

MEETING	PUBLIC BOARD MEETING 20 May 2020
Agenda item and Paper No	9 CM/05/20/09
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:

- Delivery progress maintained across the portfolio with 3 major programmes hitting critical milestones (Registration Transformation, Digital Foundations and Regulatory Platform).
- Leveraged new technology applications at scale and pace to support the response to Covid 19, introducing an Emergency Support Framework & Home Care data collection service.
- Transformation vision and narrative revised to reflect learnings from Covid 19 with a view to launching this across CQC from mid-May.
- Swiftly offering full support to our people to transition to working from home, including seconding colleagues out from CQC to support priority and clinical roles within health and social care

2. Transformation Update

In spite of recent events CQC has managed to maintain focus and momentum across its transformation priorities whilst also supporting the organisation's response to Covid 19.

Performance highlights for the reporting period are as follows:

Covid 19 Response

Teams mobilised in short succession to support wider government objectives in response to the Covid 19 pandemic. CQC stood up a data collection service for homecare providers using Microsoft technology to help inform the national picture on the impacts of Covid 19. We also introduced an Emergency Support Framework with the aim of providing targeted advice, guidance and support to providers during this unprecedented time.

CQC has learnt a vast amount over this period and from the interventions that have been put in place, this will now be used to inform our approach to recovery, the development of our new strategy and target operating model.

Transforming Our Organisation

This remains a pivotal programme charged with delivering a new target operating model for CQC. Its role is to translate the new strategy into a tangible delivery plan by determining what the organisation will do and how it will do it.

In April, the team delivered an important document for the programme called the 'as-is' state. This describes where the organisation is starting from and provides a summary of the challenges that exist within the current operating model. Following this, a period of focused engagement began with the executive team and senior leadership team. Over the coming months the programme will look to move into the next phase of work which involves determining high-level options for how CQC could look in the future, this will form the basis of the Target Operating Model.

Regulatory Platform Programme

The Regulatory Platform programme has continued to make good progress over the last quarter and is transitioning from discovery into delivery. The focus in the next 4-6 weeks is to onboard a new partner to support CQC in implementing a solution that optimises existing processes and delivers greatest benefit at the earliest opportunity.

Over time the platform programme will become more closely integrated with the Target Operating Model work, with implementation being driven by a future organisational design.

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.

The recent interventions introduced in response to Covid 19 have now accelerated our knowledge and understanding around how we might achieve this goal at a quicker rate. This learning is being reflected in a revised programme scope.

Digital Foundations Programme

Work continues at pace to transition CQC to more modern and flexible infrastructure having signed contracts with two technology suppliers. The programme is well into the delivery of the new infrastructure to support these services and has also commenced the transition of some of its business applications onto cloud hosting platforms. Further transitions are planned over the coming months to migrate the services and complete the exit from the legacy technology infrastructure and contracts, this will result in a better service for CQC colleagues.

Registration Transformation Programme

Over the last quarter the programme's service design team finished building and have now launched the 'Register with CQC' service, which is initially for new Community Based Adult Social Care Providers and associated Registered Managers. The new service is based on CQC and applicant needs. It has a simpler, clearer flow of questions and is quicker to complete without reducing the robustness of our regulatory assessment. The service has now entered a phase known as 'private beta' where feedback and data will be used to further refine and expand the service.

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 by ensuring we remain aligned to the changing health and social care landscape.

Over the course of the last quarter the team have focussed on developing our approach to regulating closed cultures. Work has also continued to understand what good looks like in terms of regulating technology in health and care settings, along with understanding how we might adapt and improve our assessment frameworks in the coming months.

QI Capability Building Programme

The Quality Improvement programme launched in 2019 with the aim of building an organisation wide culture of learning and improvement. This is being delivered through a combination of learning programmes, to build the required skills in our teams; and projects to make improvements in our key performance measures.

In the last quarter we successfully launched our 'Silver' QI Champions programme and the 'Bronze' online QI Essentials training within the organisation. Unfortunately, as a result of Covid-19 all face-to-face learning events have been paused, but a series of virtual bite-size sessions have been quickly developed and are now being made available to all CQC colleagues. Despite challenges brought about by Covid 19, two new projects have also been established to address complex problems, focussed specifically on:

- Improving the timeliness of creation and publication of inspection reports for hospitals by working with inspection teams to remove delays and redesign their processes
- Improving the efficiency and effectiveness of how operational and legal colleagues work together to deliver enforcement outcomes

3. People Strategy Update

Covid-19 Response

The People Directorate continues to support the organisational response to Covid-19, leading the Workforce Group to support colleagues through this unusual and difficult time. We developed, and have updated regularly, our policy position and advice for colleagues across a range of issues relating to the working environment and continue to review our position with leaders and trade union colleagues. In addition, the Academy has redesigned key learning products for virtual rather than face-to-face delivery.

People Plan Update

Alongside the Covid-19 people response, we have continued to deliver on the activities within the People Plan which are outlined below:

Employee Experience:

We have successfully delivered on our timeline to transfer our payroll activity to Northumbria Healthcare. Alongside this, we are progressing through the first tranche of our policy and procedure review work. Two policies were ratified this month; providing modern, clear and accessible policies with flow charts to support line managers and colleagues with interpretation and implementation.

Employee Insights:

An 'organisational health' People Data Hub has been developed and will roll out to the organisation next quarter. The data hub will provide real time performance dashboards for Senior Leadership Teams to inform decision making and will be supported by our HR Business Partners.

The 'Our People Survey' Pulse Check is launching on 14 May 2020 and is the first in a series that will be utilised throughout 2020 to allow regular opportunities to gather feedback from all colleagues. The data from the pulse surveys provide a regular measure against our people priorities, hear what is working well and what we need to improve to continue to make CQC a great place to work. The May pulse survey will include specific questions on the Covid-19 response and personal wellbeing.

Leadership and Change/ Line Management Capability:

We began work to develop a set of behaviours, Success Profiles, in December 2019. Workshops with colleagues from a cross section of the organisation helped to define the behavioural indicators at each grade. The Success Profiles created are now in the testing phase through a range of workshops to shape the final versions. Following the testing phase, the Success Profiles will be finalised and embedded in our people processes, supporting leadership and line management at all levels of the organisation.

Inclusion and Wellbeing:

Following the difficult decision to postpone the formal celebratory launch of the Diversity and Inclusion strategy in light of Covid-19, work has continued on a range of activities within the strategy. Mental Health Advocates have been identified and trained to support and signpost colleagues to our wellbeing initiatives.

Reward and Recognition:

A Task and Finish group continues to research how we structure our approach to recognition in the short, medium and longer-term. We are also compiling reward options and analysing our internal data to develop key principles for the future.

Organisational Design and Change:

The Organisational Design team continue to work with Transformation and Change colleagues on the 'Transforming Our Organisation' programme which is charged with the delivery of a new target operating model for CQC. The Organisational Design team are now developing a virtual programme of workshops to take forward a cultural inquiry across the organisation.

4. Conclusion

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

- Launching the transformation vision and brand by May 2020.
- Establishing our recovery programme by end May 2020.
- Testing and then launching Success Profiles.
- Launching our cultural inquiry.