

Change Control Note 001
Inspire Leadership Programme

CCN 1	TITLE: Schedule for inspections	ORIGINATOR: [REDACTED]
DATE 04/01/2017	Inspire Contract – Leadership Programme: Effective FROM: 1 st September 2016	

RECOMMENDATION FOR CHANGE by [REDACTED]

**REASON for CHANGE –
Management & Leadership Population**

The numbers in the original ITT were based on the target audience for the annual leadership conference (550). The ITT broke this down further to identify four levels of management across CQC as follows:

- Level 1 (approx. 125 people in this level). Level 1 would focus on foundation level skills for new or aspiring managers.
- Level 2 (approx. 100 people in this level)
- Level 3 (approx. 225 people in this level)
- Level 4 (100 people in this level)

At the time of creating the ITT ESR was not set up to record line managers and the data sat across a number of systems from ED to manually maintained PowerPoint hierarchy charts.

Following the awarding of the contract to Ashridge Business School the Management & Leadership Development project board approved further definitions of our leadership grades and agreed that all managers would attend the programme.

This led to a redefining of levels linked to varying management populations and an increase in numbers to 744 as presented in the table below. In developing this number Academy learning Consultants worked with each directorate to confirm numbers for each level of the programme.

Inspire Levels	Original contract	Proposed revision	Variance (between Original Contract and Proposed)
Level one - Those with line management responsibilities at level B and below	[REDACTED]	230	105
Level two - Those with line management responsibility at level A, some post without direct line management responsibility (HR Business Partners, Academy Consultants, Strategy Leads)	100	401	301
Level three - Those with line manager responsibility at exec levels 2	225	87	-138
Level four - Those with line manager responsibility at exec levels 2	100	26	-74
	550	744	194

FULL DETAILS OF THE CHANGE

Financial Position

The People Directorate have worked closely with Ashridge to explore ways in which all managers could be part of the Inspire programme while maintaining the integrity of the delivery methodology to accommodate the increased numbers without significantly increasing costs. This included:

- Agreeing to deliver level one virtual sessions using Academy staff utilising Ashridge to design the content, co-deliver the first few cohorts and retain the end of programme module at Ashridge business school.
- Increased class sizes where possible and removing the need for two facilitators to deliver on some programmes
- The replacement of group action learning sets instead of costly one to one coaching for executive 3 posts.
- An unused allowance relating to psychometric testing (did not form part of the post inquiry design)
- Removal of cost associated with actors for face to face sessions
- Virtual launch events rather than full day, face to face interventions run regionally
- Day delegate rates being removed from the contract and replaced by 24hour rates managed through the Calder's contract.

Undertaken these changes to the structure and levels to the programme allows the CQC to be able to facilitate an additional 194 managers through the programme without an additional cost to the CQC

As part of the change CQC wishes to extend the contract until the 31st March 2018 as the level 1 programme is likely to run until this date. There will be no further financial impact to this change.

Accommodation Costs

None

PRICE OF THE CHANGE AND SCHEDULE OF PAYMENTS

The payment mechanism within the contract that reflects the contract will remain the same.

Price change is summarised in the table below:

	Revised	Original contract	Difference
Programme Development			
Face to face			
Venue fees for face to face with one overnight stay for Module 2 only			
Venue fees for face to face with no overnight stays breakfast and dinner			
Online delivery - Virtual Sessions			
Online delivery - Virtual Action Learning			
Online Support			
Face to face additional elements			
Additional costs across all levels			
Total and saving			

Revised contract changes shows a net saving of £1,281 which will be reflected in the contract variation

TIMETABLE FOR IMPLEMENTATION

From 1st September 2016

DATE OF EXPIRY OF CCN 001:- [REDACTED]

SIGNATURE BY CQC

SIGNATURE BY: Ashridge Business School

Impact Assessment Form

CR NO. CCN 1	TITLE: Leadership Programme	DATE RAISED: 4 th January 2017
PROJECT: Leadership Development Programme - Inspire	REQUIRED BY DATE: ASAP	
DETAILED DESCRIPTION OF CONTRACT CHANGE FOR WHICH IMPACT ASSESSMENT IS BEING PREPARED AND DETAILS OF ANY RELATED CONTRACT CHANGES: None		
PROPOSED ADJUSTMENT TO THE CHARGES RESULTING FROM THE CONTRACT CHANGE: A reduction of contract value by [REDACTED] being the difference between original value of £1,195,615 and revised value of £1,191,334		
DETAILS OF PROPOSED ONE-OFF ADDITIONAL CHARGES AND MEANS FOR DETERMINING THESE (E.G. FIXED PRICE OR COST-PLUS BASIS): Nil		
DETAILS OF ANY SERVICE LEVELS AFFECTED: None		
DETAILS OF ANY OPERATIONAL SERVICE IMPACT: None		
DETAILS OF ANY INTERFACES AFFECTED: None		
DETAILED RISK ASSESSMENT:		
RECOMMENDATIONS: That these necessary changes are approved.		

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
Name: [REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
Date: [REDACTED]	Date: [REDACTED]	[REDACTED]