MEETING	**PUBLIC BOARD MEETING** **18 July 2018**
Agenda item and Paper Number	**5** **CM/07/18/05**
Agenda Title	**Digital & Intelligence Priorities Update**
Sponsors	**Kirsty Shaw, Chief Operating Office**
Authors	**Andrew Larter, Director Of Digital and Operations** **Pete Sinden, Chief Digital Officer**

PURPOSE OF PAPER:

This paper provides an update on the progress of our agreed Digital and Intelligence Priorities. The Board is asked to note the following:

- The creation of improved governance structures supported by a portfolio management office for CQC
- Prioritisation of change activities across CQC including Digital and Intelligence
- Delivery Progress in key areas
- An update on the website outage of 12th/13th June

Summary

1. Since the update provided to the Board in June, the following key events have occurred:

   - Improved governance structures have been put in place
   - The portfolio of change has been reviewed across Digital and more broadly
   - The portfolio has been prioritised based on business impact and delivery risk
   - Delivery continues where CQC outcomes are clear and capability is in place
   - The restructure of the Digital function continues with a full senior management team now in place

Governance Structures and Process

2. During the last quarter, CQC has put in place a Strategic Change Committee (SCC). This is chaired by the COO to bring together and prioritise all aspects of change across CQC. SCC now provides clear prioritisation, dependency management and direction setting across the operating model, supported by the existing Programme Boards.

3. A Digital Portfolio Board has been created to operate under the SCC to:

   - Ensure active oversight and assurance of the changes to core technology

- Drive the co-ordinated delivery of the technical components of programmes for Registration, Monitor and Inspect and Rate.

4. A central programme management office (PMO) is being established to provide the standard governance framework and transparent reporting required to actively govern a change portfolio commensurate at the scale of CQC's current work programme. A supplier has been appointed to work alongside the existing and newly forming PMO to rapidly put in place best practice standards for transparent reporting, metric driven benefits management and outcome focused delivery. This will provide the management information required to drive coordinated delivery across the portfolio.

Re-prioritisation of delivery activity

5. CQC has undertaken a review of the change portfolio. Proposed changes have been assessed to validate their strategic value and delivery complexity. This has sorted the portfolio into critical, high value 'must do' activities that need to continue and activities which need to be further understood or paused based on the level of delivery risk they currently present. The resulting priorities were presented to the Strategic Change Committee on 9th July and will be presented to the Executive Team on the 23rd July for approval. Budgets are being reviewed to ensure the affordability of prioritised work.

6. Further discovery work has been commissioned to seek clarity over outcomes and ensure effective engagement with users before investing further in some development activities, notably for Registration and Information Collection for GPs. This will put the programmes on a more certain footing. It will ensure that we consider the end-to-end design of the whole service and enable effective delivery of clear outcomes and benefits. Spending additional time planning is likely to reduce risk to delivery timelines.

7. Work is now underway to further specify the resourcing needs and to plan the effective sourcing of essential skills, through existing suppliers, while internal structures and processes are developed through the Digital restructure.

Delivery Progress

8. **Laptop device upgrade**: This work continues to progress well and where practical issues have been raised by staff, these have been addressed. The project has now issued more than 1500 laptops and the project remains on target to complete by the end of September. This will give staff the ability to begin a "digital by default" working pattern with the introduction of lightweight devices and modern productivity tools. The team continue to review the degree to which employees have benefited from the new opportunities that these tools provide. Once all employees have an upgraded device, CQC will begin to open up additional features of Office 365 to further enhance collaboration and remote and mobile working.

9. **Operational Business Systems**: Employees continue to suffer from the inefficiencies created by our legacy systems. We are investing £1.5M to continue to improve the performance of these services to make them more effective and efficient for our staff during their continued life, until we transition to new systems. This budget also funds essential changes to existing systems as a result of policy drivers. It is important that we maintain focus on underlying performance where possible and the Digital Portfolio Board will manage the balance of investment.

10. **Intelligence-driven developments:** Aspects of this work have continued at the planned rate, with significant benefit being delivered through the automation of Intelligence processes. Small discovery projects have been run to test theories and approaches to future model development. They are continuing to provide valuable insight. Updates on the progress of work by the Intelligence team that this joint Digital/Intelligence work enables are planned for the September board.

11. **Adult Social Care Provider Information Return:** This continues with its early rollout and user testing, with the numbers of users planned to further ramp up from September. The current development efforts are reviewing the overall user experience and extending the underlying platforms to ensure performance at scale as this work forms the basis of development efforts across the externally facing digital portfolio.

Website Outage

12. Board members will be aware that www.CQC.org.uk experienced an outage between 12th – 13th June. This resulted from a breakdown in processes leading to a failure to maintain continuous support from one component of the supply chain. Bringing systems back on line required the team to rapidly put in place a recovery plan to reroute internet services to bypass the component blocking live services.

13. A key principle of the Digital restructure is to consolidate all operational accountability and management under the singular ownership of the Head of Operational Business Systems. Once the new structures and processes are established they will provide the resilience required.

14. In addition, we have conducted a lessons learned review and have put in place both new processes and a plan to further improve resilience across a range of services.