

MEETING	PUBLIC BOARD MEETING 18 July 2018
Agenda item and Paper Number	5 CM/07/18/05
Agenda Title	People Update for July
Sponsor	Kirsty Shaw – Chief Operating Officer (Executive Director Customer & Corporate Services)
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PURPOSE OF PAPER:

Board is asked to note the progress being made on key priorities in support of the CQC People Strategy.

1. Summary

This paper summarises the progress being made to date on 6 priority areas of work which are critical to delivery of the CQC people strategy.

2. Recommendation

Board is asked to note the update on the priority areas of work in support of the CQC People Strategy.

3. Discussion and Implications

3.1 CQC People Strategy

The People Directorate is responsible for: setting the policies and practices that impact on people who work at CQC; driving the cultural change that will enable us to adapt to the changing nature of our work and further embed our values and behaviours; creating an organisation that has improvement and learning at the heart of everything it does; and developing an inclusive and healthy environment where people genuinely want to work. Aligned to the CQC Strategy, over the next three years the priorities of the People Directorate are to:

- Ensure CQC improves its efficiency and effectiveness and adapts to the changing nature of our work with around 3000 employees and at a cost of £217m by 2019/20, drawing on its flexible pool of Special Advisors and Bank Inspectors;
- Enable CQC to use Quality Improvement to build a high performance culture so we recognise and encourage improvement, innovation and sustainability in care;
- Encourage CQC to be a well led organisation that delivers an intelligence driven approach to regulation and a single shared view of quality;
- Develop people's skills and capabilities so they can register, monitor, inspect and rate, enforce, offer an independent voice and manage our organisation; and

- Foster an inclusive and healthy working environment where everyone exemplifies the CQC values - excellence, caring, integrity and teamwork - so people feel motivated and proud to work at CQC

3.2 Update On Priority Areas In Support Of Our People Strategy

There are a number of priority areas of work we are taking forward in year 2 of our people strategy and progress is summarised below:

- **How CQC will adapt over the next 3-5 years to the changing nature of our work** – In light of the discussion at the Board dinner in April, I have drafted a paper on how the way we work will change over the next 3-5 years and the impact this will have on the people who work at CQC. The paper looks at the external and internal changes that are impacting on the way we work and the change we need to make to successfully adapt and deliver our strategy. The paper was discussed at an Executive Team Seminar on 10 July and is being shared with Board members for their views.
- **Attraction and retention** – The work has been commissioned so that 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 a set of draft proposals which we have tested with the Executive Team, Board and informally with Trade Unions. The proposals have been designed with affordability in mind and on the principle that no new money will be available and there will be no increases in fees.
- **Workforce Strategy** – Our approach to workforce planning until recently focused on us having a tight grip at the centre around workforce decisions to provide assurance that we were meeting our efficiency savings and taking a more consistent approach to workforce issues across CQC. I recently reviewed these arrangements and concluded that we needed to recognise the success in meeting our efficiency target but also enable greater agility on workforce decisions. An unintended consequence of the controls was that we were slowing down decision making, not filling vacancies quickly enough and exacerbating workload issues. We have therefore moved to holding senior people to account on the pay bill (as opposed to £s and headcount) and delegating decision making on the majority of people decisions to Directorates. In doing so we have created additional capacity in my team to undertake a more detailed piece of work on our workforce strategy for the next 5 years. This work has just started and will take account of our attraction and retention work as well as the thinking we have done on the changing nature of how we work in CQC. I expect that we will need to build on our first attempt as other work progresses. The Resources Committee has oversight of this work and will review the draft strategy in October I anticipate it will come to Board in **November or December**.
- **Workload and wellbeing** – in response to the 2017 people survey we took immediate steps to address some of the workload issues identified in the survey. This included a move to 'always on' recruitment so we had a steady pipeline of inspectors and we now have a good pipeline of candidates. We also invested £3.2m of non-recurrent funding in 2018/19 in response to changing levels of risk across the sectors. A recent pulse survey which asked

questions about workload, work life balance and wellbeing demonstrates there is still more to do. In parallel we have been undertaking some detailed insight and evidence gathering into the issues of isolation, connectedness and wellbeing in CQC, building on the work Directorates have already started. We will be using this to set our vision and plan of action for connectedness and wellbeing that will address the issues around the dispersed nature of our teams and the psychological safety that we need to create for people in CQC given the nature of our front line regulatory work. I anticipate that this work will come to ET in September and be ready to share with the Board in **October or November**.

- **Diversity and inclusion** – as set out at the Board session in March we want to continue to address issues of inequality within CQC where we find them. Roger Kline has undertaken a piece of work to look at the experiences of black and minority ethnic colleagues as a result of the data in the 2017 Workforce Race Equality Standard. Roger has produced a draft report and is now running a series of focus groups to share the report with colleagues and gain their input into the recommendations he has made. The draft report was discussed at the Senior Leadership Team meeting (a bi-monthly meeting for the Executive Team, Directors and Deputy Chief Inspectors) on 4 July. Members of the Race Equality Network also joined the meeting. The Senior Leadership team made a number of personal commitments to raise awareness of the report within their teams and take action to address the issues in the report. We will bring the report to Board for discussion in **September**.
- **Learning and development** – we continue to undertake an annual strategic learning needs analysis to identify our future learning and development needs. This draws on the insight of leaders as well as front line colleagues and builds on the thinking we have been doing about the changing nature of the work we do. Our investment in Quality Improvement Capability Building and the Regulatory Skills Programme will be integral to our learning plans as will the work we are doing on attraction and retention. In addition we are investing in the development of an aspiring manager's programme which will support career development for staff at grades D-B and aim to increase diversity at all levels of CQC. This year as part of the focus groups with colleagues working across CQC we have looked at the barriers to learning that people identified as part of our annual staff survey. The focus groups identified the clear link between workload pressures and barriers to learning. Our work on workload and wellbeing will help to address these but we will need to reflect more deeply on what we need to do in addition to ensure dedicated time is set aside if we want to truly become a learning organisation.

4. Next Steps

4.1 Next steps

In addition to focusing on business as usual activities that support people to give of their best, the People Directorate will continue to focus on the 6 priority areas of work over the next 12 months. We will continue to provide monthly updates to the Board on progress, including work on performance indicators to support each priority, and bring substantive items for discussion as indicated.

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