



Cyngor Gofal Cymru
Care Council for Wales

Hyder mewn Gofal - Confidence in Care

The Profile of the Adult Care Home Managers in Wales 2015

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



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1 Introduction

This is the fourth annual profile of adult care home managers working in Wales. It 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 for Wales (Care Council).

Registration with the Care Council has been mandatory for adult care home managers working in Wales since 1 October 2011. This was introduced by the Welsh Government through the Care Home (Wales) (Miscellaneous Amendments) Regulations 2011¹. Managers must hold the required qualification and be registered with the Care Council to practice in Wales.

This report profiles the 1,250 managers on the Register on 1 June 2015 and changes to registrants' employment between 1 June 2014 and 31 May 2015. Managers in the process of applying to register were not included. Adult care home workers are not required to register and are not in the Profile.

At 1 June 2014, 42 per cent (531) of the managers were due to renew their registration in the year ahead. Of these, 79 per cent (420) were renewed by 1 June 2015. Those due to renew at the end of the year were still in process at the time the profile data was extracted.

2 Adult care home manager key points at 1 June 2015 and trends

- 1,250 individuals were on the Register on 1 June 2015. This was a fall since the last profile of 0.4 per cent, from 1,255 on 1 June 2014.
- There was also a fall of two per cent in the number of Care and Social Services Inspectorate Wales (CSSIW) registered care home services in Wales from 1,131 to 1,108 (down by 23 care homes).
- 178 adult care home managers had joined the Register since June 2014, and 183 had left.
- Turnover rose each year from 8.7 per cent in 2013, 10.2 per cent in 2014 to 14.6 per cent in 2015. The rise in 2014 to 2015 could have been affected by the peak in registration renewal in 2014, at which point registrants are most likely to notify of change of employment or that they no longer require registration.
- The main source of new registrants was people registering late, as they had been in post more than 12 months before the reporting date and should have been registered already.
- The main reason for leaving the Register as an adult care home manager was moving to a different job in social care.

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

- Movement between jobs within the sector increased by three per cent since 2014. At least 15.2 per cent of those registered had changed their job or job location in the last 12 months (12 per cent in 2014).
- The percentage in their current post over five years fell by three per cent to less than half the managers (47.7 per cent).
- 50 per cent of those changing job in the last two years had moved job or location of work within their organisation.
- The percentage of self employed managers was stable at 15 per cent.
- The private sector continued to employ the most managers of care homes in Wales (81.7 per cent).
- Employment of managers by local authorities had fallen to 11 per cent (134) of those in employment in Wales in 2015 from 12 per cent (147) in 2014.
- 22 per cent (279) of the care home managers also had registration with the Nursing and Midwifery Council (NMC) (25.3 per cent, 317, in 2014). Registration with the NMC had lapsed for an additional 3.5 per cent (44) of the care home managers.
- All managers hold a qualification approved for registration, either the current required qualification or equivalent, or a predecessor qualification.
- 53 managers had qualified in 2015 and joined the Register. This is significantly fewer than the number of qualified managers who left the Register (183).
- 18 per cent of managers held the current qualification, the Level 5 Diploma in Leadership for Health and Social Care Services (Adults Residential Management) Wales. This had increased from 11 per cent in 2014.
- The average age of managers was 50 and had increased from 49 in 2014 and 48 in 2013; nearly half (48.7 per cent) were over 50 and 18.8 per cent were 40 or under.
- 178 people joined the Register as an adult care home manager from all age groups, including those under 35. Over half (50.6 per cent) of those joining the Register were aged 46 to 60. This partly reflects the 53 managers in post prior to June 2014 who registered late. In 2014, the most common age group for new registrants was 41 to 50.
- As 92 per cent of respondents described themselves as White, the diversity of the managers may not reflect the population diversity in larger urban areas such as Cardiff.
- The number fluent in Welsh had changed little, but the number stating they had some Welsh language ability had increased and those who did not speak any Welsh had decreased.

3 Summary

Although there has been a slight fall in the number of registered adult care home managers the overall picture appears relatively stable. There are, however, some small changes which may be indicative of longer term trends, such as increased turnover of registered managers and the increased movement between posts in the sector. The increase in the proportion of managers in post for less than two years and the decrease in managers in post over 10 years may indicate some level of longer term instability in the sector.

The failure of some managers in post to register with the Care Council is particularly concerning and has been raised with the service regulator.

All those registered hold the required qualification with an increasing proportion holding the most recent manager qualification.

The private sector continues to be the main employer with evidence of further reduction in local authority employed managers. There is some evidence of a reduction in the number of nurses being registered as managers. There continues to be a predominance of those in the older age groups being on the Register, with moving to posts not requiring registration being the primary reason for leaving the Register. Retirement was given as the reason for leaving by less than 10 per cent.

The data reveal that the Register may not in places reflect the ethnic diversity of the Welsh population. While there has been an increase in the proportion declaring themselves to be Welsh speakers, this is unlikely to represent the proportion of Welsh speaking residents in care homes.

4 Data and analysis

4.1 How does the data in the Profile relate to registered services?

Table 1 - Number of adult care home managers on the Care Council Register and number of adult care home services registered with CSSIW

	2013	2014	2015	Net change June 2014 to June 2015
Number of managers	1,201	1,255	1,250	-5
Number of services	1,138	1,131	1,108	-23

On 1 June 2015, 1,250 individuals were on the Register. This was a fall since the last profile of 0.4 per cent, from 1,255 on 1 June 2014.

Most of the managers on the Register were managing a registered care home on the list maintained by the Care and Social Services Inspectorate Wales (CSSIW), or a care home in the process of registering.

At least 42 registrants managed more than one registered care home (4.3 per cent). In addition, 23 managers had a second job managing a domiciliary care service. Some managers also deputised in another service as an additional role. The tables that follow count each manager once for their main job only.

On the same date, the CSSIW list of registered adult care home services in Wales included 1,108 care homes: 421 care home older adult, 242 care home older adult with nursing, 422 care home younger adult, 23 care home younger adult with nursing. Over this period there was a fall of two per cent in the number of registered services in Wales from 1,131 to 1,108 (down by 23 care homes).

There were 23 services where the manager post was vacant and there was no manager registered with the Care Council or with CSSIW. This was half the number in the 2014 profile.

4.2 What is the number of managers joining and the turnover of managers leaving the Register?

Table 2 – Number of adult care home managers on the Register

Profile year	Joined the register as adult care home manager	Left the register as adult care home manager	Turnover as percentage	Number adult care home managers registered at 1 June	Net change since previous profile
2015	178	183	14.6%	1,250	- 0.4%
2014	176	122	10.2%	1,255	+4.5%
2013	194	96	8.7%	1,201	+4.9%

Since June 2014 the number of adult care home managers registered had fallen by five (0.4 per cent) from 1,255 to 1,250. This is the first year since registration became mandatory that more left the Register than joined.

Table 3 – Reasons managers joined the Register as an adult care home manager, June 2013, 2014 and 2015

Reason for joining the Register	Number of managers		
	2013	2014	2015
Job start date as an adult care home manager during year of the profile	44	49	58
Qualified during year of the profile	56	53	55
Job start date prior to year of the profile, registered for the first time as an adult care home manager in profile year (late registering)	79	53	53
Already registered - changed from domiciliary care manager, residential child care manager or social worker	15	16	10
Already registered - changed from adult care home worker	0	5	2
Total	194	176	178

The main source of new registrants was people registering late, as they had been in post more than twelve months before the reporting date and should have been registered already (30 per cent of the managers registering).

Table 4 - Reasons for leaving the Register as an adult care home manager

Reason for leaving the profile	Number of managers		
	2012 to 13	2013 to 14	2014 to 15
Registration not a requirement for current post	18	18	30
No longer working in social care in Wales	20	26	21
Changed registered role to domiciliary care manager or worker, adult care home worker, social worker	17	17	19
Retired	14	19	18
Suspended/Interim Suspension Order	4	2	3
Removed by a conduct committee	0	1	3
Other	2	10	14
Registration lapsed	21	29	75
Total	96	122	183

An increased number left the Register (183) compared with 2014 (122). Some managers moved to a different registered role, to either domiciliary care manager (17) or social worker (two). Those requesting voluntary removal (78) gave their reason for leaving. Retirement was given as the reason by less than 10 per cent of those who left.

Moving to a different job in social care was the most common reason given for leaving. An increased number of managers left compared with 2013 to 2014 in all age groups except 51 to 55 years.

4.3 How long have the managers worked in their current post?

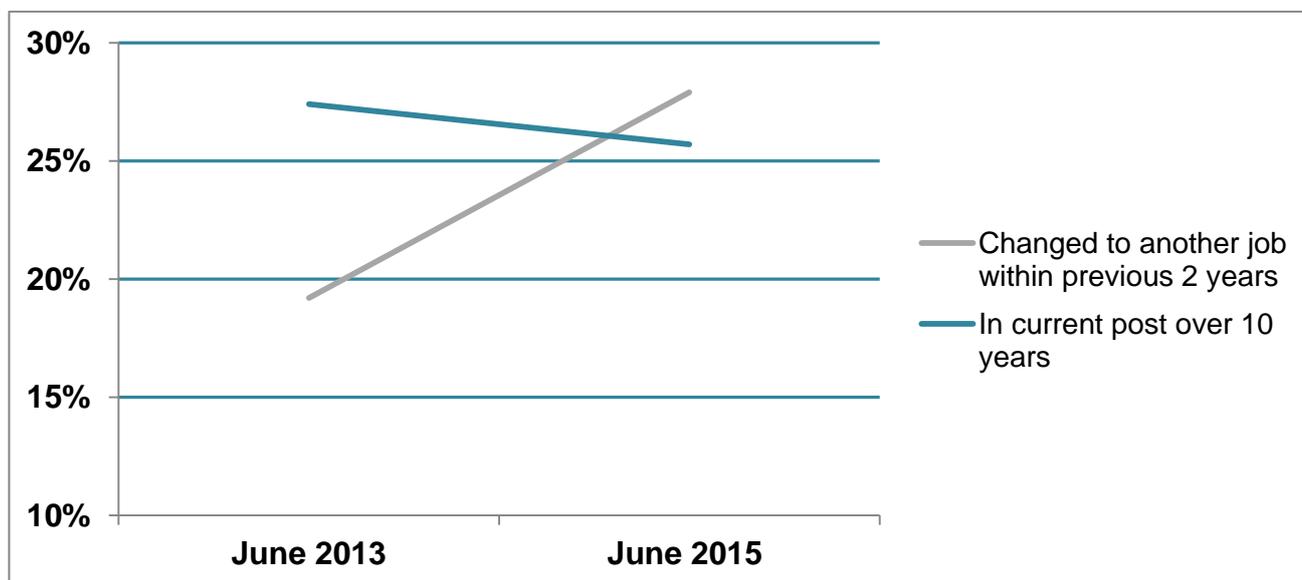
From the employment data provided by registrants, the average time managers had been in their current post at June 2015 was seven years, a slight fall compared with eight years in both the 2014 and 2013 profiles.

Table 5 – Percentage of time adult care home managers had been in their current post

	Percentage and number of managers					
	at June 2013		at June 2014		at June 2015	
Changed to another job within previous year	7.7%	92	12.1%	152	15.2%	190
Changed to another job within previous 2 years	19.2%	231	21.9%	275	27.9%	349
In current post 5 years or over	51.5%	618	50.7%	636	47.7%	596
In current post over 10 years	27.4%	329	27.3%	343	25.7%	321

The number of managers who had changed job in the 12 months before the profile date showed an annual increase. There was a six per cent increase in managers changing job within the previous two years.

Figure 1 – Percentage of time adult care home managers had been in their current post



By contrast, there was an annual decrease for those in their current post over five years, three per cent since 2014, 3.8 per cent since 2013. The managers in their current post over 10 years had decreased by 1.6 per cent since 2014, 1.7 per cent since 2013.

Where the reason for a change in their employment was known (317 employment changes out of 349), 50 per cent moved job or location of work within their organisation.

4.4 Where are the managers employed ?

Table 6 – Number and percentage of adult care home managers on the Register employed or self-employed in social care

Number of managers	Percentage and number of managers					
	2013		2014		2015	
Registered	-	1,201	-	1,255	-	1,250
Employed or self-employed	97%	1,164	97.7%	1,226	97.3%	1,216
Current employment unknown or unemployed	3%	37	2.3%	29	2.7%	34

The number registered and the percentage in employment remained stable compared with 2014.

Table 7 - Managers employed in adult care homes in Wales by sector or by an agency at June 2015 compared with previous years

Sector or agency	Percentage and number of managers					
	2013		2014		2015	
Private	80.4%	936	80.7%	985	81.7%	990
Local authority - social services	12.2%	142	12%	147	11%	134
Third sector	7.3%	85	7%	83	7%	82
Recruitment agency / Employment agency	0	0	<1%	3	<1%	3
FE/HE education or health	<1%	1	<1%	3	<1%	3
Total number		1,164		1,221		1,212

The number of managers employed by the private sector had increased (by one per cent), by a local authority had decreased (by one per cent), and in the third sector remained at seven per cent.

The private sector continued to employ the most managers of care homes in Wales (81.7 per cent). The number of self-employed owner managers had changed little at 15 per cent of managers registered (up 187 from 185 in 2014).

The number employed through an agency remained very low and the same as last year.

Table 8 - Type of job of adult care home managers on the Register at June 2015 compared to previous years

Type of job	Number of managers			
	2013	2014	2015	Difference from previous year
Manager	939	911	915	+3
Owner / Manager	(combined)	61	65	+4
Matron / Nurse manager	53	46	39	-7
Acting / Temporary / Relief manager	41	44	46	+2
Deputy / Assistant Manager	91	107	108	+1
Other role	36	27	18	-9
Owner (where not manager)	10	19	12	-7
Below manager level	6	11	9	-2
Nurse	-	-	4	+4
Total	1,176	1,226	1,216	

There was a decrease since 2014 in the number with a job title matron or nurse manager and owner where not manager. The other categories showed little change.

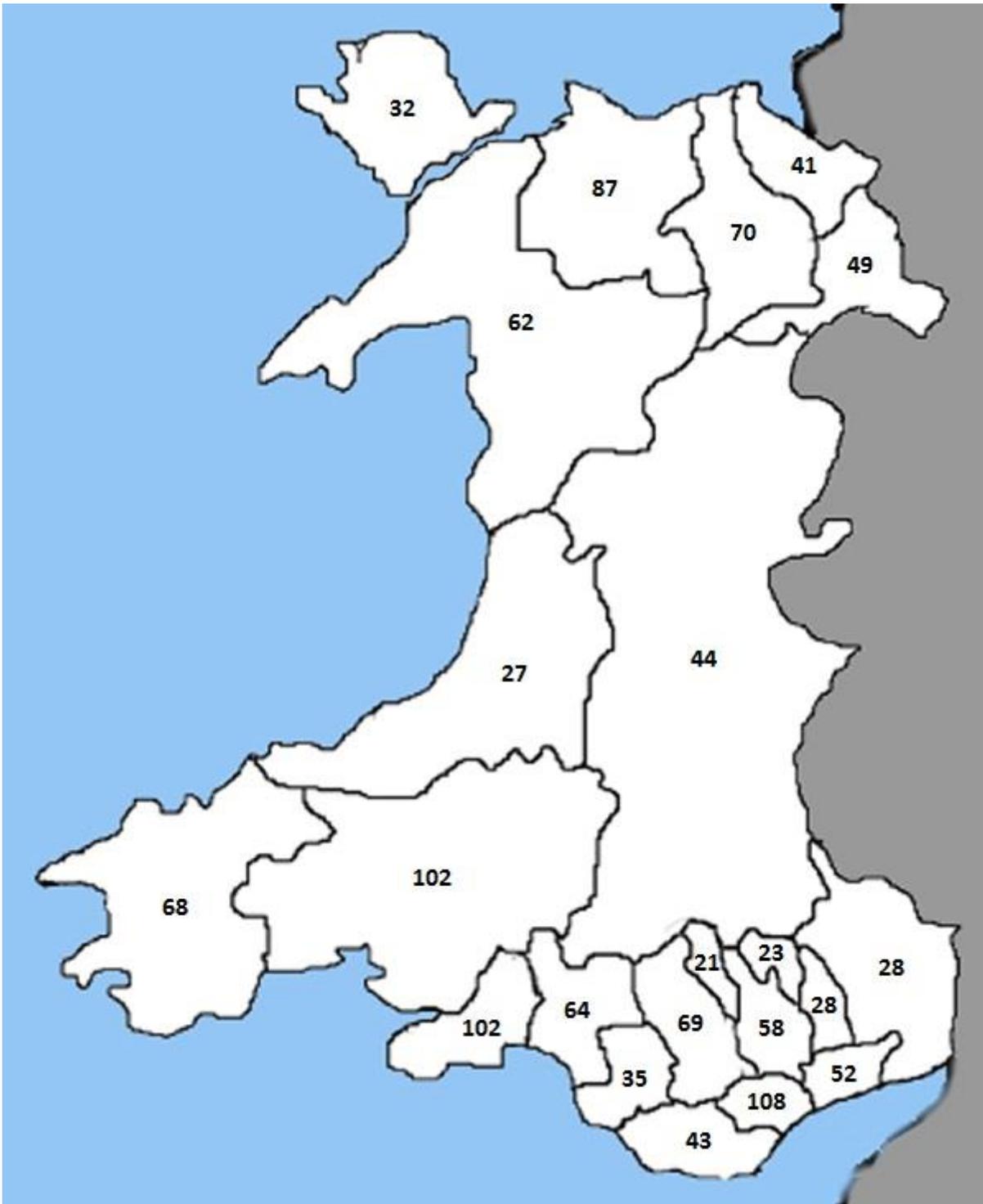
Four qualified managers gave their job title as 'Nurse' which was new to this year's profile.

Table 9 - Registration of adult care home managers with the Nursing and Midwifery Council (NMC)

NMC registration	Percentage and number of managers			
	2014		2015	
Currently registered with NMC	25.3%	317	22%	279
Previously registered with NMC	4%	50	3.5%	44
Total number		367		323

Of the adult care home managers registered on 1 June 2015, 22 per cent were also registered with the NMC. This had fallen 3.3 per cent since 2014.

Figure 2 - Number of managers registered in each unitary authority in Wales.



This map does not reflect the number of services in each area. Only the managers working in an adult care home are counted in the following table. The managers who manage more than one service are only counted once; they usually manage services in the same locality.

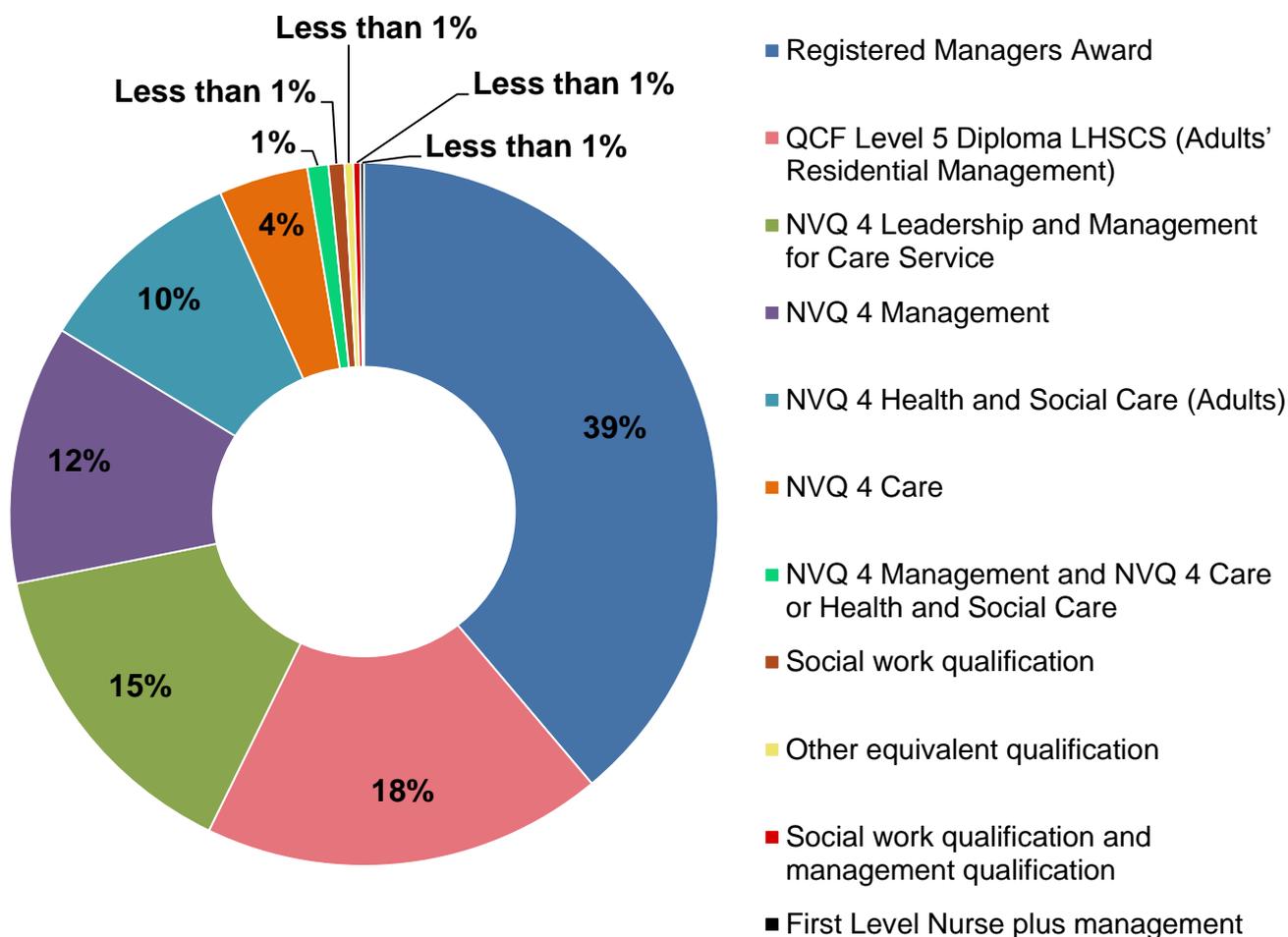
Table 10 - Number of managers registered in each unitary authority in Wales

Unitary area	Number of services	Number of managers
Cardiff	92	108
Carmarthenshire	91	102
Swansea	101	102
Conwy	80	87
Denbighshire	68	70
Rhondda Cynon Taff	59	69
Pembrokeshire	72	68
Neath Port Talbot	46	64
Gwynedd	53	62
Caerphilly	55	58
Newport	43	52
Wrexham	38	49
Powys	41	44
Vale of Glamorgan	41	43
Flintshire	39	41
Bridgend	34	35
Isle of Anglesey	31	32
Monmouthshire	31	28
Torfaen	24	28
Ceredigion	26	27
Blaenau Gwent	23	23
Merthyr Tydfil	22	21
Outside Wales	1	3
Total	1,111	1,216

Monmouthshire and Merthyr had fewer managers registered than services. Unitary authorities with a low number of services and managers to size of population included Rhondda Cynon Taff, Torfaen, Bridgend, Flintshire, Cardiff, Wrexham, and Blaenau Gwent. The highest number of care homes and managers to population were in Conwy and Denbighshire.

4.5 What qualifications are held by managers?

Figure 3 - Qualifications held by adult care home managers on the Register at June 2015



All managers hold a qualification approved for registration, either the current required qualification or equivalent, or a predecessor qualification. This includes managers who hold a similar qualification and have completed units or modules to meet the requirement to practise in Wales.

The percentage holding the current required qualification, the Level 5 Diploma in Leadership for Health and Social Care Services (Adults Residential Management) Wales, had increased to 18 per cent, from 11 per cent in 2014. The largest drop was in those holding the Registered Manager Award, to 39 per cent from 43 per cent in 2014.

Table 11 - Qualifications held by adult care home managers on the Register at June 2013, 2014 and 2015

Qualification	Number of managers		
	2013	2014	2015
Registered Manager Award	553	536	486
Level 5 LHSCS (Adults' Residential Management)	61	131	229
NVQ 4 Leadership and Management for Care Service	187	201	183
NVQ 4 Management	181	169	149
NVQ 4 Health and Social Care (Adults)	130	129	120
NVQ 4 Care	57	55	51
NVQ 4 Management and NVQ 4 Care or Health and Social Care	13	13	12
Social work qualification	19	13	9
Other equivalent qualification	0	3	5
Social work qualification and management qualification	0	5	4
First Level Nurse plus Management	0	0	2
Total	1,201	1,255	1,250

The managers who qualified in 2015 and joined the Register (53) were fewer in number than the number of managers who left the Register (183).

The majority (91 per cent) of those who qualified in the last year worked in the private sector (50 out of 55).

4.6 What is the age and sex profile?

Figure 4 - Percentage of managers aged over 60, 2013 and 2015

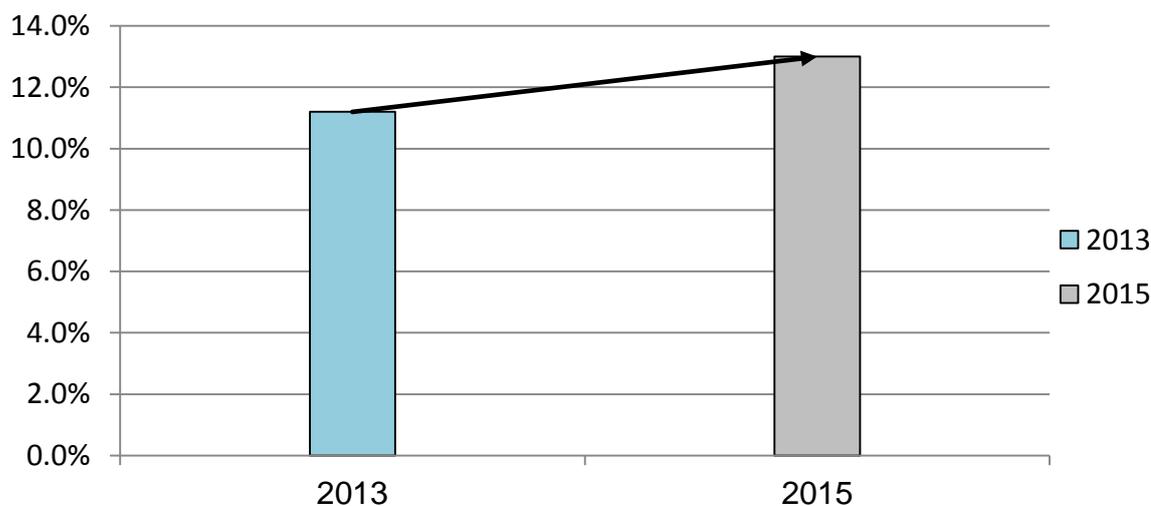


Table 12 - Comparative age of managers in each profile, 2013 to 2015

Age group	Percentage of managers		
	2013	2014	2015
51 to 60	35.6%	34.7%	35.7%
Over 60	11.2%	12.3%	13.0%

The average age of managers has increased annually by one year since 2013 from 48 to 50 and the percentage aged over 50 has increased since 2013.

Figure 5 - Age and sex of adult care home managers on the Register at June 2015

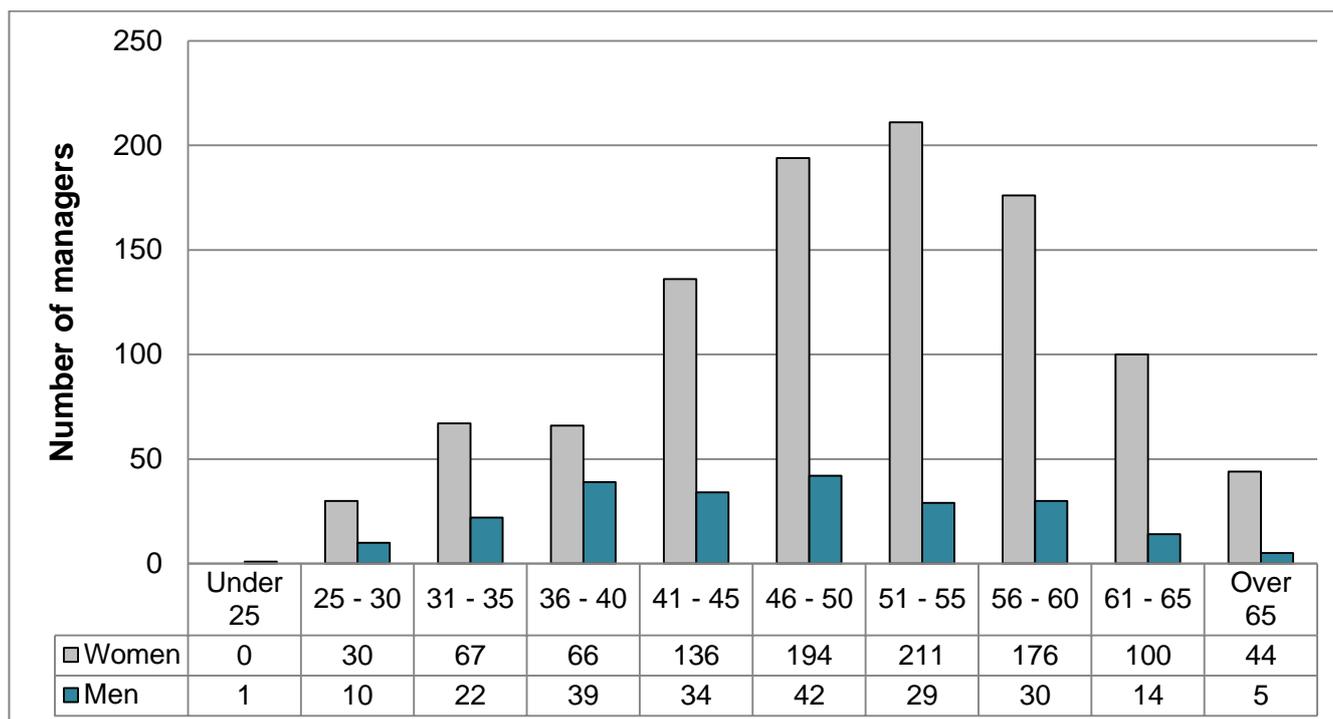


Table 13 - Age of adult care home managers on the Register each year since 2013

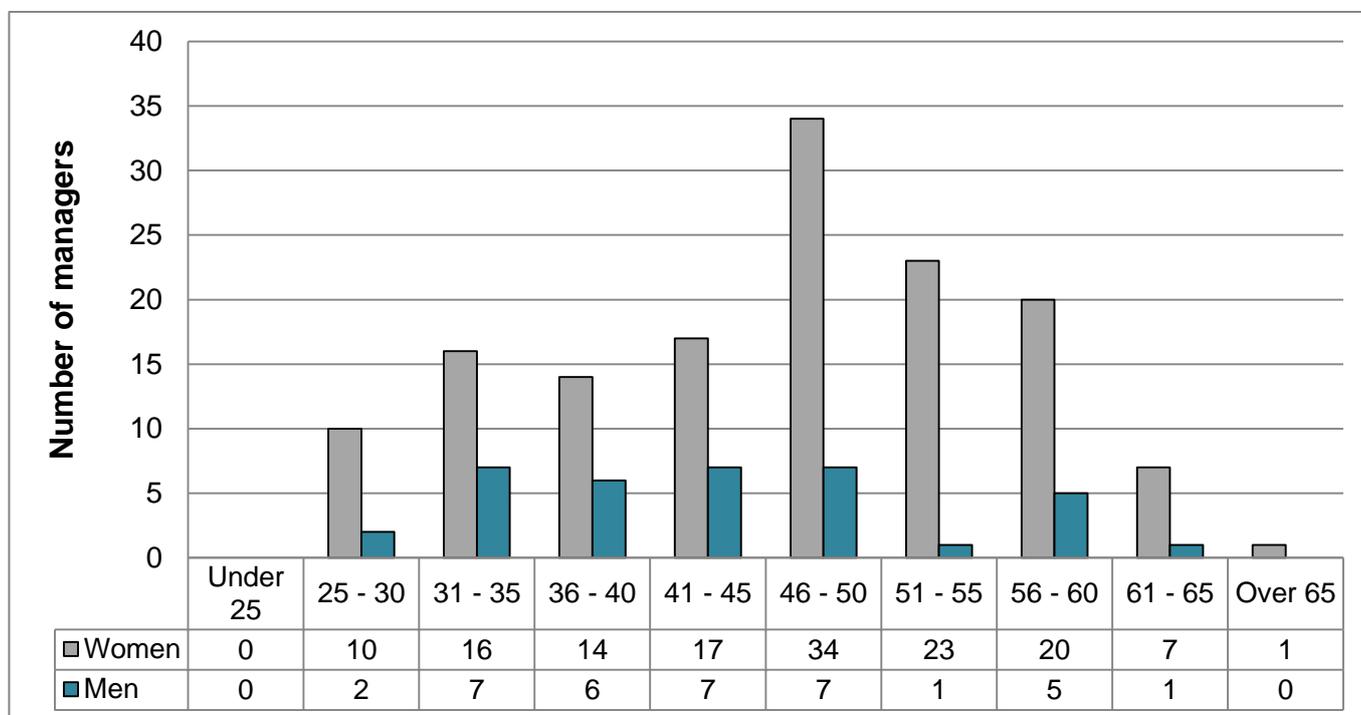
Age group of managers	Number of managers		
	2013	2014	2015
Under 25	1	2	1
25-30	45	46	40
31-35	77	82	89
36-40	102	99	105
41-45	177	192	170
46-50	237	245	236
51-55	231	221	240
56-60	196	214	206
61-65	93	107	114
Over 65	42	47	49
Total	1,201	1,255	1,250

Table 14 - Percentage of men and women adult care home managers on the Register at June 2015

Profile year	Percentage of managers	
	Women	Men
2015	81.9%	18.1%
2014	81.3%	18.7%
2013	82.3%	17.7%

The ratio of men to women has changed little over the last three years.

Figure 6 - Age and sex of managers who joined the Register since June 2014



Of the 178 who joined the Register since June 2014, 142 were women and 36 were men.

Whilst there were additions to the Register from all age groups, including those under 35, half (50.1 per cent) were aged between 46 and 60. This partly reflects the managers who were already in post as a manager prior to June 2014, therefore registered late.

4.7 What is the diversity and Welsh language profile of the managers?

Equal opportunity data and Welsh language data are collected on a voluntary basis as part of the application process to monitor that the registration process is fair.

Table 15 - Declared disability of adult care home managers on the Register

Disability	Percentage of managers	
	2014	2015
Yes	1%	0.9%
No	99%	99.1%
Total responded	77%	79.1%

The percentage of managers providing monitoring information was 79 per cent (77% in 2014) and of those, just under one per cent declared a disability (1 per cent in 2014).

Table 16 - Declared ethnicity of domiciliary care managers on the Register

Ethnicity	Percentage of managers
White, White British, White Welsh, White Irish	92.1 %
Any other White background	1.7%
Indian	1.1%
Any other Asian background	0.7%
Asian or Asian British Indian	0.5%
Black or Black British African	<0.5%
Any other Black background	<0.5%
Asian or Asian British Pakistani	<0.5%
Mixed White and Asian	<0.5%
Other Ethnicity	<0.5%
Black or Black British Caribbean	<0.5%
Mixed White and Black African	<0.5%
Mixed White and Black Caribbean	<0.5%
Pakistani	<0.5%
Any other Chinese background	<0.5%
Any other mixed ethnicity	<0.5%
Bangladeshi	<0.5%
Black African	<0.5%
Total responded	76.6%

Of the 76.6 per cent of managers who provided information about their ethnicity, 92.1 per cent described themselves as White British, White Welsh or White Irish (91.1 per cent in 2014). The other individuals who provided this information described themselves as Indian, Black British African, Asian or Asian British Pakistani, Asian or Asian British Indian, Black or Black British Caribbean, Pakistani, Bangladeshi or other mixed ethnic background. The diversity of the managers may not reflect the population diversity in larger urban areas such as Cardiff.

Table 17 - Declared Welsh language ability of adult care home managers on the Register at June 2015 compared to previous years

Welsh Language level	Percentage of managers		
	2013	2014	2015
Fluent	10.5%	10.2%	10.4%
Some Welsh	20.9%	22.6%	24.2%
No Welsh	68.6%	67.2%	65.4%

The percentage of managers who provided information about their Welsh language ability was 78.6 per cent in 2015. Of those who responded, the number fluent in Welsh had changed little but the number stating they had some Welsh had increased and those who did not speak any Welsh had decreased.

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