

[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.

Service Delivery Commencement: MAXIMUS is one of the highest performing employment services providers in the UK and has a proven track record of managing the implementation of large scale programmes to agreed timescales for the Department for Work and Pensions (DWP). For example, large national programmes such as the REDACTED and the smooth transition of REDACTED REDACTED staff and infrastructure into a Joint Venture with MAXIMUS, demonstrates our capacity and capability of project managing complex and challenging contract implementation processes. To ensure a flawless implementation of the provision across South East Midlands LEP (SEMLEP) region, we will appoint a dedicated Implementation Manager (IM) with excellent knowledge of the region, REDACTED, who will lead an experienced Implementation Team. The IM has been involved in the design of the service and brings existing strong relationships with Jobcentre Plus through our REDACTED delivery, which covers parts of the SEMLEP region. REDACTED will continue to be involved in live running of the contract in order to provide continuity of bid principles; and with the Implementation Team (named in **Annex Z**), will have the full support of our Senior Leadership Team (SLT).

Key milestones, Timescales and Start/End Dates: our IM and Implementation Team will be responsible for ensuring service go-live week commencing REDACTED. Our Implementation Plan (**Annex Z**) provides full confidence that all key activities, milestones (denoted by diamonds), timescales and start/end dates, including critical paths (highlighted in red) and associated interdependencies (shown as vertical arrows) are captured. The dependencies and milestones are structured around REDACTED (named in Annex Z) to cover all implementation needs including quality assurance, audits, IT, operations, legal, marketing and communications, supply chain, recruitment, training and facilities. Based on anticipated Contract Award during REDACTED, we will commence delivery following a REDACTED implementation phase on the REDACTED. **Timeline for staff recruitment and training** will start on REDACTED and finish on REDACTED. The **timeline to set-up delivery locations** (including Outreach) has already begun, with suitable and available fixed outreach sites already sourced. MAXIMUS and Supply Chain Partner (SCP) Hub sites are already available with sufficient capacity and following any additional fit out, IT/Equipment delivery and installation, branding and health & safety, DDA and security audit completion requirements, will be available from REDACTED. Our IM will ensure that we meet the required standards within timescales. To ensure compliance against ESF requirements, our Quality Manager, REDACTED, will work with the IM to apply compliance processes to maintain a thorough audit trail of key documents and electronic data. During pre / post-award implementation phases, implementation work stream leads will report to the IM on progress via REDACTED meetings, REDACTED and REDACTED activity progress reporting.

Critical Path, interdependencies and key activities: As per **Annex Z**, the key activities are as follows: DWP notification of successful tenderers REDACTED post tender negotiations, finalise agreement with DWP REDACTED sign contract with DWP REDACTED premises confirmed and signed (REDACTED); SCP contracts signed (REDACTED); DWP approval of security plan (REDACTED); issue offer letters to job candidates (REDACTED); DBS background checks completed (REDACTED); new joiners start (REDACTED); IT systems completed (REDACTED); premise fit out completed (if required) (REDACTED); staff training completed (REDACTED); service start date REDACTED

Issues and Risks: Issues will be logged, assigned to functional leads for resolution

within agreed timescales, progress reviewed and signed off by the IM when satisfactory resolution is achieved. The IM, with functional leads, will create and manage a detailed Risk Management and Contingency Plan that identifies and assesses current and future implementation and operational risks daily. Risks will be identified and managed under strict risk management processes feeding into the Risk Register, reviewed **REDACTED** by the SLT. We have identified the following

Key implementation risks and mitigations:

Risk	Rating	Mitigation, Management and Timescales
There is a risk that a delay to contract award will delay set up of service	Amber	<ul style="list-style-type: none"> Flex built into implementation plan to mitigate delay Already appointed IM familiar with plan, region, delivery model and SCPs including flexible workstreams Due diligence was completed on SCPs to ensure capacity to implement in reduced timeframe <p>Timescales: ongoing from bid submission</p>
There is a risk that referrals fall below monitored REDACTED % pipeline	Green	<ul style="list-style-type: none"> MAXIMUS and SCP current presence and links with communities, JCP, Councils and current Work Advisors in region ensure maximum time to implement local marketing and engagement strategy Intended engagement campaign and strategy with key partners and support from Economic Development Teams in Councils will prepare referral prior to go-live <p>Timescales: ongoing from contract award</p>
There is a risk that SCP withdraw pre contract signing	Green	<ul style="list-style-type: none"> Effective SCP engagement including walk through of delivery/finance prior to bid submission to ensure clear communication to minimise risk of withdrawal REDACTED SCP Contingency Plan including additional capacity in existing SCP, alternative shortlisted SCP or direct delivery <p>Timescales: ongoing from bid submission</p>
There is a risk that premises including outreach sites not ready in time	Amber	<ul style="list-style-type: none"> SCPs DRC and Learning Partnership currently equipped and ready to deliver with Outreach sites identified and capacity confirmed Contingency plans include REDACTED if required <p>Timescales: ongoing from bid submission</p>
There is a risk of a delay in recruitment and training of staff	Amber	<ul style="list-style-type: none"> HR Team have allowed extended timescales for recruitment REDACTED Job Descriptions prepared and accounts with national agencies (REDACTED) to recruit in place. Training programme pre-booked ahead of go live including with SCPs at contract award Dovetailing of contracts allows for transfer of existing experienced staff from current contract team in SEMLEP <p>Timescales: ongoing from contract award</p>

There is a risk of a lack of suitable employment opportunities	Green	<ul style="list-style-type: none"> ▪ Dedicated Employer Engagement Manager (EEM) with experience of region will commence employer engagement before contract start ▪ SCP have extensive employer links, eg: DRC's REDACTED enabling access to many engaged employers for jobs from commencement. <p>Timescales: Ongoing from contract award</p>	
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