

## **SCHEDULE 6.1**

### **MOBILISATION AND RESOURCE PLANS**

**SCHEDULE 6.1****MOBILISATION AND RESOURCE PLANS****1. MOBILISATION PLAN**

- 1.1 The Mobilisation Plan shall be a plan covering the Mobilisation Period and is set out in Annex 1. It shall be prepared and maintained by the Supplier and shall set out the material actions required to be taken by the Supplier necessary to enable it provide the Operational Services ("Mobilisation Actions") during the Mobilisation Period and to meet the Business Readiness Criteria.
- 1.2 The table below shows the Milestone Dates during the Mobilisation Period which the Supplier is required to meet. The Supplier shall monitor progress against the Milestones and shall keep the Authority informed accordingly on a regular basis as required by the Authority. The Supplier shall notify the Authority if any Delay to any Milestone Date is expected and the Supplier shall take any necessary mitigating actions (including those actions as may be reasonably required by the Authority) if any Milestone Date is expected to be Delayed.

**1.3 Readiness Milestones:**

<b>Readiness Milestones</b>	<b>Workstream</b>	<b>Complete By</b>
1. Completion of Stakeholder Engagement and Communications Plan	Communications	7-Nov-2014
2. Service branding agreed	Communications	11-Nov-2014
3. Detailed Transition Plan agreed	Programme Management	13-Nov-2014
4. Recruitment plan updated	Recruitment	14-Nov-2014
5. Supply chain assessment partner contracts agreed and signed	Supply Chain	10-Dec-2014
6. Plan for handling work in progress agreed	Operations	16-Dec-2014
7. New senior management team confirmed	Leadership	13-Jan-2015
8. Supplier System is ready for use	IT	15-Jan-2015
9. New benefits provision in place	Reward and Benefits	30-Jan-2015
10. 1st cohort of new HCP recruits joined	Recruitment	2-Feb-2015
11. Agreed staff consultation complete	People Transition	5-Feb-2015

12. Payroll test completed	Payroll	6-Feb-2015
13. Updated process Documentation for knowledge portal agreed	Service Delivery	16-Feb-2015

- 1.4 The Supplier shall ensure that the Mobilisation Plan corresponds to (and will operate effectively in conjunction with) the provisions of the MSA Transition Agreement (including the Detailed Transition Plan). There may be elements that will not be relevant to the Exiting Provider and will therefore only appear in the Mobilisation Plan.
- 1.5 The Supplier shall deliver to the Authority a copy of the Mobilisation Plan on the Effective Date. The Authority shall have the right to require the Supplier to make such amendments to the Mobilisation Plan as the Authority may reasonably require from time to time. The Supplier shall notify the Authority if such requested amendments will result in a Delay to the Operational Service Commencement Date or otherwise affect any other obligation set out in this Agreement.
- 1.6 The Supplier shall ensure that all necessary Mobilisation Actions are listed in the Mobilisation Plan (and/or in the Detailed Transition Plan, as the case may be).
- 1.7 The Supplier shall ensure that all Mobilisation Actions are undertaken in order to allow Services to commence on the Operational Service Commencement Date.
- 1.8 Within 30 Working Days of the Effective Date, the Parties shall agree Business Readiness Criteria. The Business Readiness Criteria must, as a minimum include:
- 1.8.1 completion of the TUPE transfer; and
  - 1.8.2 Management team are in place.
- 1.9 The dependencies identified by the Supplier and shown in Schedule 3 (Authority Responsibilities) shall be the only dependencies required to be met prior to the Operational Service Commencement Date.
- 1.10 The Parties shall meet at such time reasonably requested by the Authority (at least one week prior to the expected Operational Service Commencement Date) to agree whether the Business Readiness Criteria have been met.
- 1.11 The Supplier shall prepare reports for the Authority (in such format as the Authority may reasonably require):
- 1.11.1 by the last Working Day of each month between the Effective Date and the Operational Service Commencement Date; and
  - 1.11.2 within 10 days of the Operational Service Commencement Date,
- to provide an assessment as to (i) the Supplier's progress in meeting its obligations under the Mobilisation Plan, (ii) any risks identified in connection with the

Mobilisation Plan, and (iii) its expectations for the timing of the Service Commencement Date.

## **2. RESOURCE PLAN (ALSO KNOW AS THE RESOURCE REPORT)**

- 2.1 The Resource Plan (also known as the Resource Report) shall be a plan covering the period from one (1) Month prior to the Operational Service Commencement Date to the end of the Term. It shall be prepared and maintained by the Supplier.
- 2.2 The Resource Plan as at the Effective Date is shown in Annex 2.
- 2.3 The Supplier shall ensure that the Resource Plan identifies appropriate numbers and categories of HCPs necessary to carry out the agreed target number of assessments and such resources otherwise needed to provide the Services (including the recruitment and training of individuals).
- 2.4 The Supplier shall update the Resource Plan at least every Month (and promptly deliver a copy to the Authority).
- 2.5 The Supplier shall ensure that the Resource Plan is implemented.
- 2.6 The Supplier shall prepare reports for the Authority (in such format as the Authority may reasonably require) by the last Working Day of each Month to provide an assessment as to (i) the Supplier's progress in meeting its obligations under the Resource Plan, and (ii) any risks identified in connection with the Resource Plan.

## **3. PLANNED CHANGES DURING FIRST SERVICE DELIVERY YEAR 1**

- 3.1 From the Operational Service Commencement Date, the Supplier will introduce planned innovations to stabilise service, quality-assure operations and lay the foundations for future digital services. These are detailed in Annex 3.

## **4. WCA VOLUME PLAN**

- 4.1 The WCA Annual Volume Targets and WCA Monthly Volume Targets are set out in Annex 4.

Table 7.1 sets out the Service Delivery Year 4 volumes of Face to Face consultations Completed Assessments. Table 7.2 sets out the Service Delivery Year 4 WCA Regional Floor Annual Volume Targets for Paper Based and Face to Face Completed Assessments.

Table 8.1 reflects the Service Delivery Year 5 volumes of Face to Face consultations Completed Assessments and the Parties agreed the monthly profile by 31 December 2018.

Table 8.2 reflects the Service Delivery Year 5 WCA Regional Floor Annual Volume Targets for Service Delivery Year 5 for Paper Based and Face to Face Completed Assessments and the Parties agreed monthly profiles by 31 December 2018.

Table 9.1 reflects the Service Delivery Year 6 volumes of Face to Face consultations Completed Assessments and the Parties agreed the monthly profile by 31 December 2019.

Table 9.2 reflects the Service Delivery Year 6 WCA Regional Floor Annual Volume Targets for Service Delivery Year 6 for Paper Based and Face to Face Completed Assessments and the Parties agreed the monthly profiles by 31 December 2019.

Table 10.1 will reflect the Service Delivery Year 7 volumes of Face to Face consultations Completed Assessments and the Parties have agreed that the monthly profile will be finalised and agreed by 31 December 2020.

Table 10.2 will reflect the Service Delivery Year 7 WCA Regional Floor Annual Volume Targets for Service Delivery Year 7 for Paper Based and Face to Face Completed Assessments and the Parties have agreed that the monthly profiles will be finalised and agreed by 31 December 2020.

Annex 4 to this Schedule 6.1 shall be updated, as part of the BAU Transition Process, to include:

An additional Table 11.1, shall be agreed as part of the BAU Transition Process, to reflect the Service Delivery Year 8 volumes of Face to Face consultations Completed Assessments.

An additional Table 11.2, shall be agreed as part of the BAU Transition Process, to reflect the Service Delivery Year 8 WCA Regional Floor Annual Volume Targets for Service Delivery Year 8 for Paper Based and Face to Face Completed Assessments

An additional Table 12.1, shall be agreed as part of the BAU Transition Process, to reflect the Service Delivery Year 9 volumes of Face to Face consultations Completed Assessments.

An additional Table 12.2, shall be agreed as part of the BAU Transition Process, to reflect the Service Delivery Year 9 WCA Regional Floor Annual Volume Targets for Service Delivery Year 9 for Paper Based and Face to Face Completed Assessments.

## **5. RECRUITMENT PLAN**

- 5.1 The Supplier's recruitment plan as set out in Annex 5. Table 1.1 reflects the Service Delivery Year 1 Recruitment Plan at the Effective Date.

Table 1.2 reflects the Service Delivery Year 2 Recruitment Plans as at the date of signature of Contract Variation 149.

Table 1.3 reflects the Service Delivery Year 3 Recruitment Plans as at the date of signature of Contract Variation 250.

Table 1.4 reflects the Service Delivery Year 4 Recruitment Plans as at the date of signature of Contract Variation 298. The Supplier has agreed in Schedule 2.1 paragraph 48.2 to provide details of its recruitment plan and delivery of that plan on a weekly and monthly basis at regular performance meetings.

Table 1.5 reflects the Service Delivery Year 5 Recruitment Plans as at the date of signature of Contract Variation 298.

Table 1.6 reflects the Service Delivery Year 6 Recruitment Plan as at the date of signature of Contract Variation 444.

Table 1.7 reflects the Service Delivery Year 7 Recruitment Plan as at the date of signature of Contract Variation 444.

New tables to reflect Service Delivery Years 8 and 9 Recruitment Plans shall be agreed as part of the BAU Transition Process.

**Annex 1 - MOBILISATION PLAN**

[REDACTED]

## **Annex 2 - RESOURCE PLANS**

### **1. RESOURCE PLAN (WTE):**

[REDACTED]

### **2. RESOURCE PLAN (HEADCOUNT)**

[REDACTED]



**Annex 3 - planned innovations to stabilise service, quality-assure operations and lay the foundations for future digital services.**

Initiative	Benefits of Approach	Dependencies
<i>1. Improved Customer Journey, Engagement</i>		
Introduce new service website; health literacy review and rewrite of web content and key written communications (Operational Service Commencement Date)	The website will provide improved and tailored content to enable customers to better engage and understand processes	Authority to agree to branding;  Authority to obtain access to existing Authority content from the Exiting Supplier
Implement Supplier customer charter (Operational Service Commencement Date)	Clear communication of the principles that underpin customer service	Authority to agree content
[REDACTED]	[REDACTED]	[REDACTED]
Establish Disability Resource Centre (Q2/15)	Provide bespoke, professional training materials for HCPs	Agree functional disability awareness training
Introduce new ESA50 questionnaire support team (Q2/15)	Increased completion of ESA50 questionnaires, and provision of FE.	None
Introduce new UC50	Increased completion of	None

questionnaire support team (Q3/17)	UC50 questionnaires, and provision of FE.	
EC Harris review of all premises for service standards / future estate needs (Q3/15)	Improved estate meets statutory and customer service standards	Authority to review recommendations
Introduce enhanced customer surveys (Q3/15)	Enables in-depth analysis and segmentation leading to improved satisfaction levels	None
<i>2. Improved Operating Efficiency and Employee Satisfaction</i>		
Increase HCP FTE to drive volume clearances	Focussed recruitment of [REDACTED] FTE additional HCPs throughout the first Operational Service Year enables target of 1.1M case clearances to be achieved.	Allowable assumption of [REDACTED] HCPs
Increase HCP training resources capacity by 26 FTE (April 2015)	Accommodate the training requirements of new HCPs in line with recruitment target of [REDACTED] HCP FTE per month	None
Increase training classroom capacity by	Accommodate the training requirements of	Authority to deliver AS IS systems to support

100 seats (April 2015)	new HCPs in line with recruitment target of [REDACTED] HCP FTE per month	additional 100 training seats
Assessment Attendance Task Force to address DNA / loop cases (Q2/15)	Reduced DNAs / reduced loop cases	None
Health and wellbeing review including long term sick (Q2/15)	Sickness rates reduced to from [REDACTED] to [REDACTED] by end of the sixth month of the Operational Service Year and [REDACTED] by end of the first Operational Service Year, reduced long term absenteeism; healthier, productive workforce	None
HDAS leadership and talent review (Q3/15)	Enhanced leadership capability to drive service improvements	None
Executive training (Q4/15)	Investment in Leadership Excellence protects knowledge base	None
<i>3. Improved quality, information sharing and collaboration</i>		
Establish Training and Medical Education	Improves training reduces HCP drop-out rate.	None

Committee (TMEC) (Q3/15)	Reduces attrition due to lack of clinical and emotional support	
Clinical Improvement (Q3/15)	Quality Plan Oversee safe introduction of OTs, liaison with DWP audit function, rollout of functional champions	None
Introduce MI solution, (Q2/16)	Enhanced analytics drives more consistent operational performance	Hosted in the Supplier's data centre. Existing AS IS MI data used as a source together with new Supplier sources.
Case Conferencing (operational Service Commencement Date)  Pilot Review – Completed Aug 2015  No further case conferencing required following completion of the pilot	Pilot to agree best practice for online review of complex cases	Rollout to DMs Agreed approach for pilot
Development of Digital Vision high level business value analysis and high level feasibility (Q1/2017) And business cases upon request from the	Analytics and operational impact analysis to allow business cases to be requested and approved for Digital rollout in the remainder of the Term if	Business cases subject to request from DWP. DWP to facilitate engagement with DWP technology to enable analysis DWP Approval of Business cases and systems

Authority.	requested.	changes
------------	------------	---------

**Annex 4 – [REDACTED]**

**Annex 5– [REDACTED]**