order imposed by an investigating committee and are not included in this profile.

Table 5: Reasons for leaving registration as an adult care home manager

Reason for leaving	
Voluntary removal	70
Removed - Failed to pay an annual fee	15
Transferred to domiciliary care manager	15
Removed - Failure to apply for renewal of registration	11
Deceased	3
Removed - Incomplete renewal application received	3
Interim suspension order	2
Removed By conduct committee	1
Transferred to adult care home worker	1
Transferred to domiciliary care worker	1
Total	122

Table 6: Reasons given by registrants for requesting voluntary removal

Reason for voluntary removal	
Retired	19
Registration not a requirement for current post	18
No longer working in social care	14
Other	7
Taking time out from working in social care	4
Working in social care outside Wales	4
Currently unemployed	3
Living outside UK	1
Total	70

- 8.3** Most people gave their reason for leaving the Register as changing role rather than retirement. Those who are removed from the Register for non-payment of fees do not provide a reason so may also include people who had retired.

Table 7: Age and sex of those who left the Profile since June 2013

Age group	Women	Men	Total
Under 25	0	0	0
25 - 30	3	0	3
31 - 35	5	1	6
36 - 40	3	4	7
41 - 45	7	4	11
46 - 50	18	3	21
51 - 55	28	5	33
56 - 60	16	4	20
61 - 65	15	1	16
Over 65	4	1	5
Total	99	23	122

- 8.4** The wide age range of those who left the Register as an adult care home manager also suggests that retirement was not the main reason. Of those who left, 19 per cent were men.

Profile of those who joined the Register as an adult care home manager

Table 8: Reasons managers joined the Register as an adult care home manager since June 2013

Reason for registering	
Qualified after 1 June 2013	53
Job start date prior to 1 June 2013, registered for the first time as an adult care home manager after June 2013 (late registering)	53
Job start date as an adult care home manager after 1 June 2013	49
Already registered - changed from domiciliary care manager	12
Already registered - changed from adult care home worker	5
Already registered - changed from qualified social worker	3
Already registered - changed from residential child care manager	1
Total	176

- 8.5** Of the 176 who joined the Register as an adult care home manager in the period 2013 to 2014, 30 per cent were already qualified and working in their role prior to 1 June 2013, so were late registering.
- 8.6** The age range of all those newly registered is very broad and the largest increase was women aged between 41 and 50.
- 8.7** Of those newly registered as an adult care home manager, 45 were men (25.6 per cent) and 131 were women.
- 8.8** There were 69 managers who had moved into a new job in adult care home management and registered in the last year (5.5 per cent of the total number of managers on the Register).

Table 9: Age and sex of the adult care home managers new to the Profile who started in their job since 1st June 2013

Age group	Women	Men	Total
Under 25	1	0	1
25 - 30	2	1	3
31 - 35	4	1	5
36 - 40	2	5	7
41 - 45	14	3	17
46 - 50	14	0	14
51 - 55	5	2	7
56 - 60	10	3	13
Over 65	2	0	2
Total	54	15	69

9 Diversity

- 9.1** Equal opportunity data is collected to monitor that the registration process is fair. Providing this monitoring data is a voluntary part of the application process. While the number of adult care home managers registered had grown by 54 since 2013, and there was a slight increase in the percentage of applicants providing this information, the equal opportunity data collected shows very little change in the profile.
- 9.2** The percentage of managers that provided information about disability was 77 per cent (73 per cent in 2013). Of those who responded 99 per cent declared no disability.
- 9.3** The percentage of managers who provided information about their ethnicity was 75 per cent. Of those who responded 92 per cent (92.4 per cent in 2013) described themselves as white British, white Welsh or white Irish. The other individuals who provided this information described themselves as Indian, Black British African, Black British Caribbean, Asian or Asian British Pakistani, Bangladeshi or other mixed ethnic background.
- 9.4** The percentage of managers who provided information about their Welsh language ability was 77 per cent. Of those who responded 10.2 per cent (10.5 per cent in 2013) described themselves as fluent Welsh speakers, 67.2 per cent (68.6 per cent in 2013) did not speak any Welsh.

10 Summary

- 10.1** There was a net gain of 54 adult care home managers on the Register in the year from June 2013 to May 2014. This included 53 who had gained a qualification enabling them to register as well as 53 who were late registering.
- 10.2** The average length of time in current post using the data registrants had provided was eight years.
- 10.3** The percentage known to have left an adult care home manager role in the year from 2013 to 2014 was 10.2 per cent. The majority of those who ended their registration in this role since the last profile had changed their job rather than retired.
- 10.4** Those who joined and left the Register as an adult care home manager did not significantly change the profile from predominantly female (81.3 per cent), employed or self-employed as a home manager in the private sector (81 per cent) and qualified over five years ago (57.5 per cent); a high percentage (46.9 per cent) were over 50. The data show a small increase in the number of men since the last profile.
- 10.5** The number of deputy and assistant managers remains low, suggesting that the sector may not yet have engaged fully with succession planning for a sector where 12.3 per cent of those registered as managers were aged over 60.
- 10.6** The average age of all those in the profile was 49. Younger managers under 30 years of age remained very much in the minority. The 69 who started a new job and joined the Register during the year were in all age groups from 25 to over 65 but only four were young managers under 30.
- 10.7** Registration has increased the number of managers who hold at least the minimum qualification. Of the managers currently registered, 24.7 per cent had qualified in the period since mandatory registration was announced in November 2010. However, with a turnover of 10 per cent a year this would not be enough managers qualifying to sustain the sector unless there is a pool of not registered but qualified individuals able to step into vacant positions.
- 10.8** At 82 per cent of the registered adult care home services in Wales there was at least one qualified manager registered with the Care Council. There were 40 registered services that did not have any qualified manager registered with the Care Council or with the CSSIW. At a further 51 registered services, neither the named CSSIW registered manager nor any other individual was registered with the Care Council at those service addresses. The Care Council is sharing information with CSSIW to enable CSSIW to identify the reasons.
- 10.9** The growth of registrants in this role has not significantly changed the data on Welsh language ability or ethnicity.
- 10.10** The Care Council has been working with social care managers, employers and representative bodies to develop a Continuing Professional Education and Learning Framework for social care managers. Consultation on the drafts of this work has led to further research and analysis to inform the Care Council's understanding of the future need for social care managers in Wales and how this can be met.

- 10.11** This work has also prompted the development of a proposal to help create a greater pool of potential social care managers through a preparation for management course. This would provide training either on leadership and management in social care or leading social care practice depending on participants' previous experience.
- 10.12** Further discussions are being held to agree the best models for delivery of such training and potential sources of funding.