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Agenda Title	Change Programme Update
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PURPOSE OF PAPER:

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

- Change portfolio delivery.
- Registration Transformation delivery progress.
- CQC's People strategy.
- Quality Improvement progress.

1.0 Summary

1.1 There continues to be good progress in delivery of our change portfolio that has at its core, digital and registration transformation, delivery of our people strategy and quality improvement (QI).

- Work to quality assure the change portfolio has concluded and we now have a baseline plan in place that takes into account delivery constraints. The plan was reviewed and agreed by the Strategic Change Committee (SCC) on the 12th of November
- One of our key transformation programmes is Registration, which has now moved to the early (Alpha Delivery) phase where we will commence the build of prototypes that we can then test with users and wider stakeholders. This commenced on the 31st October 2018.
- We are preparing for a programme level 'discovery' across the Monitor and Inspect & Rate parts of our operating model in order to shape a strategic case for further investment in change across these areas.
- We continue to deliver on our People strategy with tangible outputs and outcomes. Our workforce strategy is in development, further work is underway to review our diversity and inclusion strategy and further feedback on the impact of the strategy will be available from our 2018 People Survey.

- Quality Improvement continues to be an integral part of our change agenda, improving flow and accelerating delivery of our change portfolio. The team are working on agreed signal projects which include Report Publication, and Registration applications through the NCSC.

2.0 Change Portfolio Delivery Progress

- 2.1 Work continues to deliver the change portfolio with a keen focus on;
- a. improving the CQC user experience;
 - b. upgrading our underpinning digital architecture
 - c. delivering improved registration services
 - d. Improving how we collect information from providers
 - e. Delivering sustainable change through our people
 - f. Embedding Quality Improvement as part of our ongoing approach to change

2.2 Improving the CQC user experience

- 2.3 Building on the successful rollout of role-specific devices and the upgrade to Windows and Microsoft Office, a comprehensive programme of change and development has been developed to improve the overall experience of users of CQC's technology and systems. This will include the migration of Microsoft Office to the cloud with the addition of new collaboration and storage capability.
- 2.4 We will also replace the current Blackberry device with a more usable mobile device, a device is currently being piloted and subject to the outcome of this should begin to be rolled out before the end of 2018. **We are also working to establish a unified wi-fi capability that will enable seamless connection in all CQC offices**, and we are equipping a number of offices with enhanced audio-visual capability to support more effective remote participation in meetings.

2.5 Upgrading our underpinning digital architecture

- 2.6 Outside of this programme but again linked to user experience we plan to fund work to improve the performance and responsiveness of our existing systems whilst progressing with plans to upgrade these services to cloud alternatives in line with our overall architecture strategy.
- 2.7 **We have secured funding to begin work in November on an upgrade and migration of our business intelligence platform to its cloud equivalent** that will see several long-standing performance issues addressed. The upgrade will also make new features available that will further improve user experience. Our hosting strategy will see the phased migration of all CQC's services to alternative hosting provision over a rolling programme. Hosting will be delivered on 'cloud first' principles with consolidated to preferred suppliers wherever possible.
- 2.8 We have also begun planning the work to migrate the functions currently provided by CQC's CRM to more suitable alternatives. This will be a complex programme delivered on a rolling basis and prioritised according to business need, starting with the needs of the Registration Programme.

3.0 Delivering improved registration services

- 3.1 On 8th October the Registration Transformation Programme Board agreed that the first service to move into an Alpha (prototype) development phase would be 'Registering a new provider: Straightforward path'. **The Service Design Team (SDT) have now completed the Alpha Inception Phase** for this work and selected the first sector to be explored under the new service as ASC Domiciliary Care Agencies (DCA).
- 3.2 **The Alpha delivery phase commenced on 31 October 2018** and will initially concentrate on exploring common question protocols across all sectors, as well as registered manager questions, prior to then focusing on ASC DCA. The Alpha will seek to demonstrate that the prototyped service we want to build is technically possible and that we have a clear understanding of how the service will integrate with or move away from legacy systems. The SDT have produced a high-level Roadmap setting out an indicative timeline for a series of sequenced workstreams (of which Registering a new provider: Straightforward path is the first) which also highlights key dependencies and enabler activities.
- 3.3 The Registration Transformation programme will retain strategic oversight of the work being undertaken by the Continuous Improvement/Quality Improvement (CI/QI) team. **Terms of Reference (ToR)** for this work strand are due to be produced in November 2018. The ToR will look to set out what type(s) of work will be undertaken under CI/QI, how this work will be delivered and who will deliver this work. It will also highlight how CI/QI will work with SDT to improve processes, content and communications to support the new Registering a new provider service.
- 3.4 In October an initial CI/QI workshop was held to explore how we can significantly improve the KPIs for four application types, which have been identified as particular pain points for staff and providers. **The team have now started testing applications** and over the coming weeks we will begin to drive out inefficiencies. processes, policy and practice.

4.0 Improving how we collect information from providers

- 4.1 Throughout September we undertook a thorough review of the ASC Provider Information Return project to identify how close the system was to what we were aiming for and to inform proposals for taking the project forward, this follows a similar review we undertook in August on the GP Provider Information Collection project. **The review revealed that there is more work for us to do to ensure the system delivers the benefits we want for providers and CQC** particularly so it allows more frequent and a two-way exchange of information.
- 4.2 As a result we have decided to undertake additional work to explore how we can best collect information from providers to deliver the right benefits. We will do this as part of a programme wide Discovery across the Monitor and Inspect & Rate parts of our operating model. This activity will generate the evidence base for change and will determine the nature and sequence of delivery thereafter.
- 4.3 The new approach follows the same method utilised by the Registration Transformation programme and we are currently in the process of scoping a Preparation phase to drive the programme wide Discovery. We have hired a Programme Director, who joined CQC on 12th November, to lead the shaping and delivery of the plan. The programme plan will be re-baselined once the Preparation phase has concluded and the scope of Discovery is understood.

4.4 Development of the Information Collection service has been a learning process for CQC and **we will be taking forward an evaluation of the project to identify where we can improve going forward.** We remain committed to delivering services that meet the needs of providers and CQC staff and delivers clear benefits for both groups.

5.0 Delivering sustainable change through our people (People Strategy Delivery progress)

Key to the work on delivering and sustaining change is ensuring we have a clear people strategy. There are several priority areas of work we are taking forward in year 2 of our people strategy and progress is summarised below.

- 5.1 **How CQC will adapt over the next 3-5 years to the changing nature of our work** - work continues our vision and this was a key theme at our leadership conference on 7 November which many Non-Executive Board members attended.
- 5.2 **Attraction & Retention** - The work has been commissioned so that we are better able to understand what attracts and retains people and assess if the organisation is getting best value from the total reward offer. We have undertaken a detailed review of our pay structures and have a set of draft proposals which form part of our negotiations with the Trade Unions.
- 5.3 **Workforce Strategy** – A draft workforce strategy has been circulated to the senior leadership team and will be discussed by the Executive Team in on 19 November.
- 5.4 **Workload and Wellbeing** – in response to the 2017 people survey we took immediate steps to address some of the workload issues identified in the survey. This included a move to ‘always on’ recruitment so we had a steady pipeline of inspectors and we now have a good pipeline of candidates.

We also invested £3.2m of non-recurrent funding in 2017 in response to changing levels of risk across the sectors. **Both our turnover and vacancy rate have reduced in the last 12 months.** Our people survey results for 2018 include questions on workload and wellbeing and will provide us with further feedback to inform our future activity.

In parallel we have been undertaking some detailed insight and evidence gathering into the issues of isolation, connectedness and wellbeing in CQC, building on the work Directorates have already started. **A national Wellbeing Group has been established** to bring together champions from across CQC to set our vision and plan of action for connectedness and wellbeing, which was also a theme at our leadership conference. A workshop with Directorate champions was held in October to progress this work further.

- 5.5 **Diversity and inclusion** – a dedicated session was held with the Board in September to review our approach to diversity and inclusion and the Board will discuss this again in December.

6.0 Embedding QI as part of our ongoing approach to change

- 6.1 Integral to CQC's change programme is QI. The change methodology and portfolio is being co-ordinated with Quality Improvement priority improvement projects, so that areas that would benefit from a QI intervention to improve flow can be targeted and accelerate the Change agenda.
- 6.2 In parallel with Change, the QI programme is developing its Target Operating Model (QI Methodology). The underpinning principle of 'design for value iteratively and learn fast', and the intervention phases of Discovery, Alpha, Beta and Go Live in the Service Design methodology are mirrored in the QI approach. As both the QI Programme and Change Agenda mature, the links will become increasingly close, and benefits mutually re-enforcing.
- 6.3 The QI Programme of improvement skills capability development for 2019 will deliver skills uplift in parallel with targeted improvement assignments for programme participants, and the programme of work will be co-ordinated with the change agenda to optimise resource utilisation and benefit impact.

7.0 Finance

- 7.1 The majority of the change portfolio draws upon the capital budget which has an envelope in 2018-19 of £13m. At present we are forecasting to spend to budget, however as part of the work outlined here we are assessing what potential underspend may occur. Once we have that position we will seek to agree a re-profiling with DHSC where we will hand back part of our allocation in 2018-19 to access in 2019-20.

8.0 Conclusion

- 8.1 The Board is asked to acknowledge the steps that have been made in delivery of CQC's change portfolio and longer term strategic ambitions.