

<b>MEETING</b>	<b>CQC Public Board 20 November 2019</b>
<b>Agenda Item Paper Number</b>	<b>5 CM/11/19/05</b>
<b>Agenda Title</b>	Corporate Performance Report (September 2019 & Q2)
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**PURPOSE OF PAPER:**

Actions required by the Executive Team:

- **Note** 19/20 performance (to September 2019), highlights and areas we are under plan.
- **Note** financial position.
- **Comment** on the areas of Performance where we are under plan and action.

**IMPACT:**

The Performance Report covers the commitments set out in our 2019/20 Business Plan and describes the progress made. Where we are under performing stakeholders will want to be assured there are adequate measures being put in place to improve the position.

**1. Summary**

1.1 This paper and annex summarise performance in 2019/20.

1.2 The Performance Annex – September and Q2 (Annex 1) gives an overview of:

- Performance against Business Plan targets;
- Delivery of Business Plan milestones;
- Progress against Internal Audit recommendations

**2. Recommendation**

2.1 It is recommended that the Board **note** the 19/20 performance to date, and **comment** on the areas where are under plan.

**3. Discussion and implications**
**Public and Providers**

**3.1 Registration:** Performance against timeliness of new, variation and refusals improved in September, with cancellations declining slightly (slide 4). However, overall YTD performance has dipped below target for all four types. Volumes of cancellations processed in month dropped significantly, whilst volumes of new and variations remained relatively consistent with previous months. Timeliness of

refusals reached its highest this year at 32.56% in KPI, despite a 70% increase in volumes compared to the Q1 monthly average. Change and continuous improvement programmes are in place and reported separately to the Executive Team.

**3.2 Inspections:** In September, PMS and Hospitals continued to deliver on their commitment for return to ratings by undertaking over 90% of inspections within KPI (slides 6 & 8). Delivery of requires improvement inspections in PMS however dropped to 79% in the month of September.

ASC continue to deliver inadequate and requires improvement inspections within KPI, in line with their risk prioritisation guidelines (slide 7). Return to good and outstanding dropped below KPI this month, unable to sustain the improved and above KPI performance for outstanding inspections seen in July and August.

**3.3 Urgent Actions:** In September, we responded to 68% of urgent actions within 3 days against a target of 70% (slide 10), a decline of 2% from August.

**3.4 Safeguarding:** This month, safeguarding alerts stood at 100% against a target of 95% which has been consistently achieved this financial year. Concerns requiring mandatory actions within 5 days continue to increase, bringing YTD performance nearer target at 91% (slide 12).

**3.5 Ratings:** To date there have been four suspension of ratings between April and September 2019.

**3.6 Reports:** YTD 89% of reports have been published within KPI, nearing the target of 90%. ASC (slide 16) and PMS (slide 14) continue to perform above target, with a median number of days to publish at 29, however September volumes were at their lowest since April.

Hospitals performance improved steadily throughout Q2, with 56% of reports published in KPI in September, the second highest this year (slide 15). Volumes were in line with the Q1 average. Issues with digital publisher which may impact reporting remain unresolved but are still under investigation.

### **Processes**

**3.7 IT Issues:** Cost of time lost to IT issues has increased each month since July with all IT issues within September costing £78,420 (slide 18). This is the highest costing month since the start of the financial year, after the peak in June, and is due to technical issues encountered CQC-wide following the SharePoint/OneDrive migration.

### **Finance**

**3.8 Finance Revenue:** CQC revenue budget has a net under spend at the end of September of £2.7m and is projecting a full year surplus of £0.2m (0.1%).

The net financial position for 2019/20 consists of a projected under spend on revenue expenditure of £1.8m and a deficit on income of £1.6m. The deficit (0.7%) is a result of changes to registered providers compared to budget planning.

Earlier concerns over our financial position have eased following resolution of disputed estate charges and active financial management by the executive team and budget holders (slide 20).

**3.9 Finance Capital:** Expenditure to date is £5.1m, with a forecast of £14.8m against a full year budget of £15m.

### **People and Learning**

**3.10 HR:** Turnover is currently 11% and is within the target range of 10-12% (slide 23). Sickness levels remains low at 3.73% (slide 25).

### **Risk Register**

**3.11** The CQC Risk Register is now available within the Power BI Dashboard.

**3.12** Risks relating to Change and Improvement (R4, R5 and R13) are closely monitored. At present only R13 is red rated.

**3.13** New mitigations have been noted for R3 (Effective operating model). These reflect the range of work we are undertaking to improve how we regulate mental health, learning disability and/or autism services so we can get better at spotting poor care and at using the information people give us.

**3.14** The likelihood of risk R12 (Market Oversight) has been increased to high, so overall the risk is now rated at 16. Recruitment and retention continue to be problematic. Options are being explored and it is intended the risk will be reduced in severity in the next quarter (Q3).

**3.15** The impact of risk R6 - People Engagement and Well-Being has been increased to medium – overall score 6. Further analysis will be undertaken in the light of the annual survey this autumn.

**3.16** R16 - EU Exit - Rating unchanged. While the deadline for agreeing a deal with the EU for the UK's exit has been extended to 31 January 2020, a no deal exit remains the legal default until a deal has been agreed by parliament in law, which will be dependent on the election results, and parliamentary procedure on EU exit will now most likely not happen until January.

**3.17** R17 - Impact of general election - rating high because of potential impact on funding approvals

**Internal Audit Actions**

**3.18** A summary of internal audit action plan progress can be found within the Power BI Dashboard.

**3.19** There are 15 internal audit plans that we are tracking across CQC. There are no actions to report on for HWE. We report on progress by the number of individual actions within plans. For the 15 open action plans, there are a total of 135 actions. At the end of Q2, 80 actions (60%) are closed, 37 (27%) are on track and 18 (13%) are overdue. In all cases of overdue actions, directorates can manage the risks of delay in delivery.

**4. Conclusion and Next Steps**

**4.1** Board will continue to be appraised of performance monthly.