

<b>MEETING</b>	<b>PUBLIC BOARD MEETING 20 MARCH 2019</b>
<b>Agenda item and Paper Number</b>	<b>5 CM/03/19/05</b>
<b>Agenda Title</b>	<b>Change Portfolio Quarterly Update</b>
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### **PURPOSE OF PAPER:**

This paper provides the Board with an update on CQC's change agenda in the following areas:

- Change & Improvement Portfolio 18/19
- CQC's People Strategy
- Portfolio Build for 19/20

## **1. Summary**

1.1 CQC has made good progress in delivering its change and improvement ambitions this financial year and laying the foundations for successful delivery in the year ahead. Highlights from the last quarter include:

- The procurement of a partner to build CQC's improvement capability which is due to complete in April.
- Completion of a rigorous portfolio build process for 19/20 and the creation of a portfolio that is prioritised and achievable from April onwards.
- One of our key transformation initiatives – Registration has progressed well and continues to model new ways of working in the development of digital products and services in CQC. The team completed their first Government Digital Service assessment (required to move from Alpha to Beta phase) in March 2019 and are due to exit Alpha shortly.
- Our People Strategy continues to make good progress across all five dimensions with tangible outputs and outcomes sighted under workload and wellbeing, attraction and retention and diversity and inclusion over the last quarter.

## **2. Change & Improvement Portfolio Delivery Update**

2.1 Improvement now forms a core and integrated element of CQC's strategic change portfolio which comprises of 37 projects and programmes in total. Over the last quarter the organisation has continued to invest in securing skilled resources to lead this

agenda alongside developing effective change and improvement practices. This investment has had a positive impact on performance, improving delivery confidence at all levels across the portfolio. A progress summary is provided below on each of the core components:

### **3. Quality Improvement (QI)**

3.1 We have a strategic commitment to building 'quality improvement' capability across the whole organisation and we are on track to achieve this goal through the delivery of four distinct initiatives that will be supported by a partner starting in April. These programmes are geared around two dimensions; building QI capability and improving operational performance.

3.2 **Capability Building Programme:** The scope of this programme is to create an organisation wide culture of learning and improvement whereby 20% of colleagues become skilled improvement practitioners. The programme design and cohorts are underway and plans are in place to onboard the new partner in April.

3.3 **Registration CI/QI:** This project is seeking to drive real time improvements into the performance of the Registration service today ahead of wider transformation deliverables, the initiative forms part of the Registration Transformation programme scope and a detailed update is provided under paragraph 6.2.

3.4 **Report Timeliness:** Plans are underway to conduct a more fundamental process redesign complete with digital solutions that reduce the effort required to produce reports in 2019.

3.5 **Consistency:** This project aims to improve judgements and interactions with providers and comprises of five workstreams 1) Consistent and improved induction for all directorate staff. 2) Observed practice/supervision on inspection across all directorates 3) improved consistency in IM/Peer review of reports. 4) Improved interview processes for operational staff including testing of skills relating to good provider interactions. 5) Development of a governance framework for consistency of judgements.

### **4. Improving the CQC User Experience**

4.1 We have worked extensively over the last quarter to improve the interactions that colleagues have with CQC's technology and systems, delivering a range of projects that are designed to make it easier to do the job and enable collaboration across a dispersed workforce.

4.2 Several initiatives fall within this category and are due to conclude within the next two months, examples include the Blackberry device where we are in the process of replacing it with a more usable mobile device. We are also working to establish a unified wi-fi capability that will enable seamless connection in all CQC offices. Furthermore, we are equipping offices with enhanced audio-visual capability to support more effective remote participation in meetings.

4.3 Looking ahead we are in the process of planning the roll-out of Office 365 across the organisation following a successful pilot. This project will enable more efficient and effective working practices across the whole of CQC, allowing dispersed teams to come together in a virtual workspace.

## 5. Delivering our Underpinning Digital Architecture

- 5.1 Much of our transformation in the future and our ambition to become intelligence led and digitally enabled is dependent on having modern infrastructure, systems and services that are scalable, adaptable and easy to maintain. We have a range of large scale initiatives in this space that are designed to drive improvements in performance today and create the environments of the future.
- 5.2 Our largest programmes in this space include the Future IT Services programme (FITS) and CRM replacement. FITS is a multi-year initiative that is designed to migrate all IT services into a new delivery model by 2020, we are currently in the process of scoping this work. CRM replacement is a complex, rolling initiative that seeks to transition existing functionality out of CRM into more suitable alternatives. The team have completed the discovery phase and are now in the process of writing a business case to secure funding. The programme will deliver solutions iteratively, prioritised on business need, starting with the Registration Transformation programme.
- 5.3 Post securing funding in November work has commenced on an upgrade and migration of our business intelligence platform to its cloud equivalent which will see several long-standing performance issues addressed over the coming months. We are also due to roll out new reporting and analysis capability in the next quarter which will provide the technology foundations for becoming intelligence led, delivering an enhanced reporting tool that maximises access to insight in an interactive, user-friendly way.

## 6.0 Delivering Improved Registration Services

- 6.1 Strong progress has been made in the Registration Transformation programme over the last quarter. The Programme Business Case was agreed by the Executive Team and an improved streamlined process for GP Add/Remove Partner and Cancel Registered Manager applications has been piloted and is being rolled out across NCSC. Advancements have also been made in integrating workforce design into the programme, alongside understanding the design requirements associated with directing and controlling care.
- 6.2 **Service Design** - The Service Design Team (SDT) are due to complete the final Alpha phase sprint for their first Minimum Viable Product (MVP) in March 2019. The MVP, orientated around registering new provider/registered managers for Community based Adult Social Care Agencies, will be iteratively developed and tested during a Beta phase starting in April 2019. The team completed their first Government Digital Service assessment (required to move from Alpha to Beta phase) in March 2019 and are currently awaiting the results of this exercise. A project business case is in production for the Beta phase and will set out expected timelines, goals to be achieved and measures to assess and report on value further to the operationalisation of the initial solution.
- 6.3 **Continuous Improvement/Quality Improvement** - The team are continuing to work through how they intend to frame the CI/QI work strand within the wider programme and will produce a project business case that will provide clarity around CI/QI work, resources required, benefits management/reporting and operating arrangements etc. Using lean techniques good progress has been made to date around the GP add/remove partner and Cancel Registered Manager activity. The team have also developed a 'Sandbox policy' – setting up teams to operationalise, evaluate and 'make normal' new processes and practices coming out of CI/QI and CI/QI Service Design

Team related work.

## **7.0 Becoming Intelligence Led**

- 7.1 We have a range of projects in the portfolio that are contributing towards our ambition to become intelligence led, some of which are about improving our access and use of data today and some are more visionary and transformational, demonstrating the art of the possible in the future. An example of this would be the work we have been doing in data science and exploratory analysis whereby we have been working with a partner to understand if this approach could be applied to CQC and the data the organisation holds, proof of concept work generated from this project will feed requirements for more transformative change in the future. Good progress has also been made on our Enabling Intelligence project which is geared around ensuring our data in shape, all in one place and easily accessible so that we can maximise its use in insight.
- 7.2 Under a new Programme Director, the Monitor Transformation programme has now conducted its pre-discovery phase to ensure the scope of Discovery is fully understood. The purpose of discovery is to ensure that there is an evidence base for change which links to clearly defined benefits so that we do not repeat the same issues that were incurred on the information collection projects earlier in the year. Pre-discovery research has demonstrated that transforming the Monitor service is closely dependent on the design and ambition of other services in CQC's operating model, as such we are now integrating the work into a holistic programme in the next financial year that is tasked with designing and implementing CQC's future regulatory model and organisational design.

## **8.0 Delivering Sustainable Change through Our People (People Strategy)**

- 8.0 Key to the work on delivering and sustaining change is ensuring we have a clear people strategy. There are several priority areas of work we are taking forward in year 2 of our people strategy and progress is summarised below:
- 8.1 **How CQC will adapt over the next 3-5 years to the changing nature of our work** - Work continues on our vision and will be reviewed when the new Director of People is appointed.
- 8.2 **Attraction & Retention** - Work was commissioned so we are better able to understand what attracts and retains people and assess if the organisation is getting best value from the total reward offer. We have undertaken a detailed review of our pay structures and have been able to start to implement some of the findings during the recent pay award. We have identified a small number of niche and critical digital roles that now warrant an attraction/retention allowance. This year we were also able to achieve the minimum wage as set by the "Living Wage Foundation" for all CQC colleagues.
- 8.3 **Workforce Strategy** – A draft workforce strategy was circulated to the Senior Leadership Team and was discussed by the Executive Team in on 19 November. There was broad agreement to the strategy which has become a live document but will be subject to further review once the new People Director is appointed.
- 8.4 **Workload and Wellbeing** – The work undertaken to provide a strong pipeline of Inspectors has closed for the moment, we have good candidates offer ready and continue to work with colleagues across the organisation to support establishment controls and management. The work on wellbeing is also making good progress and

includes:

- 'Building a sense of CQC Community' in each location – Workshops held in Birmingham and Nottingham this quarter.
- Development of reconnection events for new starters in first 12 months and people returning to work- currently surveying staff in first 3 months to understand what they would want from this.
- Workshop this week to engage people in the development of guidance to support people who've experienced a traumatic event.
- Development of good practice stories – Leeds community (March) inspector dealing with isolation (April) supporting someone during bereavement (May).

8.5 The National Wellbeing group held a workshop to combine the thoughts, ideas and capabilities which came forward from each Directorate. We remain committed to defining wellbeing as enabling CQC people to have good days at work, which puts performance at the heart of an individual's wellbeing. We are now exploring how we use our data to monitor and measure progress and we will share a draft 3-year strategy, building individual, manager and organisational capability, with the Health, Safety and Wellbeing Committee at the end of April.

9. **Diversity and inclusion** – We held further discussions with the Board in December and are currently recruiting a D & I expert to support us with this critical work. The network groups are playing an active part on recruitment panels and this will be reviewed to look at how this could be implemented further.

## **10. Portfolio Build Update for 19/20**

Over the course of the last 2 months CQC has engaged in an intensive portfolio build exercise to ensure that we have a programme of change and improvement which is prioritised and achievable in the next financial year. Much of the work detailed in this update will transfer across into the refreshed portfolio but the Board will see new additions which reflect our desire to become more innovative in the way we use technology to drive efficiencies, an example of this will be in the application of Robotics. Furthermore, a dedicated programme will be set up and assigned with developing CQC's future target operating model which will further drive transformation priorities in the years ahead.

## **11. Conclusion**

The Board is asked to acknowledge the steps that have been made in delivery of CQC's change and improvement portfolio in advance of the organisation commencing a more ambitious programme of activity from April onwards. As part of the next quarterly update the Board will receive an overview of the priorities contained within the new 19/20 portfolio.