

<b>MEETING</b>	<b>PUBLIC BOARD MEETING 24 February 2021</b>
<b>Agenda item and Paper No</b>	<b>6 CM/02/21/06</b>
<b>Agenda Title</b>	<b>Quarterly Change &amp; People Update</b>
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**PURPOSE OF PAPER:**

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

**1. Summary**

Key achievements over the last quarter include:

- Progressing our work in Transforming our Organisation with the target operating model and high-level implementation plan signed off by the Executive Team; enabling us to progress to the next stage of our business case for this important work.
- Opening our new London Office which will see us co-habiting with partner organisations; creating a more collaborative environment in a modern and accessible work space.
- Mobilising the Finance & HR System Upgrade project which will transform our Finance and HR processes and tools.
- Introduction of the Workforce Disability Equality Standards setting out our commitment to improving the experiences of our Disabled colleagues.

- Refresh to our new talent approach building on the strong foundations we have in place to engage and inspire all colleagues to make the most of opportunities available to them.
- Introduction of the MINDs workplace wellbeing index designed to celebrate the good work we are doing to promote positive mental health and identify areas of focus to improve our approach.

## **2. Transformation Update**

We have continued progress in developing our operating model and stabilising our plans for delivery in key areas of implementing our strategy. Business Cases for Transforming our Organisation and Intelligence Driven Enablers are progressing through approvals and we are iterating our plans for the broader portfolio of transformation work; enabling us to create a stable portfolio environment within which we can implement our strategy over the next 3-5 years. Highlights for this period are as follows;

### ***Transitional Regulatory Approach***

We have taken rapid steps to advance our regulatory approach throughout the pandemic to ensure that it remains effective and fit for purpose in today's health and social care environment. Work on the Transitional Regulatory Approach successfully concluded in January, following the roll out of full training across the business. Our Executive Team made the decision to incorporate the future technical elements of the approach into our Regulatory Platform delivery and align the remaining policy work with the Transforming Our Organisation Programme.

### ***Transforming Our Organisation***

Our new operating model and blueprint were agreed by our Executive Team in December and work has now focused on the finalisation of the business case to set out the strategic intent that will help define our portfolio delivery over future years. A portfolio build exercise has commenced which will identify the programmes and projects that are required in order to build the skills and capabilities that we need to be able to realise our ambitious strategy. Our Executive Team have started hosting engagement sessions with colleagues from across the business led by our Chief Executive; sharing an early version of these plans for the future of CQC.

### ***Regulatory Platform Programme***

The regulatory platform will form a core, enabling element of the operating model and will be one of the primary means through which we drive optimised working practices in the future. The Programme has continued to focus on the core foundational aspects of the platform and critical Covid-19 work. The prioritised implementation plan is being revisited to allow the introduction of additional rigour in our approach to service design; ensuring the programme is being guided by the correct business blueprint and building the right things in the right order. Further work is also underway to help define and deliver greater visibility of benefits against the plan for delivery.

***Intelligence Driven Enablers Programme***

Much like the Regulatory Platform programme, the work of this team is central and fore to us achieving our ambition of becoming more intelligence driven in our regulatory approach. The Programme has been working on a proof of concept that will help inform how we scale the work and a business case setting out this approach as part of wider operating model implementation is expected in March.

***Registration Transformation Programme***

The new 'Register with CQC' digital service continues to be iteratively improved and scaled. The Programme is currently finalising the requirements for their next phase of delivery, allowing separate Registered Manager applications to be made, and will soon release details of a road map detailing what services will be delivered in the future.

Work continues on a pilot for the registering of Directing and Controlling Care providers with further progress expected in the coming quarter.

***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 by ensuring we remain aligned to major policy changes and priorities within operational delivery.

Following publication of the final Glynis Murphy report in December the Closed Cultures project are now planning the implementation of the recommendations into our operating model for High Risk services. The team have already been able to develop methods for recording and reporting out of hours inspection activity and are currently finalising resource to help support the assessment of care planning for people with learning disabilities and autism.

Work has also progressed on developing indicators that will help support inspectors' decision making in line with "Identifying and Responding to Closed Cultures" guidance; examples include indicators for remoteness of service and the use of restrictive interventions.

Work on the Liberty Protection Safeguarding project has restarted following discussions with the Department of Health and Social Care. The team are working through a range of policy and legal questions around how Liberty Protection Safeguarding will be implemented. Policy leads for the project are leading engagement sessions with internal and external stakeholders and providing input into the draft documentation for the department. An additional focus is being placed on developing the project business case which is expected to gain approval in late March early April.

### 3. People Update

#### Employee Experience

##### ***Talent and Career Pathways***

A review and refresh of our approach to Talent was conducted, working with colleagues within the organisation and representation from our Networks to gain feedback on both our approach and materials. This work supports and encourages all colleagues to focus on their career within CQC, helping us to identify and develop a more diverse talent pipeline and deliver our future strategy. We will deliver the first phase of our new talent approach this quarter.

##### ***Resourcing***

Work is underway to incorporate success profiles into our assessment process, allowing us to better support and understand a candidate's abilities and fit for the role. We have completed an independent review of some of our internal processes with a focus on diversity and inclusion. The recommendations are mapped into our Diversity and Inclusion plan.

##### ***Policy Review***

Seven key people management policies and procedures have now been revised. Our approach is collaborative, and engagement is proving effective. Each policy reflects feedback from across CQC, specifically the Equality Networks, Staff Forum and trade unions and external feedback is sought via Business Disability Forum, Stonewall and MIND.

#### Employee Insights

##### ***People Analytics***

Last year the 'CQC People Hub' was launched providing refreshed people metrics monthly across all Directorates to enable data driven workforce and people decisions. This has been well received and we are now beginning a review and refresh of the hub to ensure this remains relevant as we transform our organisation. This work will be launching in Q1 of 2021. We have also developed a data pack which will be shared with Board to provide an overview of progress on our key People metrics and priorities.

#### Inclusion

##### ***Workforce Disability Equality Standard***

The Workforce Disability Equality Standard (WDES) is an NHS standard which helps us understand and improve the experiences of disabled colleagues. We are implementing the WDES for the first time this year and have developed a robust action plan to address some of the key issues that have emerged.

### ***Workforce Race Equality Standard***

The Workforce Race Equality Standard (WRES) is an NHS standard which helps us understand and improve the experiences of colleagues from Black and Minority Ethnic backgrounds. We have developed an action plan for publication, linked to our Diversity and Inclusive Strategy and supported by the newly formed Action for Race Equality Group, which includes members from our Race Equality Network and D&I experts.

### ***Reverse Mentoring***

We have implemented a Reverse Mentoring programme for our Black and Minority Ethnic colleagues as part of our work on race equality. All senior leaders are currently being mentored by a BME colleague.

### ***Cultural Intelligence Training***

We commenced the roll out of Cultural Intelligence training for all our senior leaders and Non-Executive Directors.

### **Wellbeing**

The People Team provide data to directorates through a monthly wellbeing dashboard and quarterly committee reports to support the focus on activity locally through our People Leads. To normalise conversations on mental health and wellbeing delivered a series of 'Time to Talk' events in February and developed an animation which will be shared at the end of February. We participated in the MINDS Workplace wellbeing survey. This will inform MINDS recommendations on areas of focus in June 2021.

### **Line Management capability**

Work is ongoing to secure learning materials that will enable us to roll out new virtual learning within our Leadership and Management faculty. We anticipate that full roll out of the line management development pathway will begin from April 2021. As part of this we are also currently exploring our existing systems and processes that may be utilised for 360 feedback – this work is currently in test phase.

### **Leadership**

#### ***Success Profiles and My Performance***

Success Profiles are now integrated into our My Performance approach and colleagues are now creating task-based and behavioural objectives on the system. Over 2283 colleagues joined and engaged in the update briefings and they have been well received.

## Reward and Recognition

### *Recognition*

CQC's recognition scheme, which was paused for a period, has refreshed to develop a new scheme to underpin a culture that will help us to deliver our future strategy and enhance our ability to attract and retain the right people. Our refreshed approach is part of our ability to engage and motivate, inspiring excellence in collective and individual performance. The new scheme provides managers with the tools to issue instant recognition award vouchers for their teams, linking recognition Success Profile themes. This will also allow for peer-to-peer recognition and will encourage all colleagues to nominate others via the relevant line manager where they see outstanding behaviours.

### **4. Conclusion**

We ask the Board to note progress in delivering what is an ambitious transformation and people agenda, alongside our ongoing organisational response to Covid 19. In the coming quarter we will focus on:

- Finalising the business case for Transforming our Organisation.
- Establishing a robust governance model for the Portfolio that includes the role of a Business Design Authority; overseeing design decisions relating to our operating model
- Mobilising and securing approval for the Intelligence Driven Enablers business case.
- Developing the scope of the Portfolio and agreeing how this will be delivered; outlining the links to our strategy.
- Continuing to focus on the important inclusion and wellbeing agenda.
- Launch and embed Success Profiles into our recruitment activity.
- Progress our work on culture aligned to the Transforming our Organisation programme.
- Launch our refreshed recognition scheme.