

Minutes of the Public Board Meeting
151 Buckingham Palace Road, London, SW1W 9SZ
26 February 2020 at 11:00am

Present

Peter Wyman (PW)
Ian Trenholm (IT)
Edward Baker (EB)
Rosie Benneyworth (RB)
Robert Francis (RF)
Malte Gerhold (MG)
Jora Gill (JG)
John Oldham (JO)
Paul Rew (PR)
Mark Saxton (MSa)
Liz Sayce (LS)
Kirsty Shaw (KS)
Kate Terroni (KT)

Chair
Chief Executive
Chief Inspector of Hospitals
Chief Inspector of Primary Medical Services & Integrated Care
Chair of Healthwatch England and Non-Executive Board Member
Executive Director of Strategy & Intelligence
Non-Executive Board Member
Non-Executive Board Member
Non-Executive Board Member
Non-Executive Board Member
Non-Executive Board Member
Chief Operating Officer
Chief Inspector of Adult Social Care

In attendance

Pauline Rouse (PRo)
Chris Day (CD)
Rebecca Lloyd-Jones (RLJ)
Mark Sutton (MSu)
Chris Usher (CU)
Gill Nicholson (GN)
Gabiella Aston (GA)
Kiran Prashar (KP)
Safina Nadeem (SN)

Corporate Secretary (minutes)
Director of Engagement
Legal Adviser to the Board
Chief Digital Officer
Director of Finance, Commercial, Workplace & Performance
Director of People (Item 7)
Equality Network Representative
Head of Organisational Development (Item 7)
Diversity & Inclusion Manager (Item 7)

ITEM 1 – APOLOGIES & DECLARATIONS OF INTEREST

1. PW welcomed Board members and other attendees. GA was this month's Equality Networks' Representative. There were no new interests declared.

ITEM 2 – MINUTES OF THE MEETING HELD ON 22 January 2020 (REF: CM/02/20/02)

2. The minutes of the meeting held on 22 January 2020 were accepted without amendment.

ITEM 3 – MATTERS ARISING AND ACTION LOG (REF: CM/02/20/03)

3. The action log was noted.
4. There were no matters arising.

ITEM 4 – EXECUTIVE TEAM'S REPORT (REF: CM/02/20/04)

5. IT presented the Executive Team report and the following matters were highlighted:

Coronavirus (COVID – 19)

6. CQC is working in partnership with Public Health England and NHS England to support their response to the outbreak. Practical help has been offered in terms of the release of CQC colleagues or use of CQC's contact centre. Internally contingency plans have been drawn up to ensure our people are protected with inspection obligations and policy choices clear going forward. The situation is being monitored closely. RB is the lead Executive Team member for COVID-19.

Promoting Sexual Safety Through Empowerment

7. KT informed the Board that the above document is due to be published the following day. It is about having open cultures in care settings to enable people to have conversations around sexuality and relationships and protecting people from sexual assault and abuse.

Hospitals

8. TB drew attention to a *Blog: A whole system approach to managing winter pressures* that is available online. It encourages emergency departments and other health and social care services to work together to meet increased demands during winter. It also highlights the need for robust planning for winter months.
9. Work is ongoing in Mental Health around in-patient facilities and a report was published today on child and adolescence mental health services in Northampton. CQC is working with the provider in question to ensure action is taken. Work continues to inspect

and rate facilities for adults with learning disabilities and autism currently rated as inadequate. CQC's report on Restraint Seclusion and Segregation will be published in the spring.

Digital

10. MS and team are working closely with Microsoft to take advantage of new accessibility tools in Office365. Some new functions have been tested with positive feedback. Functions include live capturing and subtitle functionalities for meetings. Analytic software has been improved to give inspectors better data and enable them to complete reports sooner.
11. The Board commended the team's positive development of improved technology for disabled colleagues.

Strategy & Intelligence

12. MG highlighted the work being done regarding CQC regulating technologies in services. The first sandbox pilot was published in late January, with the second report due in March. The third report will look at registration issues for new models of care and care at home. Going forward the team will continue to observe 'what good looks like' in other organisations, and innovations in new technologies, to inform our work. They will take forward learning from sandbox exercises and look at opportunities for joint working and joint funding. A quality improvement project has been set up and will continue to collect examples of how new technologies contribute to improving care.
13. There have been no significant risks to highlight regarding cyber security. MS will take over the role of Senior Information Risk Owner from March.

ITEM 5 – PERFORMANCE AND FINANCE FOR QUARTER 3 (REF: CM/02/20/05)

14. KS, with contributions from other Executive members, presented the corporate performance report for Quarter 3 of 2019 as follows:
15. Registration – Performance continues to be below target in all areas and a recovery plan has been put in place why this is. KT said that directorate underspend was used to clear 85% of backlogged cases and to prevent further build up. Complex cases are being split into national teams of inspectors, with registrations that involve a simple process done by contact centre colleagues to expedite delivery. New KPIs have been introduced to focus on performance. In addition, work is being done with providers to ensure applications are completed appropriately before being submitted for registration.

16. Inspections:

- PMS and Hospitals continue to deliver on their commitments, undertaking over 90% of inspections within KPIs. However, there was some slippage in PMS for December. RB said that the slippage was down to unusual circumstances and the situation was being monitored to avoid it happening again.
- ASC remains within KPI on inadequate and requires improvement inspections, but performance decreased on re-inspections of providers rated good or outstanding. It is hoped that improvement will happen in the coming months because of new and improved systems and ways of working.
- 75% of urgent enforcement actions have been responded to with 3 days.
- Following workshops last summer safeguarding alerts have improved to 97%, against a target of 95%.
- There were eight suspensions of ratings between April and December
- Overall 89% of reports were published within KPIs but concerns remain regarding Hospitals reports. The team has focused on simplifying the complex and time-consuming processes and presented a recovery plan to the Audit and Corporate Governance sub- Committee in February.

17. Finance – CQC revenue budget has a net under-spend at the end of December of £1m and is projecting a full year surplus of £1.5m (0.6%). The team is anticipating that there might be movement of funds between the Capital and Revenue budgets as projects are re-evaluated and this might lead to some capitalisation of current revenue costs.

18. Enforcement – RF asked how the gravity of enforcement is measured and RLJ confirmed that the performance team is looking at how to display data in a more qualitative way in the future. In addition, more detailed work will be done, looking at examples of the different types of enforcement actions involved and their measures of success. LS added that the Regulatory Governance Committee will be doing a deep-dive on Enforcement and the criteria for taking enforcing action in March and will bring any learning from that to the Board.

19. People – Turnover is in target at 11.21% and sickness remains low at 3.77%. The Board were content with the improved rate of turnover but asked CU if a chart could be included showing any changes in data going forward. KS added that the People directorate are working on improving metrics and will be happy to report on this on a regular basis.

20. The Board noted the performance for Quarter 3.

ITEM 6 – QUARTERLY CHANGE UPDATE (REF: CM/02/20/06)

21. KS updated the Board on delivery of the Transformation portfolio as set out in the written report with assistance from KT and MS.
The main points were:

- Our transformation vision and supporting materials have been signed off and will be launching to the organisation and wider in April.
- **Transforming Our Organisation** programme is supporting the implementation plan for the new strategy and has made good progress. Professional support has been bought on board and are helping to grow and design the scope of the programme.
- The digital end to end service for domiciliary care and new registered managers has now been built and testing is on the way with a view to going live in the next couple of months.
- Quality improvement work continues to develop and the Gold programme has been completed. Expressions of interests have been requested from colleagues interested in joining the Silver programme.
- **Give Feedback on Care Services** went live at the end of January and is working well, with over 10k submissions from the public.

22. KT updated the Board on three main priorities of **Improving Regulation Today**:

1. There have been conversations with DHSC about the implementation of liberty protection safeguards and CQC have been working on a response to the changes.
2. There are plans to make amendments to the current assessment framework this spring. This will be done in collaboration with NHSI and NHSE.
3. The recommendations from the David Noble report and issues around closed environments have been collated and will be overseen by the Improving Regulation Today team.

23. MS updated on some Digital initiatives:

- Significant progress has been made on overhauling digital infrastructure. Office365 and SharePoint were the main rollouts across the organisation. Positive feedback has been received from colleagues on the improvements, secure mobile access to the Office365 suite and the new IT service desk.
 - A new programme is in discovery and design phase called **Regulatory Platform**. It is intended to replace legacy registration systems and will provide a flexible modern operational platform. It will simplify the registration process and reduce administration for inspectors. A final business case will come to the Board for approval in the next couple of months
 - The team is in the process of designing the new data architecture and tool set for **Intelligence Driven Enablers**.
24. JO congratulated the Digital team for the way they dealt with laying the foundations for substantive change and the agile way they have worked to solve adverse issues.

ITEM 7 – OUR PEOPLE: PEOPLE PLAN/PEOPLE SURVEY RESULTS 2019/DIVERSITY & INCLUSION STRATEGY (REF: CM/02/20/07A/ CM/02/20/07B/ CM/02/20/07C)

25. GN Presented this item with contributions from KP and SN as follows:

People Survey

26. Results from the survey remain consistent with those received from the pulse survey done in the summer. Some high scores were received in connection to how people feel about CQC's purpose and the positive impact CQC has on people's lives. Colleagues were also positive about support from line managers and the wider team as well as the technical improvements and investments in IT systems over the last twelve months. Results show that more work has to be done on leadership and how people manage change and communication. Conversations are being had with leaders at a local level so that colleagues can have confidence that action will be taken as a consequence of the results. Going forward, the People Plan will be used as the vehicle for taking action and as a result of this feedback regular pulse surveys to test progress will be done instead of an annual People Survey.
27. IT recognised that there was a mixed picture around the survey and that it was important to reassure colleagues that leadership had heard the messages coming through and will respond. Practical solutions have been put in place to mitigate criticisms with clearer and structured communications and engagement activities.
28. Individual directors used various methods to improve morale and these include hosting listening events and calls with all colleagues on transformational change, wellbeing, workload issues and team surveys on what leaders could do to help. The digital team were recognised by MS for the hard work that they did last year to get improved systems up and running to support colleagues.
29. Non-executive directors commended GN on the survey and said that by it being published showed that CQC was a transparent organisation that did not avoid difficult questions. They asked that people's knowledge and experience be taken into account when trying to resolve issues, more personal contact with colleagues to promote a sense of safety and more devolution to encourage ownership.

People Plan

30. This framework has six pillars that are the main priorities for making CQC a fully inclusive and great place to work. Culture and values work underpin the pillars and currently the team is undertaking a cultural enquiry to gather data about the culture throughout the organisation and colleagues' experiences. People Leads have agreed the approach and will sponsor each of the pillars and delivery plans for each will go through normal governance routes for approval and to report progress.

Diversity & Inclusion

31. This is the culmination of eight months' work by the team and is one of the six pillars mentioned above. It was developed from previous work with colleagues, input from Roger Kline, workforce data and interface with staff networks. The strategy sets out CQC's ambitions for the future and will launch next week. Progress will be checked regularly to make sure that target are being met.
32. The non-executive directors were pleased with the three papers presented and were supportive of the things ET are doing to improve perception of leadership in the organisation following the survey results. RF suggested monitoring an aspect of the above People themes at future board meetings and the Board agreed.

ITEM 8 – AUDIT & CORPORATE GOVERNANCE COMMITTEE SUMMARY REPORT FROM 29 JANUARY MEETING (Verbal)

33. PR gave a brief verbal update from the Audit & Corporate Governance Committee (ACGC) meeting that took place on 29 January.
34. At the meeting, the committee had a useful look at the Transformation Portfolio, drawing on work done by the ACGC Sub-committee and other assurance information. Good reports have been received to support the committee in their oversight of the organisation. They were happy to endorse the work outlined in the quarterly Change update report.

ITEM 9 – ANY OTHER BUSINESS

35. PW noted that this was MG's final Board meeting as he was leaving the organisation. He thanked MG for his outstanding contribution to Board business and CQC over the last few years and wished him well for his future career.
36. PW thanked all for attending the meeting, especially those visiting from America, and brought the public session to a close.
37. The meeting closed at 13.02pm.