



**Cyngor Gofal Cymru**  
Care Council for Wales

*Hyder mewn Gofal - Confidence in Care*



# Profile of the Domiciliary Care Managers in Wales

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

[www.ccwales.org.uk](http://www.ccwales.org.uk)



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## 1. Introduction

- 1.1** This is the first profile of domiciliary care managers registered with the Care Council for Wales (Care Council). The profile is based on the data about domiciliary care managers and their employment, provided during the application process to register onto the Care Council for Wales Register of Social Care Workers (the Register) and to maintain registration with the Care Council. The data is from the Register on 20 February 2014.
- 1.2** Registration for domiciliary care service managers managing the provision of care was introduced by the Welsh Government through amendment to the *Domiciliary Care Agencies (Wales) Regulations* on 28 February 2014<sup>1</sup>. Managers cannot apply to register unless they hold the required qualification to practise in Wales. Managers appointed before that date who were not yet qualified had until 31 December 2013 to comply with the regulations.

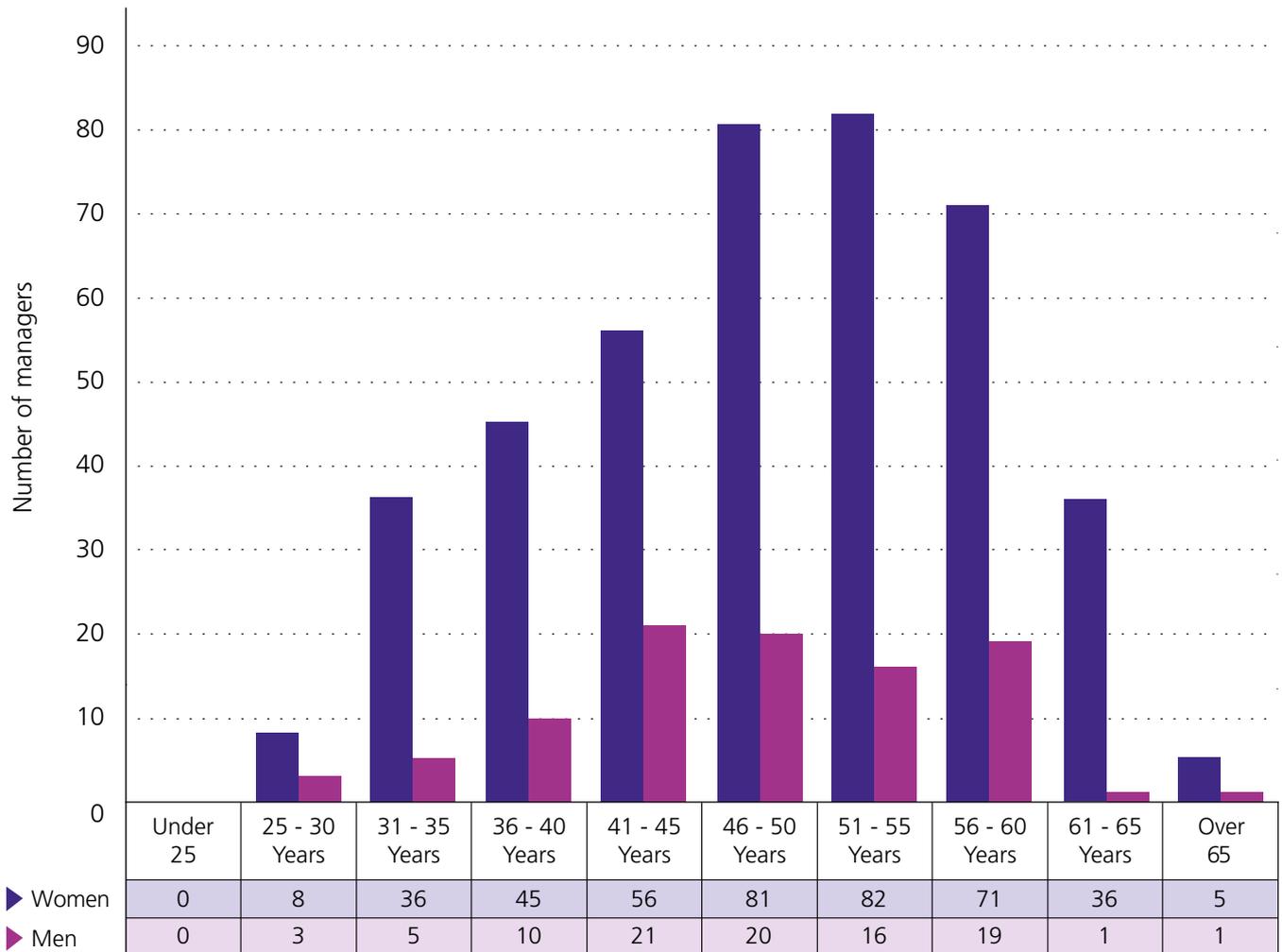
<sup>1</sup> Welsh Statutory Instruments 2013 No 225 (W.30) Social Care, Wales The Domiciliary Care Agencies (Wales) (Amendment) Regulations.

### 2. Analysis of data from the Register of Social Care Workers, February 2014

- 2.1** This profile describes the 516 managers on the Register on 20 February 2014. At this date an additional 29 managers were applying but had not submitted a complete application, so are not included in this profile.
- 2.2** The Register data provides a profile of the managers therefore it does not reflect the varying size and structures of the services they manage. The services are registered with the Care and Social Services Inspectorate Wales (CSSIW). Of the 415 services registered as domiciliary services with CSSIW, 361 had at least one manager registered or applying to register with the Care Council. The other 54 services are being reviewed by CSSIW to identify the reason for apparent non-compliance.
- 2.3** Where more than one manager was registered at a registered service, this usually denotes a service with branches. In only a small number of cases does this indicate that a manager and deputy were both registered.
- 2.4** Almost all the managers registered to practice as a domiciliary care manager worked in Wales. Of the five who had a work address in England, all were in a county along the border, one worked at a service registered with CSSIW the other four either previously or currently undertook part of their work in Wales.

### 3. Age and sex

Figure 1 – Age and sex of domiciliary care managers on the Register at February 2014



**Table 1 – Number of men and women domiciliary care managers on the Register at February 2014 by age group**

Age group	Women	Men	Number of managers	Percentage
Under 25	0	0	0	0.0
25 - 30	8	3	11	2.1
31 - 35	36	5	41	7.9
36 - 40	45	10	55	10.7
41 - 45	56	21	77	14.9
46 - 50	81	20	101	19.6
51 - 55	82	16	98	19.0
56 - 60	71	19	90	17.4
61 - 65	36	1	37	7.2
Over 65	5	1	6	1.2
<b>Total</b>	<b>420</b>	<b>96</b>	<b>516</b>	<b>100%</b>

- 3.1** Of the 516 managers registered, over a third (38.6 per cent) were aged 46 to 55. There were a small number of managers (2.1 per cent) aged 30 or under. While 79.3 per cent were over 40 years old, less than half (44.8 per cent) were over 50. Just over eight per cent were over 60.
- 3.2** The median age of the domiciliary care managers on the Register was 49, and the mode average was 55.
- 3.3** There were more women (81 per cent) registered as domiciliary care managers than men (19 per cent), a ratio of four to one.

## 4. Type of employment

**Table 2 – Work type of domiciliary care managers on the Register at February 2014**

Work type	Number of managers	Percentage
Employed in social care	431	83.5
Self-employed in social care	72	14.0
Employed in social care by an agency	6	1.1
Not currently working in social care	7	1.4
<b>Total</b>	<b>516</b>	<b>100%</b>

- 4.1** Of the 516 managers registered, while seven had no current job, five had two domiciliary care jobs. Of these five, two were managing two different services and three others held two different management jobs in domiciliary care. A total of 514 records of current employment are included in this analysis.

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**Table 3 – Job titles of domiciliary care managers on the Register at February 2014**

Job title group	Number of registrants
Manager, care manager, registered manager	293
Team leader or manager	35
Area or regional manager	34
Director, managing director, director of care or operations, CEO	26
Owner or provider and manager	23
Branch manager	19
Deputy or assistant manager	15
Owner, partner, proprietor, provider, responsible individual	9
Business or contract manager	9
Community support manager	8
Care or project or service coordinator	7
Director and manager	7
Practice / project leader	5
Other non-social care worker job in domiciliary care	5
Head of service or operations	4
Acting or temporary manager	3
Agency or Wales manager	3
Community support officer or worker	2
Manager of specialist area	2
Reablement co-ordinator / manager	2
Assistant director	2
Other non-domiciliary care job	1
<b>Total</b>	<b>514</b>

- 4.2** Job titles across services do not appear to follow a consistent pattern. The size and structure of services vary, so it is difficult to assess whether it is the person who manages the provision of care in each service who has registered with the Care Council, as intended by the amended Regulations.
- 4.3** In addition to the jobs in Table 3, 25 domiciliary care managers had a second job. These second jobs were either a domiciliary care service post not managing the provision of care, or were in adult residential care. These second jobs are not included in the tables in this profile.

**Table 4 – Number and percentage of domiciliary care managers employed in each sector at February 2014**

Sector	Number of managers	Percentage
Private	306	59.5
Local authority - social services	102	19.8
Third sector	98	19.0
Recruitment agency / Employment agency	4	0.8
Further education / Higher education	2	0.4
Local authority - other	2	0.4
<b>Total</b>	<b>514</b>	<b>100%</b>

- 4.4** The majority of managers were employed (46 per cent) or self-employed (14 per cent) in the private sector.
- 4.5** The local authorities employed 20 per cent of the managers. This ratio may change as registration of those managing the provision of care becomes more established.

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**Table 5 – Registered domiciliary care managers working in the local authority sector in Wales at February 2014**

Local authority	Number of managers	Number of registered services
Blaenau Gwent County Borough Council	1	2
Bridgend County Borough Council	7	4
Caerphilly County Borough Council	2	2
Cardiff Council	4	2
Carmarthenshire County Council	3	1
Ceredigion County Council	2	2
City and County of Swansea	8	3
Conwy County Borough Council	11	1
Gwynedd Council	5	3
Isle of Anglesey County Council	2	1
Denbighshire County Council	4	2
Flintshire County Council	15	2
Merthyr Tydfil County Borough Council	2	2
Monmouthshire County Council	4	2
Neath Port Talbot County Borough Country	8	4
Newport City Council	4	4
Pembrokeshire County Council	2	1
Powys County Council	5	1
Rhondda Cynon Taff County Borough Council	4	4
Torfaen County Borough Council	2	2
Vale of Glamorgan County Council	2	1
Wrexham County Borough Council	7	4
<b>Total</b>	<b>104</b>	<b>50</b>

- 4.6** Of the 415 services registered with CSSIW in February 2014, 50 were local authority services. This table may not reflect the scale of provision or the staffing structure in local authorities, as some had a senior person registered, others had branch managers registered. This table will change as registration becomes established for agencies and their branches managing the provision of care.

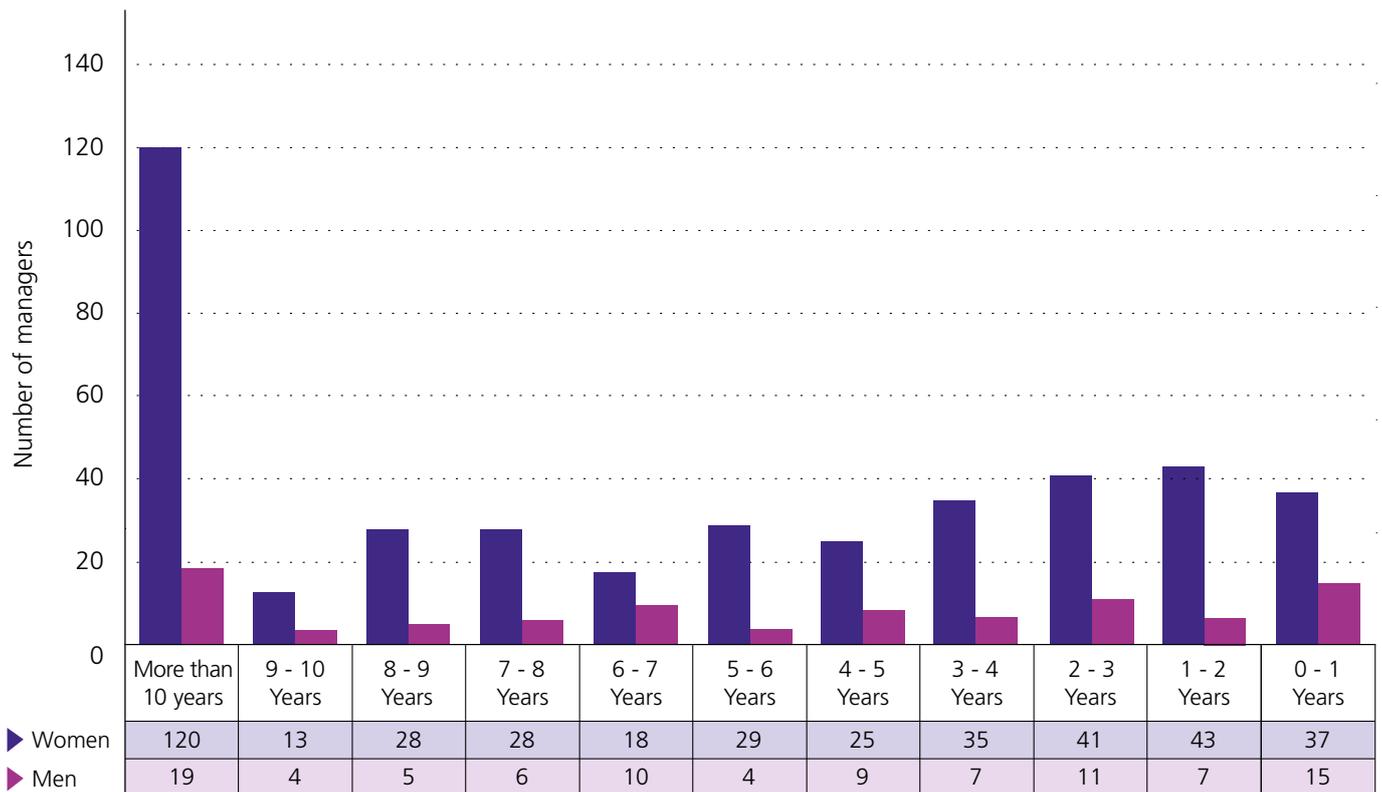
**Table 6 – Groups with whom domiciliary care managers on the Register at February 2014 worked**

Combinations of categories	Number of managers	Percentage
Older people (including learning disability, mental health, physical disability)	193	37.5
Adults and older people (including learning disability, mental health, physical disability)	76	14.8
Adults (including learning disability, mental health, physical disability)	60	11.7
Children, adults and older people	40	7.8
Children (including learning disabilities, physical disabilities, mental health)	6	1.2
<b>Single category</b>		
Learning disability	87	16.9
Mental health	24	4.7
Children and families	16	3.1
Other	7	1.4
Physical disability	4	0.8
Homeless	1	0.2
<b>Total</b>	<b>514</b>	<b>100%</b>

- 4.7** Domiciliary care managers primarily managed a service provided for older people. Many individuals also had a learning disability, a mental health need or a physical disability. A small number of managers also worked with individuals involved with substance misuse. Domiciliary care supporting children and families was in the minority.

## 5. Length of time in post

**Figure 2 – Number of years domiciliary care managers on the Register at February 2014 had been in their current job**

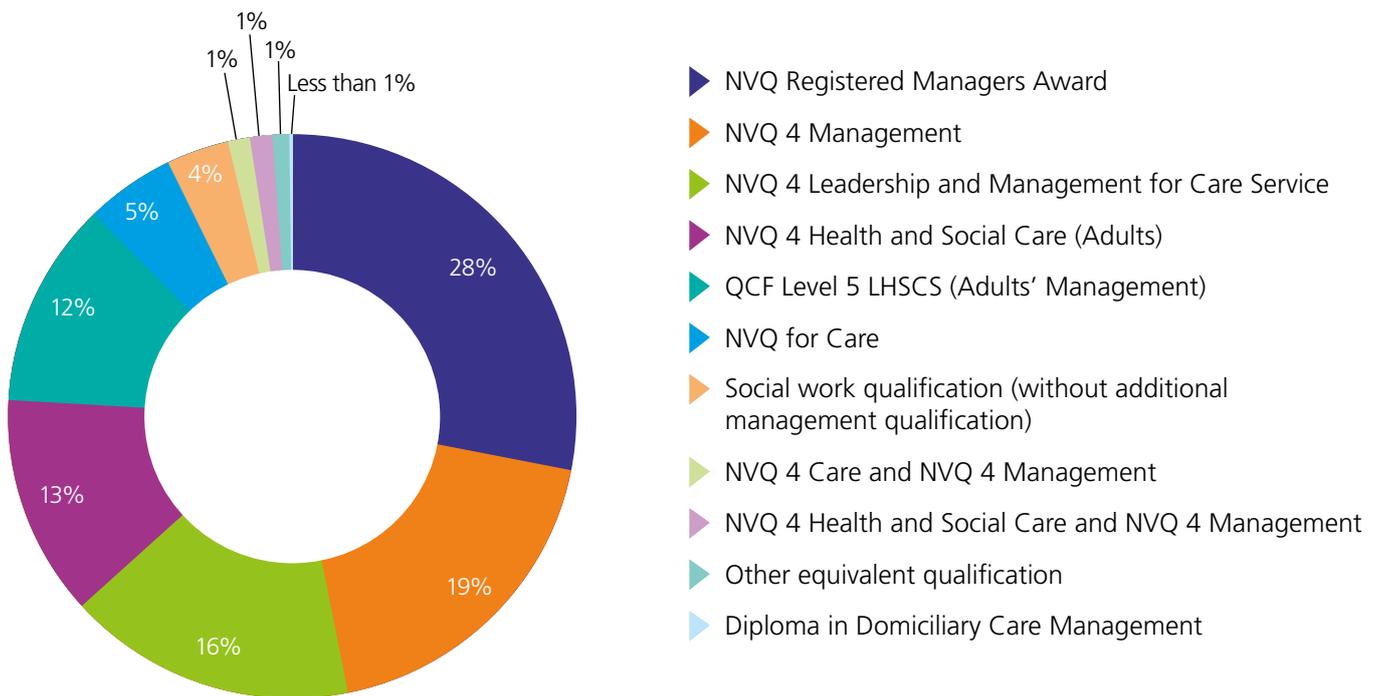


- 5.1** The data suggest considerable experience amongst managers and stability of employment with over a quarter (27 per cent) having been in their current job more than 10 years. Of those registered by February 2014, 10 per cent had moved job or started their current job in the previous year. Recent change may reflect re-designation of roles to comply with regulations. Turn over of staff will become clearer in subsequent annual profiles.
- 5.2** While 30 per cent (154) had been in their current post three years or less, 55 per cent had been in their current post over five years.
- 5.3** Of the self-employed managers, 40 per cent (29 out of 72) had been in their current post over 10 years.

## 6. Qualifications held

**6.1** Domiciliary care 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 3 – Qualifications held by domiciliary care managers on the Register at February 2014**



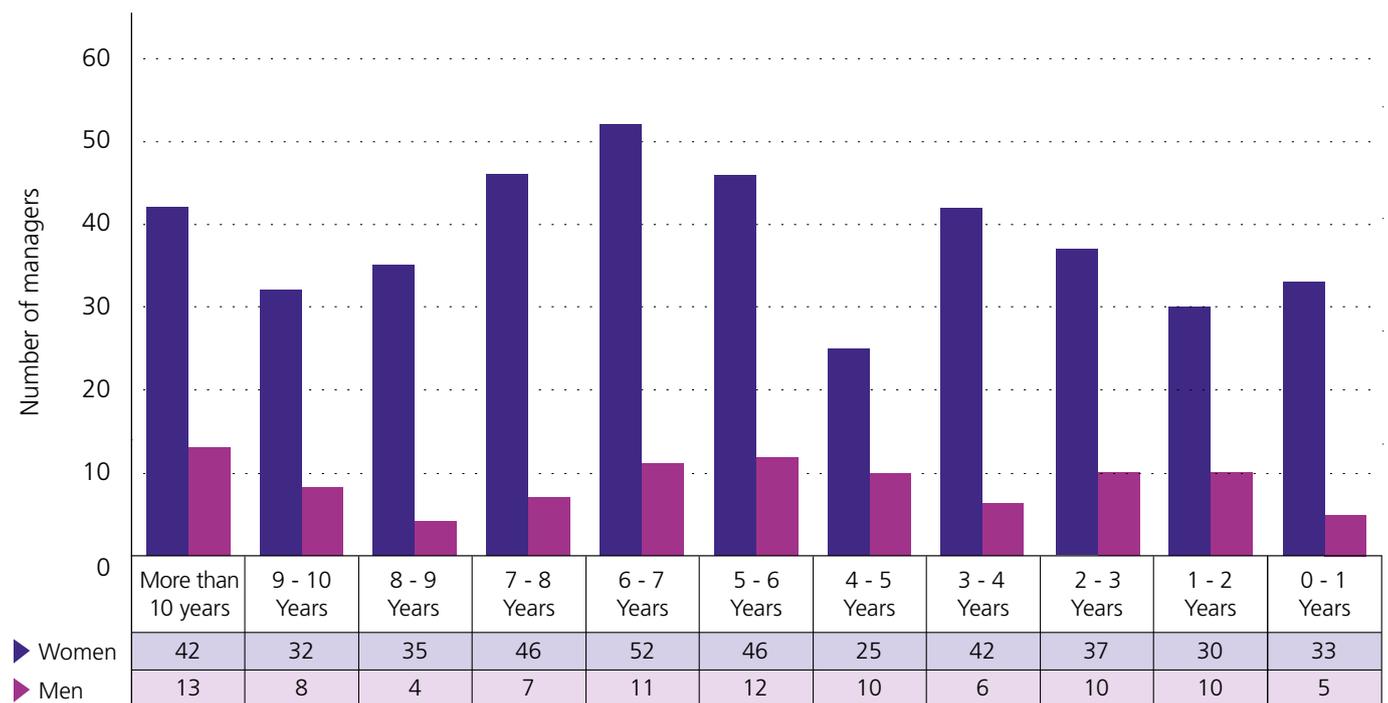
**Table 7 – Number of domiciliary care managers on the Register at February 2014 holding each qualification**

Qualification	Total
NVQ Registered Managers Award	144
NVQ 4 Management	99
NVQ 4 Leadership and Management for Care Service	83
NVQ 4 Health and Social Care (Adults)	67
QCF Level 5 Leadership for Health and Social Care Services (Adults' Management)	60
NVQ 4 Care	26
Social work qualification (without additional management qualification)	19
NVQ 4 Care and NVQ 4 Management	7
NVQ 4 Health and Social Care and NVQ 4 Management	5
Other equivalent qualification	4
Diploma in Domiciliary Care Management	2
<b>Total</b>	<b>516</b>

- 6.2** The recommended qualification to work in this role was published in the *Qualification Framework for the Social Care Sector in Wales (Qualification Framework)* in 2001. The current required qualification is the QCF Level 5 Diploma in Leadership for Health and Social Care Services (Adults' Management) Wales and Northern Ireland, which was introduced in Wales with the Qualification Credit Framework in January 2011. At February 2014, this qualification was held by 12 per cent of domiciliary care managers in Wales.
- 6.3** The majority of managers holding a Level 5 Diploma for the domiciliary care manager role (44 out of 60 managers) were working in the private sector in February 2014.
- 6.4** The recommended qualification has changed over the intervening years on a like-for-like basis. The predecessor qualifications have not been superseded and continue to entitle the holder to register and practice. Most of the managers held one or more of the predecessor competency based NVQ qualifications required for this role prior to January 2011. Of the 19 managers (3.7 per cent) qualified as a social worker, one had a degree in social work, 12 held a Diploma in Social Work (DipSW), the others had earlier social work qualifications. For this analysis, the most recent qualification held and listed as a qualification required for registration as a domiciliary care manager has been counted.

- 6.5** A number of domiciliary care managers have demonstrated their commitment to professional development by adding to their qualifications since achieving the NVQ that was required for this role at the time they qualified. Of the managers registered, eight per cent held more than one qualification entitling them to practice as a domiciliary care manager.

**Figure 4 – Years since domiciliary care managers on the Register at February 2014 first qualified**



- 6.6** *The National Minimum Standards for Domiciliary Care Agencies in Wales*, published in February 2004<sup>2</sup>, stated that by July 2009 all managers employed before 1 April 2004 must hold the qualification for their role published in the Qualification Framework. Those employed after that date had to hold the qualification or achieve it within three years. Most of the managers registered at February 2014 (93 per cent) had obtained one or more of the qualifications required for registration before mandatory registration was introduced by the Welsh Government in February 2013.

<sup>2</sup> [http://www.csiw.wales.gov.uk/docs/Standards\\_Domiciliary\\_Care\\_e.pdf](http://www.csiw.wales.gov.uk/docs/Standards_Domiciliary_Care_e.pdf), Standard 20.4

### 7. Diversity

- 7.1** 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.
- 7.2** Of the registered managers, 83.3 per cent provided information about whether they had a disability and 97.7 per cent of those who responded declared no disability. Of the 82.8 per cent who provided information about their ethnicity, 96.5 per cent described themselves as White, White British, White Welsh or White Irish. This is similar to the 2011 census figure of 95.6 per cent of residents in Wales describing themselves as White.<sup>3</sup> The other individuals who provided this information described themselves as other White background, Asian, Black African, Mixed White and Black African or other mixed ethnic background.
- 7.3** Of the managers who provided the information about their Welsh language ability (84.9 per cent), eight per cent described themselves as fluent Welsh speakers, 70.3 per cent did not speak any Welsh. In the last 12 months one application form was completed in Welsh and only 1.4 per cent gave their preferred language of correspondence as Welsh.

<sup>3</sup> <http://www.ons.gov.uk/ons/rel/census/2011-census/key-statistics-for-unitary-authorities-in-wales/stb-2011-census-key-statistics-for-wales.html>

## 8. Summary

- 8.1** This is the first profile of the domiciliary care managers in Wales registered with the Care Council. Whilst registration is not yet complete, most registered services had at least one manager who was qualified to manage the provision of care and registered with the Care Council at the reporting date. CSSIW was notified of the services where no manager was registered with the Care Council and will be taking further action as appropriate.
- 8.2** All the domiciliary care managers on the Register hold at least the required qualification for this role. Being registered they are committed to adhering to the *Code of Practice for Social Care Workers* and to maintaining their professional training and learning.
- 8.3** The profile shows managers in domiciliary care are predominantly female (81 per cent) and a third were in the age group 46 to 55. Men and younger managers under 30 were very much in the minority.
- 8.4** The age and job title data indicate that this is predominantly a mature workforce. The small number of qualified deputy and assistant managers registered so far does not yet provide evidence of the succession planning the sector will require to meet an expanding need for services.
- 8.5** Job titles suggest that, while some of the managers in this profile are in senior positions such as team leader or responsible individual, most registered domiciliary care managers in Wales manage the provision of care in a service registered with, or in the process of registering with, CSSIW.
- 8.6** Those not managing the provision of care at the date of the profile provide a potential pool of individuals qualified and registered to undertake this role.
- 8.7** Over half (60 per cent) of the domiciliary managers on the Register worked in the private sector. The Register data does not enable an analysis of the shape of the sector, the variety in the scale of provision, number of workers a service employs, number of hours of care provided or number of individuals supported.
- 8.8** The data indicate that managers have considerable experience with over a quarter in post over 10 years. Registration formally requires all registrants to continue their training and learning, through maintaining, updating and sharing their skills and knowledge.
- 8.9** Movement between jobs and onto and off the Register, which is an indicator of churn within the sector, will be measured in subsequent annual profiles.

- 8.10** Of the 84.9 per cent of domiciliary care managers on the Register who provided information about their Welsh language level, only eight per cent described themselves as fluent Welsh speakers. The principle of the 'Active Offer' contained in the Strategic Framework for Welsh Language services in health and social care - *More than Just Words*<sup>4</sup> requires agencies to actively identify individuals' language needs and provide appropriate services. Managers need to give consideration to ensuring that they have staff with the appropriate language skills to provide care and support for Welsh-speaking individuals.
- 8.11** The data in this profile is publically available and will also inform planners, providers of services and the Welsh Government. The Care Council will use the data to inform its long term development programme for social care managers in Wales, which aims to support the further professionalization of the social care sector. This will be achieved by developing career pathways and a continuing professional education and learning programme. The Care Council is working with the sector to explore ways of attracting and retaining sufficient qualified managers to enable the sector to meet the requirements of the citizens of Wales into the next decade and beyond.

<sup>4</sup> <http://wales.gov.uk/newsroom/healthandsocialcare/2012/121121welsh/?skip=1&lang=en>