

# Quality Matters

Through its network of locally managed organisations, National Care Group (NCG) supports over 1100 individuals with complex support needs including mental health, learning disability and acquired brain injury in both residential care and supported living services across England and Wales.

NCG is committed to ensuring that quality and good governance is at the heart of what it does and that a positive culture across all the organisations operated within the group.

## Governance Explained

Governance refers to the set of rules, activities, controls management structures and policies that are in place to make sure all the components of NCG operate safely and within the law. These are constantly reviewed in line with good practice and anything else that may arise that is relevant to the sector.

Having good governance arrangements in place helps NCG manage risk but also continuously improve what it does.

Governance is the way that NCG puts systems and processes in place to make sure it knows how well the organisation is performing.

These are really important things that will help to ensure that NCG delivers the highest quality to the individuals it supports at all times.

## 3. Performance Management

This is how NCG checks what everybody is doing to see that things are remaining on track to deliver what is expected.

NCG has a set of objectives that set out how it intends to deliver its vision and mission. These are set annually and agreed by the Board.

The objectives are targets that are expected to be achieved in the year and focus on the individuals NCG supports, Quality, Finance and People.

The Executive Team presents quarterly to the Board on performance against objectives.

## What are the Features of Good Governance Across NCG?

- 1. Our Four Values** define who NCG are and show its determination to be the best in providing care and support services to individuals across



Passion



Empowerment



Respect



Collaboration

## 2. Line Management Structure and Accountability

NCG has a Board of Directors which is ultimately responsible for making sure that there is a strong focus on quality across NCG and for taking action when things are not working as they should.

The Board is supported and advised by the Executive Team who are responsible for the day to day management of NCG and all that goes on.

The Executive Team comprises of a Chief Executive, Group Finance Director, Chief Operating Officer, Quality Director and a Human Resources Director.

Locally, NCG operated through a network of well-established providers who are operationally managed and supported by an NCG Regional Management structure.

## 4. Policies and Procedures

The network of local providers that make up NCG all have a set of operational policies and procedures. These set out the rules and guidance about the standards expected of everyone working as part of NCG and what is acceptable and unacceptable.

Local policies are supported by a number of NCG policies that in general, focus on issues affecting working arrangements and sound financial management.

**“To be among the country’s best and most trusted care providers.”**

Over time, it is planned to simplify the number of operational policies across NCG drawing on the best local policies that are currently in existence. This will make it easier for the Board not only to be clear about the standards it expects to see, are based on best practice, but that it can ensure training and development is made available to support this across NCG.

### 5. Internal Audit and Feedback

In addition to regular inspection by external regulators, the network of local providers has in place systems for internally checking what is happening within services and to make changes if required. These systems help the NCG Regional Management structure understand areas for improvement and to make changes where necessary.

It is important that systems in place locally do respond to best practice nationally and as such NCG will review all systems in place to ensure that this is the case, with a view to introducing a single NCG Internal Audit Toolkit.

NCG welcomes feedback from all stakeholders to see what is working well and what does not. Compliments and complaints are important sources of information to help improvements to be made where necessary or to celebrate what is going well.

### 8. Continuous Improvement

NCG is committed to operating with a culture that supports continuous improvement. The approach to governance and quality outlined in this briefing sets out the foundations how this will be achieved.

NCG is committed to ensuring quality is at the heart of what it does but no matter how good current services are there will always be room for improvement.

In addition, NCG expects every member of staff who work as part of its network of local providers to consistently strive to achieve the highest standards for the individuals that are supported.

### 6. Risk Management

This is the way NCG looks at the risks it faces and puts plans in place to manage these. Good risk management and practice at all levels is critical to the success of NCG and its network of local providers.

An NCG Risk Register is in place which is updated regularly to show the type of risks currently existing and how these are being managed.

The main risks identified are presented to the Board for review on a monthly basis.

### 7. Learning and Development

This is how NCG looks at the skills of everybody working within and across it and plans and provides the opportunities for all to learn the skills they need.

NCG is committed to attracting, retaining and growing talent by investing in a whole range of learning and development opportunities for its staff.

#### Learning Points

How can you show that the values of NCG and your local service are put into practice every day? How could you evidence this?

When were the NCG and local values last discussed at a team meeting? How could you evidence this?

Have the NCG Corporate Objectives been discussed at a local team meeting and how do they support what you are trying to achieve locally?

What was the last check done on the quality of the service you work in? What did it tell you and what changed as a result?

How many complaints and compliments has the service I work in had recently? What did the tell you and what has changed?

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