

MEETING	PUBLIC BOARD MEETING 18 SEPTEMBER 2019
Agenda item and Paper Number	6 CM/09/19/06
Agenda Title	Change Portfolio Quarterly Update
Sponsors	Kirsty Shaw, Chief Operating Officer Mark Sutton, Chief Digital Officer
Authors	Amy Pritchard, Director of Transformational Change Hamid Kennedy, Registration Programme Director Gill Nicholson, People Director

PURPOSE OF PAPER:

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

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

1. Summary

1.1 CQC has made good progress in delivering its change and improvement ambitions as set out in the Portfolio Build 2019/20. Highlights from the last quarter include:

- Completed our first portfolio review with the purpose of reviewing existing programme performance alongside new and emerging initiatives to ensure we maintain a balanced and strategically aligned portfolio
- Good progress is being made on two key transformation initiatives – Registration Transformation and Digital Foundations (including Future IT Services and Office 365), as well as completion of three user-focused digital technology initiatives.
- Positive results were also achieved on the Give Feedback on Care project which successfully passed the Government Digital Service (GDS) beta assessment in and can now move into the next phase - 'Public Beta', being marked as an exemplar across Government.
- Ongoing delivery of our resource strategy based on our total portfolio demand, including support required from our operational teams to provide knowledge and expertise into projects and programmes.
- Working with internal and external partners we have developed and overarching engagement strategy for change and transformation.
- Our new People director started in July, and working on a refreshed people plan and workforce strategy.

2. Change & Improvement Portfolio Delivery Update

2.1 Our first portfolio review took place in August with the purpose of reviewing existing performance alongside new and emerging initiatives to ensure we maintain a balanced and strategically aligned portfolio.

2.2 Fourteen new proposals were received for consideration against a backdrop of 31 initiatives that formed the existing portfolio. Options for funding new proposals included re-purposing existing funding or increasing our financial risk tolerance by up to 20%. All projects were assessed and scored against original portfolio build criteria for consistency.

Exiting the Portfolio:

- Two areas of underperformance were identified in the existing portfolio where strategic alignment and benefit was no longer clear:
 - Future Regulatory Model programme
 - BiTech Upgrade - post phase 1
- It was agreed to disband these initiatives and re-purpose the funding to create a better blend of projects to re-balance to rebalance the proposal, and ensure alignment with the strategic direction.

Entering the Portfolio:

- We established 3 new programmes using re-purposed funds
 - Intelligence Driven Enablers (SRO: Mark Sutton)
 - Improving Regulation Today (SRO: Kate Terroni)
 - Transforming our Organisation (SRO: Kirsty Shaw), with oversight by ET Steering group
- It was also agreed to increase our financial risk tolerance to accommodate 2 further initiatives:
 - Fees Calculator (Q4)
 - NHS Survey Programme

Work is underway to scope and establish these programmes throughout September, with resource allocation and project planning then following.

2.3 CQC's strategic change and improvement portfolio has been re-structured to reflect new initiatives entering the portfolio and those exiting it, and now comprises of a total of 42 projects arranged under 7 programmes (See Annex 1)

A progress summary of the change initiatives supporting delivery of our priorities as set out in the 2019/20 business plan is provided below:

3. Build capacity and capability to delivery change and improvement effectively

3.1 The Quality Improvement and Implementation teams are fully recruited to with colleagues joining CQC throughout September and October. The QI programme has been rapidly developing over the summer and training in the QI Gold programme will begin in October.

- 3.2 Capability Building Programme:** The scope of this programme is to create an organisation wide culture of learning where everyone in CQC is engaged in improvement, providing support, tools and expertise inspiring and empowering people to sustainable improvement. The scope and plan for the work with Oakland is moving forward with pace.
- 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 6.3. A Head of Implementation and Implementation Manager is now in post and scoping out further activity to support delivery and the changes required.
- 3.4 Report Timeliness:** This project seeks to conduct a more fundamental process redesign complete with digital solutions that reduce the effort required to produce reports in 2019. Work across Adult Social Care and Primary Medical Services workstreams has successfully concluded. Performance KPI's for the Hospitals directorate indicate that further interventions are required to meet KPIs consistently and a plan is being established to address the issues with SDP as well as other aspects of the process. A baseline plan will be in place by the end of Sept-19.
- 3.5 Consistency:** This project remains on track and has an established membership of cross directorate colleagues engaged in the improvement work. Each of the four projects has an agreed aim statement and a defined scope following process mapping exercises with the aim of improving consistency around judgements, as well as the way CQC interact with providers.

4. Develop our programme of user-focused digital technology

4.1 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.

4.2 **Digital Foundations Programme** is our largest programme in this space. This programme brings together:

- Future IT Services (FITS) which is a multi-year initiative that is designed to migrate all IT services into a new delivery model by 2020,
- Office 365 which is on track to enable more efficient and effective working practices across the whole of CQC, allowing dispersed teams to come together in a virtual workspace
- Critical technology enablers to move to cloud hosting (Azure) for identity and access management and business applications.

Full programme planning is underway, and a programme 'plan on a page' has been created plotting key milestones and alignment across each of these areas.

4.3 **Regulatory Platform (formally CRM replacement)** is another complex, rolling initiative which seeks to transition existing functionality out of our core regulatory business systems into more suitable alternatives. The scope of the programme includes CRM, inspection scheduling (Cygnum) and report ratings publication (Secure

Digital Publisher). The programme business case was approved in principle at Resources Committee on 4th September, with further work underway on benefits realisation at an organisational level prior to further approval.

- 4.4 Several other initiatives in this category have now successfully completed, including the replacement of Blackberry devices, homeworker broadband and enhancement of audio-visual capability in meeting rooms, enabling more efficient and effective working environments for our colleagues.
- 4.5 The roll out of a new reporting and analysis capability is also underway that maximises access to insight in an interactive, user-friendly way.

5 Pilot and test new ways of working including approaches to efficiency and evolving our operating model

5.1 **Improving Regulation Today.** Projects under review in this new programme include Sandboxing of Innovative providers which proposes to run 3 sandbox pilots this financial year to inform how we better regulate technology and innovation in the sector, as well as changes to DoLS (called the Liberty Protection Safeguards - LPS) driven by The Mental Capacity Act Amendment Bill which increases CQC's scope and responsibility with implementation required by October 2020.

5.2 The Introduction of Robotics project is also underway which aims to enable Innovation by trialling the use of robotics to manage manually intensive and repetitive tasks, providing efficiencies at scale across CQC supports this strategic priority, along with a number of other ongoing projects which aim to increase efficiency across our internal operational systems.

5.3 **Transforming our organisation Programme** will look at 'what we do and how we will do it, who we are and how we will behave' as well as informing our future transformation programme (5+ years), working alongside strategy colleagues and the ET steering group.

6 Transform Registration

6.1 Progress continues to be made across the Registration Transformation programme, including refining and developing reporting mechanisms and investigating how benefits, outcomes and value can be effectively measured and reported on. The programme has recently established an Improvement project delivery group and has scheduled a cross-programme workshop on the impacts and next steps associated with registering directing and controlling care providers. Regular communications are being undertaken to highlight progress, encourage participation and drive forward the case for change with colleagues and wider stakeholders.

6.2 **Service Design** - Though the first 'private beta' phase is progressing slower than originally envisaged good progress has been made on building the first new digital service, which focuses on registering new personal care providers and registered managers. A model office to implement and test the new service is also being developed, while additional new digital services related to other provider types, are being researched and designed.

6.3 **Continuous Improvement/Quality Improvement-** Colleagues have now been seconded to work on the project from operational teams, which will increase the project

team's capacity to undertake planned improvement activities. Responsibility for a number of low risk applications have been transferred from registration inspectors to the National Customer Service Centre and improvements made in the processes used to validate Cancel Provider applications and in making minor and material amendments to applications.

6.0 Becoming Intelligence Driven

6.1 Intelligence Driven Enablers Programme. This programme supports our ambition to become intelligence driven. This includes the continuing work to upgrade our business intelligence platform and address long-standing performance issues which is due to complete by Dec-19. Other projects under review include creation of a dedicated analytic environment that allows new products and tools to be tested to ensure they meet business needs, and the development of online questionnaires for the NHS Survey Programme.

8.0 Improve the Experience of Our People

8.1 The new Director of People has now joined CQC and is building a refreshed People Plan which is expected to focus on the experience of our employees, reward and recognition and leading change. We are analysing our latest pulse survey results ahead a full people survey currently planned for the late autumn.

11. Conclusion

The Board is asked to acknowledge the steps that have been made in delivery of CQC's change and improvement portfolio, with an ambitious programme of activity continuing to be delivered and monitored across the year.