Arolygiaeth Gofal Cymru
Care Inspectorate Wales

Inspection Report

Pineshield Cardiff and the VOG

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The inspection visits for this service took place between 20/05/2026 and 28/05/2026

Service Information:

Operated by:	Pineshield Management Limited
Care Type:	Domiciliary Support Service
Provision for:	Supported Living
Registered places:	0
Main language(s):	English
Promotion of Welsh language and culture:	The provider promotes, anticipates, identifies, and meets the Welsh language and culture needs of people.

Ratings:

Well-being	Good
Care & Support	Good
Leadership & Management	Good

Summary:

Pineshield Management Limited operates in Cardiff and the Vale of Glamorgan, providing care and support to adults and children living in the community. Since the last inspection, a new Responsible Individual (RI) has been appointed and now leads oversight of the service.

Overall, people experience positive outcomes across well-being, care and support, and leadership and management. People are treated with dignity and respect and are involved in decisions about their care. Positive relationships with familiar care staff support people's well-being, confidence and sense of safety. People and relatives told us they feel informed and reassured.

Care is compassionate and person centred. Medication management, safeguarding and partnership working are strengths. However, personal plans are not always updated when people's needs change or focused clearly enough on outcomes. Records of visit durations do not always show that commissioned care is delivered in full. Workforce planning, including travel time and breaks, also requires strengthening to reduce the risk of rushed or inconsistent care.

Leadership promotes a positive and inclusive culture where care staff feel supported. Governance systems are in place, but audit arrangements do not always identify patterns or drive improvement promptly.

On balance, taking account of people's experiences, the service is rated Good. We will review progress at the next inspection.

Findings:

Well-being — Good

People achieve positive well-being outcomes because care staff know them well, treat them with dignity and respect, and support them in ways that reflect what matters to them. People feel listened to and involved in decisions about their care, which helps them maintain control, confidence and emotional security. One person told us care staff *"listen to me and always explain things clearly."* This shows people are supported in ways that help them understand their care and feel included in decisions that affect them.

Personal plans are developed through co-production and reflect people's preferences, routines and what is important to them. This supports more personalised care and helps care staff understand how to promote people's well-being in a consistent way. Pen pictures add valuable information about people's histories and preferences, which helps care staff provide care that feels personal, reassuring and responsive. People described care staff as *"fabulous… like close friends,"* showing that trusting and meaningful relationships have developed. These relationships support people's emotional well-being and help them feel safe, valued and understood.

The service is also developing a more outcome-focused approach to care planning. Early evidence shows this has the potential to further strengthen how personal goals are identified, reviewed and achieved, particularly for people following hospital discharge or working towards greater independence. This provides a good foundation for helping people achieve outcomes that are important to them.

Digital systems support people and relatives to remain informed and engaged. They can access care information, visit schedules and care records, which promotes transparency and helps them feel reassured. This strengthens confidence in the service and supports people to remain involved in their care.

The service promotes social inclusion and emotional well-being through activities, community involvement and care staff charity events. These opportunities help people and care staff feel connected and valued, supporting a sense of belonging and contributing positively to well-being.

People are protected from harm and feel safe using the service. Safeguarding arrangements are strong and care staff understand their responsibilities. One member of staff told us, *"When I raised*

a concern, management acted immediately," showing leaders respond promptly to issues that may affect people's safety and well-being. People and relatives told us they feel safe and comfortable with the care provided. One person said, *"I feel safe and comfortable with the care staff."* This provides assurance that people are protected and supported by a service where their safety and rights matter.

People are supported to receive care in their preferred language, including Welsh, in a way that consistently promotes dignity, identity and inclusion. Welsh-speaking people are proactively matched with Welsh-speaking care staff wherever possible, and key information and reviews are routinely offered bilingually, enabling people to fully understand their care and express their views and preferences in their first language. The service demonstrates a strong and embedded commitment to promoting the Welsh language through visible identification, accessible resources and ongoing learning opportunities, which actively build care staff confidence and capability. This approach gives a clear, positive impact on wellbeing, with people feeling respected, understood and empowered to engage meaningfully in their care and support.

Overall, people achieve many positive well-being outcomes because they are cared for by care staff who know them, value them and support their safety, identity and emotional security.

Care & Support — Good

People experience care that is respectful, compassionate and focused on what matters to them. Before care starts, people are assessed to ensure the service can meet their needs. Personal plans are developed with people and reflect their preferences, choices and intended outcomes. People say they are treated with dignity and respect. This supports person-centred care and helps people feel valued and involved in decisions about their care.

Care is relationship-based and responsive, supporting positive experiences and overall wellbeing. Clear information about the service is available, supporting people and their relatives to understand care and remain involved. Feedback confirms people feel well-informed, with one relative stating *"Care staff respond quickly if we need to ask anything,"* which promotes confidence in the service. There is strong evidence of positive, trusting relationships between people and care staff. People value consistency and describe visits as reassuring and supportive. Feedback highlights personalised, attentive care, with relatives reporting peace of mind because *"the carers know my relative well."* These relationships support emotional wellbeing and continuity of care.

eople usually receive care from familiar staff who understand their needs and preferences. However, personal plans and risk assessments are not always sufficiently reliable. Care records are not consistently updated, and some information is incomplete or contradictory. Reviews do not always reflect changes in people's needs, and personal plans are not consistently focused on outcomes. This increases reliance on the knowledge of familiar staff and reduces assurance that care would remain safe and consistent if new staff were involved. This has been identified as an area for improvement, and the provider has begun to take action.

Medication management is effective. People have clear medication plans, records are consistently completed and audits support safe practice. Care staff complete regular competency assessments, which helps people feel safe and confident in their care.

The service works well with health professionals and other agencies, supporting coordinated care. Professionals gave positive feedback, describing care staff as *"fantastic, patient and respectful"* and *"very knowledgeable, proactive and attentive."* This contributes to improved outcomes for people.

Infection prevention and control arrangements are clear and consistently applied. Care staff are trained, use appropriate protective equipment and follow good practice in people's homes. This

supports people’s physical wellbeing.

People’s wellbeing may be affected by inconsistencies in visit lengths and workforce planning. Most visits are shorter than planned, and records do not always explain why care staff leave early. This reduces assurance that people consistently receive all elements of their commissioned care. While most people said their needs are met and that care is of a good standard, there is a risk that some may experience rushed care, particularly at busier times. Management oversight has not always identified these issues promptly. Workforce planning does not consistently allow sufficient travel time, breaks or balanced workloads. This can contribute to care staff fatigue and increase the risk of reduced quality or consistency of care. Although people have not reported significant negative outcomes, these weaknesses limit assurance that their wellbeing will continue to be supported as the service develops. This has been identified as an area for improvement, and the provider has begun to strengthen oversight and monitoring arrangements.

Overall, taking account of peoples lived experiences and the impact on their wellbeing, the service is rated Good for the care and support theme. People experience many positive outcomes; however, further improvement is needed to strengthen assurance, consistency and the long-term sustainability of care. Progress in these areas will be reviewed at the next inspection.

Leadership & Management — Good

People benefit from leadership that is committed, visible and focused on quality, safety and improvement. Management are approachable and promote an open, inclusive culture in which care staff feel valued and supported. This has a positive impact on people because a stable and motivated staff team helps provide continuity, reassurance and consistent care. Care staff described *"brilliant collaboration,"* and a team culture that feels *"like a family and we work well as a team."* This reflects a culture where staff feel connected and supported, which in turn helps people experience more confident and responsive care. People and relatives also shared positive views about the leadership of the service, saying *"the care and management are excellent"* and *"I would highly recommend this service."* These comments show people and families have confidence in how the service is run, and that leadership arrangements are contributing to positive care experiences and outcomes.

A new RI has been appointed. This has strengthened oversight of the service. The RI is based in the office and provides direct day-to-day visibility of service delivery. They seek people's views during visits and use this feedback to understand people's experiences and where further improvements may be needed. The quality-of-care review is detailed and structured, demonstrating a clear commitment to evaluating performance and identifying actions for improvement.

Recruitment and workforce development arrangements are strengths. Robust recruitment and vetting processes are in place, and care staff are registered with Social Care Wales, the (workforce regulator). New care staff receive induction, training and shadowing to help them understand people's needs and carry out their role safely. The service has also recognised where further specialist training is needed to support children, and the provider has begun to respond to this.

Governance systems are in place, but they do not yet always provide sufficient assurance that risks to people's outcomes are identified and responded to promptly. Electronic systems support the monitoring of compliance and performance, but the frequency, focus and analysis of some audits require strengthening. Audits do not consistently identify patterns in care planning, risk management, visit monitoring and care staff's safe working arrangements. This means some issues rely too heavily on staff familiarity or local management knowledge, rather than being identified through robust systems. Although the provider has begun to strengthen governance arrangements, further work is needed to ensure audits are consistently outcome-focused and lead to timely improvement.

Supervision and appraisal arrangements are also in place, but the quality of discussions is not always sufficiently reflective or focused on outcomes, learning and development. Strengthening these processes would better support staff practice and help leaders understand how effectively the service is promoting people's outcomes. Care staff said management is *"supportive and always there,"* which contributes to morale, retention and continuity of care for people.

On balance, taking account of people's experiences and the impact on wellbeing, the leadership and management theme is rated Good. People experience positive outcomes. However, improvements are required to strengthen auditing, oversight and the effective use of information to identify patterns and trends. This will support more consistent and sustainable improvement. We will review progress at the next inspection.

Areas identified for improvement

Where we identify **Areas for Improvement** but we have not found outcomes for people to be at immediate or significant risk, we discuss these with the provider. We expect the provider to take action and we will follow this up at the next inspection.

Where we find outcomes for people **require significant improvement** and/or there is risk to people's well-being we identify areas for **Priority Action**. In these circumstances we issue a Priority Action Notice(s) to the Provider, and they must take immediate steps to make improvements. We will inspect again within six months to check improvements have been made and outcomes for people have improved.

The table(s) below show the area(s) for priority action and/or those for improvement we have identified.

Summary of Areas for Improvement	Date identified
Governance and audit arrangements are not sufficiently effective in identifying and responding to weaknesses in personal plans, risk management and call management. This limits assurance that issues are identified and acted on promptly, increasing the risk of missed opportunities to improve care and reduce potential harm. Strengthening audit processes in these areas is required to support safe, consistent and person-centred care.	20/05/26
Ineffective oversight of call scheduling and workforce planning means care staff are not consistently allocated sufficient travel time or breaks, particularly when working longer hours. This affects people receiving the full duration of their visits and limits assurance that care is delivered safely, reliably and in a person-centred way.	20/05/26
People's personal plans are not consistently accurate, up to date or outcome focused, and key risk information cannot be reliably relied upon to guide staff practice. Reviews have not been effective in responding to changes in people's needs, resulting in missed opportunities to identify and manage risks in a timely way.	20/05/26

CIW has not issued any Priority action notices following this inspection.

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