

The Profile of the Adult Care Home Managers in Wales 2016

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

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1 Introduction

The profile of adult care home managers working in Wales is published annually by the Care Council for Wales (Care Council). 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. As this is the fifth annual profile of the workforce, it is possible to see where changes have occurred since registration became mandatory.

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 2011. Managers must hold the required qualification and be registered with the Care Council to practice in Wales.

This report profiles the 1,263 managers on the Register on 1 June 2016 and changes to registrants' employment between 1 June 2015 and 31 May 2016. 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 2015, 15 per cent (185) of the managers were due to renew their registration in the year ahead. Of these, 75 per cent (138) were renewed by 1 June 2016. Those due to renew at the end of the year were still in process at the time the Profile data was extracted.

2 Summary

The number of adult care home managers on the Register is stable. The total registered has increased slightly this year and the turnover has fallen. Likewise the number of managers who have been in post for over five and ten years has increased following a fall in the past three years.

Although the Register is stable there are concerns about the availability of managers in the sector. The data indicates that there are 46 services where the manager post was vacant with no manager registered with the Care Council or CSSIW.

The majority of managers are working in the private sector. Whilst the percentage working in this sector continues to increase those working for a local authority and in the third sector continues to fall.

All managers hold the required qualification to register but it is worth noting that almost a quarter now hold the current required qualification, which is a six percent rise from last year.

The number of managers over 60 continues to rise but the average age is 49 (compared to 50 in 2015). 81.2 per cent are women, which is very similar to previous years.

The failure of some managers in post to register with the Care Council continues to be a concern and has been raised with the service regulator.

3 Adult care home manager key points and trends at 1 June 2016

- 1,263 individuals were on the Register on 1 June 2016. This was an increase since the last Profile of one per cent, from 1,250 on 1 June 2015.
- Having risen year-on-year in the previous three profiles, turnover fell in 2016 to 12.1 per cent from 14.5 per cent in 2015. However, it is worth noting that there was not a peak in registration renewal during this period, a point at which registrants are most likely to notify of change of employment or that they no longer require registration. This may have contributed to the higher rate of turnover in last year's Profile.
- The main source of new registrants who joined the Register during the year of the Profile was managers starting in a new role during this period (69 managers, 42 per cent of those joining the Register).
- Less than half of managers (49.6 per cent) had been in their current post over five years, which is a slight increase on last year.
- The private sector continues to employ the most adult care home managers.
- All managers hold a qualification approved for registration, either the current required qualification or equivalent, or a predecessor qualification.
- Under a quarter of the managers are registered with the Nursing and Midwifery Council (NMC) (22.7 per cent). Registration with the NMC had lapsed for an additional 3.2 per cent of the managers.
- The average age of managers was 49 and had fallen from 50 in 2015; nearly half (49.2 per cent) were over 50 and 19.8 per cent were 40 or under.
- 93 per cent of respondents described themselves as White
- 10.4 per cent declared themselves fluent in Welsh, which is the same as in 2015, but the number stating they had some Welsh language ability decreased slightly by half a per cent.

4 What the Care Council is doing

Step up to Management - Step up to Management is a level 4; 60 credit; HEI programme that is being piloted in South East Wales via the University of South Wales (USW). The programme commenced on the 23 November 2015 with 39 students, it will run until the middle of September 2016.

The evaluation thus far indicates that the Step up programme has been successful in supporting students to develop their knowledge and understanding at a level that supports the leadership and management of social care services and that this has had a direct impact on their practice. In particular, their understanding of new legislation such as the Social Services and Well-Being (Wales) Act and how this applies in practice has been impressive: 'now we have a much better understanding of why these policies and procedures are in place, and the legislation I find myself now, understanding exactly why we do these things and I can explain these to my colleagues. For example, why we need the Codes of Practice and why they are important'.

First Steps in Management - We have developed an interactive resource that has been specifically tailored to the needs of social care managers who are new in post. It is intended to complement the Code of Professional Practice for Social Care and the practice guidance developed for social care managers registered with the Care Council: The Social Care Manager. The resource covers three key elements of the leadership and management role – managing yourself; leading and managing a team and leading and managing a service. It provides a combination of practical guidance; points for reflection and signposting to additional resources, to support newly appointed managers develop as 'Leaders in Care'.

Community of Practice for Adult Care Home Practitioners - Communities of Practice can be defined in part, as a process of social learning that takes place when people who have a common interest in an area collaborate over an extended period of time, sharing ideas and strategies, finding solutions and developing innovative ideas.

A pilot was agreed for a Community of Practice in the Western Bay area for practitioners working in adult care homes who have a passion and interest in developing and delivering good practice to improve the quality of life for older people.

The pilot aimed to evaluate the benefits of investing time and resources in communities of practice to broadly establish whether they can:

- Reduce the sense of isolation reported by managers
- Develop a sense of professional identity
- Share good practice
- Improve practice
- Develop mutually supportive relationships

Digital Communities of Practice - It is important to establish a way of supporting registered social care managers to continue to engage and share practice outside of the annual forums and local provider meetings. The Care Council will be piloting a digital community of practice for registered managers using a 'Knowledge Hub' that has been set up for public services across the UK.

Registered Manager's Forums - The Care Council has been running forums for registered managers for the past four years. The forums provide an important vehicle for engagement with registrants and have been used to provide information, seek the views

of managers on key pieces of work and hear directly from them about current issues that have an impact on their practice.

5 Data and Analysis

5.1 Managers joining and leaving the Register

Table 1 – Number of adult care home managers on the Register

Profile year	Joined the Register as an adult care home manager	Left the Register as an adult care home manager	Turnover as percentage	Number of adult care home managers registered at 1st June	Net change since previous Profile
2016	164	151	12.1%	1,263	+1.0%
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%

The number of adult care home managers on the Register has increased by one per cent. This follows a decrease of 0.4 per cent in 2015. The Register has increased by 62 managers since 2013. Fewer managers joined the Register (164 compared to 178) this year than 2016 but less left (151 compared to 183). Turnover has decreased to 12.1 per cent from 14.6 per cent.

Table 2 – Reasons for joining the Register

Reason for joining the Register	2013	2014	2015	2016
Job start date as an adult care home manager during year of the Profile	44	49	58	69
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	53
Qualified during year of the profile	56	53	55	34
Already registered. Changed from domiciliary care manager.	15	16	10	6
Already registered. Changed from adult care home worker.	0	5	2	1
Already registered. Previously subject to a suspension.	0	0	0	1
Total	194	176	178	164

Starting in a new role was the main reason for managers joining the Register this year (42 per cent of those joining). A further 32 per cent of those joining were registering late as they had been in post more than 12 months before the date of the Profile.

Table 3 - Reasons for leaving the Register

Reason for leaving the Profile	Number of managers			
	2013	2014	2015	2016
Registration not a requirement for current post	18	18	30	27
No longer working in social care in Wales	20	26	21	13
Changed registered role to domiciliary care manager or worker, adult care home worker, social worker	17	17	19	3
Retired	14	19	18	16
Suspended/Interim Suspension Order	4	2	3	7
Removed by a conduct committee	0	1	3	4
Other	2	10	14	5
Registration lapsed	21	29	75	76
Total	96	122	183	151

- Fewer managers left the Register (151) compared with 2015 (183).
- Moving to a different job in social care where registration was not a requirement was the most common reason given for leaving. Only three managers moved to a different registered role, compared to 19 in the previous year. Retirement was given as the reason by 10.6 per cent of those who left.
- The number of managers removed from the Register by a conduct committee has increased each year from none in 2013 to four in 2016. The number of suspensions and interim suspension orders has increased from three in 2015 to seven this year. This is due to the closer working relationship between the Care Council and Care and Social Services Inspectorate Wales (CSSIW) as many investigations are now being taken forward based solely on information provided by CSSIW, with inspectors as witnesses.
- Of those managers leaving the Register, 41 per cent were aged 50 or younger, and 59 per cent were aged over 50.

5.2 Length of time in post

The average time managers had been in their current post at June 2016 was eight years, a slight increase compared with seven years in the 2015 profile.

Table 4 – Length of time in current post

	Percentage of managers at June 2013	Percentage of managers at June 2014	Percentage of managers at June 2015	Percentage of managers at June 2016
Changed to another job within previous year	7.7% (92)	12.1% (152)	15.2% (190)	11.2% (136)
Changed to another job within previous 2 years	19.2% (231)	21.9% (275)	27.9% (349)	25.7% (313)
In current post 5 years or over	51.5% (618)	50.7% (636)	47.7% (596)	49.6% (604)
In current post over 10 years	27.4% (329)	27.3% (343)	25.7% (321)	27.6% (336)

- The percentage of managers who had changed job in the 12 months before the Profile date decreased by four per cent, having increased in each previous year.
- The percentage of managers who changed job within the previous two years also decreased by 2.2 per cent.
- The percentage of managers who had been in their current post for over five years has increased by 1.9 per cent, and the same increase of 1.9 per cent of those in their current post over ten years. Both of these figures had decreased in each previous year from 2013 to 2015.
- Where the reason for a change in their employment was known 35 per cent of the managers had moved to a new employer and 33.3 per cent moved job or location of work within the same organisation.

5.3 Number of managers and registered services

Table 5 - Number of managers registered and number of adult care home services registered with CSSIW

	2013	2014	2015	2016	Net change June 2015 to June 2016
Number of managers	1,201	1,255	1,250	1,263	+13
Number of services	1,138	1,131	1,108	1,100	-8

- Most of the managers on the Register were managing a registered care home on the list maintained by the CSSIW, or a care home in the process of registering.
- 62 managed more than one registered care home (4.9 per cent).
- In addition, 30 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.
- The CSSIW list of registered adult care home services in Wales included 1,100 care homes:
 - 406 care home older adult,
 - 246 care home older adult with nursing,
 - 427 care home younger adult,
 - 21 care home younger adult with nursing.
- Over this period the number of registered services in Wales was relatively stable, falling by less than one per cent from 1,108 to 1,100 (down by eight care homes).
- There were 46 services where the manager post was vacant and there was no manager registered with the Care Council or with CSSIW.

5.4 Where are the managers employed?

Table 6 – Number and percentage of managers employed or self-employed in social care

	Percentage and number of managers							
	2013		2014		2015		2016	
Registered		1,201		1,255		1,250		1,263
Employed or self-employed	97%	1,164	97.7%	1,226	97.3%	1,216	96.4%	1,218
Current employment unknown or unemployed	3%	37	2.3%	29	2.7%	34	3.6%	45

- The number of managers in employment remained relatively stable compared with 2015 with a difference of less than one per cent.
- The percentage of self-employed managers was stable at 15 per cent.

Table 7 - Managers employed by sector or by an agency

Sector or agency	2012		2013		2014		2015		2016	
Private	860	79.2%	936	80.4%	985	80.7%	990	81.7%	1,013	83.2%
Local Authority - Social Services	147	13.5%	142	12.2%	147	12.0%	134	11.1%	122	10.0%
Third Sector	68	6.3%	85	7.3%	83	6.8%	82	6.8%	72	5.9%
Further Education (FE)/ Higher Education (HE) or health	1	0.1%	1	0.1%	3	0.2%	3	0.2%	9	0.7%
Recruitment Agency / Employment Agency	10	0.9%	0	0.0%	3	0.2%	3	0.2%	2	0.2%
Total	1,086		1,164		1,221		1,212		1,218	

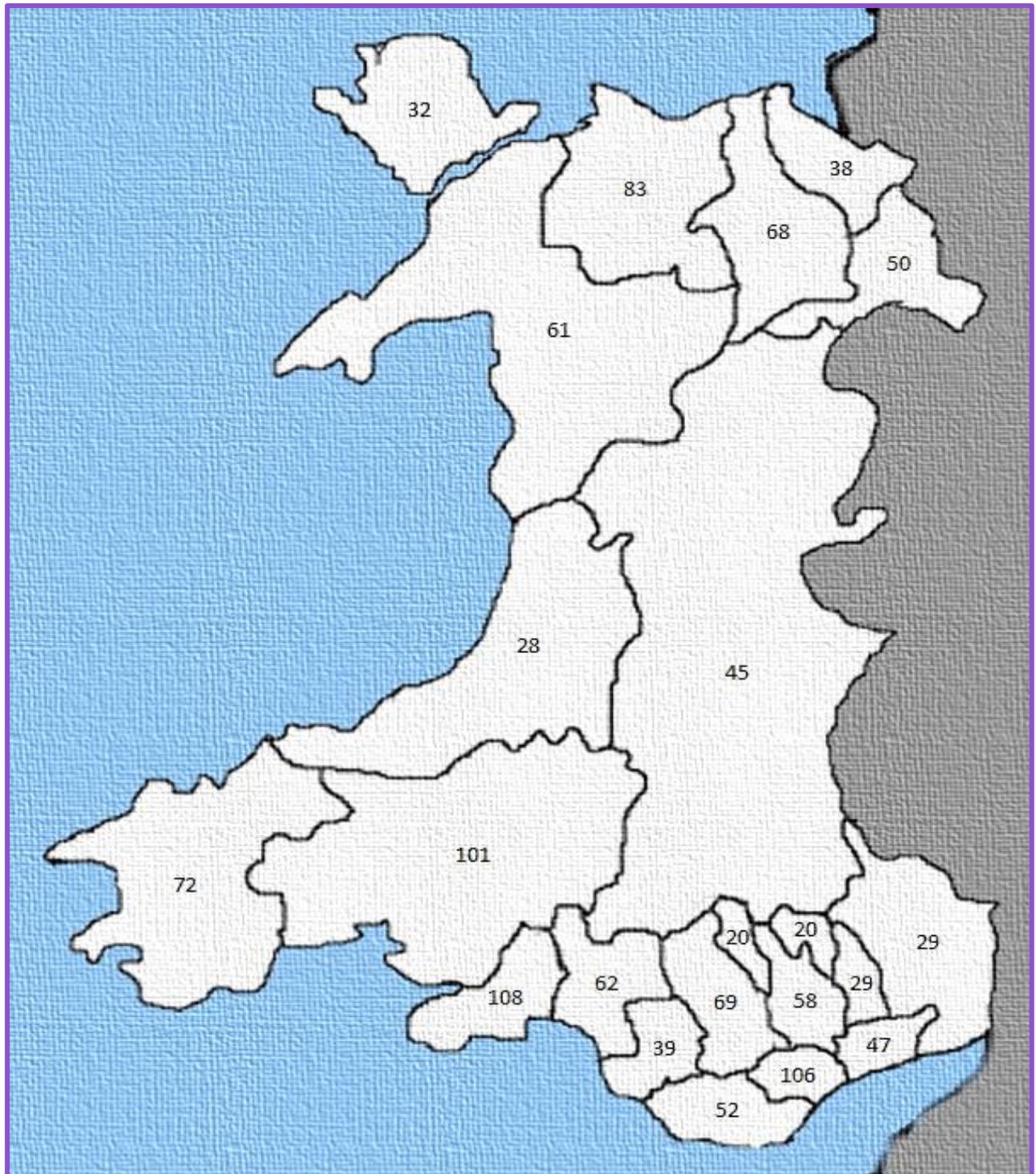
- The private sector continued to employ the most managers (83.2 per cent).
- The number of managers employed by the private sector had increased (by 1.5 per cent), by a local authority had decreased (by 1.1 per cent), and in the third sector decreased (by 0.9 per cent). In the private sector and local authorities this has been the case year on year since 2013.
- The number employed through an agency remained very low.

Table 8 - Type of job

Type of job	2013	2014	2015	2016
Manager	939	911	915	915
Owner/manager	(combined)	61	65	52
Matron or Nurse Manager	53	46	39	33
Acting / Temporary / Relief manager	41	44	46	47
Deputy / Assistant manager	91	107	108	103
Other role at manager level	36	27	14	29
Owner (where not manager)	10	19	12	18
Below manager level	6	11	9	5
Director			4	8
Nurse			4	8
Total	1,176	1,226	1,216	1,218

- The table above lists the job titles given by the managers
- The number of owner/manager job titles has decreased year on year since 2014
- There has been a decrease since 2013 in the number with a job title matron or nurse manager, and a slight increase since 2014 in the number with a job title of acting/temporary/relief manager.

Figure 1 - 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.

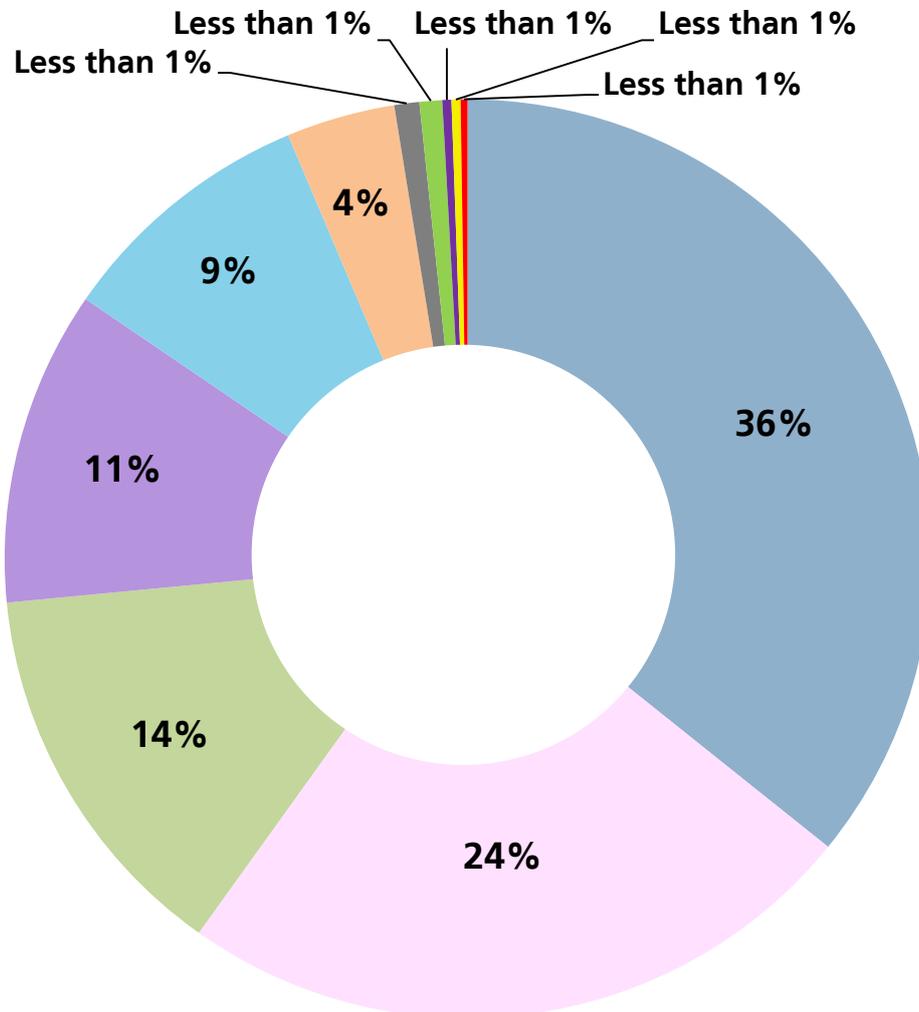
Table 9 - Number of managers in each unitary authority in Wales

Unitary Authority	Number of Services	Number of managers
Swansea	98	108
Cardiff	89	106
Carmarthenshire	89	101
Conwy	82	83
Pembrokeshire	69	72
Rhondda Cynon Taf	64	69
Denbighshire	68	68
Neath Port Talbot	44	62
Gwynedd	53	61
Caerphilly	54	58
Vale of Glamorgan	42	52
Wrexham	39	50
Newport	43	47
Powys	43	45
Bridgend	33	39
Flintshire	38	38
Isle of Anglesey	30	32
Monmouthshire	34	29
Torfaen	22	29
Ceredigion	25	28
Blaenau Gwent	21	20
Merthyr Tydfil	20	20
Outside Wales	n/a	1
Total	1,100	1,218

Monmouthshire and Blaenau Gwent had fewer managers registered than services. For the first time Swansea has the highest number of managers.

5.5 Qualifications held

Figure 2 - Qualifications held by adult care home managers on the Register at June 2016



- Registered Manager Award
- Level 5 LHSCS (Adults' Residential Management)
- NVQ 4 Leadership and Management for Care Service
- NVQ 4 Management
- NVQ 4 Health and Social Care (Adults)
- NVQ 4 Care
- NVQ 4 Management and NVQ 4 Care or Health and Social Care
- Social work qualification
- Other equivalent qualification
- Social work qualification and management qualification
- First Level Nurse plus Management

Table 10 – Qualifications held by adult care home managers on the Register at June 2016

Qualification	Number of Managers			
	2013	2014	2015	2016
Registered Manager Award	553	536	486	452
Level 5 LHSCS (Adults' Residential Management)	61	131	229	304
NVQ 4 Leadership and Management for Care Service	187	201	183	172
NVQ 4 Management	181	169	149	140
NVQ 4 Health and Social Care (Adults)	130	129	120	115
NVQ 4 Care	57	55	51	48
NVQ 4 Management and NVQ 4 Care or Health and Social Care	13	13	12	11
Social work qualification	19	13	9	10
Other equivalent qualification	0	3	5	4
Social work qualification and management qualification	0	5	4	4
First Level Nurse plus Management	0	0	2	3
Total	1,201	1,255	1,250	1,263

- 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 24 per cent, from 18 per cent in 2015. Once again the largest drop was in those holding the Registered Manager Award, to 36 per cent from 39 per cent in 2015.

Table 11 - Registration of adult care home managers with the Nursing and Midwifery Council (NMC)

NMC registration	2014		2015		2016	
	Registered	25.3%	317	22%	279	22.7%
Previously Registered	4%	50	3.5%	44	3.2%	41
Total		367		323		328

- 22.7 per cent of managers were also registered with the NMC. This was a small rise of 0.7 per cent since 2015.

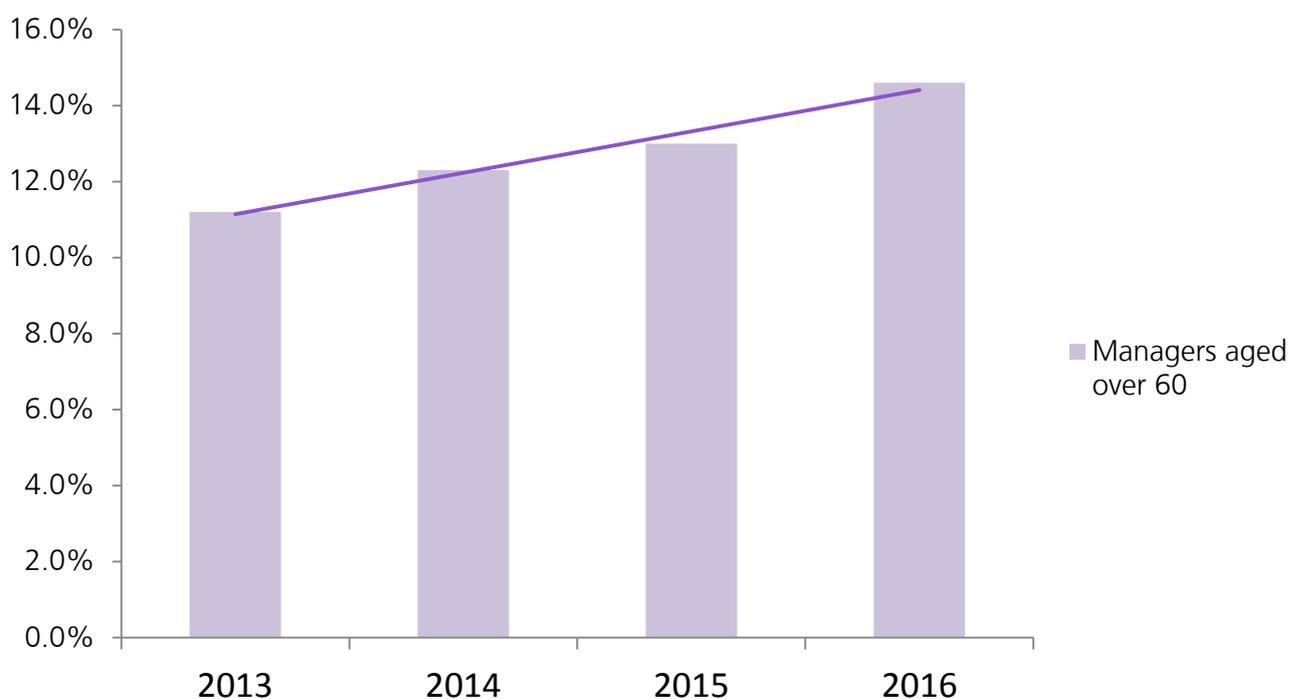
5.6 Age and sex profile

Table 12 - Age of adult care home managers on the Register each year

Age group	2013	2014	2015	2016
Under 25	1	2	1	3
25 - 30	45	46	40	44
31 - 35	77	82	89	96
36 - 40	102	99	105	107
41 - 45	177	192	170	164
46 - 50	237	245	236	227
51 - 55	231	221	240	260
56 - 60	196	214	206	178
61 - 65	93	107	114	129
Over 65	42	47	49	55
Total	1,201	1,255	1,250	1,263

- The average age of managers on the Register in 2016 was 49 (compared to 50 in 2015).

Figure 3 - Percentage of managers aged over 60

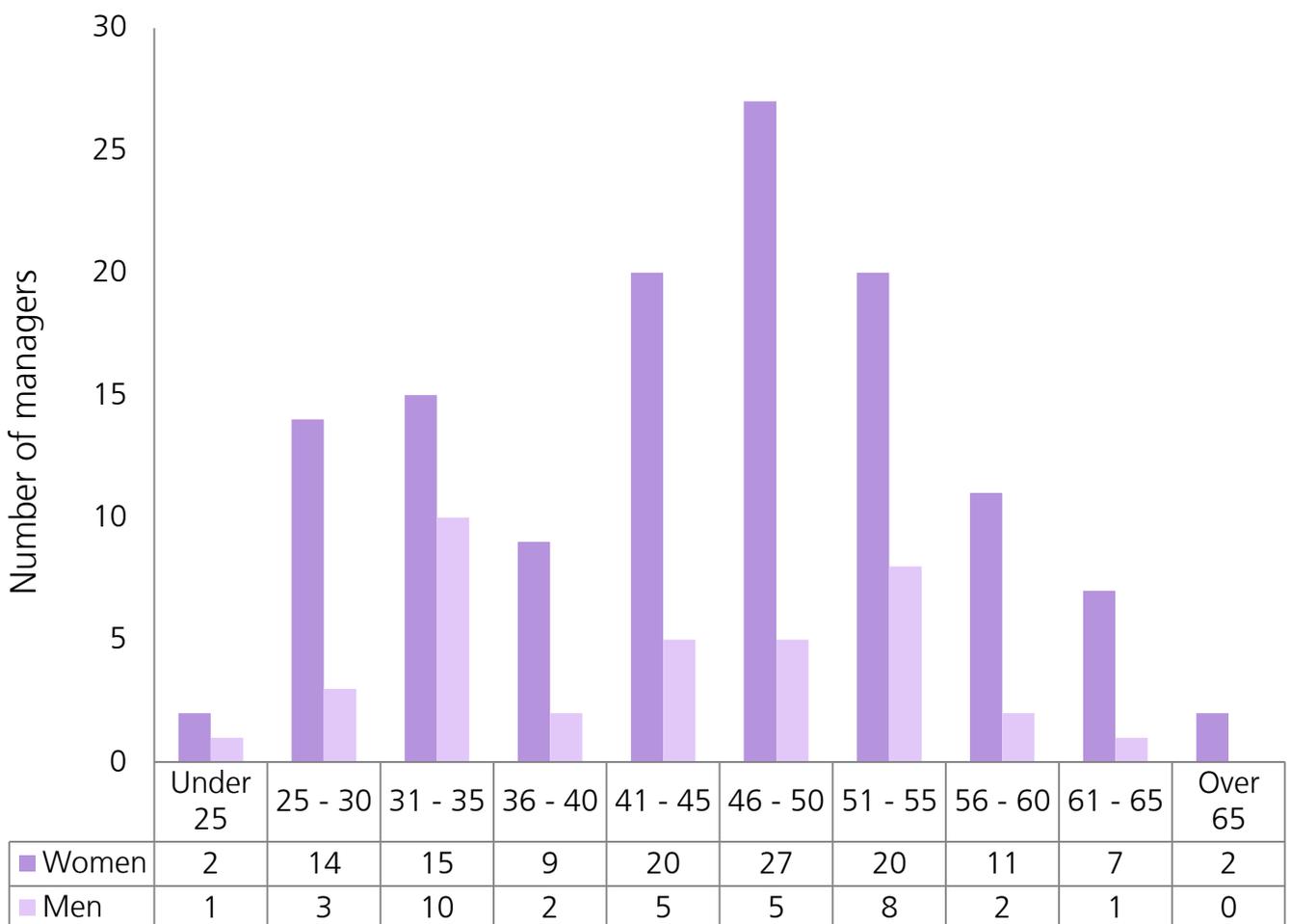


The percentage of managers aged over 60 continues to increase each year from 11.2 per cent in 2013 to 14.6 per cent in 2016

Table 13 - Comparative age of managers in each profile

Age group	2013	2014	2015	2016
51 - 60	35.6%	34.7%	35.7%	34.7%
Over 60	11.2%	12.3%	13.0%	14.6%

Figure 4 - Age and sex of managers who joined the Register 1 June 2015 to 31 May 2016



- Of the 164 who joined the Register since June 2015, 127 were women and 37 were men.
- Whilst there were additions to the Register from all age groups, including those under 35, just over half (50.6 per cent) were aged 46 or older.

Figure 5 - Age and sex of adult care home managers on the Register at June 2016

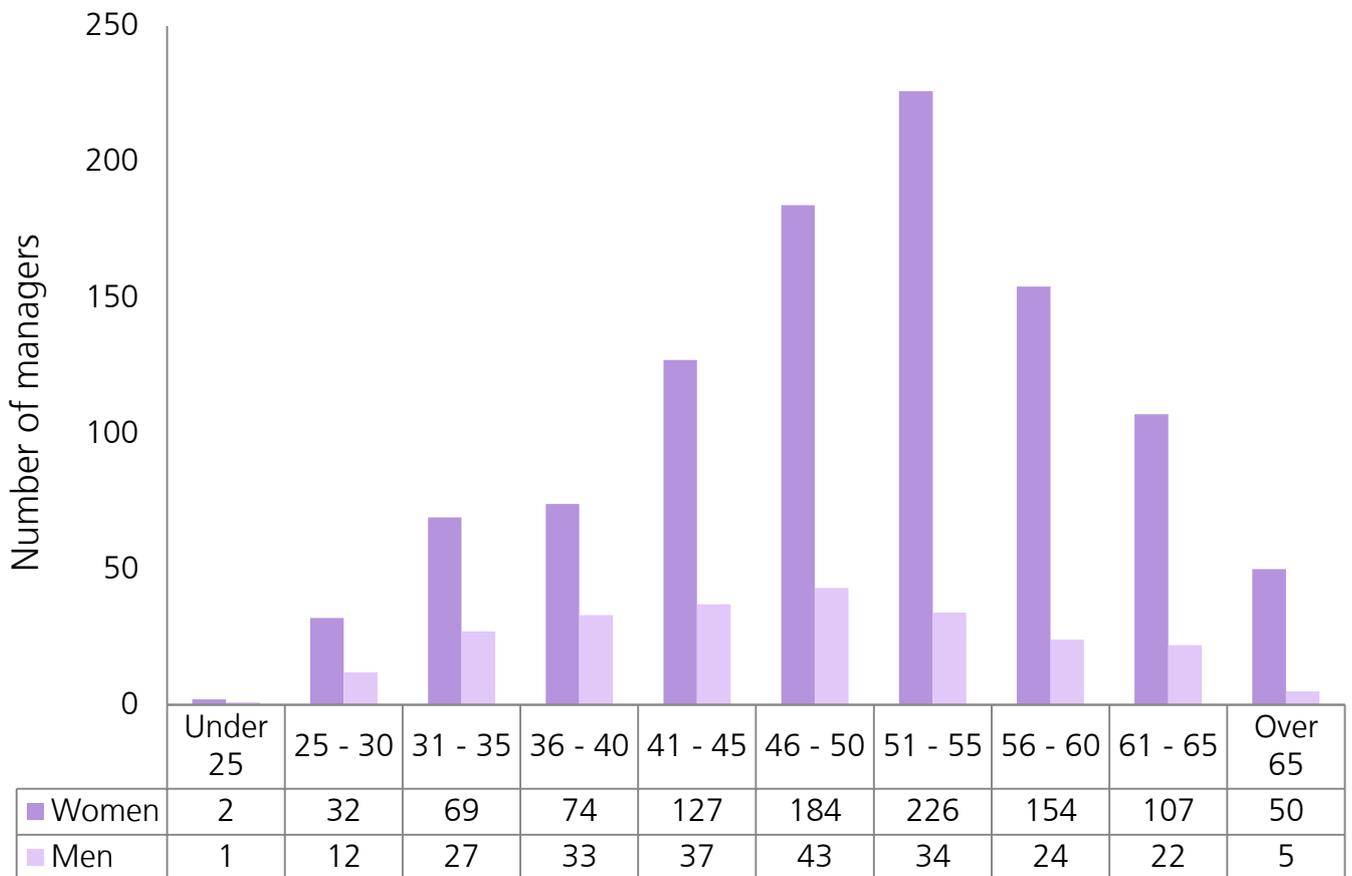


Table 14 - Percentage of men and women adult care home managers on the Register each year

Profile year	Percentage of managers	
	Women	Men
2016	81.2%	18.8%
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.

5.7 Diversity and Welsh language

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	2016
Yes	1%	0.9%	0.5%
No	99%	99.1%	99.5%

The percentage of managers providing monitoring information was 81 per cent (79 per cent in 2015) and of those, just 0.5 per cent declared a disability (just under 1 per cent in 2015)

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

Ethnicity	Total	Percentage
White, White British, White Welsh, White Irish	916	92.9%
Any other White background	13	1.3%
Any other Asian background	10	1.0%
Indian	10	1.0%
Asian or Asian British Indian	8	0.8%
Black or Black British African	6	0.6%
Other Ethnicity	5	0.5%
Asian or Asian British Pakistani	3	<0.5%
Mixed White and Asian	3	<0.5%
Mixed White and Black Caribbean	3	<0.5%
Any other Black background	2	<0.5%
Pakistani	2	<0.5%
Any other Chinese background	1	<0.5%
Bangladeshi	1	<0.5%
Black African	1	<0.5%
Black or Black British Caribbean	1	<0.5%
Mixed White and Black African	1	<0.5%
Total responded	986	78.1%

Of the 78.1 per cent of managers who provided information about their ethnicity, 92.9 per cent described themselves as White British, White Welsh or White Irish (92.1 per cent in 2015).

Table 17 - Declared Welsh language ability of adult care home managers on the Register at June 2016 compared to previous years

Welsh language	2012	2013	2014	2015	2016
Fluent	12%	10.5%	10.2%	10.4%	10.4%
Some Welsh	20%	20.9%	22.6%	24.2%	23.6%
No Welsh	68%	68.6%	67.2%	65.4%	66.0%

- The percentage of managers who provided information about their Welsh language ability was 81.1 per cent in 2016.
- Of the managers who provided this information the number fluent in Welsh had not changed but the number stating they did not speak any Welsh had slightly increased since 2015, but remained lower than in 2014 and earlier.
- All managers provide their preferred language of correspondence. 99.3 per cent stated their preferred language of correspondence as English.

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