

MEETING	PUBLIC BOARD MEETING 16 September 2020
Agenda item and Paper No	6 CM/09/20/06
Agenda Title	Quarterly Change & People Update
Sponsors	Kirsty Shaw, Chief Operating Officer Mark Sutton, Chief Digital Officer
Authors	Amy Pritchard, Transformation Director Gill Nicholson, People Director

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:

- Launched ‘Our Shared Direction’ campaign which marked the first of many internal and external conversations that are designed to involve people in shaping the future of CQC and our ambition to become ‘World Class’.
- Maintained delivery progress across the portfolio with major milestone achievements observed across Digital Foundations and Transforming our Organisation.
- Rapidly developed and evolved our regulatory approach to build on the best of the interventions we introduced in response to Covid 19 and continued to support our people to work effectively and flexibly from home through the pandemic.
- Launched our Diversity and Inclusion strategy for 2020-2023 (Inclusion Pillar) and carried out a cultural inquiry across the organisation.

- Launched both the People and Analytics Data Hub and the Workforce Planning Dashboard (Employee Insights Pillar) providing clear insights for leaders on our organisational health.

2. Transformation Update

Whilst Covid 19 has continued to present challenge over the last quarter it has also offered immense opportunity for us to learn, adapt and evolve as an organisation. The performance highlights below capture some of the positive changes we are making as a result of the pandemic and how we are using key insights to inform our next strategy and future operating model.

Transitional Regulatory Approach

We have taken rapid steps to advance our regulatory approach to ensure that it remains effective and fit for purpose in today's health and social care environment. From September onwards we will begin rolling out a new monitoring approach which will provide a much wider view of quality beyond immediate risk. It will leverage the technology and methodology we used for the Emergency Support Framework and will be based on our existing Key Lines of Enquiry, specifically targeting safety, access and leadership in the first instance. We will build this out iteratively over the course of autumn to include additional areas of focus.

Transforming Our Organisation

Work to design a new operating model to support the delivery of our next strategy has advanced significantly with the team now entering detailed design. This phase will culminate in a blueprint towards the end of September which sets out how the model will function in practice to support realisation of the strategy and deliver value to those who use our services.

Much of our thinking to date has been driven out through intensive internal engagement around our ambition to become 'World Class', taking the very best of what we do currently and combining it with external stimulus to develop a design which is fit for the future and capable of continual adaption and evolution.

Regulatory Platform Programme

The regulatory platform will form a core, enabling component of the operating model and will be one of the primary means through which we drive optimised working practices.

We currently have a delivery partner supporting us on this pivotal work and are part way through a diagnostic phase which will generate a prioritised implementation roadmap. This will set out our approach for deploying the digital platform in a way that delivers greatest benefit at the earliest opportunity whilst remaining fully aligned to the future operating model.

Intelligence Driven Enablers Programme

Much like the Regulatory Platform programme, the work of this team is central and critical in us achieving our ambition to become intelligence driven. The initial focus is on designing a 'Proof of Concept' that will allow us to understand what CQC requires by way of foundational capability to achieve this ambition. The outputs from this phase will be used to inform a longer-term implementation approach which supports the delivery of the operating model and its associated components.

Digital Foundations Programme

The Digital Foundations programme hit a major milestone and closed out on the 28th of August marking our transition to a flexible, modern, cloud-based infrastructure as complete. This delivery has created a much improved and enhanced experience for CQC colleagues with over 80% of individuals deeming their experience of the new support services as 'Good'. This programme has also been instrumental in providing people with the tools to do their jobs to best effect, not least the ability to collaborate remotely through what continues to be a sustained period of disruption.

Registration Transformation Programme

To date the new 'Register with CQC' digital service has been scaled out to incorporate Community Based Adult Social Care Partnerships and Sole Traders on schedule. Early performance data would indicate the service is meeting its objectives of making it easier and quicker to register with us, with data demonstrating a 23% faster processing time and Providers deeming to be either 'satisfied or 'very satisfied' with the new service.

The feedback received during this phase (private beta) will be used to refine and optimise the service before more extensive roll out to a greater number of providers in public beta.

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 major policy changes and priorities within operational delivery.

Over the course of the last quarter the team have focussed on developing our approach to regulating closed cultures and responding to the recommendations driven out through two independent enquiries. Work has also commenced around whistleblowing and safeguarding to ensure practices remain fit for purpose and optimal.

QI Capability Building Programme

July 2020 marked the end of the first year of the Quality Improvement programme and the pursuit to build an organisation wide culture of learning and improvement. In this first year, the team have established a bespoke methodology, delivered a range of learning programmes, built the required skills in our teams; and facilitated projects to make improvements in the way we work.

In the last quarter the team identified the priorities for improvement in the year ahead, which align with the organisational strategic priorities, and have initiated a number of QI projects linked to them. These include transformation of our registration processes to support the Registration Transformation programme, improving our enforcement processes and improving the quality of data from the notifications we receive from providers. During this period, the team also made the 'Bronze' QI Essentials training available online as well as a series of virtual bite-size learning sessions which were attended by around 300 colleagues.

3. People Strategy Update

Transforming our Organisation Programme

To support the continuing work to develop our new target operating model with further detail outlined above we have completed a cultural inquiry to provide a baseline assessment of our current culture. The output of all workshops is now being analysed and the key insights from the will inform the next detailed stages for our operating model and our future strategy.

Leadership and Change

Success profiles, defining behavioural excellence, are being finalised and will launch in November 2020 provided a key framework to deliver our leadership aims and our future strategy. A leadership programme of events will be launched across Autumn/ Winter 2020 to support the implementation of success profiles and development of leaders as we transform our organisation. This programme is linked to the Line Management Capability, Reward and Inclusion pillars of the People Plan.

Line Management Capability

Line management development pathways are being established to align with Success Profiles. A number of development programmes will be launched from October/ November 2020. Academy colleagues have external accreditation to facilitate the delivery in-house of a longer-term programme allowing a flexible and tailored approach as we move towards our future strategy.

Employee Experience

The refresh of all CQC people policies by February 2021 is on track. An app will provide digital access for all colleagues to our new suite of modern and clear policies. Training and support for line managers is available as policies are refreshed.

Inclusion

Work is underway embedding our Diversity and Inclusion ambitions across the organisation with our immediate focus on inclusive recruitment activity, a development programme for leaders and establishing a new race equality action group to address concerns raised in listening events in June 2020.

Employee Insights

Our next Employee Voice Pulse Survey will take place in the autumn, providing all colleagues with an opportunity to offer feedback on their experience of working at CQC.

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:

- Implementing and evolving our Transitional Regulatory Approach from September onwards.
- Finalising the Target Operating Model detailed design and implementation options.
- Maintaining an ongoing dialogue internally & externally around 'Our Shared Direction'.
- Launching success profiles and embedding them across our leadership, line management and talent workstreams.
- Continuing to focus on the important inclusion agenda.