Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.11 Implementation Plan

Wellbeing and Work Trials – Group Work

PeoplePlus Group Ltd

Merseyside

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
PeoplePlus have a proven track record for successfully implementing and commencing new service provision. This includes the implementation of complex, multi-site area based initiatives such as our Work Programme contracts and Ministry of Justice Community Resettlement Company, involving scalable staff recruitment and transfers and design and roll-out of multi-faceted customer journeys. We have similar expertise in mobilising provisions of more direct comparability to the Group Work pilot. For example, in March 2016 we were awarded a contracted to deliver DWP's Progress to Employment provision, a two-week course aimed at offenders in Birmingham & Solihull. This involved, the recruitment of 8 new staff members, establishment of referral protocols with 14 jobcentres, development of course content and materials, associated train the trainer support, wrap around employer engagement, and integration alongside our existing provision. We successfully mobilised this provision within a 6-week period from preferred bidder announcement to accepting the first start referrals. We have successfully delivered hundreds of similar provisions over the years, and have embedded mobilisation competency. We will draw on our existing infrastructure of employment support services across this Work Service District, including our existing premises in hub and other primary locations. As an established employment services provider, we are well-placed to integrate this programme into our portfolio of services, with resources on-hand at central and district level to effectively manage its implementation. This process will be led by Operations Director – North **[REDACTED]**), who will oversee an assembled team of Workstream Leads for: Contracting, People Resources, Process & Procedures, Referrals & Starts, and Delivery Venues. Collectively, this Implementation Team will mobilise and co-ordinate the Implementation Plan (Appendix 5) from the confirmation of preferred bidder status until 8 weeks after service commencement (approx. March 2017) to ensure a fully effective set-up. **Key Activities, Milestones and Timescales:** Drawing on our tried and tested experience of implementation planning and having fully evaluated the programme requirements, we have created a clear and concise Plan to support the implementation of Group Work in the manner proposed throughout the bid. Our project Gantt Chart fully illustrates activities to be undertaken to establish services, the dependencies and relationships between these activities, key milestones, and timeframe for completion. A high level synopsis of key elements within each workstream is as follows: • ***Workstream:*** Process and Procedure ***Activities:*** Finalise the claimant journey and delivery model; Establish audit and compliance structures, map out contract requirements; Draw up Customer Service Standards. Design and production of Group Work Induction Packs. ***Milestones:*** Delivery model complete; Quality and process implementation complete. ***Timescales:*** September to October • ***Workstream:*** Delivery Venues ***Activities:*** Review and confirm all delivery sites. Review any modification, facilities and equipment needs. Work with Operations and

DWP Single Point of Contact to draft an advanced schedule of courses. Work with individual sites to establish arrangements. ***Milestones:*** Facilities review complete; Schedule and bookings confirmed ***Timescales:*** September to December.

- ***Workstream:*** People Resources. ***Activities:*** Full review of existing staff resource. Initiate internal transfer and supplemental recruitment exercise. Develop and roll out Group Work job roles, competency frameworks and descriptions. Associated job specific training devised and delivered - including 7-week orientation programme for Group Work Leaders. ***Milestones:*** Launch recruitment campaign; Recruiting preparation complete; Training preparation complete; New staff start; Recruitment complete; Training complete. ***Timescales:*** September to December.

- ***Workstream:*** Contracting and Finance ***Activities:*** Review and approval of contract terms and conditions, and establishing subcontracts with the supply chain. Develop a Contract Budget and Volume Profile, taking account of all financial considerations, including staffing requirements, premises and liabilities. We will proactively agree financial profiles with supply chain partners assess their financial risk. ***Milestones:*** Contract issued; Contract review complete; Contract Signed; ***Timescales:*** September to October.

- ***Workstream:*** Referrals and Starts ***Activities:*** Develop communications and reference resources for JCP Work Coaches and establish referral mechanisms with local JCPs; Commence pre-referral engagement strategy; Define referral process and appointment allocation for Reception Interviews. ***Milestones:*** Pre-engagement activity with all Work Coaches; Referral and appointment system devised and rolled out; First referrals received. ***Timescales:*** October to January.

Progress Review and Risk Management: The Implantation Team will meet for **[REDACTED]**Each Workstream Lead will present a respective Progress Report at each review – detailing progress against each Key Activity, using a Red / Amber / Green (RAG) rating. Should any slippages occur (or be at risk of), these meetings will be used to realign resources or initiate contingencies to keep the Plan on track. Any deviations from the Plan will be will be monitored via a Risk Register, used to record all potential risks to contract implementation and ongoing contract operation, and the subsequent management measures put in place. Each risk measure is owned by the relevant Workstream Lead. This review and risk management process will continue for **[REDACTED]**into the contract. Our supply chain will follow the same review and risk management arrangements, and each partner will be monitored against this accordingly. A draft risk register, specific to implementation of this contract, is summarised below:

Risk: **[REDACTED]**	Probability
[REDACTED]	Low
	Impact Factor
	Low
	Overall Risk
	Low

Risk: **[REDACTED]**	Probability

[REDACTED]	Medium
	Impact Factor
	High
	Overall Risk
	Medium

Risk: **[REDACTED]**	Probability
[REDACTED].	Medium
	Impact Factor
	Medium
	Overall Risk
	Medium

Risk: **[REDACTED]**	Probability
[REDACTED]	Medium
	Impact Factor
	Low
	Overall Risk
	Low

Risk: **[REDACTED]**	Probability
[REDACTED].	Medium
	Impact Factor
	Medium
	Overall Risk
	Medium

Service Commencement: PeoplePlus is an existing Work Programme Provider in this Work Service District. We therefore already have fully operational premises and facilities, able to provide full coverage, and which will be available for Group Work use in ample time prior to go live. We forecast that up to 50% of the delivery staff required will already be currently employed within PeoplePlus. As such, we expect set-up issues to be minimal, providing further assurance that our proposed latest service commencement date of 9 January 2017 is achievable. If possible, we will aim to run the first group ahead of this, but we are mindful of the impact and distraction of the Christmas period. We have no-conflicts with regard to current resource allocation and use, as we are currently entering the tail-end of the Work Programme and that this tapering off will facilitate the availability of otherwise underutilised assets, staff and resources. We have extensive experience of mobilising DWP and ESF projects to time (usually within 6-8 weeks), specification and budget. This represents a shorter window than that proposed here and ensures there is an adequate cushion should notification of preferred bidders meet delay. The Implementation Plan we have submitted is designed along a critical path, with considered interdependencies which allow for reasonable and realistic mobilisation against the Go Live date. We have built in a level of flexibility within the timescales allocated to each task to ensure that the critical path can be kept to.