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Agenda Title	Transformation Quarterly Update
Sponsors	Kirsty Shaw, Chief Operating Officer Mark Sutton, Chief Digital Officer
Authors	Amy Pritchard, Director of Transformation Hamid Kennedy, Registration Programme Director Bertie Williams, FRM Programme Director Jacqueline Jackson, Interim People Director

PURPOSE OF PAPER:

This paper provides the Board with an update on CQC's transformation agenda, it specifically covers:

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

1. Summary

1.1 CQC has made good progress in delivering its transformation agenda as set out in the Portfolio for 2019/20. Highlights from the last quarter include:

- Development of a transformation narrative that creates a shared understanding about what the change means in tangible terms for our people, service users, providers and stakeholders, using personas to bring the narrative to life.
- Building CQC's change and improvement capability through the creation of a PMO and the procurement of a Quality Improvement partner.
- Creation of a portfolio resource strategy meaning we will have the right people in the right place at the right time to support effective delivery of programme objectives and outcomes.
- Strong delivery progress against several core initiatives, notably Registration Transformation, Share Your Experience and the Future IT Services programme.
- Our people strategy continues to make good progress across all five dimensions with tangible outputs sighted under building organisational capability (professional regulatory services, future leaders and Quality Improvement) workload and wellbeing, and diversity and inclusion.,

2. CQC's Transformation Programme

2.1 Throughout Q4 CQC undertook an intensive portfolio build exercise to create a strategically aligned transformation programme for FY19/20. Consequently, we now have an ambitious change agenda that is designed to:

- Make it easier for our people to do their jobs.
- Make it easier for Providers to work with us, do their job and innovate.
- Make it easier for members of the public to use what we know to make choices about their care.

2.2 We have 36 initiatives in total that are designed to make this ambition a reality and a summary update is provided below against each of the core programmes. Over the last quarter we have been working hard to get the necessary foundations in place to ensure we are able to deliver on this ambition. This has included:

- The development of a communication and engagement strategy to support the delivery of our change agenda describing the how, why and what of the changes, so people feel informed and have the confidence to come with us on this exciting journey.
- The development of a resource strategy which will ensure that we have the necessary skills and expertise in place to deliver well.

3. Implementing an Improvement Culture

3.1 We have engaged a partner to help us develop our improvement capability and capacity at CQC, over the summer they will work with us to develop methods and a training programme that we can roll out across the organisation. We currently have four improvement initiatives in the portfolio two of which (report writing and registration) are well established and are starting to make a noticeable impact on performance.

3.2 We have appointed Debbie Westhead into a newly created role of Director of Improvement, Implementation and Evaluation. Debbie will oversee the development of our Improvement culture working closely with our Improvement partner, operational leaders and the Director of Transformation to drive a co-ordinated approach to Improvement across the business.

4. Improving the CQC User Experience

4.1 We have continued to focus on improving the digital user experience for our people, so that they have access to a modern, mobile, connected environment that is necessary for them to work efficiently and effectively. Highlights from this period include:

- The roll-out of new Samsung phones;
- Near completion of the lap top upgrade project; and
- progress on implementing Office 365 across the business, with the alpha phase covering 50 users and the beta phase covering 350 users thereafter.

5. Upgrading our 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 The future IT Services programme (FITS) is our largest programme in this space. It is a multi-year initiative that is designed to migrate all IT services into a new delivery model by 2020. A programme business case is now in final draft and starting formal internal approvals, with service requirements expected to be complete and ready to go to market by the end of June 2019.
- 5.3 CRM replacement is another complex, rolling initiative which seeks to transition existing functionality out of CRM into more suitable alternatives. The programme is currently under review with our new Chief Digital Officer, with a plan being formulated around how we might manage and implement this large-scale change.
- 5.4 In the more immediate term work is ongoing to update the business intelligence platform to address long standing performance issues. The first phase of this project is due to complete by Dec-19 and we are also undertaking a short project to maximise access to insight and intelligence through implementing new reporting capability.

6. Transforming our Registration Service

- 6.1 Good progress continues to be made across the Registration Transformation programme who are trail blazing the application of service design principles and agile methodologies in a large-scale operational service setting. The programme remains an exemplar, with learnings being adapted and applied to inform delivery methods in other areas of the portfolio.
- 6.2 Over the last quarter the Service Design Team has moved into a 'Beta' building and testing phase for the first new service related to registering new providers for Community Based Adult Social Care agencies. Work in the quality improvement strand has also progressed well with the team completing the prioritisation of an ideas backlog and framing the work through the production of a project business case. Valuable lessons about the time taken to design, implement and test improvements has been gained, assisting us in the production of a six-month roadmap of activities. The project team are in the process of recruiting additional change resources, which will increase capacity to undertake planned improvement work going forwards.

7. Designing Our Future Regulatory Approach

- 7.1 The Future Regulatory Model programme is currently forming and held its first Board with the three Chief Inspectors in late May. Fundamentally this programme is designed to determine CQC's future regulatory model so that we can continue to provide effective regulation, as the health and social care landscape evolves in the future. This will clarify what it means really for CQC to become intelligence driven, and in doing so also inform the organisations future strategic direction. This element of the programme

will comprise of three parts including:

- A Discovery Phase
- A Design Phase
- An Implementation Phase

7.2 To that end the programme has several projects underway that will help support the discovery and design thinking in this space. Many of these initiatives are focussed on maximising our access to intelligence to drive effective decision making, one such example is the Share your Experience project that is providing a platform for service users to give feedback about their care. This project, like Registration is currently in the private Beta phase but is due to move to public beta shortly where the service will be made available to live users.

8. Innovation

8.1 In addition to the activity outlined in this paper, CQC is also looking to promote innovation and has created capacity within its transformation programme to trial a series of initiatives in this space. As an example, we are testing the use of Robotics in NCSC, with the aim of using technology to drive efficiency and effectiveness gains by focussing it on manually intensive and repetitive tasks.

9.0 Improve the Experience of Our People

9.1 Key to the work on delivering and sustaining transformation is ensuring we have a clear people strategy. There are several priority areas of work we are taking forward this year and progress is summarised below:

9.2 How CQC will adapt over the next 3-5 years to the changing nature of our work -

A draft vision for our future desired culture and the work we need to do to realise the ambition will be shared with ET and form part of a discussion at an ET away day on 28th June.

9.3 Attraction & Retention - During 18/19 we undertook a detailed review of our pay structures, we were able to implement some of the findings in the recent pay award. We will do more work in this during the coming year to simplify our pay structures.

9.4 Workforce Strategy – This has been shared with the new People Director and will be taken forward when they join CQC in August.

9.5 Workload and Wellbeing – Work undertaken to provide a strong pipeline of Inspectors has now closed and we have a good supply of candidates offer ready. In June the Recruitment Oversight Group will commence and will meet weekly to assure and challenge that we are managing headcount and internal opportunities at an organisational level. Our Wellbeing strategy has been launched and we will baseline and track progress through wellbeing metrics. We have several positive experience stories that are published on the intranet and we are building a set of case studies for individuals and teams to use.

9.6 Diversity and inclusion (D&I) – A set of KPIs for diversity and inclusion for 2019/20 have been identified and will be tracked as part of our performance reporting. We are carrying out an evaluation of the use of independent panel members on executive recruitment, we would like to roll this out to recruitment of other grades of staff. The

Executive Team has renewed their support and endorsement of equality networks as core to the inclusion agenda, and this has been supported by the launch of a protected time policy for network chairs. Our D&I manager joined CQC this month and will be leading a piece of work to develop an internal D&I strategy.

10. Conclusion

The Board is asked to acknowledge the progress that has been made on implementing CQC's ambitious transformation agenda and welcomes any feedback on the work undertaken to date.