[2.16.1] Implementation Plan

Please provide an implementation plan in the form of a detailed Gantt Chart to be attached at Annex Z showing the critical path and interdependencies with supporting narrative.

Please show how you will ensure that service delivery commences between 8 and 13 weeks after the contract commencement date and meets the required standards from the start.

Your response should include:

- The date on which you propose to commence service delivery
- Key milestones, including the start and end dates and a named lead for each activity
- The timeline for staff recruitment and training
- The timeline and key activities to secure and set up your proposed delivery locations
- A narrative to expand on the Implementation Plan which: identifies all key risks (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these; and explains how they will be mitigated and managed, including the timeframe for doing so to ensure that service delivery will still commence on your proposed date

Please note that a page limit does not apply to the implementation plan to be provided at Annex Z.

Insert your supporting narrative in the pre-set, shaded space on the following pages. Your response MUST be limited to 2 sides of A4.

1. Service delivery commencement:
G4S will commence service delivery, meeting the required standards from the start, on REDACTED. We have already identified membership of the Implementation Project Board and consider REDACTED to be achievable based on our experience of implementing similar programmes. **Evidence**: We implemented CWP in REDACTED CPAs with REDACTED subcontractors, REDACTED premises and REDACTED staff, in REDACTED weeks.

2. Key Milestones: The key milestones from our Implementation plan are:

Key Milestone	Start Date	End Date	Lead
Award Notification	R	R	REDACTED
Contract Signed	R	R	REDACTED
Implementation Project Board	R	R	REDACTED
Mobilisation Project Management	R	R	REDACTED
Subcontractor Contracts Signed	R	R	REDACTED
Subcontractor premises Audits, DDA, H&S, Min Requirements	R	R	REDACTED
Subcontractor HR and Recruitment	R	R	REDACTED
G4S HR and Recruitment (support roles) complete	R	R	REDACTED
Compliance Training	R	R	REDACTED
Quality Training	R	R	REDACTED
Finance system updated with subcontractors	R	R	REDACTED
IT System (REDACTED)	R	R	REDACTED
IT System Training (REDACTED) in place	R	R	REDACTED
DWP Security Sign Off	R	R	REDACTED
Service Start Date	R	R	REDACTED
Service Stabilisation	R	R	REDACTED
ESF Contractual Reqs (eg E&D Plan)	R	R	REDACTED

N.B. All Premises are already in place.

3. Staff recruitment and training timeline:
Staff Recruitment: G4S has already identified key management staff for REDACTED who will be moved into these roles from the contract commencement date. This includes: Performance Manager REDACTED , who will ensure that the Supply Chain is ready for go-live; Partnership Manager, REDACTED , who will ensure that referral mechanisms and strategic relationships are ready for Day 1; Training and Quality Manager, REDACTED , who will ensure that all training materials are ready and delivered to all G4S/ subcontractor staff prior to go-live; and Compliance Manager REDACTED who will ensure that the compliance guide is in place and all auditing tools are ready for service delivery. Subcontractors have Operational Managers (REDACTED FTE) and REDACTED FTE Keyworkers identified for mobilisation and go-live delivery. They will be moved to ESF from the contract commencement date. Subcontractors have plans in place to move identified staff from existing contracts or recruit an additional REDACTED FTE Keyworkers as appropriate. All recruitment required for go-live will be completed, with individuals in-post 3 weeks prior to Service Start Date.
Training: G4S's Training and Quality Manager will have a suite of ESF induction training modules ready for REDACTED . This will include Introduction to the ESF

Programme and G4S Performance and Quality Standards, REDACTED Compliance and Validation. Training will be delivered to G4S and subcontractor staff from REDACTED. This will be completed face-to-face and facilitated by appropriate G4S staff.

4. Proposed delivery location timeline:

G4S staff will be based within subcontractor premises in REDACTED. REDACTED % of subcontractors' premises are already identified and ready for delivery. Prior to Service Delivery we will conduct checks on all REDACTED subcontractor premises to ensure that locations are safe, DDA compliant, accessible, adhere to Data Security requirements and are appropriately configured for service provision. We will ensure that ESF posters are prominently displayed and that IT requirements are in place and operational through our weekly (minimum) project meetings. We will review and ensure that robust Business Continuity plans are in place for both G4S and subcontractors. ***Evidence***: When mobilising CWP we completed checks on REDACTED premises before service delivery date.

5. Critical Path and Interdependencies:

The **key dependency** at the start of implementation is achieving contract signature and the subsequent signature of contracts with our subcontractors. Once this is in place the workstreams can progress with their activities independently of each other. Prior to the Service Start Date, the training and acceptance testing activities will be dependent on the delivery from the individual workstreams. The project has no other external dependencies. The **critical path activities** are the build, test, implementation and roll-out of REDACTED and the recruitment, vetting and training of staff.

6. Implementation plan narrative including risk mitigation:

We will establish an Implementation Project Board, led by G4S's COO REDACTED and supported by a Project Manager, REDACTED , who will structure the project on PRINCE2 principles. Workstream leads, experienced in previous mobilisations, will report progress, issues and risks via the Project Board weekly (minimum) and will immediately report any issues that could impact the critical path. G4S's Performance Manager REDACTED will hold minimum weekly reviews with subcontractors throughout the mobilisation period to ensure readiness by REDACTED , ahead of the first referrals.

Risk and impact	**Mitigation:** L'hood, Impact, Proximity, **Time**	L	I	P
Subcontractor withdraws. Unable to take referrals across the area from the Service Delivery date	Reserve List in place with alternative subs e.g. REDACTED or existing subcontractors with capacity for more volumes eg. REDACTED. **T: 3 weeks.**	Green	Amber	Green
Failure to recruit staff in time (supply chain) – Unable to take referrals across whole area from the Service Delivery date	Staff have been identified and recruitment plans will be in place from the contract commencement date. Initial start profiles are achievable with staff that are already in post.**T: 1 week.**	Green	Amber	Green
IT system not ready – unable to use the system from the Service Delivery date	Commenced development of the ESF IT specification. We have already agreed and planned development timescales. Manual paperwork will be produced should system not be ready. **T: 1 week.**	Green	Amber	Green

	Security Plans not signed off (G4S and subcontractor); Service delivery cannot commence for all or part of the area	G4S's Security Plan is reviewed regularly by DWP. G4S Data Security leads will provide a 'good practice' template and support, as with mobilisation of previous contracts e.g. WP & CWP, where all Security Plans were in place by contract start date. **T: 4 weeks.**	Amber	Red	Amber