

Good Governance and Quality Policy

V2024.3

City Care Southwest Ltd offers care and support services to adults over the age of 65 in their own homes. Our service is regulated by the Care Quality Commission (CQC) in relation to the regulated activity “Personal Care” and in accordance with the Health and Social Care Act 2008 and its associated regulations 2014.

Version Control

Date	New Version #	Made by	Changes/updates	Review Date
25/01/2024	V2024.1	Rhiannon	New Policy	25/01/2025
04/04/2024	V2024.2	Rhiannon	Updated to include directors details and organisation structure.	04/04/2025
03/07/2024	V3.2024	Rhiannon and Terri	Updated to include further information on governance and signatures of the managing directors	03/07/2025
19/01/2026	V4.2026	Rhiannon	Updated to include Advanced Care Planning and reviewed in full	19/01/2028

Policy Monitoring and Update

The Nominated Individual and Registered Manager will maintain oversight of national developments in health and social care, including:

- New or updated NICE guidance.
- Changes in legislation or statutory guidance.
- Updates to professional standards or best practice.

City Care Southwest Ltd will maintain appropriate professional memberships, including Skills for Care.

This policy will be reviewed annually by the Managing Directors or sooner if required by legislative, regulatory or organisational change.

Signed:

Rhiannon Williams – Nominated Individual, Managing Director



Rhiannon Williams
Nominated Individual

On behalf of City Care Southwest Ltd.

Statement and purpose of policy

At City Care Southwest Ltd, quality is central to everything we do. We are committed to delivering safe, effective, compassionate and well-led care that promotes dignity, independence and wellbeing for every person we support.

This policy provides a framework for:

- maintaining compliance with all relevant legislation and CQC regulations,
- embedding strong governance and risk management,
- fostering a culture of learning, transparency and continuous improvement, and
- ensuring that people's voices shape our service.

All governance activity is aligned to **CQC Regulation 17: Good Governance**, ensuring effective systems, oversight, risk management and continuous learning.

Scope

This policy applies to all staff, clients, families, representatives and professionals who work with or engage with City Care Southwest Ltd.

It is informed by:

- The Equality Act 2010
- The Mental Capacity Act 2005
- The Human Rights Act 1998
- The Mental Health Act 1983
- The Care Act 2014
- CQC Regulation 17 – Good Governance
- UK GDPR 2021
- NICE Guidance and associated codes of practice
- Information Commissioner's Office (ICO) guidance

Our Core Principles

We will strive to continuously demonstrate the highest standards of care and support and be transparent and open about these standards.

We will embed a culture of recognition which highlights the positive elements of our service which we can share as best practice, and which identifies the need for improvement.

We will plan, implement, and review positive changes which are essential to improvement and learning in our service to ensure our service is responsive to the changing needs of our clients and staff.

We will invite and welcome feedback of all types, from all those individuals who come into contact with our service as a way of further identifying improvements and learnings. With our passion for providing excellent quality care, we feel that feedback, whether negative or positive, is a driver for meaningful and positive change.

Our Organisation

City Care Southwest has three Directors, two of whom are responsible for the oversight of the service. Terri and Rhiannon's shared vision for the service is to deliver high quality care and support for the people in their homes

City Care Southwest is a limited company registered in England and Wales. Company Registration Number 15008583. Our Registered Office is at The Studio, Plumer House, Plymouth, PL65DH. Tel. 01752 545122.

which helps them to retain independence and dignity. Both Rhiannon and Terri are passionate about demonstrating that working in the care sector is rewarding, both personally and financially and hope to develop staff, becoming managers who will go on to lead high quality services within the sector.

Terri Lawes – Managing Director

Holds strategic oversight and ensures organisational accountability.

Rhiannon Williams – Managing Director & Nominated Individual (Adult Service)

Provides regulatory oversight, quality assurance and leadership in governance.

Tony Merrick – Director

Provides business and financial guidance to support sustainable service delivery.

Sian Cameron – Registered Manager (Adult Service)

Leads day-to-day management of the adult service, ensuring compliance, safeguarding, person-centred care and continuous improvement.

Caitlin McManus – Care Coordinator

Supports frontline practice, manages rosters and role models high standards of care.

Effective Governance Structures

Our organisation is led by a dedicated leadership team, comprising experienced professionals with a strong background in care and business management and governance. Day to day operations are managed by a team of skilled professionals who ensure that services are delivered efficiently and effectively.

Terri Lawes – Managing Director

Terri has a Level 5 Diploma in Leadership and Management of Health and Social Care Services and has worked in the care sector for over ten years. In the latter part of her career in the sector, Terri transferred her skills, experience, and knowledge to a role in Children's services, supporting families and Children to live safely and thrive.

Rhiannon Williams – Managing Director, Nominated Individual

Rhiannon has worked in the Care Sector for over ten years and also achieved the Level 5 Diploma in Leadership and Management of Health and Social Care Services. Rhiannon has always worked with Adults and Older Adults and has previously achieved outstanding as the Registered Manager of another service.

Tony Merrick - Director

Tony became successful by setting up a business whilst working as a teacher in secondary school. Once a relatively small business, it now turns over more than 8 million pounds a year. Tony offers Rhiannon and Terri his guidance, advice, and support to manage the business, particularly in the financial aspects.

Sian Cameron – Registered Manager

Sian has been in the health and social care sector for around 12 years, working her way up to Registered Manager from a Home Care role. Sian believes that, with a happy workforce, she can provide the best level of person-centred care by supporting, encouraging, and promoting independence and partnership.

Caitlin McManus – Care Coordinator

Coming from a large family Caitlin has always felt drawn to care work and supporting the most vulnerable in our society. Throughout her working life she has made it her priority to be an individual that others can reach out to and feel safe, as it's important to her that everyone has the high-quality care they deserve. She decided to join this team because they are passionate about bringing essential care to our local community.

Role	Individual	Reports to
Service Oversight Nominated Individual	Rhiannon Williams	All Directors
Day to Day Operations Registered Manager	Sian Cameron	Nominated Individual
Day to Day Operations Support Rosters	Caitlin McManus	Registered Manager
Business Oversight Managing Director, Director	Terri Lawes, Tony Merrick	All Directors

Registered Manager Responsibilities

- Review and implement this policy.
- Conduct a full-service audit bi-monthly.
- Ensure all client and staff activity is completed and audited.
- Develop, maintain, and share a plan for continuous improvement.
- Ensure all staff read and understand this policy and the role they have in meeting its aims.

Nominated Individual Responsibilities

- Review all compliments, complaints, and comments.
- Conduct a regular full-service audit and ensure compliance.
- Monitor the plan for continuous improvement and provide support and resources for its implementation.
- Ensure audits are fit for purpose and remain fit for purpose, responding to specific requirements and updated policy.

Carers and Clients in Partnership

We believe that the language we use is vitally important in developing positive relationships and attitudes to care. That's why we describe our clients as individuals who have chosen to partner with us in their care. We want our clients to feel that they are equal partners in their care rather than "cared for".

We will ensure that there is effective governance, including assurance and auditing systems and processes. These will assess, monitor, and drive improvement in the quality and safety of the services provided, including the quality of the experience for our client partners.

Recognising that a quality service is one that understands the individual needs and circumstances of each of our client partners, the people important to them, the local community, and our staff members, City Care Southwest Ltd is committed to ensuring that our services are accessible, appropriate, safe, and effective for everyone.

Ensuring High Standards of Care

Staff Training and Development

We will ensure that all staff members complete a comprehensive induction programme to familiarise them with our policies, procedures and culture of care. This is combined with additional training to achieve the care certificate standards, or to refresh them, for those who have already achieved a certificate.

Personal Development Plans are created in the first few weeks of commencing employment and reviewed at every supervision. This allows us to provide person, service and client specific training and development opportunities for all staff.

Training and development are monitored and managed by the Registered Manager to ensure that staff are up to date with the latest best practices and standards in care.

Person Centred Care Planning

Before care begins, each client receives a comprehensive needs assessment to inform a personalised care plan.

Care plans are treated as **live documents** and updated whenever needs change.

Care plans are reviewed in line with our quality monitoring schedule and whenever required.

At approximately six months following commencement of care, an Advance Care Plan Assessment will be completed or reviewed in partnership with the client and, where appropriate, their family, representatives or relevant professionals. Relevant outcomes will be reflected within the care plan.

Any identified risks will be clearly documented in the care plan and reviewed at each scheduled review.

Safety and Inclusion

We promote an inclusive environment where diversity is respected, and everyone is treated with dignity and respect.

We will ensure a safe working environment for both staff and clients, enforcing a no blame culture that encourages staff to report to their line manager, or another senior member of the team, when there are concerns for client or staff safety.

It is the responsibility of this senior staff member to ensure that the concern is reviewed and responded to either by themselves or by referral to the Registered Manager.

In some cases, it may be appropriate for the Registered Manager to seek advice and guidance from an external professional, provided the appropriate consent is obtained.

While it is not possible to eradicate risk, we encourage a proactive approach to risk management. All staff must consider whether the potential benefits of an action or behaviour outweigh the potential risks.

Positive risk taking will be encouraged amongst staff but any activity that does not adhere to standards of best practice should be thoroughly discussed with the client and the registered manager and its justification clearly documented with the associated evidence.

Any risks identified as a result of client or staff concerns/complaints, critical incident and significant event review analyses, audit or near misses will be evaluated by the Registered Manager and the Nominated Individual to identify

areas for improvement and ensure that these are implemented in a manner that preserves the safety of clients, staff and the organisation. Changes to policy and procedure resulting from reviews of risk will be disseminated to staff as soon as the change has been implemented.

City Care Southwest Ltd, in line with confidentiality and statutory consent requirements, will always share relevant information with other relevant individuals and/or bodies, including safeguarding boards, coroners and regulators when required. Where areas for improvement are identified and reported back these will be implemented without delay.

Transparency

City Care Southwest Ltd will actively encourage and support transparency across all areas of the business which will always be open to public and professional scrutiny.

We believe that transparency is key to providing our staff, clients and families and professionals with the confidence to give their views, and to be assured that those views will be valued and actioned wherever appropriate.

Our latest Care Quality Commission Rating will always be easily accessible and displayed prominently in our office, documents and on our website.

Errors, Complaints and Feedback

It would be unrealistic to assume that any service, even an exceptional one, will not receive complaints or make errors despite its best efforts. A preventative approach to errors and complaints will be implemented and in the event that they occur, the following procedures will be followed.

- Errors which affect an individual and/or their care
 - The client is informed immediately, and an apology offered,
 - Support and advice will be provided on how this will affect them.
 - A resolution will be developed in partnership with the client and/or their family, friends, representatives, and professionals wherever possible, or appropriate.
 - A thorough investigation will be conducted to determine the cause of the error and the outcomes and learnings will be shared with the client and with all staff.
 - Errors will be reported to the relevant bodies and authorities to draw on the expertise available in our sector and accept accountability.
 - Any resolutions will be actioned in a timely manner.
- Errors which do not affect an individual and/or their care
 - A thorough investigation will be conducted to determine the cause of the error and the outcomes and learnings will be shared with all staff.
- Complaints
 - The Registered Manager will contact the individual as per the complaints policy.
 - Any complaints relating to the care or advice of a particular member of staff will, where appropriate, be discussed with them immediately.
 - The complainant will be kept informed at all times.
 - Any learnings identified will be shared with all staff.
- Feedback

- Feedback will always be welcomed, recorded, responded to, and shared with all staff where appropriate.
- Views will regularly be sought from a wide range of people, including clients, their families and/or representatives, staff, visiting professionals, professional bodies, commissioners, local groups, members of the public and other bodies, about their experience of, and the quality of care delivered by the service.

All errors, complaints and feedback will be recorded on the continuous improvement plan which is monitored, updated, reviewed, and analysed by the Registered Manager to identify patterns. Additionally, all complaints will be reviewed to determine that they did not occur from a failure in policy or procedure and analysed to identify any potentially associated future risks that could be better managed or prevented.

The continuous improvement plan will be reviewed at Director level during each Nominated Individual Audit.

Continual Assessment and Improvement of Governance Policies

The Registered Manager will conduct a full-service audit every month which will form the basis of an assessment against regulations 4-20a of the Health and Social Care Act 2008 Regulations 2014.

The Nominated Individual will conduct a review of the Registered Manager Audit on a monthly basis and conduct a full-service audit on a quarterly basis.

Directors at City Care Southwest Ltd will hold regular meetings to ensure that any results from internal, or external audits that identify areas for improvement are disseminated to all relevant staff and applied to practice. Any associated policy will be promptly updated with the new guidance by the Policy Lead, and changes will be audited to ensure that new practices are being applied and are having the correct impact.

Staff

To deliver safe, effective care City Care Southwest Ltd will ensure that suitably skilled staff are available in the correct place at the right time. This will involve regular reviews of team and individual staff's skillset and performance, focussing on governance standards.

Staff are invited to provide feedback regularly by phone, email and in person in various formal and informal ways such as, in a survey, during supervision or through discussion.

All staff, regardless of experience, will attend the City Care Southwest Ltd Induction which incorporates the learning detailed in the Care Certificate. Staff will be offered opportunities to expand their knowledge, practice, and skill where appropriate and will be expected to attend mandatory refresher training as required.

Any staff attending additional courses or learning are expected to share this learning, as soon as possible, with their colleagues.

Clients

We will provide multiple opportunities for our clients to provide feedback by phone, email and in person, or in a form or format which meets the accessible information standard according to their needs. This could be formally, during a review or quality assurance check, or informal, over the phone or in person during a discussion. We have a structured response plan to address feedback ensuring timely and effective resolutions to any issues raised.

Feedback will be recorded and shared with relevant staff and clients to ensure transparency, promote a learning culture and to reassure clients that we will strive for excellence. This feedback will also contribute to the review of our governance and be used to improve our policies.

Information Management

City Care Southwest Ltd requires all staff to maintain clear and accurate record keeping at all times to support consistent and high-quality care. All client records will be:

- complete, legible, indelible, accurate and up to date, with no undue delays in adding and filing information, as far as is reasonable.
- reflect exactly what took place and include any discussions on risk.
- clear on who provided consent.
- detail clear information on the plan of care.
- detail any differences in opinion between staff and the client and how this was resolved.
- Always kept secure.
- created, amended, stored, and destroyed in line with current legislation and nationally recognised guidance.

Client data will only be used for purposes that are consistent with the Data Protection Policy and Privacy Notice and confidentiality will be maintained at all times. We will maintain a paperless service, using secure digital storage for client information, supported by a software provider – Birdie.

All Staff records must:

- Be created, amended, stored, and destroyed in accordance with current legislation and guidance.
- include information relevant to their employment in the role including information relating to the requirements under Regulations 4 to 7 and Regulation 19
- This applies to all staff, not just newly appointed staff.

Staff data will only be used for purposes that are consistent with the Data Protection Policy and Privacy Notice and confidentiality will be maintained at all times.

Records will always be kept secure and only accessed, amended or destroyed by people who are authorised to do so.

Client Partners – Quality Monitoring

To ensure that our team is consistently providing high quality care and support which meets their needs, we will seek our client partners feedback, views, and feelings in relation to their care and support regularly.

Visit Type	Purpose	Timescale
Enquiry	Assess capacity to provide care	Same day where possible
Initial Assessment	Build rapport and assess needs	By arrangement
Follow Up	Discuss staff matches	Within 2 working days
Introductions	Introduce carers	Before care starts if possible
First Review	Check care plan suitability	7–14 days after first visit
First Quality Assurance (Courtesy Call)	Formal quality check	Within 3 months
Subsequent Reviews	Review care plan, risks, satisfaction and complete/review an Advance Care Plan Assessment	Every 5–6 months or sooner
Advanced Care Plan Assessment	To discuss advanced wishes and record plans, reviewed with standard reviews once complete	At the 6-month review and every 6 months
Annual Survey	Written feedback from clients	Annually

Our Carers and Staff – Quality Monitoring

To ensure that our team is healthy and happy and to support and guide them in ways that are personalised to them, we will also seek our staff views, wishes and feelings regularly and offer plenty of opportunities for them to discuss their personal development. We believe that person centred care applies to our team as much as it does to our clients and that by adopting this approach, we can bring out their strengths and help them achieve their goals.

Contact Type	Purpose	Timescale
Job Enquiry	Assess whether we can offer hours that meet the applicant's needs and explain our values and expectations	At time of enquiry
Interview	Build rapport, assess suitability, and gather required documents	By appointment with reasonable adjustments offered
Follow Up	Advise outcome of interview and provide feedback; invite successful candidates to induction	Within 2 working days
Shadowing Assessment	New staff accompany an experienced carer to build confidence and skills	Arranged individually; additional shadowing offered if needed
First One-to-One	Review progress, confidence, and any feedback from early visits	7–14 days after first care visit
Subsequent One-to-Ones	Ongoing support, reflective practice, and development planning	Every 5–6 months or sooner if required
Appraisal	Review performance over the past year and agree objectives for the year ahead	Annually
Practice Observation	Observe care in the community, reinforce good practice, and address any concerns (mapped to Care Certificate standards such as medication and moving and handling)	Every 5–6 months or sooner if required
Team Meetings	Share learning, discuss service performance, and deliver micro-learning	Quarterly or sooner if required
Annual Staff Survey	Obtain written feedback on working experience, culture, and support	Annually