

## **QUALITY ASSURANCE FRAMEWORK OVERARCHING GOVERNANCE FRAMEWORK**

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### **AIM**

- Encompass Care is committed to ensuring that all of our support is of the highest standard, that it meets the needs of the people accessing it and is successful in meeting their outcomes.
- Our primary aim is to always work in a person-centred way that supports people to have the life they want, respecting that this will be highly personalised and different for all.
- We will recognise the innate human needs of each individual and our support will ensure any gaps in the person's resources are met.
- We will ensure the rights of the individual are respected and upheld.
- We will seek regular feedback from people who use our services to ensure we meet this aim.

Encompass Care believes our mission is that:

- Encompass Care supports people with learning disabilities and those facing a period of mental ill health.
- We exist to enable and empower people to live their best lives.
- Through our work, people we support can achieve true independence, positive wellbeing, and self-worth.

**Encompass Care believes that our values are more than simply words....they are the principles that guide everything we do:**

- ❖ Honesty
- ❖ Inclusivity
- ❖ Kindness
- ❖ Dignity
- ❖ Integrity

***"We will celebrate success, acknowledge limitations, and constantly strive to learn"***

Company Secretary:      Elaine Peck, Office Manager  
(Charities Commission)

Data Protection Officers: Fil Gomes, IT Services Manager  
                                  Megan Muircroft, People and Culture Operations  
                                  Manager

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| Caldicott Guardian:  | Lisa Garside, COO   |
| Safeguarding Leads:  | Tracey Dennis-Andrews, CEO<br>Lisa Garside, COO<br>Donna Rayner, Quality & Learning Director<br>Marianne Anderson, Operations Director<br>David Corbin, Chair of Trustees |
| Nominated Individual |   |
| CQC:                 | Tracey Dennis-Andrews, CEO  |
| Trustees:            | David Corbin<br>Grant Usmar<br>Stephen Edmann<br>Isabelle Rawlings<br>Sophia Curson   |

## **STANDARD REQUIRED TO MEET OUR AIMS**

### **1. Consistent person-centred support**

- Effective referral process and assessment.
- Systems that ensure the identification of long and short-term goals.
- Thorough support planning; regular reviews and clear outcomes.
- Consistent communication with the people we support, circle of support and relevant professionals.
- Safe and robust risk management and protection from harm.
- Regular feedback gathered from all stakeholders.
- Robust monitoring to identify good practice and areas for improvement.

### **2. Effective support**

- Safe and robust employment procedures.
- Effective induction clearly links to the underpinning philosophy of Encompass Care.
- Responsive on-going training, role and service specific training for all staff and developmental training program available for all.
- Effective supervision and appraisals.
- Up to date and robust Policies and Procedures.
- Monitoring of deployment of staff.
- Regularly seeking the views of staff.

### **3. Safe and suitable environments**

- Clear understanding of the needs the environment must support.
- Responsive assessment.
- Effective purchase or sourcing of equipment and maintenance.
- Safe and secure environments maintained to a good standard (where we have responsibility).

- Robust Health and Safety procedures.
- Regular assessment of the environment.
- Planned improvement programs.
- Planned capex spends reviewed annually.

#### **4. Compliant services**

- Effective in meeting our contractual obligations in both regulatory and non-regulatory support services.
- Responsive to changes in regulation.
- Robust communication of requirements.
- Well-led teams working as part of an interdependent structure where all departments of head office complement, inform and meet our aims.
- Clear underpinning polices that ensure relevant internal and external requirements are clearly identified to all employees and partners including how we manage complaints and situations where things go wrong.
- Regular monitoring of services.

#### **5. Financial well-being**

- Ensure we remain financially viable and operate within the requirements of our charitable status.
- Financial forward planning, annual budget setting and 6 monthly re forecasting.
- Safe accounting procedures.
- Departmental budgets shared and reviewed monthly with those accountable. Authorisation process for expenditure.
- Regular monitoring and reporting.

### **QUALITY ASSURANCE STATEMENT**

To achieve all of the above standards Encompass Care recognises that we must have robust systems of monitoring and feedback.

Quality Assurance involves the systematic monitoring and evaluation of practice, policies, and procedures, with the aim of improving our services to achieve better outcomes for people we support and developing an understanding of their needs.

Quality Assurance is not an additional activity, but an integral part of everyday practice within Encompass Care. Primarily, it can help us ensure and evidence that service users are being kept safe from harm and are protected. It helps improve outcomes for the service users we work with by identifying gaps and problems within practice and services offered, which can be addressed through service planning, training and development.

Crucially, it also helps us identify what interventions work and highlight good practice. It also assists the service in ensuring staff are supported in carrying out their jobs both safely and effectively.

To ensure we meet our requirements and remain up to date on expectations and best practice Encompass Care have signed up to a number of quality frameworks including:

- Driving up quality code.
- Investors in people.
- REACH standards.
- Social care commitment.

**Encompass Care believes that no matter how good its present service is, there is always room for improvement and that every member of staff should demonstrate a total commitment to quality and quality improvement in every aspect of their work.**

***"We will celebrate success, acknowledge limitations, and constantly strive to learn"***

## **SYSTEMS**

Encompass care has implemented a system of continual monitoring and improvement that informs our organisational and operational strategies and ensures any issues are identified early and managed appropriately.

### **External**

Encompass Care services work within a number of externally imposed quality frameworks that define standards. The most important of these include:

- Standards set by the Care Quality Commission (CQC)
- REACH standards
- Other regulatory standards, e.g. health & safety
- Contracts compliance as set by the commissioning authority

In general, these external quality frameworks all aim to ensure that quality is built into services through setting and implementation of standards, through processes for review, and through monitoring to ensure that services meet the needs of service users and other stakeholders.

### **Internal**

Encompass Care are aware that other key aspects of quality assurance include mechanisms for the monitoring or auditing of services to ensure they are being delivered as originally intended.

These include (depending on the relevant environment):

- Head Office quarterly service visits – feedback forms
- Monthly Governance, Operations & Manager meetings
- Annual Quality Audit
- Quality Service Improvement & Development Plan.
- In house weekly & monthly home audits (monitored by Operations)
- Regular announced / unannounced monitoring visits
- Board visits

- Operations manager visits
- Key staff visits
- Quarterly head office staff
- Annual Health & Safety audit
- Infection control audits
- Direct observation monitoring
- Audit reports, e.g. people we support money, petty cash (finance dept)
- Satisfaction surveys – people we support questionnaires, circle of support questionnaires and staff surveys
- Workplace risk assessments
- Compliments & Complaints monitoring
- Comprehensive policies and procedures which are regularly reviewed incorporating change in legislation
- Value based recruitment
- Role and service specific training, monitored monthly for compliance
- Face to face training monitored by trainer observation and attendee feedback
- Weekly whiteboard meeting
- Weekly SMT meetings
- Weekly ELT meetings
- Weekly Operations meetings
- Weekly Finance meetings
- Monthly Board reports including KPI performance
- Quarterly Board meetings

## **SERVICE & ORGANISATION STRATEGIC & DEVELOPMENT PLAN**

All services will have a service improvement & development plan (SID) focusing on continuous development and quality improvement, incorporating the people we support, staff and stakeholder feedback. The improvement plan becomes part of an agreed 'live' ongoing commitment to continuous improvement.

The plan is regularly reviewed, amended, and added to.

Outcomes and actions will be fed into the SID from:

- Inspection visits; provider visits, CQC inspections, funding authority inspections
- People we support surveys, meetings and individual comments
- Circle of support surveys
- Staff surveys
- Direct observation records
- Complaints, suggestions, and compliments, good and innovative practice
- Health & Safety – risk assessments, infection control audits, fire officer, and environmental officer.
- Management – budgets, procedures, guidelines, codes of practice
- Staff – meetings & individual comments, training, conferences
- Operational meetings
- Training committee and internal training meeting
- Infection control meetings
- Managers supervision
- Staff Appraisals

## **Implementation**

A key responsibility of the identified responsible individual for each service or department is to ensure that any agreed improvements are carried out. In implementing the program, the following should be included:

- Discussion with the staff team and the people we support to ensure clarity over the improvements required.
- Ensuring that a person given a specific improvement task is clear what the task is, the standard required, and the level of authority and responsibility they have in achieving the task.
- Ensuring that a method is in place for checking progress, e.g. people we support meetings, supervision and staff meetings, audits of actions.
- Promoting among service users and staff the concepts of a team approach and commitment to service improvement.

An important element of the improvement process is management follow-up. The management's role is to confirm that the improvements identified have been carried out and that they meet an acceptable standard.

In the follow-up consideration should be given to ensuring that:

- A timetable is established, in order to review progress and to give a clear signal to the people we support and staff that management is committed to improvement.
- The best possible forums for promoting achievement and commitment to improvement are used
- All the improvement tasks are reviewed.
- Help is given to resolve any problems that are being encountered in achieving any improvement.

## **DEPARTMENTAL GOVERNANCE PROCESS**

| <b>DEPARTMENT</b>   | <b>PROCESS</b>   |
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| <b>HEALTH &amp; SAFETY</b><br><br>Health and safety sits under both the Quality and Operational teams, and as such monthly and quarterly reports will provide data, actions and any risks. Were appropriate, identified risks will be escalated appropriately to the COO, CEO and Trustees who will ensure appropriate action is taken when required.<br><br><b>STATEMENT OF PURPOSE</b><br>Encompass Care has a robust approach to managing Health and Safety and ensuring compliance to legislation and best practice.<br><br>The registered managers are accountable for implementing all aspects of the legislation that affect their services.<br>The CEO takes the lead accountable officer role. | Essential checks relating to fire, water, gas and electricity and environmental management, many are recorded on Nourish. Additional checks from external contractors also take place, this include legionella water checks, annual gas certificates, 5-year electricity certificates etc. The housing associations also complete monitoring visits of the services to ensure the building is safe and compliant.<br><br><ul style="list-style-type: none"><li>• Nourish dashboards</li><li>• Snapfix reporting and monitoring</li><li>• RIDDOR</li><li>• Weekly Manager / TL's meetings (performance meetings)</li><li>• Weekly SMT</li><li>• Weekly ELT</li><li>• Regular housing association meetings</li><li>• CQC &amp; DC inspections / audits</li><li>• Gallagher annual audits for residential services</li><li>• Monthly budget reviews</li><li>• Monthly Operations meetings</li><li>• Monthly Governance, Operations &amp; Manager meetings</li><li>• Monthly board reports</li><li>• CRR</li><li>• Quality Committee (Quarterly)</li></ul> |
| <b>LEARNING &amp; DEVELOPMENT</b><br><br>Learning & Development sits under the COO, and as such they attend and review all meeting minutes, reports and will escalate appropriately to the CEO and Trustees and ensure appropriate action is taken when required.   | The training need analysis is completed each year and reviewed each quarter. The form identifies the training required for each role within the service, service specific training relating to the needs to the people we support who live within the service, alongside developmental training which could benefit staff members, the service, and the overall service delivery.<br><br>Online training is allocated for each member of staff with a completion date and once completed the certificate of achievements is  |

Encompass Care has a robust approach to managing Training to ensure not only compliance, but to be confident that all staff have the relevant and appropriate skills and experience required. We also commit to up-skilling and developing our staff to support them in their career development.

The Registered Managers are accountable for ensuring their staff have the required training to fulfil their job descriptions and to meet the needs of the people they support. The Director for Learning and Development, COO and CEO are responsible for ensuring we provide staff with the training they require to practice safely.

automatically saved on the person's electronic staff file. The line manager can review this via Access and discuss in team meetings and 1;1's.

Face to face training is booked via admin support, when completed the certificates are uploaded on to the individuals electronic staff file. Apprenticeships are sourced externally, usually Paragon. Signing up is done by the staff member and their line manager. Monthly updates available via dashboard to show progress or any issues with the learners outcome.

- Admin support – booking, certificates etc
- Course costs and study time agreements completed.
- E learning
- Internal trainers
- External trainers
- Apprenticeships, levy pot funding
- Annual TNA (Training Needs Analysis)
- Access reporting and monitoring (weekly / monthly)
- Supervisions / appraisals
- Weekly departmental meeting
- Weekly Manager / TL's meetings
- Weekly SMT
- Weekly ELT
- Monthly budget reviews
- Monthly Operations meetings
- Monthly Governance, Operations & Manager meetings
- Monthly board reports
- Quarterly training meeting (COO, Ops and Training)
- Q&L RR, ORR, CRR
- Quality and H&S Committee (Quarterly)

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| <p><b>QUALITY ASSURANCE</b></p> <p>Quality Assurance sits under COO, and as such she attends and reviews all meeting minutes, reports and will escalate appropriately to the CEO and Trustees and ensure appropriate action is taken when required.</p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Encompass Care has a robust approach to Quality Assurance. Incorporating CQC legislation, local Authority Contractual Compliance, Policies, Procedures, and best practice into our internal audit process.</p> <p>The Registered Managers are registered with CQC and are responsible and accountable for ensuring the service adheres to legislation.</p> <p>The CEO is the Nominated Individual with CQC and has overall legal accountability for ensuring the company operates in accordance with legislative requirements.</p> | <ul style="list-style-type: none"> <li>• Sova, notifications, complaints, incidents monitored.</li> <li>• Publish CQC ratings on website.</li> <li>• Regular partnership meetings with CQC.</li> <li>• PIR completed</li> <li>• CQC inspections</li> <li>• Attending CQC webinars, steering group meetings</li> <li>• Internal toolbox training on CQC</li> <li>• Regular partnership meetings with DC/ Local Authority.</li> <li>• DC quality improvement audit</li> <li>• Complete a full annual audit of each service against the CQC standards, providing a report and service improvements development plan (SID)</li> <li>• Access and ADP reporting and monitoring (weekly / monthly)</li> <li>• Weekly departmental meeting</li> <li>• Weekly Manager / TL's meetings</li> <li>• Weekly SMT</li> <li>• Weekly ELT</li> <li>• Monthly Operations meetings</li> <li>• Monthly Governance, Operations &amp; Manager meetings</li> <li>• Monthly board reports</li> <li>• Q&amp;L RR, ORR and CRR</li> <li>• Quality and H&amp;S Committee (Quarterly)</li> </ul> |
| <p><b>HUMAN RESOURCES:</b></p> <p>Human Resources sits under the COO, and as such she attends and reviews all meeting minutes, reports and will escalate appropriately to the CEO and Trustees and ensure appropriate action is taken when required.</p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Encompass Care has a robust approach to Human Resources and staff management, the People &amp; Culture Operations Manager is the DPO lead as well as responsible for policies and procedures across the organisation.</p>   | <ul style="list-style-type: none"> <li>• Markel Law</li> <li>• Unison</li> <li>• ADP reporting and monitoring (weekly / monthly)</li> <li>• IHCM reporting and monitoring (weekly /monthly)</li> <li>• Weekly Manager / TL's meetings (performance meetings)</li> <li>• Weekly departmental meeting</li> <li>• Weekly SMT</li> <li>• Weekly ELT</li> <li>• Monthly Operations meetings</li> <li>• Monthly Governance, Operations and Manager meetings</li> <li>• Monthly board reports</li> <li>• CRR</li> <li>• Quality Committee (Quarterly)</li> </ul>   |

Encompass Care has adopted an integrated leadership model that recognises the interconnectedness of human resources, data protection, and policy development. By appointing the People & Culture Operations Manager as the DPO lead, the organisation demonstrates a commitment to aligning its workforce management with data protection requirements. This integrated leadership approach ensures a holistic perspective on staff management and data security.

The People & Culture Operations Managers role as the DPO lead reflects Encompass Care's dedication to safeguarding sensitive data. This alignment of responsibilities ensures that data protection considerations are woven into the fabric of HR practices. It means that HR policies and practices are designed with data privacy and security in mind, reducing the risk of data breaches and compliance violations.

By assigning the responsibility of departmental policies and procedures to the People & Culture Operations Manager, Encompass Care ensures consistency and coherence in its organisational policies. This approach allows for a more streamlined and standardised set of rules and guidelines governing all aspects of staff management.

The People & Culture Operations Manager also plays a pivotal role in addressing conflicts and ethical concerns within the organisation. Their familiarity with ER issues equips them to handle disputes and challenges that may arise, providing a more cohesive approach to addressing and resolving such matters.

Encompass Care's approach to quality assurance is characterised by a commitment to continuous improvement. With the People & Culture Operations Manager overseeing departmental policies and procedures, the organisation can

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| <p>readily adapt to changing regulations and best practices, ensuring that it remains at the forefront of quality care.</p>  |   |
| <p><b>RECRUITMENT:</b></p>   |   |
| <p>Recruitment sits under the COO, and as such she attends and reviews all meeting minutes, reports and will escalate appropriately to the CEO and Trustees and ensure appropriate action is taken when required.</p>  | <ul style="list-style-type: none"> <li>• Establishment hours – vacancy factor</li> <li>• Bespoke adverts for different roles in different services</li> <li>• Staff files sign off by HR and Registered Manager</li> <li>• Weekly starters / leavers monitoring</li> <li>• Exit interviews</li> <li>• Weekly recruitment meetings</li> <li>• Weekly departmental meeting</li> <li>• Weekly Manager / TL's meetings</li> <li>• Weekly SMT</li> <li>• Weekly ELT</li> <li>• Monthly Operations meetings</li> <li>• Monthly Governance, Operations &amp; Manager meetings</li> <li>• Monthly board reports</li> <li>• HR RR, ORR and CRR</li> <li>• Quality and H&amp;S Committee (Quarterly)</li> </ul> |
| <p><b>STATEMENT OF PURPOSE</b></p>   |   |
| <p>Encompass Care has a robust approach to Recruitment which is evidenced within our recruitment policy. We have clear vacancy information so we know what our requirements are across the organisation. We have a profile for each service identifying the needs of the people we support and the necessary skills and attributes we require from potential staff. We advertise in various locations to ensure we have a far-reaching approach, which allows a broader range of people to apply if they wish.</p> |   |
| <p>We use a standard shortlisting criteria for all applications, any candidates who meet the criteria are then passed to the service for feedback. A service visit takes place prior to any formal interview to ensure the person fully understands the nature of the work, and to gain feedback from the people using the service.</p>  |   |
| <p>We ensure we adhere to legislative requirements with regard to evidencing robust recruitment checks, references, DBS, right to work, qualifications.</p>  |   |
| <p>The recruitment officer is responsible for ensuring the correct process is followed, monitoring this is the HR Manager who is accountable. The Registered Manager is asked to sign off the staff members files in agreement prior to them starting in the service.</p>  |   |

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| <p>A 2-day induction is provided to support new starters into the workforce.</p> <p>All staff are under a probation period which is reviewed and recorded. Staff new to the care sector must complete the care certificate and all staff must complete allocated training before completion of their probation period.</p>  |  |
| <p><b>PR &amp; MARKETING:</b></p> <p>The Public Relations Officer sits under the COO, and as such she attends and reviews all meeting minutes, reports and will escalate appropriately to the CEO and Trustees and ensure appropriate action is taken when required.</p> <p><b>STATEMENT OF PURPOSE</b></p> <p>The purpose of the PR team at Encompass Care is to manage the organisation's public relations, brand, image, and reputation, ensuring Encompass Care is promoted effectively within the voluntary sector. The team is responsible for all media and communications, building visibility for the charity through both virtual and face-to-face channels. By sharing key messages, creating opportunities to showcase services, and enhancing brand awareness, the PR team strengthens recruitment and drives fundraising campaigns. Additionally, the team fosters connections with other charities to support shared training, activities, joint initiatives, and fundraising efforts, all with the goal of improving the lives of Encompass Care's beneficiaries.</p> | <ul style="list-style-type: none"> <li>Coordinate engagement and marketing intelligence from all departments</li> <li>Foster community relations through events and local initiatives</li> <li>Monitor media channels for PR opportunities</li> <li>Oversee production of publicity materials</li> <li>Organise and promote engagement events and partnerships</li> <li>Maintain and update the Encompass Care website</li> <li>Manage social media engagement and user feedback</li> <li>Research and analyse media coverage, write press releases</li> <li>Develop content for internal and external communications</li> <li>Assist in crisis management with the Executive Team</li> <li>Manage enquiries from head office, emails, and website</li> <li>Support and coordinate charity fundraising initiatives</li> <li>Safeguard content in alignment with governance standards</li> <li>Collaborate with IT to address website issues and updates</li> <li>Increase brand awareness on social media</li> <li>Seek opportunities to optimise resources for income generation</li> <li>Promote Encompass Care as a preferred employer and support provider</li> <li>Weekly departmental meeting</li> <li>Weekly Line manager meeting</li> <li>Weekly SMT</li> <li>Weekly ELT</li> <li>Monthly Operations meetings</li> <li>Monthly Governance, Operations &amp; Manager meetings</li> <li>Monthly board reports</li> <li></li> </ul> |
| <p><b>CO-PRODUCTION</b></p>   | <ul style="list-style-type: none"> <li>Weekly departmental meetings</li> <li>Weekly meetings with PR</li> <li>Organise and facilitate Regular Encompass Voices</li> </ul>  |

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| <p>The Co-production and involvement Officer along with the Co-Production and Engagement Officer sits under the COO, and as such she attends and reviews all meeting minutes, reports and will escalate appropriately to the CEO and Trustees and ensure appropriate action is taken when required.</p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Co-Production Officers are responsible for actively involving the people we support in decision –making processes, with a primary focus on ensuring that those who receive support have a voice in shaping the services they use. They also work closely local groups and Organisations to improve community resources and opportunities. The Quality &amp; Learning Director will escalate appropriately to the CEO, COO and Trustees and ensure appropriate action is taken when required.</p> <p>The Co-Production team lead the Encompass Voices Groups and facilitate engagement, support inductions for new staff members and host development sessions for both staff and people we support.</p> | <ul style="list-style-type: none"> <li>• Design and lead developmental workshops to encourage and embed a culture of co-production</li> <li>• Collaborate with PR</li> <li>• Support with accessible communication</li> <li>• Collect and analyse feedback from the people we support on various topics</li> <li>• Develop and implement co-production strategy</li> <li>• Closely work with teams to strengthen community involvement</li> <li>• Provide information about community groups, forums and networks to services and people we support</li> <li>• Co-Deliver with an individual we support information on co-production principles during staff inductions</li> </ul> |
| <p><b>FINANCE</b></p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Encompass Finance Team are responsible for the daily running of the company's finance and monthly payroll processes as set out by HMRC and the Charities Commission. As a registered Charity we are governed by the laws set out under this registration. We are also responsible for implementing HMRC legislation for accounting &amp; payroll processes, providing all information required for external Auditors on an annual basis. Completing all required statutory returns. We are responsible for producing and reviewing monthly financial accounts with ELT and the individual services monitoring 'actual against budgets' set.</p>   | <ul style="list-style-type: none"> <li>• Annual returns &amp; reports</li> <li>• Annual accounts submission</li> <li>• Daily Purchase Ledger invoice processing</li> <li>• Weekly Income invoice processing</li> <li>• Weekly Supplier payment runs</li> <li>• Weekly Debtors &amp; Creditors review</li> <li>• Monthly managements accounts</li> <li>• Monthly payroll processes</li> <li>• Weekly finance team meeting</li> <li>• Weekly SMT meeting</li> <li>• Third week of the month ELT meeting</li> <li>• Weekly Ops/Finance meetings</li> </ul>  |

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| <p><b>OPERATIONS</b></p> <p>The operations team consists of the Area team leaders, service managers, Operations Manager, and the Operations Director. The Operations Director will escalate appropriately to the COO, CEO and Trustees and ensure appropriate action is taken when required.</p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Encompass Cares Operations Team are responsible for ensuring that effective governance and safeguarding systems are in place to enable delivery of high-quality person-centred outcomes. This is achieved by managing, monitoring, evaluating, maintaining and the continuous improvement of all relevant legislation and regulations including CQC and local authority/ICB contract specifications including key performance indicators, and quality monitoring for the services. The Operations Team works jointly with stakeholders as part of a multi-agency approach ensuring good relationships are forged to ensure effective communication. The Operations Team works with the wider circle of support for all the people we serve, supporting an open and transparent working environment and managing any complaints or issues raised as part of a robust complaints process &amp; procedure.</p> | <ul style="list-style-type: none"> <li>• Sova, notifications, complaints, incidents monitored.</li> <li>• Nourish recording</li> <li>• Power BI monitoring</li> <li>• Staffing hours reviews</li> <li>• Regular partnership meetings with DC/ Local Authority.</li> <li>• Weekly Manager / TL's meetings</li> <li>• Weekly SMT</li> <li>• Weekly ELT</li> <li>• Weekly (2) departmental meetings</li> <li>• Monthly Operations meetings</li> <li>• Monthly Governance, Operations &amp; Manager meetings</li> <li>• Monthly board reports</li> <li>• HR RR, ORR and CRR</li> <li>• Quality and H&amp;S Committee (Quarterly)</li> <li>• Communications strategy</li> </ul> |
| <p><b>IT</b></p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Encompass Care has a robust approach to the management of information technology and systems in use. The IT Services Manager is also a DPO. We liaise with our IT supplier, Kick ICT, as required to fulfil our responsibilities.</p> <p>We ensure staff are given accounts that suit their needs, with adequate access and permissions to the tools they will need to perform their duties. As part of this process, we also terminate accounts for leavers or adjust permissions as job roles change.</p>   | <ul style="list-style-type: none"> <li>• New account creation</li> <li>• User deletion</li> <li>• Systems analysis and optimisation</li> <li>• Device configuration</li> <li>• User-level troubleshooting</li> <li>• Liaison with IT supplier for system-level troubleshooting</li> </ul>  |

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| <p>We are also responsible for managing the devices issued to staff who require them in order to carry out their job. This includes procurement, configuration, and distribution. If any device needs repairs, we also manage repairs, if able, or replacements.</p> <p>We are involved in the adoption of new systems and ensure these integrate as seamlessly as possible with other systems in place, to avoid data duplication and to give users the most intuitive and accessible experience possible.</p>   |   |
| <p><b>COO</b></p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Accountable to the CEO and the Trustee's, responsible for line managing the Directors within the organisation and supporting the teams they lead.</p> <p>The COO is responsible for ensure the organisation is service user led in its approach, that each department is achieving agreed objectives and performing against financial targets.</p> <p>Embedding the values in all aspects of the organisation, having a culture of inclusivity and empowerment.</p> <p>Ensuring effective communication takes place internally and externally and the organisation is represented with the appropriate forums.</p> <p>Understanding the demands within the sector and ensure we are positioned to be significant and sustainability provider in the future.</p> | <ul style="list-style-type: none"> <li>Execution of the CEO's and organisation's strategy.</li> <li>Lead the daily operations of the business functions by line managing the Directors, ensuring departmental and corporate objectives are being achieved.</li> <li>Having oversight of all aspects of the organisation ensuring quality and compliance.</li> <li>Reporting to the CEO and Trustee's on risk and exceptions.</li> <li>Ensuring effective communication externally and within the organisation.</li> <li>Ensuring the organisation is financially sustainable, monitoring the adherence to budgets and accounts.</li> <li>Embedding the culture and ethos of the organisation throughout all departments.</li> <li>Building and maintaining external relationships.</li> </ul> |
| <p><b>CEO</b></p> <p><b>STATEMENT OF PURPOSE</b></p> <p>Accountable to the Chair of Trustees, responsible for the organisation's ongoing success and impact, leading on the Strategy, setting the tone and culture and to be forward facing with all external bodies and partnerships. the Executive</p>  | <p><b>KEY RESPONSIBILITIES:</b></p> <ul style="list-style-type: none"> <li>Supporting the Board and Enabling the Governance Assurance Framework to fulfil its duties by providing a relevant and accurate record of activities and risks.</li> <li>Leading on ensuring regulation and financial elements are well managed, supporting the ongoing development of the Board and our compliance with all legislative and regulatory obligations</li> </ul>  |

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| <p>Leadership Team, Finance Department, Public Relations, and Marketing.</p> <p>The CEO leads the company and sets the corporate values, driving strategy, growth, and innovation through the delegated delivery of the ABP. The CEO represents the charity to stakeholders and publicly through events, networking, and engagement.</p> <p>The CEO is the Nominated Individual with CQC and has overall legal accountability for ensuring the company operates in accordance with legislative requirements. The accountable officer, ensuring robust governance, safeguarding, health &amp; safety, and wellbeing of all team members and all who use Encompass services through the direct line management of the CEO, Finance department and Office Manager.</p> <p>Supporting the Office Manager to be the administrator for the Charities Commission and the Company Secretary for Companies House, the CEO is responsible for ensuring clear reporting of risk, service development and fiscal stability to its Board of Trustees</p> | <ul style="list-style-type: none"> <li>• Leading on the development of the organisation's strategy together with the Board and Executive Leadership Team, to ensure a coherent and mission-related strategy that takes account of external and internal challenges and opportunities.</li> <li>• Seeking out new opportunities and developing a genuine narrative as a spokesperson for the charity.</li> <li>• Build the profile not only of the charity itself but more importantly, the issues the organisation seeks to challenge or support.</li> <li>• Ensuring the organisation is in good operational shape, including fundraising and finance, balancing the internal and external demands in an increasingly tough environment to raise income.</li> <li>• To build the culture and lead by example.</li> </ul> |
| <p><b>BOARD OF TRUSTEES</b></p> <p><b>STATEMENT OF PURPOSE</b></p> <p>The Board must make sure that Encompass Care is carrying out the purposes for which it is set up, and no other purpose as set out in its governing document. With the support of the Executive team, we can plan what Encompass Care will do, and what we want it to achieve and are able to explain how all Encompass Care activities are intended to further or benefit the public by carrying out its purposes.</p> <p>The Board of Trustees make decisions about Encompass Care, working as a team, decisions don't usually need to be unanimous as long as the majority of trustees agree. They're usually made at our regular meetings as part of our Governance Assurance</p>  | <ul style="list-style-type: none"> <li>• Ensure Encompass Care is carrying out its purposes for the public benefit</li> <li>• Comply with Encompass Care's governing document and the law</li> <li>• Act in Encompass Care's best interests</li> <li>• Manage our charity's resources responsibly</li> <li>• Act with reasonable care and skill</li> <li>• Ensure our charity is accountable</li> </ul>   |

Framework, in compliance with our governing document and with charity law requirements and other laws that apply to Encompass Care.

We will take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when we need to.

We will keep our details on the register up to date and ensure Encompass Care send the right financial and other information to the commission in their annual return or annual update.

When the Chair and co-trustees make decisions about Encompass Care, we must act within our powers, in good faith, and only in the interests of Encompass Care. Through reporting we make sure we are sufficiently informed, taking any advice we need, in account of all relevant factors we are aware of and ignoring any irrelevant factors.

The chair with co-trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term, avoid putting ourselves in a position where our duty to Encompass Care conflicts with your personal interests or loyalty to any other person or body. We will not receive any benefit from Encompass Care unless it's properly authorised and is clearly in Encompass Care interests; this also includes anyone who is financially connected to trustees, such as a partner, dependent child or business partner.

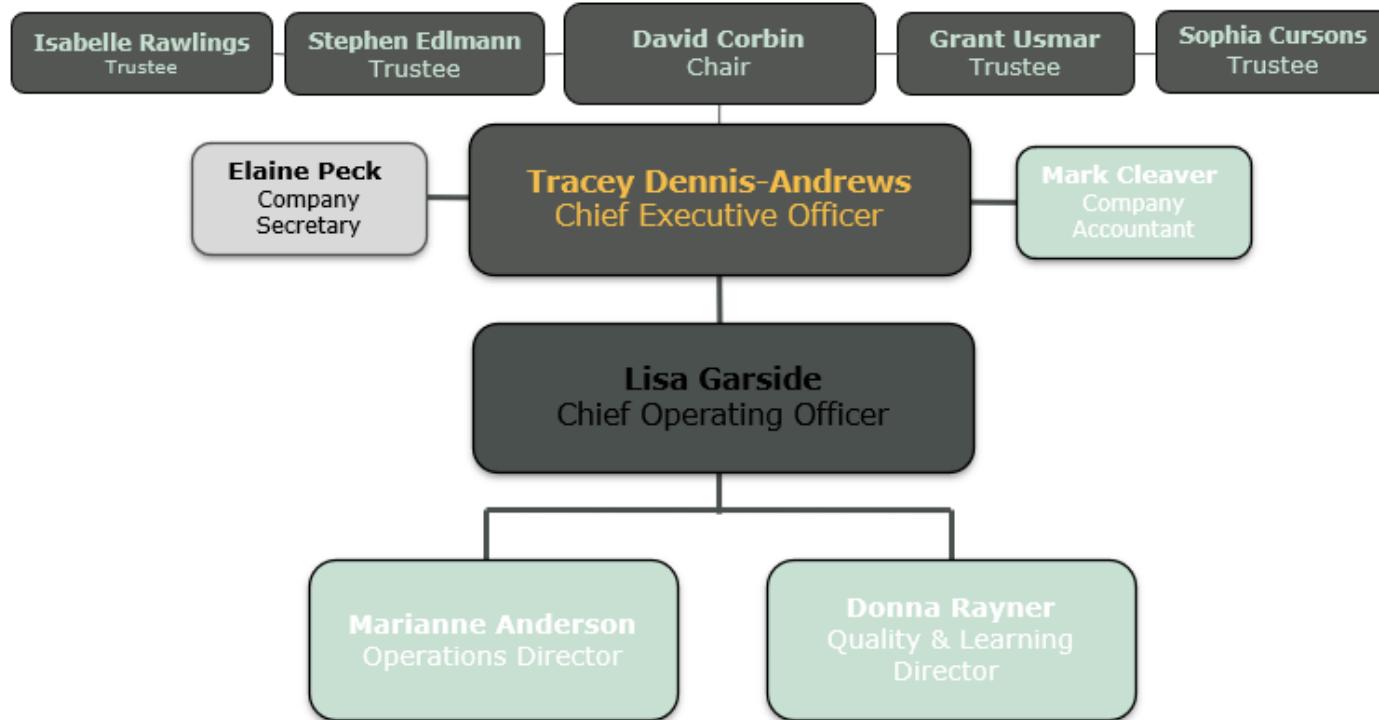
We must deal with conflicts of interest and loyalty and make decisions that are within the range that a reasonable trustee body could make in the circumstances.

We will act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. The Chair and co-trustees must make sure Encompass Care's assets are only used to support or carry out its purposes, not take inappropriate risks with Encompass Care's assets or reputation, not over-commit

Encompass Care and take special care when investing or borrowing, complying with any restrictions on spending funds. The Chair and co-trustees will put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise, we risk making Encompass Care vulnerable to fraud or theft, or other kinds of abuse, and being in breach of our duty.

## ORGANISATION CHART

### The Board of Trustees and Executive Leadership Team



# GOVERNANCE ASSURANCE FRAMEWORK 2025 -2028

## Quarterly Board and Committees

### Encompass Care Board Meeting

Chair: David Corbin  
Last Monday of Month one, Quarterly

Financial Performance Committee  
Chair: Grant Usmar

Quality, Health & Safety Committee  
Chair: David Corbin

People, Culture & Engagement Committee  
Chair: vacant

## Monthly Leadership Meetings

Departmental Budget & Finance Review  
Monthly (one each week)

Encompass Voices  
Monthly

Team and People We Support meetings  
Monthly

Governance, Operations & Managers (GOM) Review  
Monthly

## Weekly Leadership Meetings

Executive Leadership Team  
Weekly

Senior Management Team  
Weekly

Departments  
Weekly

Ops Performance Review  
Weekly

## External Regulatory Inspections & Audits

**Care Quality Commission**  
**Single Assessment Framework**  
**Regulatory Inspections**  
**1 – 3 Yearly**

**Dorset Council Quality**  
**Improvement Team Inspections**  
**1 – 2 Yearly**

## Internal Audit Schedule

**Quality Director Audits**  
Quarterly

**Health & Safety Audits**  
Quarterly

## Internal Service Visit Schedule

**CEO**  
Quarterly

**Board**  
Quarterly

**Departmental**  
Quarterly

## Engagement Programme

**Thematic**  
**Surveys**  
Bi-Annually

**Departmental**  
**Surveys**  
Annually

**Drop-in session**  
bimonthly

Newsletters,  
websites, intranet