Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.11 Implementation Plan

Wellbeing and Work Trials – Group Work

Pinnacle People

Mercia CPA3

Question 2.4.11 Implementation Plan
Please provide a narrative to support your implementation plan which should be uploaded to Bravo as **Appendix 5 at question 2.5.5**. Your narrative response in support should: • Provide a clear plan which identifies the key activities, milestones and timescales to support the implementation of Group Work and correlate to the proposals throughout the bid • Highlight and address the key risks and evidence that mitigation is in place to ensure plans can be met • Provide assurance that service delivery will commence on the date proposed and clearly recognise the risks of not being ready to begin delivery on the proposed date • The critical path should be identified Your implementation plan must include the key activities required to put the provision into place by the service commencement date. The Plan must be in the form of a Gantt chart and include • Key milestones, timescales for activities including start and end dates and who is responsible for each activity. • .When staff come on line, the timeline for recruitment and rollout of training • The timeline for identifying and securing premises. • The critical path and interdependencies that are reasonable and realistic against the specified dates for commencement of delivery as outlined in the Specification. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Question 2.4.11 Implementation Plan

Pinnacle People have successfully implemented over **[REDACTED]and have a proven and systematic approach** led by Pinnacle Group Implementation team. Pinnacle Group Implementation Team is experienced in delivering large-scale projects involving complex stakeholder arrangements in new and established locations, which should provide good assurance that we will successfully implement this project. In addition, Pinnacle has significant experience of this programme as the only UK provider to have delivered the JOBSII programme through the successful feasibility Pilot delivered in Severn, Avon and Thames district, giving us a unique insight into the implementation requirements for this contract.

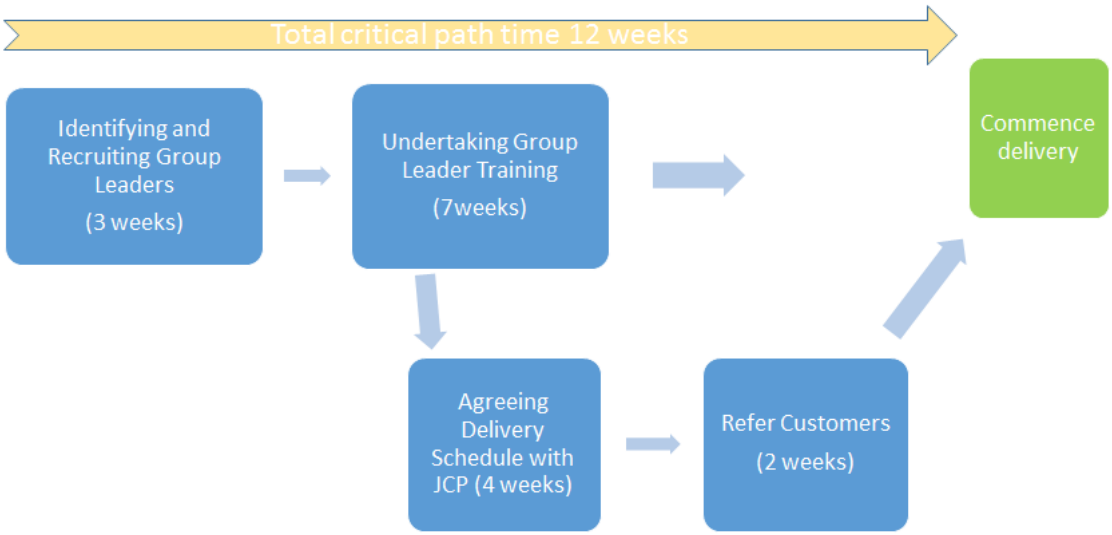
As we are planning to use **existing and established business centres**, we are in an excellent position to deliver services from the outset, and as we have existing links into JCP through our existing Partnership Manager we have a head start in attracting participants. **All key personnel are in place** including Pinnacle People's Contract Manager, Group Leaders and Partnership Manager. In addition, Pinnacle

[**REDACTED**] **is also ready** and fit for purpose. Our Implementation Plan, underpinned with Prince2 methodology, involves establishing a task group of senior managers drawn from across or business to cover all the key areas identified: People: Premises: Finance; Programme design and fidelity; Processes; Systems; Information Security; Quality & Audit; and Customer Experience. These task groups, made up of subject experts report into Pinnacle Head of Implementation to ensure that this programme is implemented in a timely, effective and responsible manner. Our 3 stage implementation process includes ■ **Planning:** In advance of Contract Award, to progress activities that will enable the post award stage to progress quickly and involves undertaking some ground work on the key milestone strands including identifying the most suitable Group Leaders from our internal pool ■ **Mobilisation**: this phase will ensure all critical strands required to guarantee equitable service delivery to customers across the geography are in place at the point of contract go-live. This stage involves both progressing the activities in line with the Implementation Plan and managing the items on the risk register ■ **Continuous Improvement**: this phase will continue to be led by the Implementation Team beyond contract commencement. Phase 3 will involve working with Service Delivery teams to review, refine and quality assure new processes and systems and ensure the contract performance, quality and compliance requirements are being delivered in line with all stakeholder requirements. This three-phase approach has been successful in implementation of contracts including, JCPSC, Work Programme, MWA, Work Choice, NEA and the feasibility pilot PWWP enabling us to quickly understand and resolve issues and identify improvements for future delivery.

We believe that with the resources at our disposal and allowing for contingencies we would be able to **go live with a 12 week implementation period** and therefore **propose to go live on this programme on or before 5th December 2016.** We have identified the key milestones in the successful implementation of the programme as:

MILESTONE	DATE
Notification of intention to award	13/9/2016
Appointment of Pinnacle People Contract Manager	13/9/2016
Establishing key implementation strand leads and establishing timescales for pre and post award actions	13/9/2016
Signing contracts	28/9/2016
Undertaking staff recruitment	13/9/2016 -10/10/2016
Undertaking JOBSII training (up to 7 weeks)	10/10/2016 - 28/11/2016
Referral mechanisms in place	7/11/16
Delivery Site Approval	7/11/16
DWP security Plan approval	7/11/16
Stakeholder launch event	28/11/2016
Contract go live	5/12/2016

The critical path in the implementation of this programme is



Pinnacle People can assure DWP that our implementation plan is robust and will result in the achievement of the key milestones through a number of measures including ■ Assigning Pinnacle Head of Implementation to lead the Implementation Plan ■ Undertaking a Daily analysis on actions and tasks nearing deadline, plus a review of items and tasks due within the next few weeks ■ Weekly implementation meetings with all strand leads ■ RAG rating system which flags daily any risks to the go-live date ■ A dedicated team of senior managers to strand lead the most critical areas on the plan ■ Head of Implementation reporting into Pinnacle Group Executive ensuring implementation is represented at the highest level ■ Use of Pinnacle People flexible talent bank to assist in areas that fall behind schedule ■ Optimising the existing resources available to the Group through Pinnacle Operations Support services.

In addition our implementation period is further de-risked through:■ Pinnacle experience of successfully delivering the feasibility pilot for this programme ■ Deploying a Contract Manager and Implementation team who were responsible for the Feasibility study ■ Recruiting Group Leaders from an existing pool of candidates, rather than externally recruiting ■ Factoring in contingency time for those activities

with a risk associated ■ Pinnacle's model of delivering in community spaces which are flexible and adaptable throughout the implementation period. The Head of Implementation will be responsible for maintaining an **Implementation Risk Register** to identify and report on risks, interdependencies, risk priorities and mitigation strategies on a weekly basis. A live Running Issues Log will support risk identification during Continuous Improvement stages.
Whilst Pinnacle People is confident we have a sound implementation plan which will allow us to go live on 5/12/2016, **we are aware of the risks that would be caused if we were to be delayed including**: ■ Scheduling courses that need to be rebooked and risking losing the commitment from potential participants ■ Losing confidence from Work Coaches that will impact the ongoing referrals to the programme ■ Having to reschedule courses, meaning more courses running at any one time, risking average occupancy rates.
We have identified 4 key risks to successful implementation by go-live and have detailed their mitigation strategies below**.**
1: Security Plan / Technology (Red): delayed sign off on Pinnacle People Security Plan and technology solutions could result in Pinnacle People being unable to manage the customer journey in a secure and effective manner. Whilst this is an existing infrastructure it is understood that separate approval will be required.
We will mitigate and manage this risk by using existing infrastructure, hardware and premises for the management of data within the contract and should delays occur we will adopt Pinnacle People 'contingency' manual procedures which involve operating a manual paper based system in our contact centre and continuing to deliver the service to customers without uploading information into **[REDACTED]The timescale for this mitigation is 7/11/2016 – 6/12/2016**
2: Staffing (Amber): Should Pinnacle be unable to deploy existing resources and appoint in time for training to go live, our ability to deliver the fidelity to the model would be jeopardised. Should this occur we will **mitigate and manage this risk** by deploying our contingency arrangements for sourcing Group Leaders by advertising externally though our extensive recruitment channels. In addition we will recruit additional Tutors to the pool in advance of go live, ensuring we have sufficient coverage across whole contract area. **The time scale for this mitigation** is 10/10/16 – 17/10/16 for advertising and 17/10/16 to 2/12/16 for training. Further mitigation would involve training further candidates as the first course goes live with already trained Group Leaders.
3: Premises (Amber): We intend to deliver our services from existing community and commercial Business Centres. Should our proposed venues become unavailable before go live it would prove a risk to delivery of services, **we will mitigate and manage this** by arranging to deliver from other community partner sites including Housing Offices, Community Centres., colleges, libraries and local authority premises **The timescale for this mitigation is** 13/9/16 – 24/10/2016.

4: Agreeing a delivery Schedule with JCP: If we are unable to agree a schedule of courses with JCP three weeks prior to go live it will impact on our ability to generate referrals to the first set of courses and risk a delay to the contract start date. **We will mitigate this risk through** providing a draft schedule to SPOC within 2 weeks of contract sign, to allow for changes to the initial courses and allow us to at least agree the first 2 courses. **The timescale for this mitigation** is:3/10/16