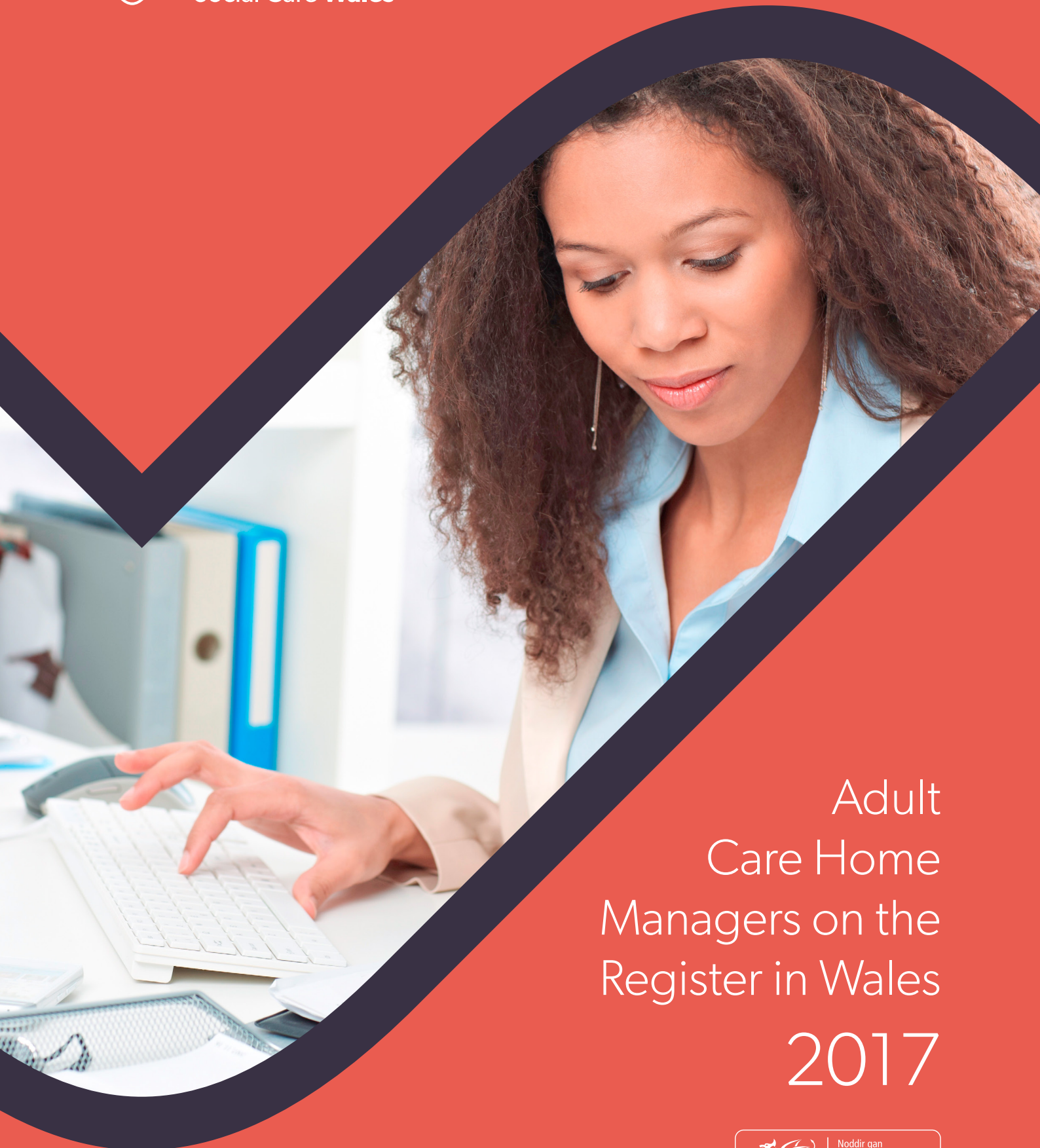




Gofal Cymdeithasol **Cymru**
Social Care **Wales**



Adult
Care Home
Managers on the
Register in Wales
2017




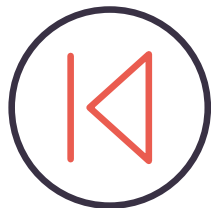
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User guide and key

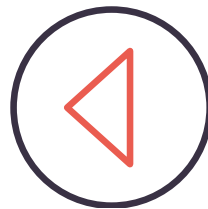
- This is a 'click and go' guide which enables you to find the information you want on specific topics quickly and directly
- The contents page shows what each section of the document covers. Click the section you want and you will go straight to it
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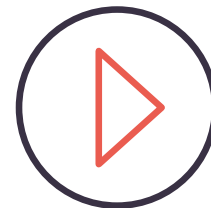
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1. Introduction

This is our sixth annual report of adult care home managers in Wales. The purpose of the report is to comment on, scrutinise and make publically available a summary of the data so 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 data about themselves and their employment during the application process to register and to maintain their registration with us.

Since 1 October 2011, adult care home managers in Wales must be qualified and registered with us. This was introduced by the Welsh Government through the Care Home (Wales) (Miscellaneous Amendments) Regulations 2011.

This report looks at the 1,218 managers on the Register on 1 June 2017 and changes to their employment between 1 June 2016 and 31 May 2017. Managers applying to register were not included.

Adult care home workers do not need to register yet so are not in this report.

2. Summary

The average adult care home manager is 49 years old, white and female. Over a third have some Welsh language ability. The majority work in the private sector and have been in their current post for more than five years.

The number of managers on the Register has decreased this year and the turnover has increased. The turnover of 15.4 per cent is higher than in any of the previous reports over the past five years, and is higher than any other registered role. There are 37 less managers than in 2014.

The data indicates that there are 53 services where the manager post is vacant, which means that 4.9 per cent of services do not have a manager. The percentage in the previous year was 4.2 per cent. The number of registered services has reduced by 1.9 per cent in the last two years. This raises concerns about the availability of managers in the sector.

The failure of some managers in post to register with us continues to be a concern. 37.3 per cent of managers joining the Register were registering late as they had been in post more than 12 months before the date of the report. This has been raised with the service regulator, Care and Social Services Inspectorate Wales (CSSIW).



All managers hold a relevant qualification, and now almost a third (31 per cent) hold the Level 5 Diploma in Leadership for Health and Social Care Services (Adults Residential Management) Wales, which is the current qualification that allows managers to register. This is an increase from 24 per cent in 2016.

The number of managers over 60 continues to rise but the average age remains stable at 49. However almost 60 per cent of new managers joining the Register were under 45. 19.8 per cent of managers are men, a one per cent increase compared to last year. This is the highest percentage of men we've ever had on the Register, and is over a two per cent increase compared to 2013. Welsh language ability continues to rise.

3. Key points and trends

- **1,218 individuals were on the Register** on 1 June 2017. This was a decrease since the last report of 3.6 per cent, from 1,263 on 1 June 2016.
- The main source of those who joined the Register this year was **managers starting in a new role during this period** (63 managers, 42 per cent of those joining the Register).
- The **private sector** continues to employ the most adult care home managers.
- The **average age of managers remains 49**; just under half (48.5 per cent) are over 50, and 21.5 per cent are 40 or under.
- **93.2 per cent** of registered persons described themselves as **White British, White Welsh** or **White Irish**.



4. What Social Care Wales is doing

This year we have:

- Worked with qualification wales and colleagues across the sector to review core qualifications and these will be available for teaching in September 2019.
- The new qualifications will have a progression route to Level 4 for both practice and management. Until they are developed we are supporting a Step up to Management award – we are inviting applications for funded places for January 2018.
- Revised the induction framework, to take account of your feedback, this will be launched at the end of 2017, with implementation from April 2018.
- Started work on a careers, recruitment and retention strategic framework, that is being built upon feedback from workshops held in regions across Wales.
- We have provided direct funding for learning and development through the Social Care Workforce Development Programme.

Moving forward we are currently scoping a long-term workforce strategy for across the social care sector.

To support our priority for service improvement we are continuing to deliver a programme to support outcome focussed practice with support for social workers, service providers and commissioners in 2017/8.



5. Data and analysis

5.1 Managers joining and leaving the Register

- 1,218 managers are registered

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

Report 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 report
2013	194	96	8.7%	1,201	4.9%
2014	176	122	10.2%	1,255	4.5%
2015	178	183	14.6%	1,250	-0.4%
2016	164	151	12.1%	1,263	1.0%
2017	150	195	15.4%	1,218	-3.6%

Table 2: Reasons for joining the Register

Reason for joining the Register	Number of managers				
	2013	2014	2015	2016	2017
Started job in last year	44	49	58	69	63
Late registering. Registered for the first time as an adult care home manager in the last year, but started job more than a year ago	79	53	53	53	56
Qualified during last year	56	53	55	34	22
Already registered. Additional registration as adult care home manager	15	21	12	7	8
Already registered. Previously subject to a suspension	0	0	0	1	1
Total	194	176	178	164	150



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

Table 3: Reasons for leaving the Register

Reason for leaving the Register	Number of managers				
	2013	2014	2015	2016	2017
Registration lapsed	21	29	75	76	108
Registration not needed for current post	18	18	30	27	34
No longer working in social care in Wales	20	26	21	13	17
Retired	14	19	18	16	14
Other	2	10	14	5	10
Changed registered role	17	17	19	3	7
Suspended/Interim Suspension Order	4	2	3	7	4
Removed by a Fitness to Practise committee	0	1	3	4	1
Total	96	122	183	151	195

- More managers left the Register (195) compared with 2016 (151), a 23 per cent increase.
- More than half of those leaving the Register (55.4 per cent) were removed for not maintaining their registration, either failing to apply to renew their registration or not paying an annual fee. Moving to a different job in social care where registration was not a requirement was the most common reason given for leaving by those who voluntarily left the Register. Retirement was given as the reason by 7.2 per cent of those who left.
- Four managers were suspended and one removed from the Register by a Fitness to Practise committee. We continue to work closely with the CSSIW and many investigations are now taken forward with information provided by CSSIW, with inspectors as witnesses.
- Of those managers leaving the Register, 46.7 per cent were aged 50 or younger, and 53.3 per cent were aged over 50.



5.2 Number of managers and registered services

Table 4: Number of managers registered and number of adult care home services registered with CSSIW

	2013	2014	2015	2016	2017	Net change June 2016 to June 2017
Number of managers	1,201	1,255	1,250	1,263	1,218	-45
Number of services	1,138	1,131	1,108	1,100	1,087	-13

- Most of the managers on the Register are managing a registered care home on the list held by the CSSIW, or a care home in the process of registering.
- 49 manage more than one registered care home (four per cent).
- In addition, 22 managers have a second job managing a domiciliary care service. Some managers also deputise in another service as an additional role. The tables below count each manager once for their main job only.
- The CSSIW list of registered adult care home services in Wales includes 1,087 care homes:
 - 403 care home for older adults (4.7 per cent with no manager),
 - 242 care home for older adults with nursing (6.6 per cent with no manager),
 - 420 care home for younger adults (4.0 per cent with no manager),
 - 22 care home for younger adults with nursing (4.5 per cent with no manager).
- The number of registered services in Wales is relatively stable, but has gradually gone down by 1.9 per cent in the last two years from 1,108 in 2015 to 1,087 this year.
- There are 53 services where the manager post is vacant and there is no manager registered with us or CSSIW.

5.3 Where are the managers employed?

Table 5: Number and percentage of managers employed or self-employed in social care

	Percentage and number of managers									
	2013		2014		2015		2016		2017	
Registered	1,201		1,255		1,250		1,263		1,218	
Employed or self-employed	97%	1,164	97.7%	1,226	97.3%	1,216	96.4%	1,218	95.2%	1,159
Current employment unknown or unemployed	3%	37	2.3%	29	2.7%	34	3.6%	45	4.8%	59

- Of the 1,159 managers working in social care, 15.4 per cent (178 managers) were self-employed.

Table 6: Managers employed by sector or by an agency

Sector or agency	Percentage and number of managers									
	2013		2014		2015		2016		2017	
Private	80.4%	936	80.7%	985	81.7%	990	83.2%	1,013	83.2%	964
Local Authority - Social Services	12.2%	142	12.0%	147	11.1%	134	10.0%	122	9.9%	115
Third Sector	7.3%	85	6.8%	83	6.8%	82	5.9%	72	5.9%	68
FE/HE Education or health	0.1%	1	0.2%	3	0.2%	3	0.7%	9	0.9%	10
Recruitment Agency / Employment Agency	0.0%	0	0.2%	3	0.2%	3	0.2%	2	0.2%	2
Total number	1,164		1,221		1,212		1,218		1,159	

- The percentages of managers working in each sector or for an agency remains mostly unchanged from 2016. The private sector continues to employ the most managers (83.2 per cent).
- In the last five years the percentage of managers employed by local authority social services has gradually fallen by 2.3 per cent, and the percentage of managers employed in the private sector has increased by 2.8 per cent.

Table 7: Type of job

The table below lists the job titles given by the managers

Type of Job	2013	2014	2015	2016	2017
Manager	939	911	915	915	869
Owner / manager	(combined)	61	65	52	46
Deputy / Assistant manager	91	107	108	103	101
Acting / Temporary / Relief manager	41	44	46	47	46
Other role at manager level	36	27	14	29	31
Matron or Nurse Manager	53	46	39	33	26
Owner (where not manager)	10	19	12	18	15
Director	-	-	4	8	12
Below manager level	6	11	9	5	8
Nurse	-	-	4	8	5
Total	1,176	1,226	1,216	1,218	1,159

- The number of manager and owner/manager job titles has decreased year on year since 2014.



Table 8: Number of managers in each unitary authority in Wales

Unitary Authority	Number of services	Number of managers	Number of managers per 10,000 head of population
Carmarthenshire	89	101	5.4
Swansea	97	100	4.1
Cardiff	94	96	2.7
Denbighshire	77	75	7.9
Rhondda Cynon Taf	59	69	2.9
Conwy	75	68	5.8
Pembrokeshire	63	66	5.3
Gwynedd	51	62	5.0
Neath Port Talbot	45	61	4.3
Caerphilly	55	52	2.9
Newport	37	49	3.3
Wrexham	42	48	3.5
Vale of Glamorgan	40	44	3.4
Powys	42	42	3.2
Bridgend	35	35	2.4
Flintshire	34	33	2.1
Monmouthshire	34	33	3.6
Isle of Anglesey	30	32	4.6
Torfaen	24	28	3.0
Ceredigion	25	26	3.5
Merthyr Tydfil	19	20	3.3
Blaenau Gwent	20	16	2.3
Outside Wales	n/a	3	n/a
Total	1,087	1,159	Overall average 4.5

- Carmarthenshire has the highest number of managers for the first time. Six authorities had fewer managers registered than services.
- The number of managers per 10,000 people across all of Wales is 4.5. The unitary authorities with the highest number of managers per 10,000 are Denbighshire (7.9), Conwy (5.8), Carmarthenshire (5.4) and Pembrokeshire (5.3). The counties with the lowest number of managers per 10,000 are Flintshire (2.1), Blaenau Gwent (2.3), Bridgend (2.4) and Cardiff (2.7).



5.4 Length of time in post

- The average time managers have been in their current post in 2017 was eight years, unchanged from last year.

Table 9: Length of time in current post

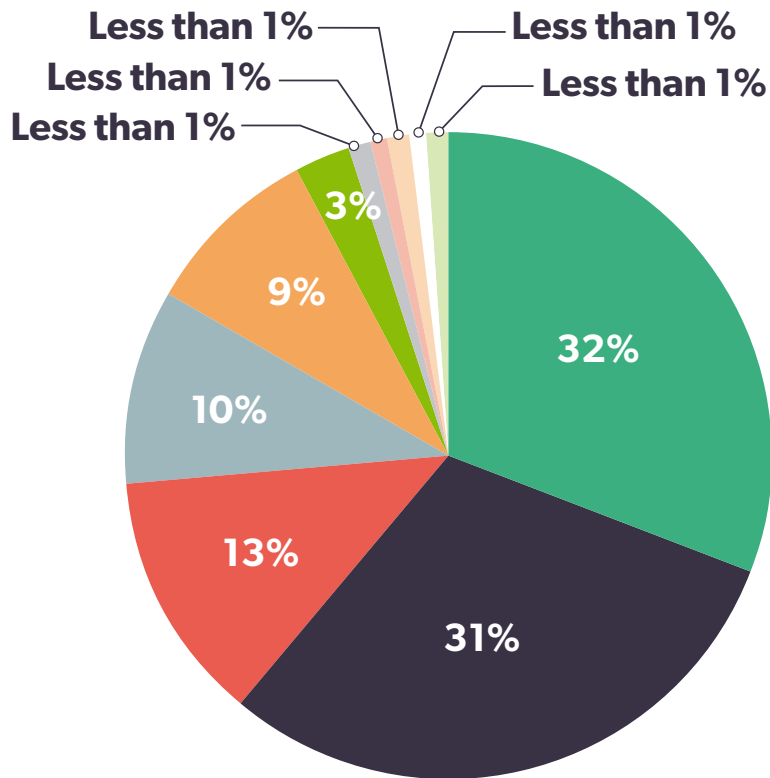
	Number and percentage of managers				
	2013	2014	2015	2016	2017
Changed to another job within previous year	7.7% (92)	12.1% (152)	15.2% (190)	11.2% (136)	10.3% (125)
Changed to another job within previous two years	19.2% (231)	21.9% (275)	27.9% (349)	25.7% (313)	22.7% (274)
In current post five years or over	51.5% (618)	50.7% (636)	47.7% (596)	49.6% (604)	50.8% (614)
In current post over 10 years	27.4% (329)	27.3% (343)	25.7% (321)	27.6% (336)	27.5% (332)

- The percentage of managers who have changed job in the last 12 months decreased to 10.3 per cent, lower than in the previous three years.
- The percentage of managers who have been in their current post for over five years increased by 1.2 per cent, but the percentage in post for more than 10 years remained almost the same.
- Where the reason for a change in their employment was known 40.5 per cent of the managers had moved to a new employer and 38.6 per cent moved job or location of work within the same organisation.



5.5 Qualifications held

Figure 1: Qualifications held



- Registered Manager Award
- Level 5 LHSCS (Adults' Residential Management)
- NVQ 4 Leadership and Management for Care Services
- 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

Qualification	Number of Managers				
	2013	2014	2015	2016	2017
Registered Manager Award	553	536	486	452	390
Level 5 LHSCS (Adults' Residential Management)	61	131	229	304	375
NVQ 4 Leadership and Management for Care Service	187	201	183	172	156
NVQ 4 Management	181	169	149	140	120
NVQ 4 Health and Social Care (Adults)	130	129	120	115	106
NVQ 4 Care	57	55	51	48	39
NVQ 4 Management and NVQ 4 Care or Health and Social Care	13	13	12	11	10
Social work qualification	19	13	9	10	11
Other equivalent qualification	0	3	5	4	4
Social work qualification and management qualification	0	5	4	4	4
First Level Nurse plus Management	0	0	2	3	3
Total	1,201	1,255	1,250	1,263	1,218

- All managers hold a relevant qualification, and now almost a third (31 per cent) hold the Level 5 Diploma in Leadership for Health and Social Care Services (Adults Residential Management) Wales, which is the current qualification that allows managers to register. This is an increase from 24 per cent in 2016.

Table 11: Registration with the Nursing and Midwifery Council (NMC)

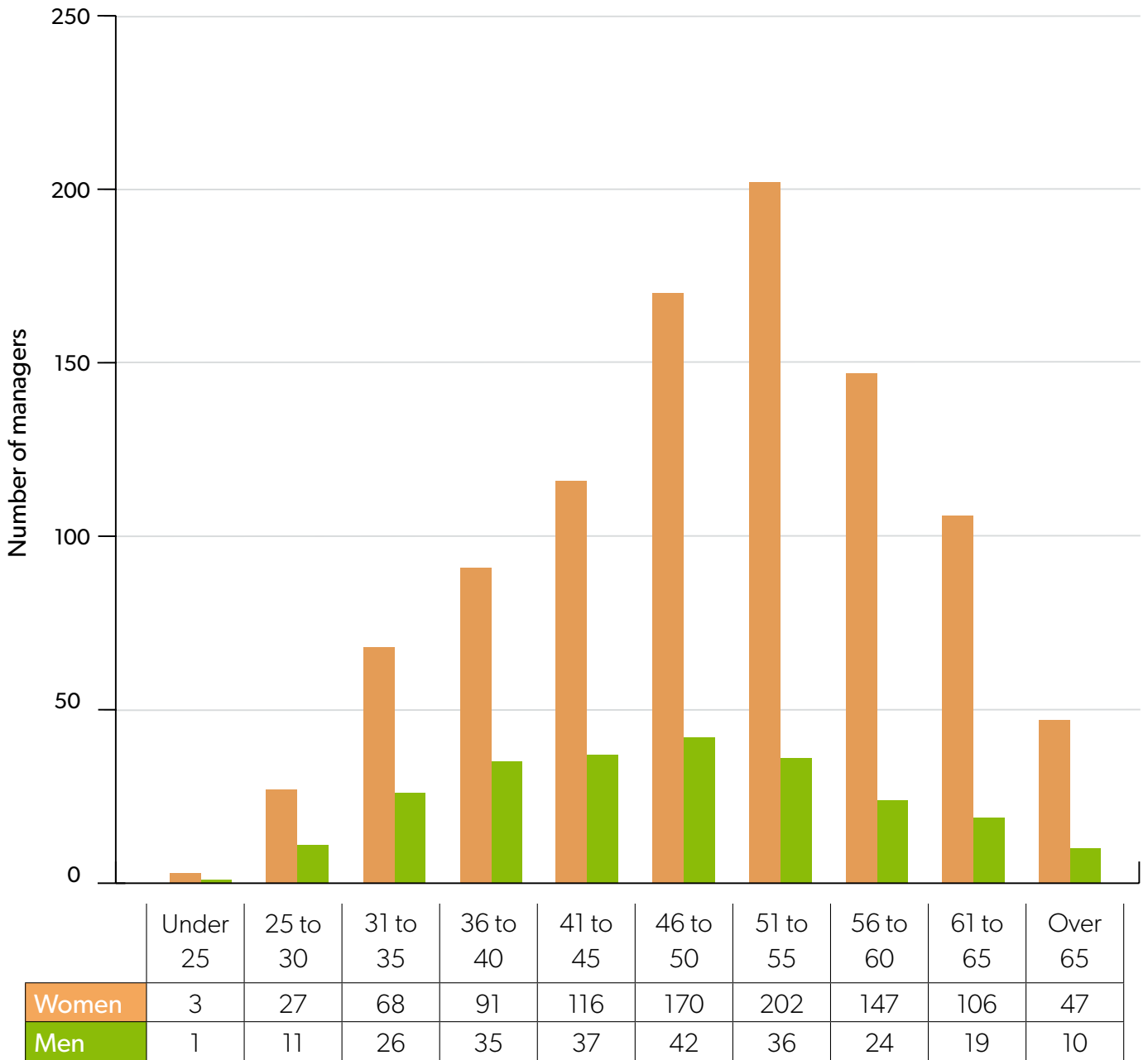
NMC registration	2014		2015		2016		2017	
	Registered	25.3%	317	22%	279	22.7%	287	20.4%
Previously registered	4%	50	3.5%	44	3.2%	41	2.7%	33
Total		367		323		328		281

- 20.4 per cent of managers are also registered with the NMC. This was a decrease of 2.3 per cent since 2016.



5.6 Age and sex

Figure 2: Age and sex of managers



- The average age of managers on the Register was 49, unchanged from 2016.
- The percentage of managers aged over 60 continues to increase each year from 11.2 per cent in 2013 to 14.9 per cent in 2017.
- Of the 150 new managers who joined the Register since June 2016, 116 were women and 34 were men.
- The ratio of women to men remains approximately four women to one man.



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 12: Declared disability

Disability	Percentage of managers			
	2014	2015	2016	2017
Yes	1%	0.9%	0.5%	0.5%
No	99%	99.1%	99.5%	99.5%

The percentage of managers providing monitoring information was 83.2 per cent (81 per cent in 2016).

Table 13: Ethnic diversity

Ethnicity	Total	Percentage
White, White British, White Welsh, White Irish	907	93.2%
Other White background	11	1.1%
Other Asian background	10	1.0%
Asian or Asian British Indian	10	1.0%
Indian	7	0.7%
Black or Black British African	6	0.6%
Mixed White and Asian	3	0.3%
Mixed White and Black Caribbean	3	0.3%
Other Ethnicity	5	0.5%
Other Black background	2	0.2%
Asian or Asian British Pakistani	2	0.2%
Black Caribbean	2	0.2%
Pakistani	2	0.2%
Bangladeshi	1	0.1%
Black African	1	0.1%
Mixed White and Black African	1	0.1%

Of the 79.9 per cent of managers who provided information about their ethnicity, 94.3 per cent described themselves as white. In Wales as a whole 95.6 per cent of the population described themselves as white¹.

1. 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 14: Welsh language ability

Welsh Language (per cent)	Percentage of managers				
	2013	2014	2015	2016	2017
Fluent	10.5%	10.2%	10.4%	10.4%	11.3%
Some Welsh	20.9%	22.6%	24.2%	23.6%	25.3%
No Welsh	68.6%	67.2%	65.4%	66.0%	63.4%

- The percentage of managers who provided information about their Welsh language ability was 83.7 per cent (81.1 per cent in 2016).
- Of the managers who provided this information the number fluent in Welsh has slightly increased by just less than one per cent. However the number stating they did not speak any Welsh had fallen by 2.6 per cent since 2016.
- In the 2011 census, 19 per cent of the Welsh population said they were able to speak Welsh².
- All managers provide their preferred language of correspondence. 99.1 per cent stated their preferred language of correspondence as English.

2. 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.



Contact us

We would be happy to hear from you if you have any comments or questions about this report.

If you have found the report useful we would be interested to hear how you have used the data.

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