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Agenda item and Paper No.	6 CM/02/20/06
Agenda Title	Quarterly Change & People Update
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PURPOSE OF PAPER:

To provide the Board with an update on delivery against the transformation programme and the people strategy.

1. Summary

Key achievements over the last quarter include:

- Transformation vision signed off, infographic and engagement materials in design with a view to launching April 2020.
- Delivery progress maintained with milestone achievements across three major programmes & one project (Digital Foundations, Regulatory Platform, Intelligence Driven Enablers & Give Feedback on Care).
- Good advances made across multiple dimensions of the people strategy (People plan framework developed, Diversity and Inclusion strategy designed, Cultural enquiry fully underway).

2. Transformation Update

We have several programmes that form CQC's transformation agenda, performance highlights are as follows:

Transforming Our Organisation

This is a pivotal programme charged with delivering a new target operating model for CQC. Its role is to translate the new strategy into tangible change by determining what the organisation will do and how it will do it. A plan will then be developed to support CQC in transitioning from where it is currently to the future state.

The initial stages of definition are now underway, the first phase of which is to gain an understanding of the as-is view of CQC and determine the ambition for change. A series of design principles have been developed for testing which allow us to form a common view about the type of organisation we want to become. Once agreed these principles will help guide and inform the design of the model as it develops.

Regulatory Platform Programme

The Regulatory Platform programme has made good progress over the last quarter and is due to exit discovery shortly. The team have identified vast opportunities for smarter working through digital enablement and will use this insight to inform the technology selection for CQC. The focus of the programme now is to determine how best to implement the solution so that it delivers benefit to CQC colleagues as soon as possible.

Intelligence Driven Enablers Programme

This programme complements the work described above and is focussed on creating the data and insight foundations that are fundamental to CQC becoming intelligence driven. A core element of which is the creation of a new data architecture and tool set that will improve the quality, access, use and sharing of data across CQC and beyond.

We have also taken steps to optimise access to information for Inspectors by transitioning data to the cloud with good results, early evidence indicating a report run-time reduction from 8 minutes to under 1. Proof of concept work on our Expert Systems project has also completed which uses data science techniques to classify information, presenting back the most relevant insight to Inspectors, aiding targeted decision making.

Digital Foundations Programme

Work has continued at pace in moving towards a more flexible and modern infrastructure and we remain on track to transition to a new service from April onwards. The programme also completed its roll out of O365 in the last quarter which was positively received for the

improved capabilities it brought colleagues, in particular the collaboration functionality and enhanced assistive technology benefits. This capability has also been implemented on all CQC smartphones allowing colleagues to work and collaborate whilst being truly mobile.

Registration Transformation Programme

Registration continues to lead the way in testing a user centred design approach to developing end to end services. We are using this learning to inform how we scale up and implement new services that are conceived through the Transforming our Organisation Programme.

Over the last quarter the team have remained focussed on building the first new service for Community Care Providers and new Registered Managers with a view to entering private beta shortly. We have also established a model office to help develop, test and refine the first new service. The improvement strand of the programme is now also beginning to realise benefits by moving low risk application work to the National Customer Service Centre team. This has helped to release capacity within the Registration Inspectorate.

Improving Regulation Today Programme

The Improving Regulation Today programme holds a collection of projects that are designed to create a step change in the way we regulate today. This includes work to implement the new Mental Capacity Act Liberty Protection Safeguards (LPS) and pilot activity with providers to help us better understand how we regulate digital technology in health and social care settings today.

The team have also been reviewing our assessment framework and have proposed a series of incremental improvements that will be consulted on with external stakeholders from March 2020. More recently the programme has taken oversight of work associated with improving the regulation of closed environments.

QI Capability Building Programme

CQC's quality improvement programme is now well underway and is designed to build an organisation wide culture of learning and improvement. This is being delivered through a combination of training, to build the required skills in our teams; and projects to make improvements in our key performance measures.

The Gold-level quality improvement training programme concluded in February 2020 with 15 colleagues ending their expert-level training. The projects being delivered as part of the cohort include:

- Improving the timeliness of publication of inspection reports for sexual assault referral centres (SARCs) by removing unnecessary delays in publication and helping inspection teams to improve their processes

- Improving the interactions with CQC 'Innovation Champions' in order to better enable the identification and sharing of good practice in innovation and tech-enabled care in our inspections.

As the improvement projects come to an end over the next few months, these will be shared as case studies throughout CQC to inspire others and aid further learning.

Stand Alone Projects

In addition to the programmes outlined above, we have a number of standalone initiatives and would specifically like to draw attention to the progress made on the 'Give Feedback on Care' project over the last quarter.

Since the last reporting period the Give Feedback on Care (GFC) service has moved from being piloted with a minority of our users ('private beta') to being available to everyone ('public beta') on 13 January. This launch went smoothly and the team working on it have released two updates to the service since with improvements and minor bug fixes. The service has now received more than 10,000 submissions since May last year and takes us a way forward to ensuring that we have an 'always on' view of people's experience of health and social care.

3. People Strategy Update

People Plan

A new People Plan framework for CQC has been developed with the ambition of making CQC a great place to work. This has been approved by Resources Committee and has been endorsed at ET in January and shared with the Board in February. Progress is underway across a number of projects. Development of a supporting delivery plan and communications strategy is progressing now; we will launch this across the organisation in early Spring. There is a core focus on enhancing the experience of all our employees and reflecting fully on the insights we have from and about our colleagues.

Success Profiles

Development of a set of behaviours - Success Profiles - began in December with engagement at ET level. Workshops across all grades will define the behaviours for success at each level. This will inform line manager expectations, develop a reward framework linked to success profiles, and will help shape a development offer to build line manager capability. In the longer-term Success Profiles should help shape our approach to attraction, resourcing and managing performance.

Building Capability

Cohort One of the Professionalise Regulatory Standards Programme, which provides inspectors with a nationally-recognised level 6 qualification in regulation, have now completed the programme and related assessment and will be issued with their qualifications once received by the awarding body. We expect Cohort Two to start in May/June.

The Academy is finalising the delivery of our new Operational Safeguarding Learning to be rolled out to all Inspection colleagues. Personal Safety in High Risk settings also continues to be rolled out for our Inspection colleagues and work is underway to increase the numbers planned to be trained.

As outlined above, the QI Gold programme has now concluded and the Silver programme for 600 colleagues will commence in February together with the development of an eLearning Bronze programme for all CQC staff.

The Recruitment for Leaders programme commences in February; all recruiting managers are expected to undertake this to improve the quality and consistency of recruitment across the organisation.

Employee Engagement

The results of the 2019 People Survey were considered at the ET in January and shared with the Board in February.

Diversity and Inclusion

The Diversity and Inclusion Strategy 2020-2023 is launching on 5th March at an event in London following listening events with colleagues across CQC in December 2019 and January.

Change Resourcing

HR continues to support the resourcing of the change portfolio through a number of focused recruitment campaigns that target, in the main, candidates with digital / data skills and expertise. Some of these roles are more challenging to recruit because they are specialist and scarce skills, but despite this we are making good progress in this area.

4. Conclusion

We ask the Board to note progress in delivering what is an ambitious transformation and people agenda. In the coming quarter we will focus on:

- Launching the transformation vision and brand by April 2020.
- Re-gearing our portfolio priorities for the next financial year and optimising the change resource strategy.
- Fully mobilise and launch the people plan in early spring.
- Launch Diversity and Inclusion Strategy in March 2020.

