



Gofal Cymdeithasol **Cymru**
Social Care **Wales**



Domiciliary
care managers
on the Register
in Wales
2017



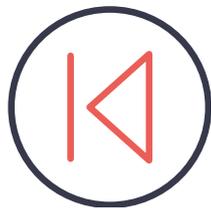
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User guide and key

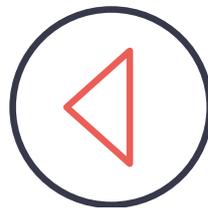
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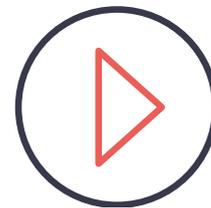
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1. Introduction

This is our fourth report of domiciliary care managers working in Wales. The purpose of the report is to comment on, scrutinise and make publically available a summary of the data so that we have a better understanding of the workforce.

The information comes from the Social Care Wales Register of Social Care Workers (the Register). The managers give us this information when applying to register and when they tell us about any changes.

Since 28 February 2014, domiciliary care service managers working in Wales must be qualified and registered with us. This was introduced by Welsh Government regulations¹.

This report looks at the 633 managers on the Register on 1 February 2017, and any changes to their employment in the last year. Managers currently applying to register are not included.

Domiciliary care workers do not need to register so are not included in this report.

2. Summary

The number of managers on the Register has increased for the fourth consecutive year. Although the increase is only 2.5 per cent, it suggests that the Register is stable. Turnover has also gone down from 15.1 per cent to 14.1 per cent.

The percentage of managers in post for more than five years has fallen year-on-year since 2014 from 55.3 per cent to 47.7 per cent and the percentage in post five years or less has increased from 44.7 per cent to 52.3 per cent in the same period.

One area for concern is that almost half of the managers joining the Register had been in post more than a year without registering. This could suggest the manager or their employer were unaware of registration requirements and that we need to communicate this message to the employers involved. It could also be because the manager did not hold the required qualification and this can only be achieved whilst undertaking a manager's role.

All domiciliary care managers hold a relevant qualification, and now almost a third of managers hold the Level 5 Diploma in Leadership for Health and Social Care Services (Adults' Management), which is the current qualification that allows managers to register. This is the first time this qualification was held by the highest proportion of managers on the Register.

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



3. Key points and trends

- **633 managers are on the Register**, which is an increase from 618 last year.
- **102 managers joined the Register**. This included 49 who were late to register as they were already qualified and working in their current job more than a year ago.
- **87 managers left the Register**. This is a turnover of 14.1 per cent.
- **430 registered services** which included 25 supported living and 405 domiciliary care agencies.
- There are some services where **no manager was registered** with Social Care Wales, including 13 where the manager post is currently vacant.
- **106 managers were self-employed**, being owner managers, providers or directors of care.
- **59.7 per cent of managers worked in the private sector**, which is lower than last year. The percentage employed in the third sector continued to rise to 25.9 per cent (from 23 per cent in 2016).
- **28.5 per cent had worked in their current post two years or less**, and 27.9 per cent had worked in their current post for over ten years.
- **49 was the average age** of managers.
- **The ratio of women to men** has stayed stable at roughly **4:1**.
- **34.3 per cent of managers** declared that they were **either fluent or had some Welsh language abilities**, which is an increase of 1.1 per cent. 65.7 per cent of managers had no Welsh language ability.

4. What Social Care Wales is doing

Social Care Wales has worked with a range of partners to develop a five-year plan for care and support at home. The plan is based on a lot of evidence including reviews, reports and research, which gives us some clear areas of work to look at to help to improve domiciliary care in Wales.

The first thing we need to do is to work with our partners to develop an implementation plan that sets out what needs to be done. We will be working with the regional partnership boards, set up through the *Social Services and Well-being (Wales) Act 2014*, to do this.



What else Social Care Wales will do

Recruitment and retention are difficult in many areas of social care, and a real concern for domiciliary care managers. We will develop a Careers, Recruitment and Retention Framework for social care, which includes domiciliary care. The framework will:

- focus on values-based recruitment, induction and ongoing development;
- support employers to find and keep workers with the knowledge, skills and values to deliver high quality care; and
- encourage continuing professional development for those already working in social care.

We will consult on a draft framework during 2017.

The domiciliary care workforce can register with us from 2018 and will need to by April 2020. We are planning a range of work to support workers and managers to make registration a positive experience. This includes:

- finding out how we can best communicate with the domiciliary care workforce;
- providing information about registration for managers and workers;
- understanding the knowledge and skills needed by domiciliary care workers; and
- developing learning resources to help people understand the *Code of Professional Practice for Social Care*.

We will consult on the requirements for registration during Summer 2017.

The *Step Up to Management* programme aims to give social care workers the knowledge and understanding they need to move into management roles. Following a successful pilot, we are planning to extend the programme across Wales in partnership with the University of South Wales.

First steps in management is a resource aimed at supporting those who are new to management. It complements the *Code of Professional Practice for Social Care* and practice guidance for managers. It has been reviewed and will be updated shortly.

We will continue to offer registered managers' forums across Wales. Managers are being invited to help plan the eight regional events, where managers can update their knowledge, and share information and ideas.



5. Data and analysis

We share and receive data with/from the service regulator the Care and Social Services Inspectorate Wales (CSSIW) and this helps us find out more about the sector and the movement between jobs. They take action over managers who are not registered with us as required.

- 430 domiciliary care services were registered with CSSIW, including 25 supported living and 405 domiciliary care agencies.

5.1 Number of managers registered

- 633 managers are registered.
- 605 are currently employed in domiciliary care.
- 16 were managing more than one domiciliary care service.
- 28 managers were not working in domiciliary care or their employment was unknown.

5.2 Managers joining and leaving the Register

Table 1: Managers joining and leaving the Register

Turnover	Number of managers
Number of managers in 2017 report	633
Number of managers leaving in 2017 report	87
Number of managers joining in 2017 report	102

- In the last year three adult care home managers changed register role to domiciliary care manager and nine domiciliary care managers changed to adult care home manager. Of the 618 domiciliary care managers 24 were also working in an adult care home setting and were registered in both roles.
- There has been an overall increase of 15 managers on the Register.



Table 2: Reasons domiciliary care managers registered

Reason for registering this year	Number of managers 2016-17	Percentage of managers 2016-17
Late registering. Registered for the first time as a domiciliary care manager in the last year, but started job more than a year ago	49	48.0%
Qualified and registered in the last year	25	24.5%
Registered for the first time as a domiciliary care manager. Started job in the last year	22	21.6%
Previously registered as an adult care home manager	3	2.9%
Previously registered as a domiciliary care worker	2	2.0%
Already registered. Additional registration as domiciliary care manager	1	<1%
Total	102	100%

- 102 registered as domiciliary care managers, this included 49 who were late registering.
- Almost half of new managers (48 per cent) registered late. This total is split across a large number of employers therefore there is no pattern.



Table 3: Reasons domiciliary care managers left the Register

Removal type	Number of managers
Did not maintain registration	51
Registration not a requirement for current job	12
Changed registration to adult care home manager	9
Retired	5
Currently unemployed	2
No longer working in social care	2
Other	2
Changed registration to residential child care worker	1
Deceased	1
Removed by Fitness to Practise procedures	1
Suspended	1
Total	87

- Turnover of registered domiciliary care managers in the last year was 14.1 per cent.
- The 87 who left the Register as a domiciliary care manager included nine who stayed registered but moved to an adult care home manager role.

5.3 Employment information

Table 4: Manager's employment

Manager's employment	Number	Percentage
Employed in social care	491	77.6%
Self-employed in social care	106	16.7%
Not currently working in domiciliary care	28	4.4%
Employed in social care by an agency	8	1.3%
Total	633	100%

- 28 managers on the Register were not currently working in domiciliary care or their current employment was unknown.
- 16 were known to have a second job in a domiciliary care service. The following tables include these 16 second jobs, looking at 621 jobs in total.



Table 5: Work type of managers from 2014 to 2017

Work type	2014		2015		2016		2017	
	Number of managers	Percentage of managers						
Employed in social care	431	83.5%	486	81.1%	486	78.6%	491	77.6%
Self-employed in social care	72	14.0%	103	17.2%	107	17.3%	106	16.7%
Not currently working in domiciliary care	7	1.4%	4	0.7%	22	3.6%	28	4.4%
Employed in social care by agency	6	1.2%	6	1.0%	3	0.5%	8	1.3%
Total	516	100%	599	100%	618	100%	633	100%

Table 6: Managers employment by sector

Sector	Number of managers	Percentage of managers
Private	371	59.7%
Third sector	161	25.9%
Local authority – social services	86	13.8%
Health	2	0.3%
FE/HE education	1	0.2%
Total	621	100%

- Each year since 2014 the percentage of managers employed in the third sector has increased and the percentage employed in the local authority sector has decreased.
- 59.7 per cent of managers were working in the private sector, down by 2.6 per cent from last year.
- 25.9 per cent were working in the third sector, up by 2.9 per cent.

Table 7: Percentage of managers employed in each sector from 2014 to 2017

Sector	2014	2015	2016	2017
Private	60.3%	62.0%	62.3%	59.7%
Third sector	19.1%	21.4%	23.0%	25.9%
Local authority – social services	19.8%	16.3%	14.2%	13.8%
Health	0.0%	0.0%	0.3%	0.3%
FE/HE education	0.4%	0.2%	0.2%	0.2%
Local authority – other	0.4%	0.2%	0.0%	0.0%
Total	100%	100.0%	100%	100%



Table 8: Job titles of managers from 2015 to 2017

Job title	2015	2016	2017
Manager/care manager/registered manager	308	327	355
Director/managing director/head or director of care or operations/chief officer	34	42	50
Area, regional or Wales manager	45	42	46
Team leader, manager or coordinator	31	29	27
Manager and owner	22	32	26
Branch manager	24	27	22
Assistant or deputy manager	20	17	21
Other manager	13	21	17
Care and support manager or coordinator	31	10	10
Owner/provider/responsible individual	14	12	9
Community coordinator, manager or director	10	8	7
Acting manager	4	6	6
Reablement manager	9	8	6
Manager and responsible individual	3	5	5
Practice leader	4	4	4
Manager and director	15	4	3
Project manager, leader or coordinator	4	4	3
Contract manager	8	5	2
Care worker	2	0	1
Nurse	1	1	1
Matron	1	1	0
Total	603	605	621

This is the only table in the report which does not include 2014 data. This is because this information was categorised differently at that time. Most of the manager's job titles show they worked as the manager of a service. The range of different job titles in this sector means others might also manage a service.

This could also reflect the different types of service that are registered as domiciliary care services. Agencies offer a range of services from specialised support for people with learning disabilities and reablement to more generic services.

"Some provide dedicated supported housing services, while others provide care across a variety of services on a spot or block-purchase arrangements. Some agencies are also nursing agencies" (CSSIW, 2016 – *Above and beyond*²)

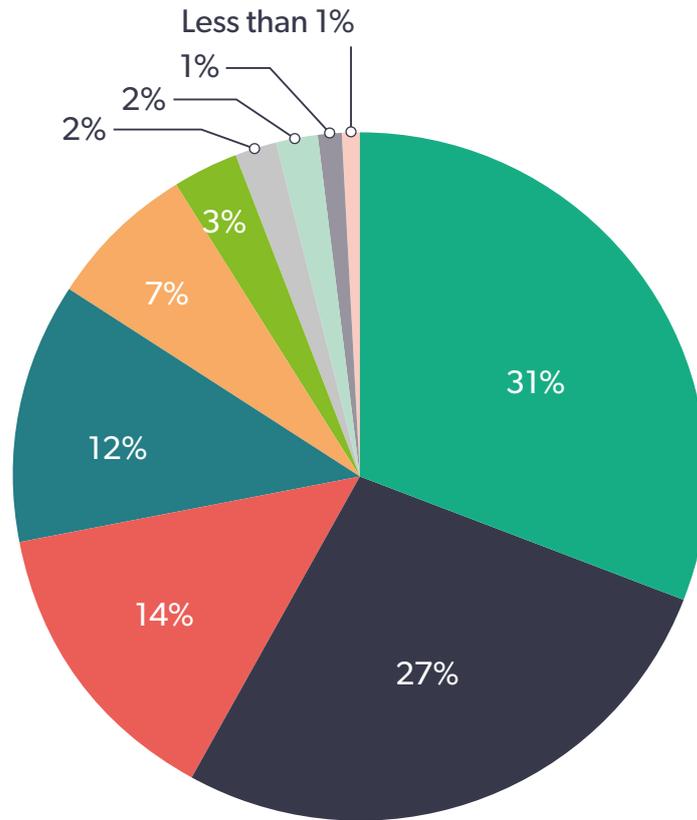


Table 9: Who domiciliary care managers worked with

Single category	Number of manager roles
Learning disability	77
Mental health	17
Children and family	5
Physical disability	3
Other	15
Total	117

Combinations of categories	Number of manager roles
Older people (including learning disability, mental health, physical disability)	195
Adults and older persons (including learning disability, mental health, physical disability)	165
Adults (including learning disability, mental health, physical disability)	85
Children, adults and older people	45
Children (including learning disabilities, physical disabilities, mental health)	14
Total	504

Figure 1



- Older people (including learning disability, mental health, physical disability)
- Adults and older persons (including learning disability, mental health, physical disability)
- Adults (including learning disability, mental health, physical disability)
- Learning disability
- Children, adults and older people
- Mental health
- Other
- Children (including learning disability, mental health, physical disability)
- Children and family
- Physical disability

- Managers tell us which groups of people they work with in their job, and most identify more than one group. Older people were the largest group and less than 11 per cent told us they worked with children.
- 37 managers worked for a supported housing service with a range of adults.

Table 10: Number of services and registered managers working in each unitary authority in Wales (including 16 second jobs held by managers)

Unitary Authority	CSSIW registered services (Agency)	CSSIW registered services (Supported Housing)	Total CSSIW registered services	Number of roles of managers registered with Social Care Wales*	Difference in number of roles since 2016
Blaenau Gwent	10	4	14	17	+2
Bridgend	18	0	18	36	+8
Caerphilly	17	3	20	32	+2
Cardiff	52	1	53	70	+9
Carmarthenshire	20	2	22	33	+3
Ceredigion	14	0	14	17	+2
Conwy	21	0	21	35	0
Denbighshire	23	0	23	29	-2
Flintshire	22	0	22	32	-3
Gwynedd	16	0	16	31	0
Isle of Anglesey	3	1	4	7	0
Merthyr Tydfil	4	0	4	4	+1
Monmouthshire	14	0	14	19	-2
Neath Port Talbot	14	1	15	12	-3
Newport	14	1	15	23	0
Pembrokeshire	22	0	22	29	-1
Powys	12	3	15	27	0
Rhondda Cynon Taf	16	4	20	32	0
Swansea	33	4	37	58	-2
Torfaen	20	1	21	22	-5
Vale of Glamorgan	17	0	17	20	-2
Wrexham	22	0	22	26	+4
Outside Wales	1	0	1	10	+5
Total	405	25	430	621	+16

*16 were managing more than one domiciliary care service and 28 managers were not working in domiciliary care or their employment was unknown.



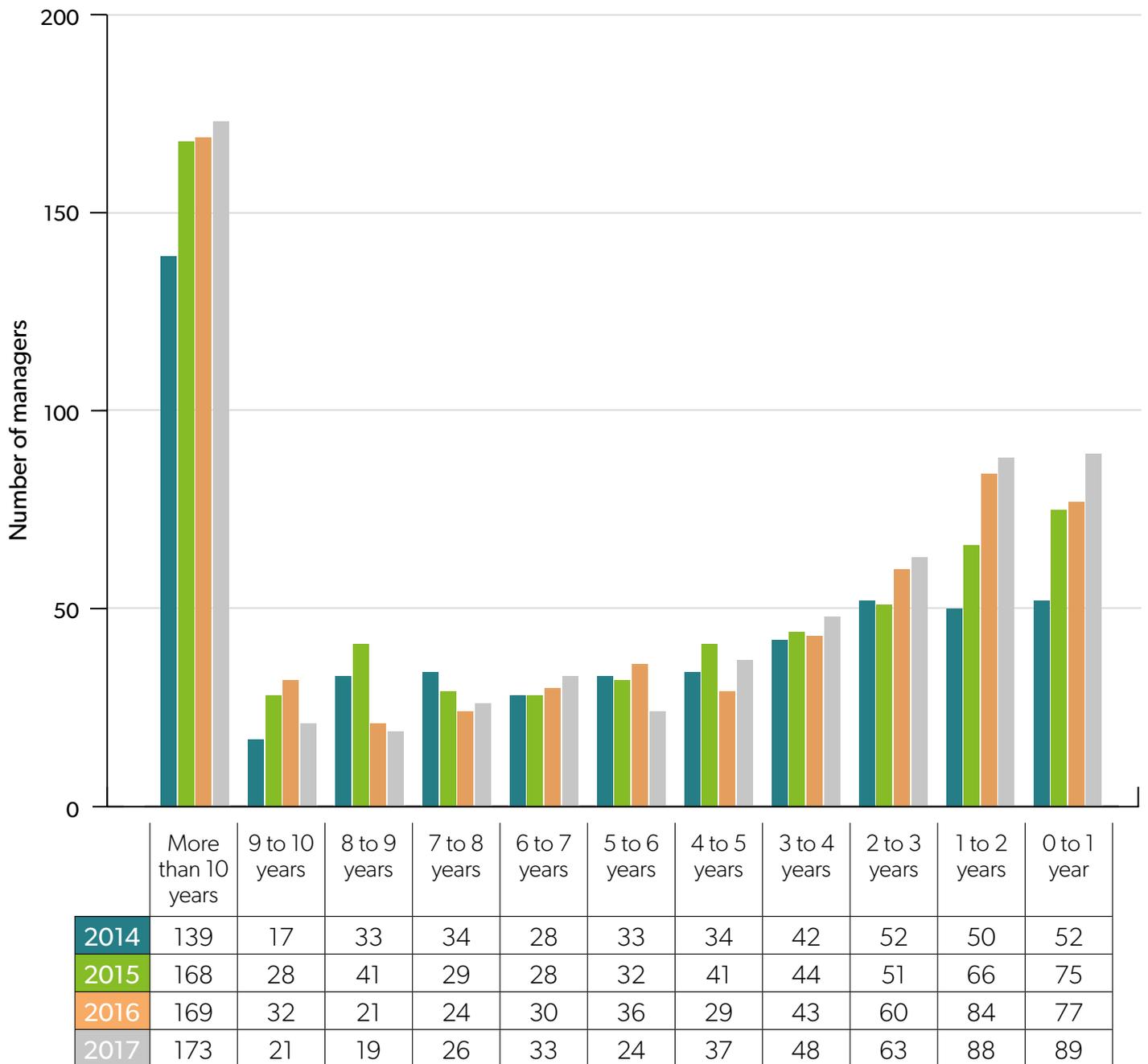
- Nine more managers were working in Cardiff compared to last year, and eight more in Bridgend. There were five fewer managers working in Torfaen.
- Neath Port Talbot is the only unitary authority where the number of roles held by managers is less than the number of services.
- The number of managers in each unitary authority is broadly in line with the population of each authority. For example, 11 per cent of the population of Wales live in Cardiff and 11 per cent of registered managers are employed in Cardiff³.
- There are some services where no manager was registered with Social Care Wales, including 13 where the manager post is currently vacant.

Table 11: Number of years managers had been in their current job from 2014 to 2017

Years in current job	2014		2015		2016		2017	
	Number of managers	Percentage of managers						
More than 10 years	139	27.0%	168	27.9%	169	27.9%	173	27.9%
9 to 10 years	17	3.3%	28	4.6%	32	5.3%	21	3.4%
8 to 9 years	33	6.4%	41	6.8%	21	3.5%	19	3.1%
7 to 8 years	34	6.6%	29	4.8%	24	4.0%	26	4.2%
6 to 7 years	28	5.4%	28	4.6%	30	5.0%	33	5.3%
5 to 6 years	33	6.4%	32	5.3%	36	6.0%	24	3.9%
4 to 5 years	34	6.6%	41	6.8%	29	4.8%	37	6.0%
3 to 4 years	42	8.2%	44	7.3%	43	7.1%	48	7.7%
2 to 3 years	52	10.1%	51	8.5%	60	9.9%	63	10.1%
1 to 2 years	50	9.7%	66	10.9%	84	13.9%	88	14.2%
0 to 1 years	52	10.1%	75	12.4%	77	12.7%	89	14.3%
Total	514	100%	603	100%	605	100%	621	100%



Figure 2



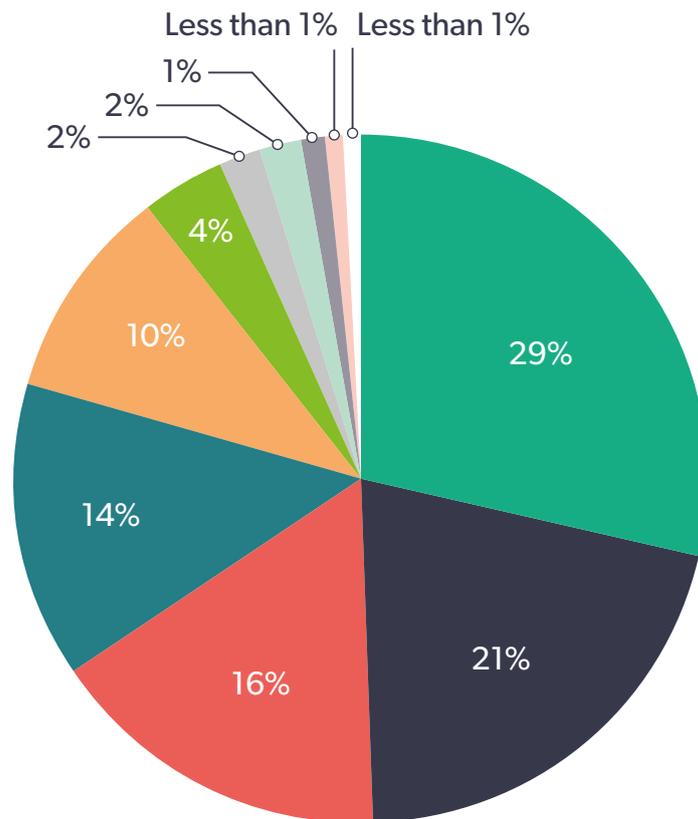
- This year, 27.9 per cent of managers had been in their current job for more than ten years.
- Each year the percentage of managers who had been in their current job for two years or less has gone up, and is currently 28.5 per cent.
- The unitary authorities with the highest percentage of managers who had been in their current job for more than 10 years were Torfaen (45.5 per cent), Denbighshire (44.8 per cent) and Bridgend (44.4 per cent).



- The unitary authorities with the highest percentage of managers who had been in their current job for two years or less were Conwy (42.9 per cent), Swansea (39.7 per cent) and Powys (37 per cent).
- Of the managers who were aged 40 or under, 37.4 per cent had been in their current job more than five years, compared to 50.6 per cent of over those aged over 40. A further 23 per cent of those under 40 had started in their current job within the last year compared to 11.8 per cent of those aged over 40.

5.4 Qualifications held

Figure 3: Qualifications held by managers



- QCF Level 5 LHSCS (Adults' Management)
- NVQ Registered Managers Award
- NVQ 4 Management
- NVQ 4 Leadership and Management for Care Service
- NVQ 4 Health and Social Care (Adults)
- NVQ 4 Care
- Other equivalent qualification
- Social work qualification (without additional management qualification)
- NVQ 4 Care and NVQ 4 Management
- NVQ 4 Health and Social Care and NVQ 4 Management
- Diploma in Domiciliary Care Management



- All domiciliary care managers hold a relevant qualification, and now almost a third of managers hold Level 5 Diploma in Leadership for Health and Social Care Services (Adults' Management), which is the current qualification that allows managers to register. 28.8 per cent of managers now hold this.
- This is the first time this qualification was held by the highest proportion of domiciliary care managers on the Register. Other managers held earlier accepted qualifications.



Table 12: Qualifications held by domiciliary care managers from 2014 to 2017

Qualification held	2014		2015		2016		2017	
	Number of managers	Percentage of managers						
QCF Level 5 LHSCS (Adults' Management)	60	11.6%	96	16.0%	141	22.8%	182	28.8%
NVQ Registered Managers Award	144	27.9%	159	26.5%	150	24.3%	135	21.3%
NVQ 4 Management	99	19.2%	108	18.0%	101	16.3%	98	15.5%
NVQ 4 Leadership and Management for Care Service	83	16.1%	96	16.0%	91	14.7%	87	13.7%
NVQ 4 Health and Social Care (Adults)	67	13.0%	69	11.5%	69	11.2%	66	10.4%
NVQ 4 Care	26	5.0%	24	4.0%	28	4.5%	25	3.9%
Other equivalent qualification	4	0.8%	16	2.7%	12	1.9%	15	2.4%
Social work qualification (without additional management qualification)	19	3.7%	17	2.8%	15	2.4%	14	2.2%
NVQ 4 Care and NVQ 4 Management	7	1.4%	8	1.3%	6	1.0%	7	1.1%
NVQ 4 Health and Social Care and NVQ 4 Management	5	1.0%	5	0.8%	4	0.6%	3	0.5%
Diploma in Domiciliary Care Management	2	0.4%	1	0.2%	1	0.2%	1	0.2%
Total	516	100%	599	100%	618	100%	633	100%

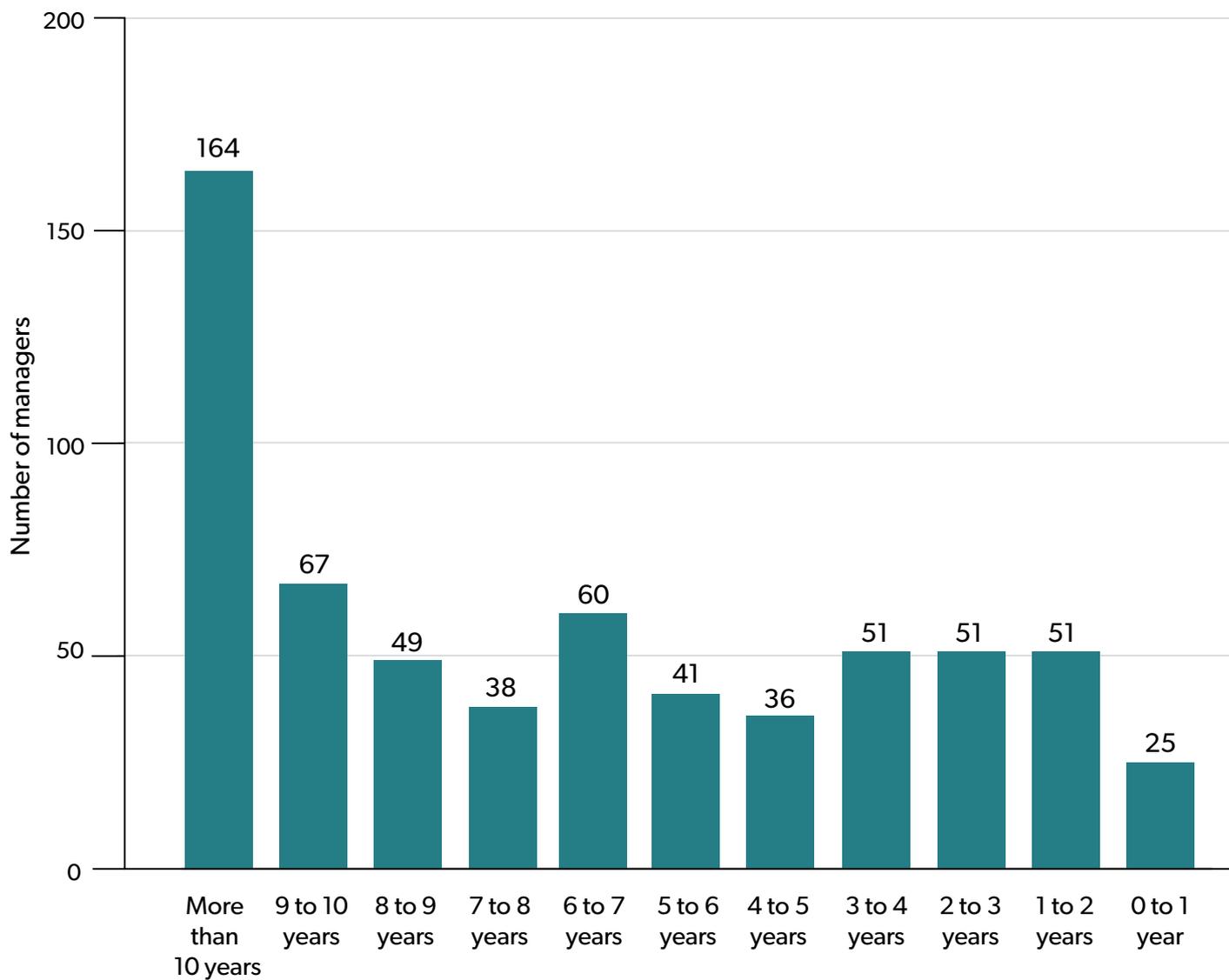


Table 13: Number of years since managers obtained their first social care management qualification

Years since qualified	Number of managers	Percentage
More than 10 years	164	25.9%
9 to 10 years	67	10.6%
8 to 9 years	49	7.7%
7 to 8 years	38	6.0%
6 to 7 years	60	9.5%
5 to 6 years	41	6.5%
4 to 5 years	36	5.7%
3 to 4 years	51	8.1%
2 to 3 years	51	8.1%
1 to 2 years	51	8.1%
0 to 1 years	25	3.9%
Total	633	100%

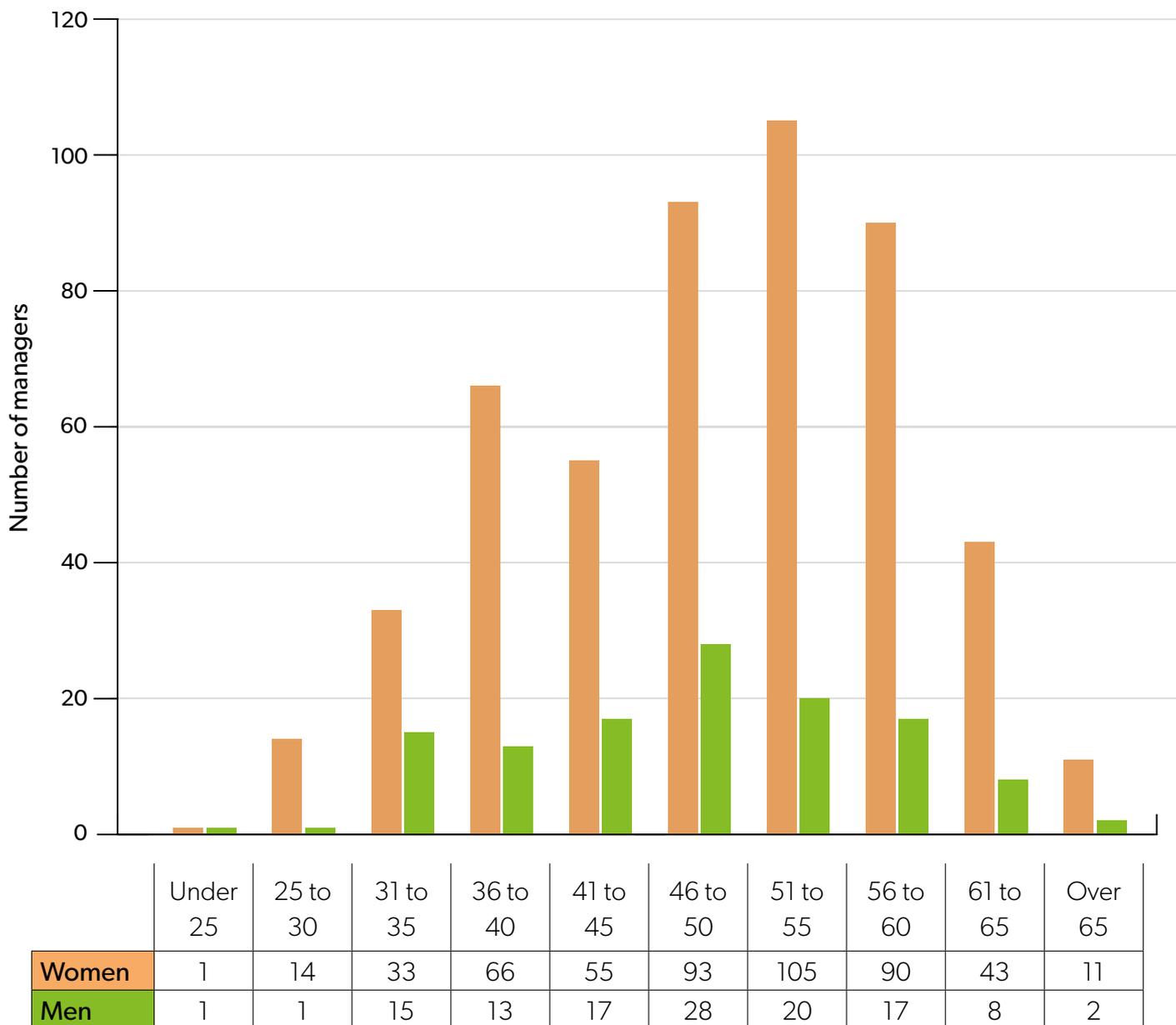
- 12 per cent of managers had qualified in the last two years, 66.2 per cent first qualified more than five years ago and 25.9 per cent qualified more than 10 years ago.

Figure 4: Number of years since managers first qualified



5.5 Age and sex of managers

Figure 5: Age and sex



- The average age of domiciliary care managers on the Register was 49, the same as in 2015 and 2016.
- More than half of managers are over 40 years old. This may be due to people coming to this type of work later in life, but also presents the potential for a shrinking workforce if sufficient new workers cannot be recruited (CSSIW review⁴ and Welsh Government⁵).

4. Above and beyond: National review of domiciliary care in Wales 2015-16. CSSIW, 2016

5. Factors that affect the recruitment and retention of domiciliary care workers and the extent to which these factors impact upon the quality of domiciliary care. Welsh Government, 2016



Table 14: Age and sex

Age group	Women	Men	Number of Managers	Percentage
Under 25	1	1	2	0.3%
25 to 30	14	1	15	2.4%
31 to 35	33	15	48	7.6%
36 to 40	66	13	79	12.5%
41 to 45	55	17	72	11.4%
46 to 50	93	28	121	19.1%
51 to 55	105	20	125	19.7%
56 to 60	90	17	107	16.9%
61 to 65	43	8	51	8.1%
Over 65	11	2	13	2.1%
Total	511	122	633	100%

- The majority of managers were aged 36 to 60 (79.6 per cent).
- 10.3 per cent were aged 35 or younger and 10.1 per cent of managers were over 60.

Table 15: Age and sex

Age Group	2014		2015		2016		2017	
	Women	Men	Women	Men	Women	Men	Women	Men
Under 25	0	0	1	0	1	0	1	1
25 to 30	8	3	12	7	14	3	14	1
31 to 35	36	5	44	6	35	15	33	15
36 to 40	45	10	49	14	61	14	66	13
41 to 45	56	21	61	15	55	13	55	17
46 to 50	81	20	91	27	98	25	93	28
51 to 55	82	16	84	22	94	19	105	20
56 to 60	71	19	89	18	87	22	90	17
61 to 65	36	1	42	5	40	7	43	8
Over 65	5	1	11	1	14	1	11	2
Total	420	96	484	115	499	119	511	122
Total	516		599		618		633	

- The ratio of women to men has stayed stable at roughly 4:1.



5.6 Diversity and Welsh language ability of managers

Table 16: Ethnic diversity

Ethnicity	2014	2015	2016	2017
White (White British, White Welsh, White Irish, Other White Background)	98.1%	98.2%	98.3%	98.5%
Indian	0.0%	0.0%	0.4%	0.4%
Mixed White and Black African	0.9%	0.8%	0.4%	0.4%
Other	0.2%	0.4%	0.4%	0.2%
Asian or Asian British Pakistani	0.2%	0.2%	0.2%	0.2%
Black or Black British African	0.5%	0.4%	0.2%	0.2%
Mixed White and Black Caribbean	0.0%	0.0%	0.2%	0.2%
Total	100%	100%	100%	100%

86.4 per cent of managers told us about their ethnicity. Of those, 98.5 per cent described themselves as white, and 1.5 per cent non-white. This has changed little in the last four years. In Wales as a whole 4.4 per cent of the population described themselves as non-white⁶.

Table 17: Declared disability

Has a disability	Total	Percentage
No	559	98.9%
Yes	6	1.1%
Total	565	100%

- 89.3 per cent of managers told us if they had a disability.

6. Source: "Local Labour Force Survey/Annual Population Survey 2016: Ethnicity by Welsh local authority" <https://stats.wales.gov.wales/Catalogue/Equality-and-Diversity/Ethnicity/ethnicity-by-year-ethnicgroup>



Table 18: Welsh language ability

Welsh language ability	2014	2015	2016	2017
Fluent	8%	9.0%	8.7%	9.0%
Some Welsh	22%	23.2%	24.5%	25.3%
No Welsh	70%	67.8%	66.8%	65.7%

- 89.4 per cent of managers told us about their Welsh language ability.
- Of these, 65.7 per cent of managers had no Welsh language, but the percentage declaring they were either fluent or had some Welsh increased by 1.1 per cent since last year to 34.3 per cent.
- The percentage of managers who spoke fluent Welsh was highest in Gwynedd (62.5 per cent) and Isle of Anglesey (57.1 per cent).
- The percentage of managers who spoke no Welsh at all was highest in Monmouthshire, where all managers who responded told us they spoke no Welsh, followed by Vale of Glamorgan (94.4 per cent), Neath Port Talbot (90.0 per cent) and Newport (84.2 per cent).
- In the 2011 census, 19 per cent of the Welsh population said they were able to speak Welsh⁷.

7. Source: 2011 Census, Office for National Statistics. The 2011 Census question asked 'Can you understand, speak, read or write Welsh?'. The Census did not collect information on fluency levels or on frequency of use



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