

We have the functionality to change audits following any changes in Government guidance or as a result from a lessons learned incident.

It is important that systems in place locally do respond to best practice nationally and as such NCG will continuously review its systems and processes.

In addition to our electronic audit suite, we also have a team of Quality Business Partners (QBP) who will support local services but also be a critical friend when needed. The QBP's review internal audits, incidents, safeguarding's, regulatory notifications, and Never Events.

NCG welcomes feedback from all stakeholders to see what is working well and not working. Compliments, concerns, and complaints are an important source of information to help us improve quality, colleague development and outcomes for the people we support. NCG expects services to hold regular Your Voice Counts forums with people we support, and families and we also send out at least two surveys per year.

We continuously benchmark our governance and audit processes against national standards and following any Government reviews.

- **Risk Management**

This is the way NCG looks at and manages risk across the organisation. Effective risk management processes at all levels is critical to the continued success of NCG and its network of local providers. We have regional risk committees which feed into a national Risk and Governance Committee which is independently chaired for additional scrutiny.

NCG has a Never Events Committee to review any serious incident notifications across the organisation. This committee feeds directly into the national Risk and Governance Committee.

NCG is a member of the Restraint Reduction Network and it's committed to ensuring that the least restrictive practices are used when supporting people in our care. We are also fully committed to the STOMP pledge, which aims to minimise the usage of psychotropic medication.

Each regional operations director maintains a risk register which is updated regularly to show the types of risks and how they are being managed. Risk registers are reviewed through the Executive, Board and Risk and Governance Committees.

- **Learning and Development**

This is how NCG looks at the needs of the people we support and ensures our colleagues have the right skills to be able to support them. We have a robust strategy in place to ensure all colleagues have the opportunity to grow and develop.

NCG is committed to attracting, retaining, and growing talent by investing in a range of quality learning and development opportunities for all colleagues.

- **Continuous Improvement**

NCG is committed to operating within a culture which promotes learning and continuous improvement. The approach to quality and governance outlined in this briefing reaffirms our commitment and expectation of how this will be achieved.

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

NCG expects all colleagues to strive for excellence and maintain high standards of work at all times.

- **Striving for Excellence**

NCG has embedded a number of quality initiatives to promote best practice and strive for excellence.

All services have been supported to produce a Best Practice and Innovations Folder, this will help them showcase continuous learning, good governance, and person-centred outcomes for the people we support. We also have a Best Practice and Innovations group which is a representative group who look at implementing new initiatives across NCG.

The quality team facilitate a bimonthly online Quality Masterclass, where participants look at best practice and how it can be implemented locally.

#QualityMatters Briefing

Our continued approach to Quality, Governance and Keeping People Safe.



Our continued approach to Quality, Governance and Keeping People Safe

Mike Cleasby,
Quality Director of NCG

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Introduction

National Care Group (NCG) supports over 1250 people with complex support needs including mental health, learning disabilities, older persons, autism and acquired brain injury through a network of residential, supported living, day services and a college across England and Wales..

NCG continues its commitment to ensure that quality, good governance and keeping individual's safe is at the heart of our person-centred support. We strive to promote active support and a positive culture where people are supported to reach their maximum potential.

What is Governance

Governance is a system that provides a framework for managing the way we provide care and support across NCG. It refers to systems and processes we have in place to ensure NCG operates safely and within the law. This includes all of the policies, procedures, electronic systems, and governance meetings we have in place. These are continuously reviewed as we learn lessons from incidents, regulatory inspections, and other types of data. All colleagues within NCG have a vital role to play in the governance process as information on things like audits and incident forms play a key part in our governance process.



**National Care
Group**

Passion | Empowerment | Respect | Collaboration

What are the Features of Good Governance Across NCG?

They key features of good governance across NCG are:

- **Vision, mission, and values**

These define what NCG is here to do and how it wants to deliver what it does.

NCG has a clear **vision** – it wants to be among the country's best and most trusted provider.

NCG has a clear set of **values** – these are **passion, collaboration, empowerment, and respect.**

The NCG vision, mission and values show our determination to be the best and do the best for the people we supports, their families and wider stakeholders. We expect our colleagues to support people in a manner they would expect for one of their own family. As part of our approach we want to maximise the skills and potential of our colleagues, so they develop their careers with NCG.

- **Line management Structure and Accountability**

NCG has a Board of Directors who are ultimately responsible for ensuring that there is a strong focus on quality throughout the organisation, and for acting 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 service delivery and all operational matters.

The Executive Team comprises of a Chief Executive, Chief Operating Officer, Chief Finance Officer, Commercial Director, Quality Director, and a People Director.

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

We also operate a specialist Ofsted Registered College which is managed by a Principal and has as Advisory Board who support with governance arrangements.

- **Performance Management**

This is how NCG checks what everyone is doing to see things remain on track to deliver what is expected.

NCG has a set of corporate objectives that set out how we intend to deliver our 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 people we supports through Quality, Finance and People.

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

On an individual basis, it is expected that every colleague will receive regular supervision, appraisal, and team meetings.

How do we monitor performance?

We use data from a wide number of electronic systems to monitor progress against our objectives. In addition, the Executive and Board meeting at least bimonthly to report on progress. We have a Data Analyst who produces a monthly scorecard and other data to keep key stakeholders appraised.

- **Policies and Procedures**

NCG provides a robust suite of policies and procedures. These set out the rules and guidance about the standards everyone working as part of NCG must maintain, and what is acceptable and unacceptable. The policies are reviewed on a regular basis by the Executive to ensure they meet the very latest Government guidance and law.

- **Internal Audit and Feedback**

In addition to the regulatory inspections undertaken by CQC, CIW and Ofsted, we have a robust internal quality checking process to ensure we are meeting all legal requirements, keeping people safe and also delivering person centred outcomes. We use a number of electronic audits to support the local, regional, and national leadership teams to evidence good governance and provider oversight. (cont)