

MEETING	CQC Public Board 20 November 2019
Agenda item Paper No.	6 CM/11/19/06
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:

- Transformation engagement strategy and vision developed for further refinement with internal & external stakeholders over the next month.
- Strong delivery progress across three major programmes & one project (Digital Foundations, Registration Transformation, QI Capability Building & Give Feedback on Care).
- Acquisition of critical roles and capabilities needed support delivery of the transformation priorities.

2. Transformation Update

We have several programmes that form CQC's transformation agenda, performance highlights are as follows:

Transforming Our Organisation

Scope definition is underway for this programme with a view to commencing activity from January 2020. The primary goal of this work is to determine how the organisation can best be organised, to more efficiently and effectively deliver CQC's strategy now and in the future. It will provide a vital anchor for successful transformational change going forwards and will be the vehicle through which we drive a more fundamental step change in our regulatory approach in the future.

Regulatory Platform Programme

Having secured internal approvals this programme is currently navigating the necessary external approvals to commence a discovery phase which will inform how we replace the end to end technology solution that currently underpins our core regulatory practices (incl CRM). This is primarily a business change programme that is supported through effective digital and technology enablement. It is closely coupled with the work being undertaken in the Transforming our Organisation Programme so that we deliver capability that is flexible, adaptable and able to accommodate future change.

Intelligence Driven Enablers Programme

This programme complements the Regulatory Platform programme and is focussed on creating the data, technology and insight enablers for CQC to become intelligence driven. Its primary goal is to maximise insight from the data we hold and use this to support more impactful, consistent decision making in line with our purpose. We expect elements of this programme to mobilise from December onwards following in-depth scoping and approvals.

Digital Foundations Programme

We have made substantial progress over the last quarter in moving towards a more flexible and modern infrastructure whilst equipping our people with tools that make it easier for them to do their job and collaborate whilst they are on the move. To date we have:

- Rolled out Office 365 across the majority of our workforce introducing functionality such as 'Teams' and 'SharePoint' to enable more dynamic interaction and access to files anytime, anywhere from mobile devices.
- Begun the move of Office 365 and Outlook to J6 Smartphones allowing colleagues to collaborate and always stay connected regardless of location.
- Invested in meeting room technology and Wi-Fi installation across our main sites to deliver an improved meeting experience.

Registration Transformation Programme

Registration continues to lead the way in testing a user centred design approach to developing end to end services. We are using this learning to inform how we scale up and implement new services that are conceived through the Transforming our Organisation Programme.

Over the last quarter the team have remained focussed on building the first new service for Community Care Providers and new Registered Managers with a view to entering private beta shortly. We have also established a model office to help develop, test and refine the first new service.

Improving Regulation Today Programme

This programme is focussed specifically on driving targeted regulatory interventions within the confines of our existing strategy. Over the last quarter we have focussed on scoping the change needed to implement the new Mental Capacity Act Liberty Protection Safeguards (LPS). This work includes designing and costing a new monitoring model and looking at how we resource the operational impacts from the increase in scope in terms of sectors and care settings.

We also began three sandbox pilots with providers to help us better understand how we regulate digital technology in health and social care settings. This activity is expected to conclude by February 2020 and focuses on clinical digital triage (where some element of triage is automated); the use of machine learning in diagnosis and screening; and umbrella organisations that connect people who use social care with personal carers.

QI Capability Building Programme

CQC's quality improvement programme is now well underway and is designed to build an organisation wide culture of learning and improvement. This is being delivered through a number of training cohorts, the first of which commenced in October. Fourteen projects were identified as part of this phase and we expect to see tangible improvement driven out from January onwards, example projects include:

- Report Production Aim: to identify and address changes that will improve report timeliness in the Hospitals Directorate.
- NCSC Fulfilment Aim: to assess the possibility of removing the fulfilment centre in favour of a self-service approach to improve the efficiency of correspondence and utilise our resources more effectively.

Stand Alone Projects

In addition to the programmes outlined above, we have a number of standalone initiatives and would specifically like to draw attention to the progress made on the 'Give Feedback on Care' project over the last quarter.

During this time the team have been working on taking the new service from being tested by a minority of users ('private beta') to being the default option used by everyone ('public beta'). We received confirmation from the Government Digital Service that we had passed the assessment allowing us to do this at the start of September. Since then, we have increased the proportion of people using the new service – helping our colleagues in NCSC reduce the time they spend processing information. Over the next few months, the team will be:

- Launching the service to all our users, monitoring any problems experienced with it and reporting on its performance.
- Working with colleagues in Intelligence on integrating the service with the iHub platform so the data can be analysed and used as insight.

3. People Strategy update

People Plan

A new People Plan for CQC is being finalised and has at its core a focus on enhancing the experience of all our employees, an approach to reward and recognition that allows us to attract and retain people with the right skills, targeting our approach to building line management and leadership capability and a D&I Strategy that creates an inclusive organisation.

Change Resourcing

HR is supporting the resourcing of the change portfolio through a number of focused recruitment campaigns that target, in the main, candidates with digital / data skills and expertise. Some of these roles are more challenging to recruit because they are specialist and scarce skills. By utilising the full range of attraction and sourcing tools available to us, including working with specialist agencies and utilising contingent labour frameworks, we are making good progress in this area, despite the challenges.

Employee Engagement

The results of the summer pulse survey included positive feedback from colleagues about the understanding of CQC's future direction, being engaged with and discussing the change agenda and feeling positive that changes being made will make it easier to do our jobs. The results also showed a drop in positive scores around the Executive Team providing clear leadership and direction; some immediate actions have already been taken to improve this.

The 2019 annual People Survey is live throughout November, and this is an opportunity for colleagues to provide feedback on all aspects of working at CQC. The results of this survey will also be hugely important in informing our future people strategy.

Diversity and Inclusion

We have developed an overall framework for the first CQC Diversity & Inclusion strategy, following months of engagement with internal and external stakeholders. The aim is to set a clear ambition for CQC as a truly inclusive place to work and bring together our existing action plans on diversity and inclusion under a single strategy. The strategy will focus on 4 key strands: developing inclusive leadership and accountability, inclusive policies and practices, inclusive culture and inclusive engagement. We continue to develop the detail underneath this framework.

Wellbeing Strategy

We undertook a 6-month review of the CQC Wellbeing Strategy, taking stock of progress to date across the organisation and particularly around developing and using data to drive improvement activity. During October we also delivered an on-line campaign connecting the promotion of CQC's wellbeing activity with Public Health England's launch of a national campaign on mental health and self-care – Every Mind Matters. This was a very successful campaign, supported by local activity across directorates.

Building Capability

The Professionalising Regulatory Skill Programme has commenced with a cohort of 16 Inspectors. This programme delivers for the first time a national qualification (Level 6) for inspectors undertaking enforcement activity and will be available for over 100 Inspectors over a two-year period.

We are also over the mid-point in our development and accreditation of 120 level 5 coaches. Once qualified, people will provide coaching to individuals across the organisation on a wide range of development areas; this provision of support will be aligned to our successful mentoring framework which has been in place for over 4 years.

The Shaping our Future leaders programme, designed for aspiring managers, is now approaching the mid-point of the programme delivery and is receiving excellent feedback. All 103 participants were identified as part of our talent management process.

4. Conclusion

We ask the Board to note progress in delivering what is an ambitious transformation and people agenda. In the coming quarter we will focus on:

- Launching the transformation vision and brand in January 2020.
- Mobilising the work to design CQC's target operating model (Transforming our Organisation).
- Undertaking an assessment of our culture across CQC.
- Calibrating the portfolio to consider priorities driven out through business planning.
- Continuing to invest in building our capability and making CQC a truly inclusive place to work.