



**MINUTES BOARD MEETING IN PRIVATE**  
**Auditorium 1, Finsbury Tower, 103-105 Bunhill Road,**  
**London, EC1Y 8TG**  
**Wednesday 09 December 2009**  
**08.30 – 12.00**

**Present**

Barbara Young	Chairman
Deirdre Kelly	Commissioner
Martin Marshall	Commissioner
Kay Sheldon	Commissioner
Jo Williams	Commissioner
Olu Olasode	Commissioner

**In attendance**

Cynthia Bower	Chief Executive
Richard Hamblin	Director of Intelligence
Linda Hutchinson	Director of Registration
John Lappin	Director of Finance and Corporate Services
Jamie Rentoul	Director of Strategy
Kylie Kendrick	Chief Operating Officer
Gary Needle	Director of Methods
Amanda Sherlock	Deputy Director of Operations
Alastair Cannon	Head of Secretariat
Jerina Brown	Corporate Secretary
Maggie Kemmner	(Attended for item10)

**Agenda**

**Item 8 – Field Force Model (P)/CM/09/07/54**

24. The Chief Executive updated the Board on progress and the work done with regional directors and staff at tier 3. The HR process was moving forward with staff allocated to roles and training in place for 1<sup>st</sup> line managers. There was no planned overall change to the size of the workforce to deliver the new model in 2010/11. The Chief Operating Officer tabled a presentation intended to address the Board's concerns expressed at the previous meeting about specialist versus generic inspectors issue and how credibility with those we regulate would be ensured. The key decision required of the Board by the executive was to confirm the size of the field force to allow planning to proceed.

25. The Chairman stated that in view of her planned departure she did not intend to play a role in the Board decision but wished to record her misgivings about the model given the likely reality of regulation on the ground, in particular regarding the NHS, the likely inadequate frequency of interaction, the need for a level of seniority of interaction and knowledge required by those

leading the interactions. The Chairman noted that the Board, despite asking for it, had not been provided with the analysis of what a year's worth of regulation would look like from the providers' perspective nor an analysis of other regulators' experience in dealing with the specialist versus generic inspector role.

26. The Deputy Director of Operations set out the work that was already taking place within the organisation which included:

- Management development
- Skill analysis of current staff
- Capacity to recruit additional staff if required
- Applying the lessons learnt on the generalist/specialist issue from work with Monitor and Ofsted
- Work being undertaken around the costs and numbers of any required skill mix to ensure it came within the financial envelope.
- Seeking to use those with knowledge of healthcare as Compliance Managers

27. In discussion Board members made the following comments:

- It was important that the Board had sight of the analysis that led to the conclusions, including the experience of other regulators;
- It would be critically important that the NHS found our regulatory staff knowledgeable, credible and capable of dealing with Chief Executive and Chairs.
- The role of the performance assessor is not yet sufficiently clear;
- Seeing how it would all work in practice remained unclear,
- Using Experts by Experience in the field force model should be an integral part of delivery;
- There was a need to be realistic on what we can achieve within the resources available and not promise too much, it would be helpful therefore to see a range of what might be delivered related to costs and risks;
- This would be a major change programme affecting a large part of the organisation which had to be managed effectively with a robust process in place.

The Director of Registration responded noting that:

- Currently c100 staff who already have a health background were ready to be trained in the roles to assess registration of the NHS;
- In the meantime currently those named assessors for individual trusts would remain assigned to those trusts;
- Any skills gap would be identified and addressed through training.

28. The Chief Executive also noted that the HCAI experience had proved that the organisation possessed some staff with the necessary ability - this knowledge would be shared. With work to improve efficiency the executive was confident that CQC would have enough inspectors to implement the new model.

**Agreed: The Board endorsed:**

- The field force operating model;
- The size of the field force for 10/11 (for now, but would expect to see a business case if that needed to change);
- The post-filling proposals;
- A paper to the January Board meeting clarifying the CQC budget submission to DH as it relates to the field force changes.

**ACTION:** Field force paper to 11 January Board meeting.

The Chairman asked for it to be recorded that she took no part in the decision.

**Item 13 – Date and Time of Next meeting**

39. The next meeting in Private would be held on the 11 January 2010 in Finsbury Tower, 103-1-5 Bunhill Road, London, EC1 8TG.

The meeting closed at 12.30.

Signed as a true and accurate record

Jo Williams

..... Date  
CQC Chair