

Angels Homecare and Community Services

Good Governance: Leadership and Management Policy

Policy Statement

At Angels Homecare, we are dedicated to delivering high-quality, person-centred care through strong leadership, transparent governance, and a culture of continuous improvement. This Good Governance: Leadership and Management Policy establishes the framework by which we uphold our values of integrity, equity, inclusion, and accountability across all aspects of our service.

The policy outlines clear standards and expectations for our management team and workforce, ensuring compliance with regulatory requirements and sector best practice. It integrates essential governance mechanisms—including an audit calendar with matrix alerts, measurable Key Performance Indicators (KPIs), structured incidents and complaints learning cycles, a dynamic risk register, robust oversight, version control, and a scheduled review process. These elements work together to safeguard the wellbeing of those we support, promote staff development, and drive ongoing service excellence.

By fostering a unified vision and collaborative culture, we empower our staff to deliver compassionate, effective care and to contribute actively to the continuous improvement of our organisation. This policy is reviewed regularly to ensure it remains current, responsive, and aligned with the evolving needs of our service users, staff, and stakeholders.

Shared Direction and Culture

At Angels Homecare, we operate with a unified vision, strategy, and culture that emphasizes transparency, equity, equality, human rights, diversity, inclusion, and engagement. We strive to understand the challenges and needs of individuals and communities to ensure we effectively address them.

Capable, Compassionate, and Inclusive Leaders

Leadership at every level is inclusive and attuned to the context in which care, treatment, and support are delivered. Our management embody the Angels Homecare's values and culture, demonstrating the skills, knowledge, experience, and credibility necessary to lead with integrity, openness, and honesty.

Freedom to Speak Up

Angels Homecare cultivates a positive culture where everyone feels comfortable voicing concerns, and where each individual's input is valued and heard.

Workforce Equality, Diversity, and Inclusion

We are committed to valuing diversity within our workforce and fostering an inclusive, fair culture. Our focus is on promoting equality and equity for all employees.

Governance, Management, and Sustainability

The organization maintains clear responsibilities, well-defined roles, and robust systems of accountability and governance. These structures are used to manage and deliver high-quality, sustainable care, treatment, and support. We make decisions based on the best available information regarding risk, performance, and outcomes, sharing data securely and appropriately with partners when necessary.

Partnerships and Communities

We recognize our obligation to collaborate and build partnerships, ensuring our services operate seamlessly for those we serve. Information and learning are shared with partners, and we actively collaborate to drive improvement.

Learning, Improvement, and Innovation

Continuous learning, innovation, and improvement are central to our approach. We encourage creative strategies to deliver equality in experience, outcomes, and quality of life. Our staff actively participate in promoting safe, effective practices and research.

Environmental Sustainability

Angels Homecare acknowledges the potential environmental impact of our activities. We are committed to reducing negative effects and making a positive contribution to environmental sustainability, supporting others to do the same.

Developing Good Governance

As a provider, Angels Homecare defines good governance as a commitment to and accountability for continuous quality improvement. This includes maintaining high clinical standards where nursing is involved, striving for excellence in all areas of personal, health, and social care.

To achieve these standards, we emphasize the importance of positive leadership and management that is grounded in person-centered values, human rights, and care standards reflected throughout service delivery.

We are dedicated to treating people receiving care with respect, dignity, and compassion. This is achieved through a well-trained, motivated, and professionally led workforce, fully

aware of their legal, ethical, and moral responsibilities and guided by a qualified, committed management team.

All members of the management team are required to meet the “fit person” criteria for their respective roles and responsibilities, enabling Angels Homecare to provide the highest quality care in every aspect of service delivery.

Managing Values and Principles

Our management team upholds the service’s philosophy of care through the following commitments, demonstrating an overarching dedication to person-centered care:

- Fostering a friendly, warm, relaxed, welcoming, and comfortable environment.
- Respecting the privacy and dignity of all people receiving care at all times.
- Treating all individuals with respect and recognizing each as a “whole person” with unique needs, abilities, and experiences.
- Empowering individuals to make real choices about their care.
- Operating the service for the benefit of those receiving care.
- Ensuring all interactions are conducted at an adult level, never patronizing or belittling.
- Valuing the views and opinions of those receiving care, recognizing the service as a partnership between staff and service users.
- Promoting independence for as long as possible.

Expectations of Managers

Directors, middle, and front-line managers play essential leadership roles in ensuring compliance with good governance standards. The leadership approach and style of managers significantly influence staff performance and care quality.

Managers are expected to:

- Be qualified, competent, and experienced, fulfilling the service’s stated aims and meeting all registration requirements.
- Bring sufficient senior management experience to their roles, individually and collectively.
- Provide clear direction and leadership, communicate aims and standards, and exercise due diligence.
- Hold relevant qualifications for their roles, including nursing qualifications where applicable, meeting all regulatory requirements.
- Continually develop their professional knowledge and competencies.
- Uphold human rights, equal opportunities, and nondiscriminatory practices.
- Promote and support environmental sustainability initiatives.
- Maintain robust management systems, policies, and procedures to achieve high-quality standards.

- Implement strong staff recruitment policies to ensure adequate staffing in line with regulatory standards.
- Assess and address service users' needs to help them achieve personal outcomes.
- Safeguard the wellbeing and interests of people receiving care.
- Demonstrate high standards of personal conduct, confidentiality, financial integrity, privacy, and concern for the safety and wellbeing of both service users and staff.
- Ensure clinical governance standards are met in addressing healthcare needs.
- Understand and address barriers—medical, social, or otherwise—facing those in their care, and develop strategies to assist them.
- Foster individual and collective responsibility, mutual respect, and support within the team.
- Establish clear lines of accountability for all staff roles.
- Fulfill all professional registration requirements, ensuring that registered nurses maintain the highest standards of clinical excellence.
- Lead by example, uphold high standards at all times, and support staff in their roles.
- Encourage innovation, creativity, and ongoing staff learning and development.
- Utilize external support, advice, and guidance, and ensure compliance with statutory obligations.
- Cultivate an open, approachable, and inclusive atmosphere where staff and service users feel empowered to contribute to the running of the service.
- Openly recognize limitations in service provision, such as staffing numbers or skills, and proactively work towards improvement.

Training

Angels Homecare ensures that individuals appointed to management and leadership positions are suitably qualified and supported in their ongoing professional development.

The registered person and management team believe that providing a quality service requires high-quality staff who receive appropriate training, supervision, and support. All new care staff undergo a comprehensive induction program based on the service's principles and values. Staff must complete the Care Certificate within their first 12 weeks of employment and continue their professional development in accordance with recommendations from Skills for Care and, where relevant, other professional bodies and the CQC.

Each staff member has a personal development plan that identifies training needs and outlines how those needs will be addressed.

Audit Calendar and Matrix Alerts

Angels Homecare employs a robust audit calendar that schedules periodic reviews of critical governance activities, including but not limited to updating policies and protocols, facilitating ongoing staff training, monitoring compliance, and conducting annual service evaluations. Each activity is entered into a matrix tracking system which automatically

issues amber warnings three months before any deadlines, ensuring prompt attention and preventing non-compliance. The matrix also monitors task progress, assigns responsibilities, and provides transparency regarding who is accountable for actions taken, supporting a culture of shared responsibility.

Key Performance Indicators (KPIs)

KPIs provide measurable benchmarks for assessing various aspects of service quality, workforce development, and client outcomes. These indicators are reviewed regularly through audits and inclusive learning cycles that inform continual improvements:

- **Care Plan Review Completion Rate:** Assesses the percentage of care plans that are updated within defined timeframes, ensuring personalized care remains current and effective based on clients' changing needs.
- **Staff Training Compliance:**
 - **Mandatory Training Completion Rate:** Measures the proportion of staff completing essential modules, such as safeguarding, infection control, and health and safety, within designated periods.
 - **Induction Programme Completion:** Tracks new hires' completion of comprehensive induction and attainment of the Care Certificate, reflecting preparedness for their roles and regulatory compliance.
 - **Refresher Training Compliance:** Follows staff engagement in scheduled refresher courses, helping maintain high standards of competence and awareness of latest regulations.
 - **Personal Development Plan Coverage:** Indicates the number of staff with bespoke development plans, linking individual career objectives to organizational goals and identifying skill gaps.
 - **Skills for Care Recommendations Compliance:** Logs adherence to sector-wide guidelines and CQC standards, benchmarking against best practice in social care.
 - **Training Attendance Rate:** Monitors participation in both internal and external sessions, including e-learning modules, workshops, and simulation exercises.
 - **Training Evaluation Score:** Collects detailed feedback post-training, analyzing satisfaction, knowledge retention, and relevance to daily duties.
 - **Outstanding Training Actions:** Reports on overdue or incomplete training assignments, enabling rapid follow-up and support if necessary.
 - **Specialist Training Completion:** Records progress in advanced or role-specific training—such as dementia care, mental health first aid, or end of life care.
 - **Compliance Audit Results:** Summarizes findings from periodic, random audits of training logs, highlighting strengths and areas requiring intervention.

- **Incident Reporting Rate:** Quantifies incident submissions on a monthly basis, breaking down trends around types, severity, locations, and response times. Root cause analysis is used to identify systemic risks and prevention strategies.
- **Complaint Resolution Time:** Measures the average duration to resolve reported complaints, tracks resolution methods, and documents lessons learned to refine processes and improve future services.
- **Service User Satisfaction:** Conducts regular, anonymous surveys among service users and their families, using both quantitative and qualitative data to gauge perceptions of safety, dignity, communication, and responsiveness.
- **Staff Turnover Rate:** Calculates employee departures, analyzes contributing factors, and implements retention initiatives, such as enhanced benefits or wellbeing programmes.
- **Audit Completion Rate:** Reflects timely conclusion of planned audits, reporting on scope, findings, and corrective actions taken.
- **Environmental Sustainability Actions:** Tallies existing and newly launched sustainability initiatives, such as energy-saving upgrades, recycling programs, and environmentally-friendly procurement.

Incidents and Complaints Learning Cycles

A structured process ensures all incidents and complaints are systematically documented, investigated, and reviewed. Detailed analysis identifies patterns, underlying causes, and opportunities for risk mitigation. Action plans derived from these insights lead to practice enhancements, which are monitored for effectiveness by senior management. Staff at all levels participate in reflective debriefings, and resulting changes are communicated throughout the organization to promote transparency and collective accountability.

Risk Register and Oversight

A comprehensive, dynamic risk register is maintained, mapping out identified risks across all operations. Risks are categorized according to clinical, operational, compliance, financial, reputational, information governance, environmental, and strategic domains. Each entry includes a description, assessment of likelihood and impact, owner assignment, controls in place, and escalation pathways. Senior managers conduct routine reviews and scenario planning, adapting oversight mechanisms as risks evolve. Risk management strategies include regular safety drills, financial forecasting, and deployment of digital safeguards for data protection.

Version Control and Review Schedule

All official policies, protocols, and key documentation are subject to strict version control protocols. Each document displays its version number, last revision date, next scheduled review, and authorizing signature. Integration with the audit calendar guarantees timely amendments in response to legislative changes, sector innovations, or audit outcomes.

Document management systems ensure that only the most current versions are available to staff and stakeholders, reducing confusion and supporting regulatory compliance.

Shared Direction and Culture

Angels Homecare fosters a unified organizational vision, consistently communicating the importance of transparency, fairness, diversity, and inclusive engagement. Through regular team meetings, cultural competency workshops, and community outreach, the organization demonstrates its dedication to understanding and meeting the diverse needs of all individuals and groups it serves. Staff are encouraged to share experiences and ideas, cultivating an atmosphere of mutual respect and empowerment.

Leadership and Workforce

Leaders across Angels Homecare model compassionate, inclusive behaviour, uphold core values, and inspire openness, integrity, and lifelong learning. They engage in active mentorship and feedback, facilitating professional growth and resilience within their teams. Workforce diversity is celebrated through targeted recruitment, equitable progression opportunities, and accessible training tailored to different backgrounds and career stages. Ongoing education equips staff with up-to-date skills and knowledge required for safe, person-centered care.

Governance, Management, and Sustainability

Clearly articulated roles and responsibilities underpin the delivery of consistent, high-quality, and sustainable care. Decision-making processes draw upon real-time data related to risk exposure, performance metrics, and client outcomes. Secure information sharing tools protect sensitive data while supporting multi-agency collaboration. Resource allocation—including human, financial, and technological assets—is managed to maximize efficiency, adaptability, and long-term impact. Environmental sustainability is integrated into business planning, aligning with national standards and sector expectations.

Partnerships, Learning, and Innovation

Strategic partnerships are established with local authorities, healthcare professionals, and voluntary organizations to enhance service provision and share resources. Staff are supported to engage with research projects, pilot innovative methods, and champion best practices. Participation in external forums and conferences encourages knowledge exchange and keeps the organization at the forefront of sector developments. Feedback is actively sought from partners and service users, driving responsive change and continuous improvement.

Environmental Sustainability

The organization employs a detailed environmental management plan aimed at reducing carbon footprint, waste generation, and resource consumption. Initiatives may include green transport incentives, sustainable procurement policies, and community education on

Document Created by: Casey Goodchild
Position: Nominated Individual
Policy created : 17.10.2025
Policy Review Date: 16.10.2025

recycling and conservation. Progress is tracked via KPIs and incorporated into annual reports, with staff at all levels involved in championing environmentally-conscious behaviours.

Review and Sign-Off

All staff are required to read, understand, and sign this policy as confirmation of their commitment to its principles and procedures. Regular reminders and updates are issued via the audit calendar and internal communications. Supervisors facilitate policy briefings during induction and refresher training, ensuring all employees remain informed of governance requirements. Compliance is monitored through spot checks and feedback surveys, and corrective measures are implemented where gaps are identified.

Review:

Please Sign to state you understand Angels Homecare Policy

Staff Name: _____

Date: _____

Staff review date: _____