DWP Contact Centre Services Package A and B Question and Answer Template

Final Date for submission of Questions: 19 February 2018

No.	Page / Section Reference	Package A or Package B or Both A & B	Question/Feedback	Answer
1	IPR	Both A & B	Please advise the situation regarding IPR of any systems developed by the incumbent for the purposes of managing the service i.e. the intranet, which triggers system actions	There will be no transfer of systems to manage services between the incumbent and potential new supplier
2	PpAM	Both A & B	Please provide a definition for price per activity minute i.e. what is included in this measure?	PpAM: Means the unit of measurement of the service equating to one minute worth of agent activity. PpAM includes all costs other than TUPE, Exit, and Decommissioning costs (See the Pricing Proposal Guidance).
3	SoR	Both A & B	In the Statement of Requirements paragraph sections 10.5 and 10.7 refer to paragraph 10.4c. 10.4.b and 10.4.e. Paragraph 10.4 does not have any sub-sections. Please advise of the correct paragraph	Reference should be to 10.7 b, c, & e and not 10.4.
4	TUPE	Both A & B	Can the Authority urgently provide a complete set of TUPE information for all staff for all placeholders in the list that currently states “To be provided in full disclosure at appropriate time”	The TUPE information is provided by the incumbent provider, at this stage further information such as included in the “To be provided in full disclosure at appropriate time” will not be available until the statutory legal timeline i.e. no later than 28 days before the transfer date.
5	TUPE	Both A & B	Can the Authority provide detail of which service lines members of staff are currently working on. Where multi-skilling exists across service lines, it should be made clear which service lines an agent has worked on within the last 3 months	{redacted} **N.B. Database further revised at response to Q147**

6	TUPE	Both A & B	Can the current provider please provide detail of the redundancy terms that are applicable to their employees, e.g. Statutory terms or enhanced. If enhanced can full detail be provided of payment terms?	{redacted}
7	SoR 5.10	Both A & B	The award date is expected to be 26 April with the go-live date being 1 August. SoR 5.10 says that it can take up to 5 months for the Authority's telephony/IT partners to complete site set-up activities. The timeline defined above does not give 5 months to complete said activity. Please advise what bidders should assume.	Go live dates will depend on the circumstances of the successful bidder, but if IT is not in place for 1 August then service start date will be agreed accordingly.
8	Package B NGCC	Package B	Please advise how call recordings will be accessed by the supplier for those calls using the NGCC platform	Recordings will be accessed through the management interface of Verint i360.
9	Appendix 6A and 6B	Both A & B	Do the volume changes documented in the table apply at a service line level?	Volumes are documented in Appendix 6A and 6B. Banded rates are assumed on total volume across all service lines for the month being billed
10		Both A & B	Please advise how much compensation has been paid (and therefore recovered from the current supplier) under the current contract	{redacted}
11	Statement of Requirement Transition and Implementation 5.1	Both A & B	Please advise how payment to the exiting supplier will be made for the 3 months dual running period after the end of the current contract	A period of dual running can last up to 31 December 2018. The relationship in respect of payment will be directly between DWP and the exiting supplier
12		Both A & B	Please describe what systems/processes must be following during the quality assurance process	Current quality sampling is undertaken according to DWP procedures and process. The Forms are specific for each service line however DWP quality process is currently under review and we will advise accordingly.
13	Annex L Organisation Structure	Both A & B	Could the Authority please confirm that they wish for suppliers to submit the Annex L Organisation Structure as a template they have created and that there isn't a document missing?	Suppliers should use their own template for Annex L Organisation Structure.

14	Statement of requirements	Both A & B	Please provide the quality monitoring form that will be used for this contract and any supporting information that must be used when undertaking the quality assurance process. This will allow bidders to quantify the amount of quality resource that will be required on the service.	Please see App 6 for snapshot of quality monitoring requirements the call quality differs for each service line and the supplier can gauge from this and the volumes the potential resource required.
15	TUPE	Both A & B	Will the incumbent be providing current employees with a pay increase prior to service end and the new supplier starting?	{redacted}
16	Appendix 6	Package B	The statement of requirements states that 'Normal operating hours for all service lines except JSA OL are Monday – Friday 08:00 – 18:00.' However document App6 Package B states that for Carers allowance Claims packs the opening hours are 'Mon – Thurs 8.30-5pm Fri – 8.30-4.30'- Please confirm the opening hours.	Carers Allowance service line is the other exception and opening hours are; Mon-Thurs 8.30-5 Fri 8.3-4.30 as per App 6
17	Appendix 6	Both A&B	There are some differences between the summary tables volume information (appendix 6) 'call volumes inbound' and the monthly volume tables. Please confirm that the information in the monthly table takes priority over the summary tables.	Yes the volumes in the monthly tables take priority over the summary tables.
18		Both A&B	Please provide a weekly breakdown of volumes to allow bidders to fully understand the demand profile throughout the month	The intraday daily split in App 6 provides a snapshot of the weekly demand profile, weekly volumes will not be available at this stage.
19		Package A	Are there any plans to provide bidders with an opportunity to listen to JSA calls, in a similar way that was offered for the Pension and Working Age calls in Warrington and Halifax? If so, please provide details	JSA NC calls were demonstrated at Halifax back in October 2017.
20		Both A&B	Please confirm whether it is possible to provide multiple system access profiles on the same Smartcard to allow agents to be multi-skilled?	Yes this is possible.

21		Both A&B	Please provide historical volumes (12 months minimum) in Excel format for all service lines to allow us to understand the volatility of the demand profile	{redacted} To Note; CA volumes pre-27.11.17 are unavailable as the calls came through on the generic CA enquiries line and were not counted separately until routed into Capita.
22	SoR	Both A&B	In the SoR 14.5 there is a requirement for suppliers to provide a call logger. Please provide more information about the specific information that is required to be captured in the call logger	A call logger would record the different categories of calls into a service line and allow for analysis of the information. Specific call logger categories will be agreed between supplier and authority prior to go-live
23	Appendix 6	Both A&B	The volume information provided in appendix 6 for each package is in picture format. Please provide this information in Excel format in order for us to use the data without significant effort to re-input into Excel	Final for suppliers.xlsx
24	SoR	Both A&B	Please provide more detail regarding what activity is required by the supplier to comply with the ACT Feedback process (SoR 14.4)	ACT is a 'light touch' approach; to be used where colleagues identify possible gaps in knowledge/understanding which could be bridged with some light touch awareness. ACT is accessed through an online portal; An ACT must be raised when DWP or Suppliers agents identify that an error has occurred, or to pass on messages of thanks/compliments. ACT currently has six feedback types, each having a set of feedback detail of subcategories to provide more detail on the type of issue being raised. The six categories are: o Compliment. o Caused payment error. o Caused delay to a customer journey. o Affected customer experience. o Caused additional work/affected KPI. o Suggestion/request.

25	SoR	Both A&B	With regards to SoR 10.3 please can you confirm whether this means that agents should be available to take calls for 10 minutes or that the phone lines must stay open for 10 minutes after the published closure time?	The agent needs to be available to take calls for up to 10 minutes after the published closure time this will, for example, allow a customer to call at 17:59 listen to the IVR, select an option and be passed through to an agent at 18:01
26	TUPE	Both A & B	{redacted} Could you provide any information on the responsibilities of the {redacted} in the TUPE list - for example job descriptions?	{redacted} Job descriptions for these roles have now been provided.
27	TUPE	Package B	{redacted}	
28	SoR	Both A&B	In relation to section 10.7 part e. Would it be possible for the authority to give us some examples of 'valid reasons' to change the forecast.	Increases / decreases in forecast could be as a response to media coverage, short notice publicity campaigns, short notice policy or process changes, IVR changes which impact call volumes, this list is not exhaustive
29		Both A&B	Could the authority tell us how many times they have had valid reasons to change the forecast by more than 10% less than 4 weeks in advance by line in the last year.	This varies on different service lines and previous valid reasons may not be an indication of future valid reasons so this information would not add any real value.
30	SoR	Both A&B	In relation to section 10.18 of the specification. Why is it possible to dual skill agents between groups but not possible to multi-skill agents between groups? For example does this mean we could train staff in Carers Allowance and NINO. But not Carers allowance and NINO and DLA/AA.	Dual skilling is possible across all groups and agents can operate different service lines hourly / daily as agreed. Multi skilling across groups is not possible due to telephony routing strategy restrictions.

31		Both A&B	Do the weekly and rolling service credits apply to weekly revenue by line or for all lines?	By Service Line
32		Both A&B	MI service credit - what are the timelines for ad hoc reports that would apply for the service credit? Does the Service credit only apply to the data in Appendix 3 section 4 Agent Level?	Should ad hoc reports be requested timelines would be agreed between DWP and the Supplier. No, service credits apply to all MI not just agent level data at App 3 section 4.
33		Both A&B	Could the Authority provide data on how many complaints are currently received/upheld by line for the last year.	No this would potentially breach confidentiality of the incumbent supplier.
34	TUPE	Both A&B	{redacted}	
35	SoR	Both A&B	In relation to section 15.1 of the specification. Could the authority estimate the number of DWP staff who will be on providers premise for each lot. This allows us to cost for desk space etc.	Typically no more than 2 staff but DWP would work flexibly with the supplier for any additional requirements.
36		Both A&B	Could the authority provide the assumptions they have used for the volume forecasts for each line. For example Pension Credit Enquiries gradually reduces each year whereas State Pension Enquiries increases in 20-21 and then reduces.	DWP corporate financial analysts provide assumptions and forecasts. DWP forecasting is central to DWP planning and financial management and full consideration is given to changes in strategy and policy and this is reflected in our volumes.
37		Package A	Could the Authority provide the assumptions used about the impact of Universal Credit on the volumes of JSA New claims and JSA Online. Will the JSANC line still be required after the full roll out of Universal Credit?	The Department is still in the process of finalising UC full roll out and therefore any subsequent impact including JSA NC & JSAOL are still being worked through

38		Package A	The assumptions for PCE and SPE state that volumes could increase January to March by up to 30%. Why have these seasonal increases not been included? Also can you confirm that the increase does not apply to Pension Credit Claims?	On the PCE & SPE service lines the volumes *could* increase, we have seen as much as a 30% increase some years but the figures provided are the latest analysts predictions. PCC does experience the same assumptions.
39	Statement of Requirements (page 21) and Instruction to Bidders (page 16)	Both A & B	Statement of Requirements - 10.7 a. states "95% of forecast calls" and the Instructions to Bidders - 8.7. 3 states "not 90% of Forecast". Can you confirm that this should be 95% for both?	The SoR will be amended to clarify the position. See also Call off Terms and Conditions
40	Instruction to Bidders 6.14	Both A & B	What would happen to this procurement process if all Bidders score a 2 in at least one question?	The authority would investigate subsequent sourcing options.
41	Statement of Requirements 9	Both A & B	What is the availability of a training environment for DWP systems and can you confirm that this environment does not contain actual customer data? Therefore, staff can be trained while their clearance is pending.	Desk training can provide dummy cases for the training environment so agents can be trained whilst clearance is pending but cannot access or view any customer data until full clearance is obtained.
42	Statement of Requirements 14.5	Both A & B	Can you provide further detail of the call types per service line that you are requiring to be captured?	Please see answer at Q 22.
43	Statement of Requirements Appendix 3 Table 1	Both A & B	Item 1.10 states "% of First Contact Resolution". Can you confirm the DWP definition of First Contact Resolution and how this is measured?	FCR is that a query is resolved at the first point of contact which supports a once and done approach. The Supplier will need to provide the % number of calls that are handed over to a Service or Benefit Centre.

44	Statement of Requirements Appendix 8	Both A & B	Can you give an indication of the value of the service credits that have been recovered from the current supplier over the last 12 month and/or the total number service failures by daily, weekly or monthly intervals over the last twelve month period?	See Q10
45	Statement of Requirements 8.1	Both A & B	Please can you confirm whether you will be providing any form of Knowledge Base for access by the advisors during call handling? During the listening in sessions, a number of advisors that we observed referenced the CAST knowledgebase that they use to support their knowledge.	DWP will not provide any knowledge base this would be for suppliers to develop as required.
46	Statement of Requirements 15.2 i.	Both A & B	How many desks will you require in relation to requirement stated in 15.2 i.?	Please see answer at Q 35
47	CC Pricing Proposal	Both A & B	The Pricing Proposal template is based on all services being transitioned on 1st August. How will the commercial evaluation of a Bidder who proposes a phased transition be managed?	Evaluation is undertaken on the bidders cost of delivering the services based on the projected volume.
48	PpAM	Both A & B	Thank you for the clarification regarding PPAM. Please can you further clarify what is included within this measure i.e. agent talk time, hold time, wrap time etc?	All costs relating to the service are included in the PpAM as described in the Guidance to Suppliers on Completion of the Pricing Proposal with the exception of TUPE and Exit / Decommissioning costs, which are not included in PpAM. The PpAM currently pulls through from the AHT of the service line and suppliers pricing proposal in service delivery but is flexible in it's make up depending on service specification. In terms of AHT only agent talk time, hold time and wrap up are currently included.

49	Dual running	Both A & B	Please advise what commercial coverage will be in place for exiting supplier during the dual running period at the end of the new 3 year contract (Aug-Oct 2021)	At this stage DWP has not formulated it's future service requirements therefore any suggestions of dual running at an exit stage are unclear. DWP will consider all options for service transition on exit, service transition could occur before the end of the term, at term end or potentially under a "dual running" transition. This is not a restrictive view and all options will be considered. For the purpose of supplier's bids suppliers should assume that a 3 month service transition after the contracted term end could apply and detail the costs associated with this projected additional 3 month transition / dual running period separately in in the financial bid. An amended Contact Centre pricing proposal will be issued to reflect these costs.
50	CC Pricing Proposal	Both A & B	In the pricing template, the formula for calculating the setup costs (line 75) that are added to the PPAM charges for years 1 and 2 seems to be including any costs attributed to TUPE. This is in conflict with paragraph 3, page 5 of the pricing guidance documents.	A revised CC Pricing Proposal final V2 was published 23 Jan.
51	Attrition	Both A & B	Can the Authority provide all bidders with the staff attrition rates by service line for the incumbent provider for the last 6 months: This is important to enable bidders to accurately assess the likely numbers of staff who will TUPE and the plans that need to be put in place to ensure the safe landing of services required by the Authority.	{redacted}
52	Contract length	Both A & B	Can the Authority comment on its decision to limit the contract length to 3 years when previously terms of up to 5 years were discussed. This longer term offered bidders more flexibility to deliver innovation and value for money to DWP. The shorter contract period will impact on all suppliers' ability to invest in these services which may increase the overall cost of delivery to the department.	The 3 year contract term has taken into account key DWP requirements and DWP wider strategies. The contract is specified as a 3 year plus 12 month optional extension. Flexibility to deliver innovation and VFM can still be demonstrated in suppliers' bids and this is not a limitation of the contract term.

53	ESA	Package B	Can the Authority comment on why the {redacted} has been dropped from Package B. This has significantly changed the balance of seats and revenue between the two packages. Given this, did the Authority consider moving more service lines between the two packages in addition to JEL to ensure a more even split and to ensure the most effective competition?	At the point of issuing the ITTs {redacted} is no longer in scope for outsourcing. The service lines have been split on the basis of which will present the least operational risks to our business and provide the simplest opportunities for multiskilling.
54	Instruction to Bidders	Both A & B	With regards to the supplier package preference (page 18 of the instruction to bidders). Can we just be clear that if a bidder is bidding for both lots and selects package A as a preference but loses package A but still has the highest score in Package B - they will be awarded package B irrespective of any other bidders preference for package B?	In this scenario the Supplier would still be awarded package B because they were the most successful unless the Supplier who won Package A also bid for Package B and their bid was within the parameters explained within the Instructions to bidders.
55	SoR 10.6, 10.7e	Both A & B	In the statement of Requirements sections 10.6 and table 10.7e the Authority outlines the levels of flexibility that it requires from suppliers delivering these service lines. This flexibility aligned to meeting the service levels and KPI's will be onerous for all suppliers. The impact and cost of regularly flexing staff to meet these targets can lead to high attrition and low morale. Accepting that suppliers must always offer flexibility, how often based on existing contracts, would suppliers be expected to manage significant changes in volumes such as those highlighted in the table in 10.7e	The variation in notice period and % change for expected decrease / increase reflects a pragmatic approach to forecasting. It is worth noting that a past indication may not be a future indication and that this level of flexibility is required.
56	CC Pricing Proposal	Both A & B	On line 38 of the pricing template (staffing analysis tab) we are unclear on why a % value is being requested as an input. Can the Authority clarify?	This was a formatting error: A revised CC Pricing Proposal final V2 was published 23 Jan.
57	NiNo Appendix 6	Package B	Package B - Could you confirm what items/letters need to be created and posted out for NINO and the volumes as described within the NINO service description at (i)? There is no reference to these packs being fulfilled by a 3rd party, but there is also no detail around the number of packs a winning supplier for the lot would need to create or dispatch.	Not all calls on the NiNO line require an appointment letter, recent data shows that around 40% of calls will require a system generated letter. These letters will need to be put into an envelope on site and posted via DWP's Royal Mail

				Business Account. There are no packs that need to be issued on this service line.
58	SoR 4.3.2 On-boarding	Both A & B	With regards to 4.3.2 (Statement of Requirements) – where the DWP considers on-boarding additional services lines through this call off contract (or contracts) how would it approach this where it has selected two suppliers to deliver the current packages? What evaluation approach would be used to select one of the two suppliers, assuming the wider market was not approached?	The SoR at 4.3.2 Service on-boarding arrangements includes the approach.
59	Risks and Assumptions	Both A & B	Will the Authority be providing suppliers with an additional Annex for them to submit their Risks and Assumptions?	A Risk and Assumptions Log has been uploaded to Bravo and bidders may use this or their own template as long as it includes risk likelihood and impact.
60	Welsh language	Both A & B	Please can you confirm whether DWP systems for each of the service lines is able to record a customer's language preference (i.e. whether they are a Welsh speaker)?	DWP systems cannot record generic language preferences.
61	Welsh language	Both A & B	Please can you provide volumes by service line of inbound calls expected to be made in the Welsh language by customers?	Welsh calls do not go through to suppliers but remain in house with DWP
62	Appendix 6	Both A & B	Please provide a breakdown of the training duration for each of the service lines e.g. process training x days, systems training x days, skills training x days.	The Supplier will break down the training following the authorities handover in train the trainer sessions training sessions; Technical training is prescribed by DWP, included within App 6 and the Supplier will then need to deliver their own generic training for example customer handling skills training, soft skill training etc.

63	TUPE	Both A & B	Can the Authority confirm that the {redacted} roles on the TUPE lists are split accurately across two packages. {redacted} This could impact bidders ability to deliver a competitive price if they are selecting to bid against only one package, or indeed both packages due to the preference model being used to evaluate submissions?	Please see response to Question 4
64	Training	Both A & B	Training - The amount of time for training on each individual line of business between 5 – 15 days. A number of service line however use the same IT to deliver service. Could you please supply training broken down into Product and Technology so we can understand where we can dual or multi-skill we can accurately calculate the training required?	DWP technology training packages are not separate in terms of product / technology it is an integrated training package with a separate learning route-way to each service line. Although the same systems will be used across products it will different aspects of that system and would not support cross product training. Further information around dual and multi skilling will be made available.
65		Both A & B	Contract values for each Package have been projected within section 3.2 of the ITT document. Could you clarify the individual values for each of the additional potential opportunities referred to in the ITT, advise if each of these would also be subject to individual ITTs or be allocated to winning Lot A or Lot B providers and provide a broad timeframe when each of these would be procured / transferred?	Contract values have been specified to allow suitable flexibility to cover any changes within the contract. No current value/timeline is available for potential opportunities. Please also see response to Q.58
66	SoR section 5	Both A & B	What rational has been put behind the grouping of the services as detailed in section 5 of the SOR? Has the order of transfer of services been prescribed by any timings of initiatives or announcements being made to those benefits?	Packages have been grouped to maximise multi skilling between services and order of transition to secure a safe landing. The order indication based on complexity of transition may be on a % basis.
67	Quality	Both A & B	Could you provide details of the process for Quality Sampling for each service? If there are different scoring methodologies for each service could these each be provided? Could you please supply copies of any forms that are used to by DWP to assess each service and advise of	Current quality sampling is undertaken according to DWP procedures and process. The Forms are specific for each service line however DWP quality process is currently under review and we will advise accordingly however each line will be similar in resource requirements.

			the number of samples made by DWP each month which are then used to calculate the quality score which in turn would lead to calculation of service credits.	
68	Forecast volumes	Both A & B	Can you provide details on the number of times that the department has made a request to the incumbent of a need to increase demand by more than 20% from forecast over the past 3 years, advise on which services this was on and for how long the increase in demand lasted?	For the period Jan 17-Dec 17 there have been two instances; JSAOL- April 17- volumes were sustained for 4 weeks (25% increase) NINO- March 17 – volumes sustained for 2 weeks (25% increase)
69	Statement of Requirements 10.18	Both A & B	Could the Authority explain in greater detail: The rational for the service groupings in the table on page 24? Why is duel skilling allowed between groups but not multiskilling? Why is the Carers allowance claim pack in a separate group (3) on its own and confirm is this can be blended with services with other groups or not? It would also be helpful if the Authority could provide examples of what services could be blended in a multi-skilled environments and what services are not compatible, with a clear explanation for the rational.	Dual skilling is possible across all groups and agents can operate different service lines hourly / daily as agreed. Multi skilling across groups is not possible due to telephony routing strategy restrictions You cannot multi skill between groups as you cannot have different versions of CAM to take calls running at the same time. The groups were created to maximise IT efficiency ….i.e. Multi skill on GAD only or 1 CAM instance only (PTP CAM or Camlite
70	Terms and Conditions	Both A & B	Please confirm when the Authority will be releasing the specific Terms & Conditions for both Packages?	Call Off Terms and Conditions were published on Bravo 29 Jan.

71	Appendix 6	Both A & B	Can the Authority please provide historical data relating to the actual AHTs by service line for both Packages A & B that have been experienced within the various service lines for the past 12 month period?	All AHT's have been reviewed for this ITT and previous AHT changes would have reflected historical policy/process changes that would not be an indication of future AHT changes.
72	Statement of Requirements 14.3	Both A & B	We note that the payment mechanism will be based on a cost per call by line of business (defined by the agreed AHT that is reviewed quarterly). During transition there will be a period of 'bedding in' of potential new starters within each service line before they reach full competency in terms of handling a contact within the specific target AHT target. Will the Authority accept longer duration AHT targets for the transition phase of the services migration to allow for this?	No, the Authority understands that there will be training and consolidation as part of the transition in which time new agents should be able to reach full competency but there will be no increase in AHT's for this period.
73	Appendix 6 (Table for each Service Line)	Both A & B	Can the Authority provide historical insight / a guide into the glide path (the time taken for a new advisor on a service line to reach full competency level in relation to handling a contact within the AHT target) period for new starters within each service line for Packages A & B? We note that you have identified that 'some consolidation may be required' in the street to seat training durations provided. Please advise, based on historical performance, what the average consolidation / glide path is by service line.	Please see attached for recommended consolidation periods across all service lines. Learning Journeys.docx
74	Statement of Requirements	Both A & B	Please confirm whether the daily PCA service level applies to all service lines	Yes daily PCA applies across all service lines
75	Statement of Requirements	Both A & B	Please provide 12 months historical data (at a daily level), broken down by service line that shows the forecast versus actual volumes	Historical 12 month data (not at daily level) of actual call volumes attached. Forecasting information is not included as previous forecasts are not an indication of future forecast. {redacted}

76	Statement of Requirements	Both A & B	Please confirm whether the rolling week service credit only applies to the weekly PCA service level	Please see App 8 the rolling week service credit is not limited just to PCA service levels.
77	Statement of Requirements	Both A & B	Please confirm the time to competence for new starters for each service line	Please see data attached in response to Q73
78	Statement of Requirements	Both A & B	Please advise how much Authority generated refresher training has been initiated by service line over the last 12 months	The Authority will request refresher training where policy or processes, Including, security & data protection, changes or where feedback deems it necessary.
79			We note that quality monitoring is 2 or 4 per agent per month (depending on service line), Is coaching and feedback included in the price per activity minute? Can you confirm any DWP requested training is part of the price per activity minute?	See Q2
80	Appendix 6	Both A&B	could you please provide all of the intra-day profile percentages from Appendix 6 in Excel format for all service lines in Package A and B?	Intraday Package A.xlsx Intraday Package B.xlsx
81	SoR	Both A&B	The specification requires mandatory implementation of Protective monitoring services (T-SOC) for all systems that process OFFICIAL protectively marked data. Can the Authority confirm which systems this refers to since the Authority are providing all infrastructure including thin-client PCs to connect to Authority systems?	Although the Authority are providing ICT infrastructure, should the proposed service require any additional information systems to be designed, developed and deployed, these systems must have the capability to integrate with the DWP's T-SOC.

82	SoR	Both A&B	Will the Supplier's Voice Recording system require integration of the Authority's own Protective Monitoring system (T-SOC) or can the Supplier specify their own? If Authority supplied, please detail technical specification of the system including infrastructure, O/S and software requirements	Yes it will require integration of the T-SOC but further detail will be provided during any site survey / risk assessment stages.
83	SoR	Both A&B	Ability to record and store data (up to 72 months), be able to search, retrieve and securely transfer individual records and apply separate (DWP defined, see Appendix 7) retention periods to the individual calls / data stored, during and after the life of the contract Appendix A says longest is rolling 14 month deletion. Seems to contradict requirement	This is to future proof and allow for the inclusion of other service lines with longer retention requirements {redacted}
84	SoR	Both A&B	What responsibility will the Supplier have in regards to management and support (including 1st line) of the DWP infrastructure installed on the Supplier's site?	Suppliers will be responsible for maintaining DWP equipment and where faults arise report to DWP helpdesk via BAU channels, with defined SLA's for all incidents.
85	SoR	Both A&B	5.11e Can "when Required" be defined. Is this all calls or just a subset. If subset, was criteria os set to record calls 5.11e What is the accreditation process.	5.11 e All service line calls other than National Fraud Hotline must be recorded. 5.11f; See Point 13.5 of the SoR; The Call Recording system will require security accreditation complying with HMG standards - DWP Security Standards and Policies and Cabinet Office Security Standards [the link to this is https://www.gov.uk/government/publications/security-policy-framework. This will require the application of the DWP Accreditation Process, which also relies upon the International Standard 27001 to ensure security risks are being addressed; and includes a requirement for the supplier to be responsible for the successful delivery of an IT Health Check of the solution. 5.11i see points 13.2 & 13.3 of the SoR;

			5.11i Are the requirement defined	The system should be on-boarded to the DXC.Technology protective monitoring services (T-SOC) which is a mandatory requirement for all systems that process OFFICIAL protectively marked data. The security requirements are detailed in the Security Schedule of the contract Terms and Conditions.
86	CC Pricing Proposal	Package B	When using the Authority's advised number of calls and AHT to work out the total minutes for package B, the numbers do not tie back to the totals in Year 2 and 3 in Table 1C of the Package B Pricing Proposal. Please can the Authority advise?	There is a relatively minor discrepancy and the Pricing Proposal V2 will be further revised to resolve this. Version 3 of the Pricing proposal was issued on 7 Feb 18.
87	SoR	Both A&B	The requirement document references the "Authority's Information Management Policy". Can you provide a copy?	DWP Information Management Policy v This document replaces the link previously provided which was incorrect.
88	Statement of Requirements 8.1 d.	Both A & B	"Procurement route for the Suppliers." Will the Supplier have any commercial responsibility for the procurement of IT assets that form part of the Authority's provision? For example, will the Supplier have to purchase the IT components and recharge the Authority?	No IT assets will be provided by the Authority however the procurement route may be used by the Supplier to procure smart cards, user access or other such IT components
89	Statement of Requirements 8.2 a.	Both A & B	Will the Authority share a secure comms room with the Supplier (separation of racks/cabinets assumed) or will an entirely separate comms room for the Authority be required. Are there any specific security and environmental requirements that specifically apply to the comms room e.g. power provision and backup, Biometric Authentication, VESDA, etc.	Separation of kit within the existing supplier comms room will be acceptable –there will need to be a {redacted} site survey as part of the WAN/LAN set-up in order to provide assurance. Suppliers can apply their own standards although {redacted} will flag any concerns re environmental controls etc. as part of the pre-installation site survey

90	Statement of Requirements 8.2 c.	Both A & B	Does the Supplier need to provide the desktop application used by the agents to record the data and manage the scheduling of call-backs or just the telephony system used to make the outbound call?	Yes suppliers will need to provide desktop application with the means to capture MI in relation to inbound and outbound calls and the ability to manage via a call back diary for all service lines with the exception of JEL which will use the Workspace application on the NGCC platform For JSANC and JSAOL service lines, the Supplier will use CBS to manage the scheduling of call-backs.
91	Statement of Requirements 8.2 g.	Both A & B	What is the process for allowing specific Supplier's applications to be accessed through the Authority's network infrastructure? This would be in relation to providing access to employee management and internal communication platforms used as part of quality and compliance management, scheduling/resource planning, time and attendance recording.	The process will be dependent on what applications the Supplier wishes to use and if these require a change to DWP infrastructure. The Authorities Enterprise Security Risk & Management Teams would be engaged to facilitate DWP access to 3rd party infrastructure or vice versa.
92	Statement of Requirements 10.6	Both A & B	In order to provide the operating environment to be able to support +10% of forecast can the Authority confirm that the any IT provision by the Authority will take account of the additional capacity to support this against the peak annual volume?	Yes IT provision will be made to support this however additional accommodation and training costs will not be considered.
93	Statement of Requirements 14.1 f.	Both A & B	Can the Authority confirm who provides the CSAT/Survey solution?	The supplier would need to conduct the customer satisfaction survey using methodology agreed by DWP
94	Statement of Requirements 8.1 a.	Both A & B	What carrier(s) are used to provide the connectivity into the DWP network?	{redacted} is the current provider

95	Statement of Requirements 10.5	Both A & B	Are there any additional specific security checks needed for support personnel beyond BPSS?	No but they must be compliant with The Authority's Baseline Personnel Security Standards which will be provided as a guide for the Supplier.
96	Instruction to Bidders (page 32) 4.1 Telephony and IT Solution	Both A & B	The question makes reference to the capture, store and transfer customer data. Other than call recordings, what other customer data would the Supplier be capturing and/or having a need to transfer?	Call recordings are the primary transfer of data however there may be a requirement to transfer call logger or other MI data as at 12.1 & 14.5 of the SoR, the Authorities preference for data transfer is through a secure portal.
97	Statement of Requirements 10.7	Both A & B	Can the Authority please provide data on the historical accuracy of forecasts versus actual contacts and AHT by Service Line?	DWP forecasting is central to DWP planning and financial management and full consideration is given to changes in strategy and policy and this is reflected in our volumes. All AHT's have been reviewed for this ITT and previous AHT changes would have reflected historical policy/process changes that would not be an indication of future AHT changes.
98	App 6 Package B (page 19)	Package B	Given the significant volume reduction in JEL contacts between August and December 2018, would the Authority be willing to continue to handle a proportion of these contacts beyond 31st December, in order to avoid the Supplier having to recruit and train staff who would only be deployed for a short period and being left with stranded DWP seats and desktops?	The JEL line is currently delivered in house and the decision to outsource this line is due to DWP resources being committed to other priority work across the department. There is no option to run a parallel service with suppliers
99	App 6 Package A and App 6 Package A	Both A & B	What are the common elements within the training programmes for each Service Line, and their respective durations, i.e. those elements that would not be required to be retrained when dual skilling agents on an additional Service Line(s)?	DWP technology training packages are not separate in terms of product / technology it is an integrated training package with a separate learning routeway to each service line. Although the same systems will be used across products it will be different aspects of that system and would not support cross product training.

100	Statement of Requirements	Both A & B	During a call an agent may need to put a caller on hold whilst they seek additional information from a supervisor or superior This is generally included within AHT and for forecasting needs to be factored into calculations. Most systems break a contact therefore into Talk Time, Hold Time and Wrap Time. In question response 48 it states that AHT only includes the Talk Time and Wrap Time. Could you please confirm if Wrap Time has been included, or please provide data with this metric included so we can calculate on this basis.	DWP definition of Average Handling is ; Average Call Handle Time - the average handling time for inbound calls, this includes talk time, hold time and after call work time.
101	Statement of Requirements	Both A & B	You have confirmed that weekly volumes will not be provided at this stage; in the absence of weekly volumes, please can you advise what assumptions bidders should make regarding how monthly volumes are split across the month? i.e. should bidders assume that the monthly volume is split equally across each month (52/12 = 4.33)?	This approach would generally give a good estimation of weekly volumes there are not generally huge variances from one week to the next, the only exceptions being where there are Bank Holiday weeks or significant seasonal increases such as January and September on New Claims lines where the peaks are usually seen in the weeks at the start of the month.
102	Statement of Requirements	Both A & B	7.3 e references the requirement to record 72 months of call data, however the contract is only 36 months long with the potential for an additional 12 months. 7.3f states that at the end of the contract the calls should be either returned to the Authority or deleted. Additionally App 7 for each of the packages has a maximum of 14 months retention for 3 service lines whilst the others extend for only 4 weeks. Can the Authority clarify the requirement for 72 months capacity as this may result in an additional unnecessary costs?	See Q83.

103	Statement of Requirements	Package A	App 7 package A. Pension Credit Claims and JSA new claims have a transfer to the Authority on a rolling 14 month basis, this will result in a daily export to the DWP for these calls. Would the Authority consider allowing retention for the life of the contract and a single transfer to avoid this activity and creating a rolling export again will incur additional costs? If this isn't possible would the Authority consider an data export on a time interval greater than a day e.g. monthly?	Yes the Authority will work flexibly with any new supplier to establish the best process for transferring data. The current call recording and data retention processes are being reviewed but the storing and transferring of data must be in line with the Authority's Security Standards & Policies as at 13.5 of the SoR and in line with the Information Management Policy and GDPR. The Authorities preference for data transfer is through a secure portal.
104	Statement of Requirements	Both A & B	Could you confirm that each service can be accessed by customers within Wales and therefore each service requires Welsh Language Provision.	Welsh calls do not go through to suppliers but remain in house with DWP
105	Statement of Requirements	Both A & B	Could you confirm that agents with less than 3 months experience would be excluded from the quality assessment process linked to the Service Credit.	No the Authority understands there is a consolidation period for new agents and will work flexibly with the supplier but agents are not excluded from the quality assessment process.
106	Statement of Requirements	Both A & B	Could you confirm if the 99.96 availability for telephony is only on total time within a month and not on number of incidents.	No this will be inclusive of incidents.
107	General	Both A & B	How many different DWP managed centres will we need to liaise with for Lot A and for Lot B.	Agents will need to liaise with a number of JCP's, service centres or processing centres across all lines. Agents will be provided with the relevant tools to identify and locate the appropriate centres dependant on which service line they operate.

108	General	Both A & B	Off-Shoring - As a global organisation, we have staff from other Geographies seconded into the UK to work on projects from time to time. Could you confirm as those individuals may not be here specifically for DWP activity, but may support and work on the project whilst in the UK, how we should advise of this on each occasion.	All individuals will be subject to the same security clearance checks before undertaking any DWP activity and notification would be through a process agreed with the Authority.
109	General	Both A & B	Could you confirm that suppliers are able to manage Agent level data both from within and outside of the UK. Data as specified in Appendix 3 MI and Stats 4. Agent Level which runs off suppliers telephony systems is neither personal data, and is not held or hosted on DWP systems.	Yes this may be agreed but would need further discussion and understanding.
110	CC Pricing Proposal	Both A & B	The updated (v2) CC Pricing Proposal templates states that TUPE costs are excluded from the PpAM. As the TUPE 'Costs will be paid as they are incurred', can the Authority confirm if the 'Income' associated with the TUPE costs should appear in the Pricing Schedule row 106 in the Year that they will occur? The current commercial template does not have this functionality.	Version 3 of the Pricing proposal issued 7 Feb addresses this.
111	CC Pricing Proposal	Both A & B	The updated (v2) CC Pricing Proposal templates shows that Decommissioning and Exit costs are excluded from the PpAM. However, when testing the template, we notice that costs entered into Assumptions cells D471 to D476 and the subsequent total in E471, do appear in Pricing Schedule Table 1D but do not appear in Table 1C (cell H94). Can the Authority confirm if this is an error?	Version 3 of the Pricing issued on 7 Feb 18 will address this.

112	CC Pricing Proposal	Both A & B	We note that, with the exception of the TUPE costs, set up costs will be recovered through the PpAM. The CC Pricing Proposal works on the basis that these costs are recovered against 100% of the forecast volumes from 1st August 2018. However, as there will be a phased transition i.e. less than 100% of the total forecast volume between 1st August and 31st December, then there could be an under-recovery of the set up costs for the Supplier. Also, if there was a variation in the actual volumes compared to the forecast volumes in the Pricing proposal, then there would be either an over or under recovery of the set up costs. Would the Authority consider an alternative approach where there is a separate PpAM specially relating to the recovery of set up costs which would be used against a fixed number minutes i.e. once these minutes have been achieved, this separate PpAM charge would cease?	The Set up costs are recovered over the volume of minutes indicated for the first two years of the contract. It is accepted that this volume may be reached earlier than the two year time frame (if volumes are higher than forecast) or later than the two year time frame (if volumes are lower than forecast) but as the set up costs are recovered on the volume rather than the timeframe this will ensure that there is no under or over recovery of the set up costs".
113	Statement of Requirements	Package B	Is the Authority planning on hosting any events so that bidders can listen to JEL calls?	Details on an opportunity to listen to JEL calls at DWP offices in Blackpool on Tuesday 13 Feb was broadcast on Bravo 5 Feb.
114	General	Both A & B	Can the Authority confirm if the incumbent are willing to carry out parallel consultation?	A formal written request to be submitted to Capita which will need to be signed off from Capita {redacted}.
115	Terms and Conditions	Both A &B	ANNEX Y – "Draft Security Plan" requests that we detail how we will comply with the 'DWP Security Policy for Contractors' and '[Schedule 6 of DWP Standard Terms and Conditions or appropriate Framework Schedule] '".	Please refer to the Terms and Conditions published 29 January

116	Dual/multi skilling	Both A&B	Following on from CQ 20 Please confirm whether it is possible to provide multiple system access profiles on the same Smartcard to allow agents to be multi-skilled? Can you please advise if Is it possible to give individuals any combination of system access (on a single DWP smartcard) within a group (SOR 10.18) to allow agents to be able to support multiple service lines? Is it further possible to give individual agents system access profiles to support dual skilling across groups on a single Smartcard? Are there any limitations to the system access profiles possible for a single Smartcard?	Dual skilling is possible across all groups and agents can operate different service lines hourly / daily as agreed. Multi skilling across groups is not possible due to telephony routing strategy restrictions. You cannot multi skill between groups as you cannot have different instances of CAM to take calls running at the same time. There will be some limitations to agent access levels but dual and multi skilling is possible from a single smartcard.
117	Training	Both A&B	Following on from CQ 64. Training - The amount of time for training on each individual line of business between 5 – 15 days. A number of service line however use the same IT to deliver service. Could you please supply training broken down into Product and Technology so we can understand where we can dual or multi-skill we can accurately calculate the training required? Can you please confirm when further information regarding dual/multi skilling will be provided. Will this be during the procurement or will the information be shared with the successful bidder following contract award?	Please see response to Q 116
118	PCA		Following on from CQ 76, Please confirm whether the rolling week service credit only applies to the weekly PCA service level. Can you please advise, Does the rolling service credit principle apply to both the daily and weekly service levels? And in the event that a daily PCA target is missed in 2 sequential weeks, would the supplier be liable for both the	The rolling service credit principle only applies to the weekly service level achievement. In the example provided the following service credits would apply: Week1 Monday =10% of daily revenue No Weekly SC as 90% PCA achieved

			daily and rolling week penalties? E.g. Week 1, Monday PCA = 88% but weekly PCA is 90% and week 2, Monday PCA is 89% but the weekly PCA is 90% would the supplier be liable for penalties of 3% of weekly revenue for both weeks AND 6% weekly revenue for failing a SL in 2 sequential weeks?	Week 2 Monday = 10% of daily revenue No weekly SC as 90% PCA achieved
119	TUPE	Both A&B	{redacted}	{redacted}
120	TUPE	Both A&B	{redacted}	{redacted}
121	IT	Both A&B	Q84 It states in the answer that suppliers are responsible for maintaining the DWP equipment, please explain further?	The maintenance and up keep of any DWP kit will be the responsibility of the supplier throughout the life of the contract and should be maintained as if the suppliers own kit. Any faults or issues arising with the kit can be escalated through DWP's IT Helpdesk facility for technical support with our systems, alongside access to a network of IT Support Managers as well as a procurement route for any standard IT components or replacements, subject to authorisation.
122	IT	Both A&B	Q90 states suppliers need to provide a desktop application, please explain further?	The Suppliers telephony solution must have functionality for call distribution, MI collection, real time and customer contact management as detailed in the SoR at 5.11c, 8.2c and App 1 & 3

123		Both A&B	Q93 States suppliers are to complete surveys, please provide further information on frequency, volumes etc.	This clause has not always been exercised but the Authority would work flexibly with suppliers if surveys were to be conducted on behalf of the Department
124	Terms and Conditions	Both A&B	Thank you for sending the Framework Call Off Published Draft V1. Can this document please be published in word document format?	A word version of the Terms and Conditions was published 29 Jan.
125	Service credits	Both A&B	Can the Authority confirm how it plans to model the weekly/monthly breakdown for Service Credits. Should bidders assume months will be divided by 4.33 or is another calculation preferred?	This approach would generally give a good estimation of weekly volumes there are not generally huge variances from one week to the next, the only exceptions being where there are Bank Holiday weeks or significant seasonal increases such as January and September on New Claims lines where the peaks are usually seen in the weeks at the start of the month.
126	Pricing Proposal	Both A&B	We have some clarifications regarding the volume banding model on page 2 of the Pricing Proposal Guidance: a) You state that all minutes delivered in a month will be charged at the lower priced volume banding. We would like to confirm that this is the case and the Authority is not prepared to accept an incremental process to avoid a “cliff edge” pricing scenario. For example, as we currently understand this if the monthly volume is 15,000,001 minutes then all would be charged at band B and none at Band A (even though the banding had only been crossed in this scenario by 1 call minute)? b) In the same section, the Authority states “All call minutes in a particular week will be charged at the same banding rate. For example if there are 1,600,000 minutes in a month	a) The Authority can confirm that all minutes delivered in a particular month will be charged in the same banding rate. The assumption that if a monthly volume of 1,500,001 is delivered, then all would be paid in band B (for Package A) is correct. b) All minutes delivered in a month are added together to dictate the banded rate for that month’s invoice. However, invoicing will need to illustrate the number of minutes per week by service line for the accurate of application of weekly service credits. c) The volume banding is monthly. The Pricing Proposal guidance page 2, penultimate bullet states “All call minutes in a particular *week* will be charged at

			they will all be charged at the band 2 rate" – Can the Authority confirm if minutes are reviewed and calculated weekly or monthly for volume banding purposes. The scenario is unclear as it is possible that you could achieve 1,600,000 minutes by having one large weekly volume spike and the remainder within a weekly tolerance. In this scenario bidders would be charging band A for all weeks bar 1 which would be at band B. Please clarify. c) If in the above scenario the volume banding is determined weekly, please can the Authority confirm what calculation it is using to divide the monthly forecasts by. We note that in response to CQ's regarding forecasting it has been suggested that a division by 4.33 can be used but we would like to clarify this is the intention for volume bandings.	the same banding rate". This should read all minutes in a particular *month*.
127	Forecast volumes	Both A&B	The Authority has also stated they will supply a 2 week period forecast 4 weeks in advance for invoicing purposes – how do we true up the volumes into monthly volumes? And are we averaging it to get our weekly volumes?	The 2 week locked down forecast will be provided as 2 separate weekly forecasts, further broken down into daily forecast volumes. A 12 week advisory forecast in the same format is also included which the supplier can use to establish monthly volumes.
128	TUPE	Both A&B	{redacted}	{redacted}
129	IT	Both A&B	Will the Authority provide Internet access for all users and support access to client provided web tools? What is the process and criteria for Authority acceptance?	Restricted Internet access is provided through gsi e-mail accounts and access to client web tools will be considered but full impacting must been undertaken by DWP and written permission provided by DWP Security before any such tools can be installed.

130	TUPE	Both A&B	Please can you confirm how up to date the TUPE information provided? Please can you confirm how suppliers should manage any additional increases to staff costs during the interim period?	See Q128 and 135.
131	Redundancy	Both A&B	Please can the AUTHORITY confirm their approach to how suppliers should manage redundancy liability for LOB's that reduce in volume where this leaves additional liability with suppliers.	It is up to bidders to describe how they will manage their resource profile in their qualitative section of their bids under 2.1 Resources and Recruitment. The Pricing Proposal allows for bidders to include TUPE liabilities up to and including year 1. (See the CC Pricing Proposal Guidance on page 5 'Completing the Assumptions Sheet)
132	Migration	Both A&B	Can we get more insight regarding how a phased mobilization/migration especially regarding notice period.	Further insight is not available as mobilisation and transition will be dependent on bidders proposals.
133	Attrition	Both A&B	What is the current attrition by service line for both package A and package B?	For staff attrition by service line see Q51
134	Call recording	Both A&B	Please can you confirm the volumes of call recordings that are required to be retrieved for quality and complaint management?	The Authority will undertake a percentage of monthly call quality validation checks using Supplier call recordings. Additionally ad-hoc retrieval of calls will be required for the Supplier to investigate issues raised by DWP, SARs requests, police investigations and complaints, volumes will vary according to necessity of complaint/issue investigation.
135	TUPE	Both A&B	We have reviewed the Authorities responses to a number of the TUPE questions which direct to the holding statement provided in answer to Q4. We believe that a number of the TUPE questions raised by bidders (including 5, 34 and 63) have a material effect on all bidders evaluated prices.	Some further information has now been provided under Q5 and Q34. All bidders have access to the same information set on which to base their assumptions and DWP will assess bids based on bidders financial and quality responses.

			Without clarity bidders will have to include wide assumptions to explain how they have provided a price for the full TUPE process. How does the Authority intend to assess these assumptions given that they are likely to be very wide and could be addressed in a variety of different ways by bidders?	
136	transfer	Both A&B	In appendix 6 there are references to an ‘’. Is this DWP’s intranet or the incumbents? If it is the incumbent’s intranet, please confirm whether the system is used to auto-generate/trigger information that feeds into DWP systems. If this is the case, bidders will need more detail about the processes supported in order to cost an alternative (see response to Q2 which states that there will be no transfer of systems)	It is DWP’s intranet and there will be no transfer of systems to manage services between the incumbent and potential new supplier
137	AHT	Both A&B	In 3.1 AHT Review- it talks about reviewing MI available from Jan 2018, Feb 2018 and March 2019. Can you please clarify if you mean 2019 for all three months.	Yes this does refer to 2019 for all three months, the Call Off clause will be amended
138	Gain share	Both A&B	In Annex 1: Call off contract charges of Call Off Schedule 3, under 4.3.10 the Authority has referenced to Appendix 2 for a gain share example but there is no such Appendix in the schedule. Please advise.	Thank you. An example will be included and published shortly.
139	PCA	Both A&B	With regards to CQ10, can the Authority confirm that the existing contract with Capita has a daily PCA target of 90% (as per this procurement) for the existing service lines. This will allow bidders to put the information regarding historic service penalties into full context.	Daily PCA has been 90% apart from Pensions services where the daily PCA has been 95%. For this opportunity, PCA has been aligned at 90%.
140	Learning	Both A&B	With regard to the Learning Journey document provided, please can you advise what ‘consolidation’ means in this context? Does it mean that during the consolidation period learners receive additional support? Or does it mean that the learner would be expected to be fully competent by the	See Q73 Potentially the agent/learner could receive additional support during the consolidation period, this would depend on the individual and/or Supplier approach to building their agent

			end of the consolidation period?	capability. This additional support could come in the form of floor-walker/trainer support, QAFs, feedback, Q&A sessions. The agent/learner would be expected to be fully competent by the end of the consolidation period.
141	JEL	Package B	Please can the Authority provide more context about why the volumes for the JEL line reduce so dramatically from the start of the contract term?	The volumes are reflective of a number of recent changes, including budget announcements and call trends following the introduction of free phone numbers. Some of these assumptions and trends have not materialised or impacted in the way initially anticipated.
142	Framework Call Off - Published Draft V1	Both A & B	Can the Authority confirm if the questionnaire in ANNEX 2: Security Management Plan of the CALL OFF SCHEDULE 7: SECURITY should be used as the basis for completing Annex Y – Draft Security Plan (Question 2.2.2)?	The correct Draft Security Plan is now visible in the Bravo document library.
143	Statement of Requirements – Appendix 2 and App 6 Package B	Package B	Does the JEL service use physical turrets, provided by the Authority or USB headsets connected to the HP Thin client devices?	Headsets are connected to NGCC phones.
144	Statement of Requirements – Appendix 3	Both A & B	Please define what is meant by blocked call report? Does this relate to inbound busy tones?	Reference is at App 1 point 5 – all reference to blocked calls has now been removed.
145	Call recording	Both A & B	On average, how many requests per month for call recording access do the DWP anticipate requesting?	The Authority will undertake a percentage of monthly call quality validation checks using Supplier call recordings. Additionally ad-hoc retrieval of calls will be required for the Supplier to investigate issues raised by DWP, SARs requests, police investigations and complaints, volumes will vary according to necessity of complaint/issue investigation.

146	Attachments	Both A & B	Can you please confirm if it is possible to submit an executive summary document, as an additional attachment?	No, only those requested documents /attachments detailed in the Technical envelope will be evaluated.
147		Both A & B	Following on from the CQ 5 response, Multi-skilling matrix with names anonymised provided in the supporting documentation, attached Skills Database document. Can you please provide a key for the column headings to allow bidders to understand what they mean. The description should not just be an explanation of the abbreviation – it should allow bidders to understand in sufficient detail what the skills sets mean.	Updated skills matrix with description details provided in supporting documentation {redacted}
148	Clarification	Both A & B	Can you please confirm the final date for supplier CQ submission?	The final date for bidders to submit clarification questions is 19 Feb.
149	TUPE	Both A & B	With regards to your answer to CQ 34, we are not clear how this answers the question with regards to the split of management roles between the existing service lines. It is important for bidders to understand the mix with regards to the potential TUPE transfer implications. {redacted}	{redacted} The TUPE list is subject to change which will be provided 28 days prior to first transfer
150	TUPE	Both A & B	Can the Authority confirm if or how many staff on both TUPE lists are currently on long term sick leave. For any staff in this situation, please provide the length of time that each individual has been on sick leave	{redacted}

151	TUPE	Both A & B	Can the Authority provide information regarding how many staff on the TUPE list have or are undergoing disciplinary proceedings	**{**redacted**}**
152	TUPE	Both A & B	Please confirm any overtime agreements already in place with staff on the TUPE list to allow bidders to factor this into their costs	{redacted}
153	Pricing Proposal	Both A & B	The pricing template requires bidders to populate the costs based on 100% of volumes. Given that these service lines are largely inbound and call abandonment is a recognised industry issue, how would the Authority like bidders to treat call abandonment to ensure a consistency in response?	Only calls abandoned once they have joined the Queue (Post IVR) should be included in calculation for PCA delivery. Note: Calls abandoned once in the queue (post IVR) do not form part of the AHT calculation. AHT calculation starts at the point the call is answered by an Agent and ends at the point the call and any After Call Work is complete.
154	TUPE	Both A & B	TUPE Data and Skills Database Both A & B Can the Skills Database file be updated with the Employee Number (column A in the TUPE Data files) in order that the TUPE information can be matched to the skills of the current employees?	Updated with supporting documentation as per Q147

<table>
<tr><td>155</td><td>TUPE</td><td>Both A & B</td><td>TUPE Data Both A & B Can the Authority confirm what (if any) paid breaks the current Supplier employees are entitled to?</td><td>As per the ACAS Code of Practice, in line with the working time regulations {redacted}</td></tr>
<tr><td>156</td><td>Statement of Requirements</td><td>Both A and B</td><td>Can you advise if the Jobcentre Enquiry Line is a brand new service line or exists within a DWP centre, if it already exists where is this based?</td><td>The JEL line is currently delivered in house across a number of DWP sites.</td></tr>
<tr><td>157</td><td>App 6 and Learning Journeys</td><td>Both A & B</td><td>There appears to be some discrepancies between the training durations for some on the lines of business provided in appendix 6 for each package and the subsequent learning journeys document provided in response to CQ No. 73 e.g.
<table>
<tr><th>Service Line</th><th>Street to seat

(App 6)</th><th>Duration

(Learning Journeys</th></tr>
<tr><td>JEL</td><td>10 days</td><td>3 days (+ 1 day consolidation)</td></tr>
<tr><td>Winter fuels</td><td>5 days</td><td>2 days</td></tr>
<tr><td>JSA on-line</td><td>15 days</td><td>10 days</td></tr>
</table>
Can the Authority confirm the actual number of days of initial training that the Suppliers should be using?</td><td>The figures included in the response to question 73 are correct and should be used.</td></tr>
<tr><td>158</td><td>Terms and Conditions</td><td>Both A & B</td><td>With reference to schedule 3, 10.2 terms and conditions.

Can you please advise, does 8.1.14 take precedence over this clause with regards to the review dates?</td><td>Yes but only in that Clause 8.1.14 is directly dependent on Sch 3 10.2.

Clause 8.1.4 advises how Call volume (PpAM) will be paid from the onset of the service, however there are a number of</td></tr>
</table>

				clauses that allow for the PpAM to be amended depending on circumstances.
159	Statement of Requirements	Both A & B	Annex 1 – Section 3.1 - "The customer in discussions with the Supplier may impose new AHTs if the customer and Supplier cannot reach an agreement." Could the Authority confirm that this process would include a price review to maintain the economic balance of the contract?	Potentially Yes but this would depend on the circumstances of the AHT review and if this impacted the volume bandings under the banded rate or other such Clauses that can adjust the charges. See also Schedule 3 Clause 8.1.9
160	T&C	Both A & B	With regards to the call off contract (page 3, section 4.3 – Critical Service Failure), please confirm that this relates to the weekly PCA targets and not daily ones.	Critical Service failure relates to the PCA failure, daily / weekly for a consecutive period of twelve (12) weeks or three (3) separate instances occur of four (4) weeks or longer in a twelve (12) month rolling period.
161	TUPE	Both A & B	With regards to the answer to CQ21, could the Authority please provide the historic headcount for the last 12 months too. This will provide all bidders with a clear view on how annual volumes have affected headcount, as opposed to the TUPE list numbers which purely reflects a specific point in time.	{redacted}
162	TUPE	Both A & B	{redacted} In response to CQ26, the Authority has provided a job description called	Role profiles where available will be provided to the new provider as soon as we have confirmation.

163	Telephony	Both A&B	Do DWP plan on continuing to route all calls through the IVR's in Authority's intelligent Network Call Plan and then onto storm?	Yes - There are no plans to change how calls are routed to a supplier's telephony platform. NB; The Authority does not operate on the STORM platform and does not dictate that suppliers should use this platform.
164	JEL	Package B	Will the JEL service line on the NGCC platform be running as a separate contact centre operation, or are the agents serving the calls expected to be able to receive calls from the storm platform as well?	The NGCC phone will run off the same data port the thin client uses. If the suppliers want to multiskill and use their own telephony there will be a need to log off the NGCC phone & physically log into the supplier phone. It will mean there will be a need for 2 phones on the agent's desk. NB; The Authority does not operate on the STORM platform and does not dictate that suppliers should use this platform.
165	Statement of Requirements	Package B	What connector will the headsets for the JEL service be plugging into to?	The NGCC handset
166	Statement of Requirements	Both A&B	What data do DWP require to be presented in the log report?	If the question relates to a call logger there would be a need for to record the different categories of calls into a service line and allow for analysis of the information. Specific call logger categories will be agreed between supplier and authority prior to go-live
167	Statement of Requirements	Both A&B	Ref Q10 where compensation payments are made to a customer as a result of a complaint, rather than service credits (which was the information provided). Please advise how many and the value of any compensation payments recovered from the current supplier over the last 12 months	{redacted}

168	Statement of Requirements	Both A&B	Could you please supply average wait times for each of the service lines by month for the past 12 months.	This information is not available.
169	JSAOL	Package A	Could you please clarify who is responsible for creating and sending out the failed call back letter which must be sent to customers whom we are unable to send a text message, or make contact via an outbound call (after 2 attempts) on the JSAOL .	The letters are generated via FIND a DWP internet based system – the Agent inputs the customer name and address into FIND and the letter is generated and printed and the Agent puts it in the envelope to post
170	CC Pricing Proposal	Both A&B	Can DWP clarify where we should include wait time percentage in the staffing analysis tab and explain how this be used in evaluating the price per minute? Depending on the call arrival pattern the wait time could be anywhere between 50% and 95% and without a place holder for such significant percentage it will not be possible to compare like for like per activity minute pricing. There may be times when we have agents available but we do not have enough calls presented and therefore they will be waiting for calls to arrive. This could be because of system / telco issues outside of our control or due to forecast process predicting more demand than received. Is “call wait time” therefore part of activity minute? If not, can you please confirm where do we show wait time percentage in the staffing analysis tab.	The wait time % should be included in row 35 of the Staffing Analysis sheet. This reduces the Agent Hours per day that are available to meet the call volumes and thus increases the staffing requirement. The PpAM is the only mechanism to pay for volumes delivered. The call wait time is therefore included in the PpAM.
171	Statement of Requirements	Both A&B	With regards to the existing contract with the incumbent supplier, does the Authority have an agreement in place about how Capita will employ or replace staff lost through attrition between now and the end of the contract? This could	The contract is based on service output and is up to the supplier to determine the appropriate level of resource based on volumes forecast.

			have a material effect on the cost of TUPE transfer or redundancy for an incoming provider.	
172	TUPE	Both A&B	In what month were the TUPE lists provided created?	December 2017
173	Statement of Requirements	Package B	Can you clarify the operating hours for JSA OL? Appendix 6 states Friday is 7:00 to 20:00 and Saturday/Sunday is 9:00 to 17:00. The statement of requirements (10.2) states Friday 7:00 to 20:15 and Saturday/Sunday 8:00 to 17:00.	Opening hours in SoR are correct App 6 will be amended to reflect.
174	Framework Call Off ANNEX 1: CALL OFF CONTRACT CHARGES 4. CONTRACT PROFIT 4.3.10	Both A & B	Can the Authority confirm when would discussions concerning the "acceptable level of Profit level Gain Share" take place?	The discussion will take place soon after receipt of the Financial Performance Statement, as described within the Terms and Conditions Schedule 3 Annex 1 clause 4.3, or at a point where the supplier is projecting increased profits (Schedule 3, Annex 1 clause 4.2.
175	Instructions to Bidders (page 31/32) 3.1 Contract and Performance Management Question	Both A & B	The Sub Criteria of question 3.1 requests bidders to provide details of the processes we will adopt in the areas of contract management, performance management, resource forecasting and continuous service improvement. The reference to resource forecasting processes in this question feels 'out of sync' with the rest of the question and the evaluation criteria and resource forecasting is a topic that is a key evaluation and sub criteria in the later question 5.1 (Operational Flexibility). To avoid repetition between questions and for clarity – can the Authority confirm either (a) what specific resource forecasting they require to be covered in the context of this question or (b) remove the reference to	We accept there will be some repetition in supplier answers to both of these questions. The inclusion of the forecasting element in question 3.1 is to allow suppliers to outline a more rounded answer to the question which is then explored further and in more detail in 5.1. It is accepted that in response to 3.1 this will be at a high level and include how the Supplier intends to manage forecasting going forward taking note of the forecasting change within the first 12 months of operation as outlined in the Statement of Requirements.

			resource forecasting in the sub-criteria if it does represent a duplication with the information required in question 5.1	
176	Instructions to Bidders	Both A and B	Could the Authority please confirm the final date for bidders to submit clarification questions? In the Instructions to Bidders document, the Q&A period shows to close on the 9th of February, however on the Q&A log received from the Authority, the statement 'Final Date for submission of Questions: 19 February 2018 is shown'.	The closing date for clarification questions is 12:00 on the 19 February 2018. Bravo has been calibrated to accept questions up to this time and date.
177	Instructions to Bidders	Both A and B	In the Instructions to Bidders document, point 3.18, it states 'The tender should not contain any inserted, pasted or embedded pictures or documents (image files, Adobe Acrobat documents or other Word documents) unless specifically requested by the Authority'. Can the Authority please confirm if bidders are allowed to insert diagrams into their written tenders to illustrate elements of their solution?	Suppliers are free to insert diagrams into their written responses on the following proviso: • That they are clearly legible without additional scaling. • That the overall response (image + written) does not exceed the page limit stated within each question.
178	Clarification Questions	Both A and B	Due to the volume of clarification answers being received from the Authority, could we ask if newly published responses and amendments to responses are highlighted or shown to reflect this?	Previously published questions and answers have been shaded in grey. New questions and answers are left white and then changed to grey on the next subsequent iteration.
179	TUPE	Both A and B	{redacted] Q172 states the TUPE lists were created in December. Please provide updated TUPE lists so that bidders can understand the current salaries of potentially transferring staff.	The TUPE list is subject to change which will be provided 28 days prior to first transfer

180	TUPE	Both A and B	Could you please provide Capita's historic weekly attrition, for the last 52 weeks against each service line. This will assist with understanding forecast attrition against the TUPE list and enable us to more accurately provide any final transition costs associated.	{redacted}
181	General	Both A and B	Could you please provided Daily Average Speed to Answer, Service Level and Abn for the last 365 days.	This data is not available.
182	Telephony	Package B	Please confirm that that the NGCC telephony system will provide real-time and historic data at contract and agent level in order that staff can be effectively managed.	Yes NGCC MI is delivered via Pulse for Real Time & GI2 for Historical MI.
183	Volumes	Both A&B	Q75. In the absence of providing historic forecast volumes, please confirm (by service line) how many times actual volumes were between 0-10% above the forecast. Please also confirm the extent of the variance and the duration of the variance, to allow bidders to understand the volatility of the service lines.	Forecasting variance is not included as previous forecasts are not an indication of future forecast and the information would not add any value to the actual historical call volume data that has been provided.
184	AHT	Both A&B	Q48 states that AHT does not include hold time. Q100 states that AHT does include hold time. Please confirm which is correct.	The definition of AHT is at Q100. The response at Q48 has been amended for clarity.
185	CC Pricing Proposal	Both A & B	In response to previous clarification questions you stated that "Version 3 of the Pricing proposal will be issued on 02 Feb 18". Can you please confirm the revised date for the release of Version 3?	V3 was published 7 Feb.

186	Statement of Requirements 5.11 g)	Package B	Please can the Authority confirm the data cabling requirements needed to support the Authority's desktop equipment? Specifically, will the phones used for JEL have embedded network switches that allows the thin client terminal to be connected via the phone thus only needing a single data port?	The NGCC solution does employ telephone sets that have embedded network switches. These are industry standard 10/100 Ethernet ports and will support any connectivity to Workstation and Thin Client devices. The thin client terminal will be connected via the phone thus only needing a single data port. Where NGCC isn't used then an additional data port would be required to support the suppliers telephony system.
187	Telephony	Both A & B	As the supplier is expected to provide all telephony infrastructure (with the exception of the network intelligent routing) for all lines of business with the exception of JEL, can the Authority please expand upon the grouping limitations imposed by CAM and CAMlite and their role in the telephony solution?	Dual skilling is possible across all groups and agents can operate different service lines hourly / daily as agreed . Multi skilling across groups is not possible due to telephony routing strategy restrictions. You can't multi skill between groups as you cannot have different instances of CAM to take calls running at the same time. You can dual skill, as you would only be using one platform or the other at any given time. Group 1 use the GAD telephony system and Group 2 use the CAM telephony systems – these systems cannot be used simultaneously therefore multiskilling is not feasible.
188	Attrition	Package B	Could you please supply the attrition rate for DSA, Carers Allowance and JEL. These are not included within answer to Q51.	{redacted}

189	NiNO	Package B	Further to the answer provided to Q57, is the requirement to mail out NINO letters daily or can the data be batched and mailed 2 times a week? Could you please confirm is letter is 1 or 2 sided and if we will need to provide letterheads and envelopes.	Letters must be mailed daily to ensure customers receive their appointments in a timely manner. Letters can be one or two sided and are system generated by DWP systems, no letter head required from supplier and envelopes are provided and Outbound postage will be handled via DWP's own {redacted} Business Account.
190	JEL	Package B	Further to answer for Q156, could you please confirm that No part of the JEL service is delivered by Capita. Could you please confirm that there are no TUPE considerations for any DWP staff currently delivering this service.	No part of the JEL service line is delivered by Capita. Please refer to the Instructions to Bidders 6.10
191	JEL	Package B	JEL is considered to be the last of Package B to migrate. The numbers drop from 172k in August to 90k in December. This is a significant difference in agent requirements right after a service launch. Would it be possible for DWP to continue to run this service in parallel with any new supplier for an agreed period of time whilst the initial decrease in agents is made, otherwise we will need to include within costing models the costs for recruiting and training new agents as you decrease only for us then to also need to decrease shortly after.	Please see response to Q98
192	CC Pricing Proposal	Both A&B	Pricing Document V3. Could you please confirm when this will be available.	See response to Q185

193	Package preference	Both A&B	With regards to CQ54, can the Authority clarify whether the 10% difference required on a bidders second package preference for evaluation purposes is based on the full evaluated score or just the price component?	See Instructions to Bidders 14.5. The difference is based on the overall score i.e. both quality and price.
194	Volumes	Both A&B	Please confirm the call volumes you would like us to use for the 3 month dual running exit period by service line per month.	See response to Q49. 3 months dual running on exit should be based on July 2021 volumes and transition in three equal stages (excluding Winter Fuel Helpline as this does not commence until October 2021).
195	CC Pricing Proposal	Both A&B	In the Authority issued Q & A log, there are various references to a revised pricing sheet (version 3) being distributed. Can the Authority please confirm when this will be sent out to all suppliers?	See Q185
196	JEL event 13 Feb	Package B	Many thanks for setting up the opportunity for suppliers to observe live operations of the JEL service on Tuesday 13th February. Unfortunately, due to the demands of completing our bids and the distance (for our team) of the Blackpool location, we are not going to be able to attend this session. Would it be possible to provide suppliers with some sample call recordings of this service line, or failing that provide sample transcriptions of the JEL service calls?	Unfortunately this would contravene data protection to provide call recordings as there is no legitimate business reason for potential bidders to listen to calls. The purpose of the supplier observation was to see IT interface with the call, rather than the content of the call, which is covered in the service line description has been provided at Appendix 6
197	TUPE	Both A&B	Membership of a defined benefit scheme can be accompanied by contractual conditions giving enhanced or early payment of benefits of pension benefits upon redundancy – and these conditions can endure and be transferred across as a part of a TUPE, even if the employee concerned is no longer part of the defined benefit scheme. These conditions are usually referred to as	{redacted}

			Beckmann Liabilities. Can Capita confirm if such liabilities exist?	
198	TUPE	Both A&B	1. With regard to CQ114, can the Authority confirm that the written request in the answer has been sent by the Authority 2. Please can the Authority provide information on any staff on the TUPE list who are currently on maternity leave 3. {redacted} 4. {redacted}	1. The Authority does not request this information; TUPE is a supplier to supplier undertaking. {redacted} Responses to Q2 – 4 The TUPE list is subject to change which will be provided 28 days prior to first transfer
199	Telephony	Both A&B	Does the Authority allow a soft phone (used through a browser) to be put on their computers?	This has not been explored previously as we route the calls to physical extensions. We do have integration with desktop applications but these are just integrated to enable the desktop to control the phone and agent status, not the actual audio stream of the call
200	TUPE	Both A&B	Please can you confirm the current incumbent peak seat requirements per line of business for each package by month to allow suppliers to understand any delta between the TUPE data provided for December 2017 and the actual number of FTE that will be engaged in the delivery of services per LOB at the point of transfer.	Peak seat requirement cannot be confirmed as this is a principle for a supplier to declare in their solution. The TUPE information (Dec 2017) provided an indicative resource profile at this snapshot in time but this is always subject to volume fluctuations and the ability of a supplier to deliver the required services.
201	TUPE	Both A&B	We appreciate that the TUPE data is backdated however we are keen to understand the approach the Authority and Incumbent are taking with regards to additional recruitment of FT and PT staff between the December 2017 data provided and the August 2018 takeover date. Please can	See response to Q171

			you confirm on what basis staff will be recruited for example short term contracts and what the agreed salary rate / hourly rate will be. This will allow suppliers to include appropriate levels of costs based on staff that will have the right to transfer.	
202	Terms and Conditions	Both A & B	Further to responses to Q37, Q38 and Q141, due to the current lack of clarity around future volumes aligned with roll out of Universal Credit, Will the DWP amend paragraph 8.1.14 of Call Off Schedule 3 to read “Call Volume (PpAM) to be paid on the higher of actual volume or 100% of forecast volume”?	Para 8.1.14 of the Call off Schedule will not be amended. DWP would consider future options, post contract award that demonstrates benefits to the customer as has been requested under the alternative scenario.
203	Statement of requirements section 4.3	Package B	Is Package B currently in-house or do they currently outsource to another supplier?	Out of the service lines in Package B only the Jobcentre Enquiry Line is currently delivered in house by the DWP, the rest are currently outsourced.
204	Statement of requirements section	Both A & B	What ability do we have to access the back-end systems? Is there an appetite for additional technology/robotics?	There is no access to back end systems due to security and criticality concerns. We are however still interested in hearing views from suppliers on possible innovations.
205	Statement of requirements Section 5	Both A & B	Is their knowledge base systems authority owned or supplier owned?	The knowledge base system is Supplier owned.
206	Statement of requirements Section 6	Both A & B	From the site perspective, will they require segregation per service line?	5.11 B states - A secure discrete area within these premises shall be identified for DWP service delivery with separate, controlled and monitored access. DWP service lines can therefore be sited together within this area.
207	Statement of requirements 5.11 b	Both A & B	Can you clarify the level of segregation that would be required?	5.11 B states - A secure discrete area within these premises shall be identified for DWP service delivery with separate, controlled and monitored access. This area should not be accessed or used for non-DWP work.

208	Statement of requirements Section 9	Both A & B	What is the definition of a ‘qualified trainer’… internal accreditation or accredited to a qualifying body (CITP for example)?	Trainers are not required to be accredited they should however have sufficient experience to be able to deliver training to a high standard.
209	Statement of requirements 10.7 e	Both A & B	Can you please provide your history of ramp up periods and ramp down? We'd like to understand the scale and on average how often you've done this in the past.	This varies on different service lines and previous valid reasons may not be an indication of future valid reasons so this information would not add any real value.
210	Statement of requirements 10.7	Both A & B	From a workforce perspective, can you share your history of what decrease has been requested and what was achieved? Similarly, historically what increase has been requested and what was achieved, and in what timeframe?	This varies on different service lines and previous valid reasons may not be an indication of future valid reasons so this information would not add any real value. Increases / decreases could be as a response to media coverage, short notice publicity campaigns, short notice policy or process changes, IVR changes which impact call volumes, this list is not exhaustive, and previous increase / decrease are not necessarily reflective of future ones.
211	Statement of requirements 10.7	Both A & B	What scoping is there for integration with your systems - e.g. agent desktop solutions	There is limited scope for integration with other DWP systems due to security and criticality issues.
212	IT	Both A & B	How many applications do the agents have to access? Is there scope for integration with any of these systems	This varies across service lines but the maximum on any one line is 5 applications. These are stand -alone applications with no plans to integrate them in the future.
213	IT	Both A & B	What browsers (including versions) are on the desktop?	{redacted}

214	Statement of Requirements	Both A & B	Are we required to do any fulfilment - e.g. white mail?	No, any correspondence would come through DWP
215	Statement of requirements section 11.2	Both A & B	Can you provide the historic volume of complaints by work-stream per month? Also, is there a dedicated person within DWP that is responsible for this or are we required to manage this?	11.2 states - The Supplier will be provided with the DWP Complaints handling process, and will be expected to follow these processes. Reporting of complaints will be part of the monthly contract team reporting requirements. The supplier will be expected to fully investigate complaints via DWP systems updated by their staff as well as call recording on their software and provide full details of the complaint to DWP. Historic volumes of complaints are not able to be shared.
216	Statement of requirements section 13.1 G	Both A & B	Can you clarify what you mean by annual e-learning? What is the scope of this - i.e. for new starts, all employees, etc. How many people sit in the suite of e-Learning?	DWP has mandatory security learning for all employees and supplier will be expected to mirror this, learning is completed at agents desks through a suite of packages
217	Statement of requirements 13.1 D	Both A & B	Can you provide a definition of "Bogus Callers?"	Someone calling under false pretences typically for the purpose of theft or fraud.
218	TUPE	Both A & B	How many trainers are currently employed (TUPE) full time to deliver packages A & B? Are trainers multi-skilled or is there a requirement to have a trainer aligned to a particular package	{redacted}

219	Statement of requirements section 5.11	Both A & B	"The Supplier will be required to have the following in place, tested, and signed off by the Authority as ready for the proposed go live dates stated in 5.1	This statement is correct
220	Statement of requirements section Appendix 6	Package A only	Is the time taken for electronic transfers included in the current AHT	Time from when the call exits IVR and reaches an agent is included in the AHT up to the point of when the call ends including any hand over to a non-supplier agent.
221	Appendix 8	Both A & B	Can you detail the criteria between how the daily and weekly service credits in appendix 8 are applied	Weekly service credits are applicable to weekly revenue and daily service credits are applicable to daily revenue.
222	clarification 15	Both A & B	{redacted}	This will be reflected in the TUPE list which is subject to change which will be provided 28 days prior to first transfer
223	clarification 49	Both A & B	Can the authority confirm if the costs in relation to this should be treated as an exit cost	See CC Pricing Proposal Guidance: Table 5 should be used to record any Decommissioning, Exit and Transition costs at the end of the contract period. Please enter costs relating to the 4 categories provided in rows 480 to 483 and any others in row 484. At the end of the contract term suppliers should assume that a 3 month service transition could apply and detail the costs associated with an additional 3 month transition/ dual running period on row 485.
224	clarification 51	Both A & B	Are the attrition rates annualised or are they just from June - December	Please see the attachment in response to Q180

225	Statement of requirements section	Package A & B	Can you provide more information on the accreditation requirements for call recorders?	See Point 13.5 of the SoR; The Call Recording system will require security accreditation complying with HMG standards - DWP Security Standards and Policies and Cabinet Office Security Standards [the link to this is https://www.gov.uk/government/publications/security-policy-framework. This will require the application of the DWP Accreditation Process, which also relies upon the International Standard 27001 to ensure security risks are being addressed; and includes a requirement for the supplier to be responsible for the successful delivery of an IT Health Check of the solution.
226	Statement of requirements section	Package A & B	Supplier provide the means for outbound calls. Is this a ring fenced team? Do we have the volume?	No, the suppliers telephony platform must have the ability to make and record outbound calls as per 7.3j of the SoR. This is not a ring fenced team and not all service lines make outbound calls, please see App 6 A&B. Agents may be required to make some outbound calls to customers on JSAOL, JSA NC or to benefit centres on the NiNO line.
227	Statement of requirements section Appendix 6	Package A only	What has been the past 3 years volume of overall complaints? Amounts paid by supplier ? % of supplier at fault .	Historic volumes of complaints and compensatory payments made are not able to be shared.
228	Statement of requirements section Appendix 8	Package A	% of transfers for work package A	% of warm handoff and or electronic referrals is detailed in App 6

229	CC Pricing Proposal Package B Final V3 2018-02-07	Package B	We note that in CC Pricing Proposal Package B Final V3, the volumes for DLA/AA Claim Packs have reduced in Years 2, 3 and 4, compared to those in CC Pricing Proposal Package B Final V2. Whilst the volumes in V3 match the volumes in App 6 Package B, they differ from the volumes that were contained in the Excel file provided with CQ23 (Final for suppliers.xlsx). Can the Authority please confirm that the volumes in CC Pricing Proposal Package B Final V3 are correct?	The volumes on the pricing proposal should be taken as correct.
230	Statement of requirements	Package A &B	Will the Authority be providing Printers so that reports and other information can be printed from the CRM. If so, will the Authority be providing maintenance and consumables for the printers?	Where printers are required, they will form part of the IT requirement at 8.1.d and will be ordered as part of the IT components used under normal operations, subject to authorisation by the authority. Maintenance will be covered by the authority however paper will need to be provided by the supplier.
231	TUPE	Package A & B	Could the Authority (DWP) – as a transferor – confirm whether it believes TUPE applies with regards to colleagues currently working on the contract(s) in scope for tender?	Please see the Instructions to Bidders document where this is explained.
232	Pricing Proposal	Both A & B	Can the Authority confirm whether redundancy costs should be factored into the overall financial evaluation? If so, what is the potential scope of this; for Capita employees? for Authority employees?	Please refer to the TUPE section in Instruction to Bidders 6.10 to 6.11. and to the TUPE data published on Bravo
233	TUPE	Both A & B	Q5 TUPE information available no later than 28 days before transfer date; can the Transferor confirm whether additional non-identifiable information would be provided (such as employee number) at the appropriate time, i.e., at confirmation of successful bid status, at regular intervals to	The TUPE list is subject to change which will be provided 28 days prior to first transfer

			ensure accurate in scope headcount can be referenced to the point of transfer?	
234	TUPE	Both A & B	{redacted}	Please see response to Q34
235	TUPE	Both A & B	{redacted}	{redacted}
236	TUPE	Both A & B	To help to understand the estate design requirements; could further clarity be given on roles designated as {redacted}? Are job descriptions available for all {redacted}	Authority does not provide job descriptions for {redacted}
237	Statement of Requirements	Both A & B	Could you please clarify whether you have any preferences in terms of UK locations from where the services will be delivered?	We have no preference as to the UK location offered by potential bidders.
238	TUPE	Both A & B	{redacted} Finally, what contractual/non-contractual periodic increases are currently in place?	This will be reflected in the TUPE list which is subject to change which will be provided 28 days prior to first transfer. {redacted}
239	TUPE	Both A & B	Is work stream specific attrition data available for the previous 12 & 24 months prior, to enable more accurate talent sourcing requirements? How is attrition calculated?	Please see response and attachment in Q180

240	TUPE	Both A & B	How does the transferor intend to sustain headcount up to the point of transfer?	{redacted}
241	IT	Both A & B	Can you confirm that DWP will provide the supplier with the Smartcard readers / writers that will enable us to issue Smartcards to agents.	Yes, these are built into the IT & telephony and smartcards can be ordered through the IT helpdesk.
242	General	Both A & B	Can you please advise that when Capita bring in a new agent, whether that agent is skilled and deployed on only one service initially, and then subsequent services at a later date, or if they are to be trained across all services this takes place concurrently prior to taking calls.	{redacted}
243	Appendix 6	Package A	Page 20 - what are these volumes, are they the forms received that need appointments booking for, the outbound volumes etc?	Anticipated on line applications that would need appointments booking
244	Appendix 6	Package A	Page 21 - Are these percentages when forms are submitted/received?	Yes weekly / daily split of on line applications
245	Appendix 6	Package A	What is the AHT of 355 quoted for this line - is this the outbound call when needed?	The outbound call and time to process the application is included in the 355 AHT

246	Appendix 6	Package A	How long does it take to process an application with no errors?	The average handling time to complete a case with no errors is 355 seconds
247	TUPE	Both A & B	{redacted}	The discrepancy will be the TUPE list provided has changed and will be updated and provided 28 days prior to first transfer
248			Not Used	
249	Statement of requirements	Both A & B	Please advise whether the training packages require access to DWP online systems, meaning that the operational site must be connected to the DWP network before the training can commence.	Training can be commenced ahead of connectivity to DWP network through desk based training packages.
250	Terms and conditions	Both A & B	Can you confirm that the 1% management charge payable to CCS is applicable to this contract as we understand DWP intend to manage the contract themselves?	The 1 % charge is a feature of the framework and will therefore apply in this instance.
251	Clarification 153	Both A and B	With regards to your answer to CQ153, appendix 6 refers to the target PCA for each service line which is based on calls answered. The Pricing template relates to calls offered (at 100% of volumes). Bidders will therefore need to adjust their costs and price to reflect this differential (which will be affected by post IVR call abandonment). Could the Authority provide guidance on how supplier should address this to ensure a consistent approach to the evaluation?	Further to response to CQ153. The volumes at appendix 6 do not include calls abandoned pre-IVR. Calls abandoned post-IVR are included in the volumes at appendix 6 but have also been included in the AHT calculation.

<table>
<tr><td></td><td></td><td></td><td>The example table below highlights the potential challenge faced by all suppliers with the current template:

<table><tr><td>Cost</td><td>£ 200,000</td><td>Call Minutes</td><td>PPAM</td></tr><tr><td>Calls Offered</td><td>100000</td><td>500000</td><td>£ 0.40</td></tr><tr><td>Calls Answered</td><td>90000</td><td>450000</td><td>£ 0.44</td></tr><tr><td>AHT</td><td>5</td><td></td><td></td></tr></table></td><td></td></tr>
<tr><td>252</td><td>Pricing proposal</td><td>Both A and B</td><td>Is it DWP's intention to not have any risk premium and Profit on the Set Up costs? Currently The Pricing Schedule tab has Cells F61 and F65 showing as empty with no link back to anything in the Assumptions tab. Can they please clarify.</td><td>The pricing template does not include risk premium or profit on set-up costs. If the bidders wish to include these then they may be added to the Year 1 risk premium and profit.</td></tr>
<tr><td>253</td><td>Pricing proposal</td><td>Both A and B</td><td>Pricing Schedule tab Cell I58 (Decommissioning, Exit and Transition Costs) is linking back to Assumptions E480 (the total of the decommissioning costs). There is then risk premium and profit which is added to the total of the year 3 costs (inclusive of decommissioning) in the Pricing Schedule. They have however stated in Section table 1C of Pricing Schedule tab that Decommissioning costs will not form part of PpAM and will be paid upon invoice value so hence should not have profit or risk added to it either yet the subtotals I67 include risk on these items. Can they clarify that this is also a pass through cost like the Set Up costs.</td><td>The Decommissioning and Exit costs and TUPE costs are excluded from the PpAM as these will be paid on invoice value. These are included in the Indicative Contract Price for Evaluation purposes but are added at cell H94 on the Pricing Schedule and so outside of the PpAM. Please note that most categories of set-up costs are built into the PpAM and are not pass through costs.</td></tr>
</table>

254	Statement of Requirements	Both A and B	Could you please provide forecast volumes for Jan - July 2018 by service line and by month. This will enable us to better understand the transfer of service requirements.	{redacted}
255			Not used	
256	TUPE	Both A and B	Please can you confirm in the light of the lack of clarify on TUPE data, if the DWP will provide suppliers with the opportunity of a commercial/TUPE True Up prior to commencement of services following submission of the bid. As you can appreciate the lack of clarity on TUPE data provides a greater risk to the PPAM {redacted}	These will be paid at the lower of the actual value of costs incurred and the capped maximum as set out in the suppliers pricing model as part of their bid Please ref to the CC Pricing Proposal Guidance
257	General	Both A and B	As there are a number of clarification responses outstanding that have a material impact on the strategy and costs bidders will be considering that will lead to the best delivery model for DWP, and in line with the present extension of the clarification period, would the Authority consider extending out the submission date by the same amount.	There are no plans to extend the submission date.
258	Statement of Requirements	Package A	It states that 20% of JSAOL queries will result in an Outbound call. Can the authority provide the AHT for a Right Party Contact to help size the requirement?	AHT for the outbound call and processing the application is 355, please see Q 245
259	Statement of Requirements	Both A & B	It stipulates the % of calls answered target is 90%, can the authority confirm the propensity (per workstream) for customer wait time to help size resource requirements accordingly.	There is no average speed of answer target in the requirement – the expectation is that wait time must be managed in line with achieving 90% PCA.

				Historical wait time per service line would not reflect an indication for future delivery
260	TUPE	Both A & B	Can you tell us what/if the transferring employees have legacy T&C's? In particular, non statutory redundancy provision.	{redacted}
261	TUPE	Both A & B	Can the authority please confirm who holds the liability for redundancy on transfer – does this sit with the current supplier?	If incumbent staff cannot transfer to the new supplier then the new supplier will be responsible for redundancy costs in line with TUPE liabilities.
262	TUPE	Both A & B	Can the authority please clarify the a point on TUPE? Will this apply to existing in-house staff, how do they intend to get around this, in the event of a challenge?	See Instructions to Bidders 6.10 to 6.11
263	TUPE	Both A & B	Can the authority please clarify if the population unionised and is collective bargaining in place?	{redacted}
264	Statement of requirements	Both A & B	There are contradictions in the answers where multi-skilling is called out as an option but in other places it states that multi-skilling is not possible because of the telephony. Can the authority please clarify?	Please see responses to Q; 30, 69, 116, 117, 187. With regards to Multi skilling, the only restriction is the software used to take the calls i.e. ESA or PTP CAM, Workspace etc. There are no limitations on Dual skilling as an agent could be scheduled for example for a morning of JSA NC's using workspace and an afternoon on ESA NC's using CAM.

				However, this would need manual administration to alter agent skills during the day.
265	Statement of Requirements	Both A & B	Can the authority please provide a definition of {redacted} – Does this include non-DWP work and if so are they in or out of scope?	{redacted}
266	Statement of Requirements	Both A & B	There is no holistic overview on historical information related to AHT's. Can the authority please provide this so we can accurately size and price this? Can Speed to competnency for AHTs also be shared?	Historical AHT would not be an accurate reflection of current AHT requirements. so this information would add no value Potential suppliers need to scope speed to competency predictions within their resource modelling. Please see Q 77
267	Statement of Requirements	Both A &B	Can the authority please provide knowledge on historical forecast variations? It is difficult to predict and scale without this.	Historical AHT would not be an accurate reflection of current AHT requirements; so this information would add no value. Potential suppliers need to scope speed to competency predictions within their resource modelling. Please see Q 77
268	Statement of Requirements	Both A &B	Can the authority please clarify the historical complaints data? We also require this in order to accurately price and assess risk.	Past variations are not an indication of future variations so this information would add no value.
269	TUPE	Both A & B	TUPE list management staff – this needs to be accurately split by work package, how much time is spend by each role on each package? Can the authority please provide this?	The TUPE list is subject to change which will be provided 28 days prior to first transfer

270	Statement of Requirements	Both A &B	Can the authority please explain what the basis for volume reductions is?	Volume reductions could be as a result of a response to media coverage, short notice publicity campaigns, short notice policy or process changes, IVR changes which impact call volumes, this list is not exhaustive.
271	Clarification 37	Both A & B	Can you clarify your answer to question 37? There should to be a timeline for the impact universal credit will have on the JSA volumes.	As stated in Q 37 The Department is still in the process of finalising UC full roll out and therefore any subsequent impact including JSA NC & JSAOL are still being worked through.
272	Clarification 37	Both A & B	Can the authority provide more clarity around question 43? The definition is there but it's still not clear how it's measured.	FCR is measured by % of calls completed as once and done compared to % calls handed over to a benefit centre for action
273	Statement of Requirements	Both A &B	Does AHT includes ACW?	Yes – Ref to App3. 1.7 AHT includes Talk Time, Hold Time & After Call Work.
274	Statement of Requirements	Both A &B	Attrition rates – can the authority provide the full year data? I believe only 6 months has been provided. Also can you confirm what is included in the attrition numbers declared? (does it include training drop out, failed probation etc.)	12 months attrition data provide within response to Q180, includes leavers in training/failed probation
275	Statement of Requirements	Both A &B	Can the authority clarify what happens with all non-English calls? You've stated all Welsh language go in-house, what about other languages?	Welsh language calls are dealt with by DWP. All other non-English speaking calls can be dealt with by utilising the authorities translation service as detailed in the SoR at 5.11d & 7.3 e.
276	Clarification 78	Both A &B	Can the authority clarify your answer in Question 78? The answer is still unclear.	Refresher training is often prompted by Legislative changes and so historical refresher training is not an indication of future requirements The supplier will provide refresher training as and when necessary. The authority will provide refresher training linked to policy/process/learning and

				development product changes. Historical information would not be an indication of future requirements so would add no value.
277	Clarification 84	Both A &B	Can the authority define the fix process and DWP SLA's?	Service levels have been defined for the start of the contract. If the supplier can optimise performance this can be proposed in the Alternative Scenario Proposal document.
278	Clarification 88	Both A &B	Can the authority please clarifty the response to question 88? Is it No IT assets will be provided or No, IT assets will be provided?	IT assets will be provided by the Authority however the procurement route may be used by the Supplier to procure smart cards, user access or other such IT components
279	Clarification 92	Both A &B	Can the authority please clarify who is expected to cover the cost of training and recruitment for when we're asked to increase headcount? Question 92 indicated this will not be covered by DWP?	The supplier will cover the cost of training and recruitment Ref to 10.6 10.6A key requirement of the successful Supplier is that they must be able to quickly flex up and down to help DWP manage telephony peaks and troughs, both seasonal and forecast and support unexpected demand. The successful Supplier will be required to ensure they have the capacity and capability to deliver the volumes detailed in Appendix 6 plus a variance of +10% throughout the contract term without charge to the Authority for additional accommodation, training etc. costs incurred and their organisational structure and pricing proposal should reflect this requirement. Any variances beyond this range will be dealt with at the appropriate stage through Contract variation procedure.

280	Clarification 98	Both A &B	Are the authority provide the information on planned volume reduction in JSA?	Indicative volumes have been provided at Appendix 6 – any changes to these volumes will be reflected within the forecasting process detailed within the business requirements at 10.7
281	Clarification 107	Both A &B	Can the authority please clarify your answer to question 107? How many sites are affected by the transfer?	There are approximately 450 benefit centres that may need to be linked into but this is not applicable across all service lines
282	Clarification 112	Both A &B	Can the authority provide some clarification on question 112? – the answer indicates that DWP expect the price to be higher in years 1&2 than 3.	Years 1& 2 will include amortised set up costs therefore we anticipate these will be higher than year 3.
283	Clarification 126	Both A &B	Can the authority please clarify further question 126? – We're keen to understand why DWP have volume based pricing on a banded basis?	Volume based banding allows for a reduction in cost aligned to the delivery of higher volumes.
284	Clarification 145	Both A &B	Can the authority please elaborate on your response to question 145? – How many requests per month for call recording access do the DWP anticipate requesting?	These currently average 2-3 per month but past requests are not indicative of future requests.
285	Statement of Requirements	Both A &B	The documents indicate that we would be expected to purchase the PCs using a procurement route setup by Authority, can the authority please confirm who suppliers the PC Hardware?	The Authority will provide the desk top kit the procurement route is available to suppliers for any standard IT components or replacements.
286	Statement of Requirements	Both A &B	Can the authority confirm if training duration would be cumulative if multi-skilling is included or can the training be combined and condensed. If so, can details be provided.	No training for individual service lines cannot be combined and condensed Agents will be skilled on one service initially and can then be developed to multi skill across other service lines.

287	Statement of Requirements	Both A &B	Can the authority confirm if the AHT provided are loaded AHTs to account for Outbound calling where applicable for each service line?	The inbound AHT's are an average for all inbound calls and are not loaded. With the exception of JSAOL outbound call levels are minimal.
288	CC Pricing Proposal	Both A &B	Under section 2. Accommodation costs In the Assumptions tab of the pricing proposals, the formula that calculates the rent/ mortgage/ lease payments in year 3 is incorrect. Please can the Authority update the formula.	This has been updated in the next iteration of the CC Pricing Proposal, V4.
289	Risk and Assumptions	Both A &B	In the instructions to bidders document, question 1.1, the question asks for bidders to describe their risks and assumptions. The question also asks for a formal risks and assumptions log. We note that cross referencing in responses is prohibited, but in this instance will it be acceptable for bidders to refer to the risks/assumptions log to make most effective use of the page limit within the question response?	Yes you may cross reference to the log in the body of your response to 1.1; this is because we have asked for both attachments in response to the question. Cross referencing between questions however, is not allowed.
290	Service Credit	Both A &B	Does the DWP intent to apply the full Service Credit regime during mobilisation or will there be a grace period for the new suppliers.	There is no scope for a grace period within the T&C.
291	Call charges	Both A &B	Can we confirm that any inbound call charges are also pass through costs?	Inbound call charges are not pass through see App1 – 23 DWP will cover the cost of the 0800 telephone numbers that the customer will dial for the service lines within this contract. These must not be included in supplier PpAM costs. Call costs for transferred customers will continue in line with the originally dialled number.

292	Statement of Requirements	Both A & B	Are there any physical assets that will need to be transferred and will need to be accommodated within the Supplier's facilities e.g. paper files?	There will be no transfers of physical assets from the incumbent supplier.
293	App 6 Package B v2	Package B	App 6 Package B v2 shows that the training requirement for Jobcentre Enquiry Line has been changed to 15 days. However, in response to CQ157, the Authority confirmed that "The figures included in the response to question 73 are correct and should be used." The "Learning Journeys" file included in the response to CQ73 shows the training duration for JEL as 3 days. Can the Authority please confirm what training duration Suppliers should use for JEL?	JEL training requirement is confirmed as 3 days App 6 will be amended to reflect.
294	TUPE	Both A & B	{redacted}	The TUPE list is subject to change which will be provided 28 days prior to first transfer
295	Opening hours	Package B	We note that the opening hours should be change to Mon-Fri 0800-2000. Please can you confirm whether this change applies to all service lines or whether the JSA opening times will remain as stated in the specification i.e Mon-Thu 0700-2100, Fri 0700-2000 and Sat/Sun 0900-1700?	Work is ongoing to determine which services (whether delivered internally or externally) are impacted by this change. However, JSA Online hours remain as stated in Appendix 6.
296	Opening hours	Both A&B	Further to the update on possibility of extension of opening hours from 1st August across some / all lines, could you please confirm that pricing costs should still be submitted, assessed and will be scored on the basis of the hours within the original ITT.	The note was advisory only and pricing costs should still be submitted, assessed and will be scored on the basis of the hours within the original ITT.
297		Both A&B	Does DWP agree that any / all costs with associated extending hours (Which would be related to premises security / Facilities and Agent shift costs etc) which would not be included in the above pricing score methodology will	This eventuality will be discussed with the preferred bidder/s

			be accepted and incorporated into the contract with the winning supplier in advance of contract start date.	
298		Both A&B	Can the authority pleas confirm what service streams are served out of what location?	All service lines, with the exception of JEL, are delivered by Capita {redacted} Wath upon Dearne. JEL is delivered by DWP in house.
299		Both A&B	Can the authority please provide the percentage mix of staff on permanenty and temporary contracts and also the percentage of people on full time and part time contracts?	This information has been requested but is unlikely to be available at this time.
300		Both A&B	Can the authority please confirm how the current provider manages employee peaks? E.g. do they provide temporary contracts, etc.	Temp are used on occasions to support peak
301		Both A&B	Can the authority please provide the employee absence level for the last 24 months?	{redacted}
302	CC Pricing Proposal	Both A&B	With regards to CQ250, will the pricing sheet be updated to reflect where bidders should include the 1% charge for the CCS framework?	The 1% management charge payable to CCS is applicable to this contract (see CQ250). This should be included on the Pricing Proposal 'Assumptions Page' under 'Any Other Operating Costs' – starting on row 432. Please include an appropriate description.

303	JEL NGCC telephony	Package B	Following on from Q165, do the headsets use a RJ9 or 2.5 mm jack adapter?	NGCC use the industry standard RJ9 audio device interfaces for handset and headset connection
304	Statement of Requirements	Package B	Could you please confirm the % of contacts that require a letter to be printed and sent out to clients that was observed as part of the agents workflow.	This information is not recorded but issuing of letters is incorporated within the AHT and Outbound postage will be handled via DWP's own {redacted} Business Account
305	Statements of Requirements	Package B	Could you please advise if the AHT for the JEL service has changed since December 2017 with the change from an 0345 to an 0800 number.	There has been no reported change in the AHT for JEL since the introduction of the 0800 numbers.
306	TUPE	Both A and B	The TUPE information currently provided does not allow bidders to accurately anticipate the likely cost of TUPE. Would the authority allow bidders to renegotiate at the 28 day point once accurate TUPE information is provided?	As per the Instructions to bidders and Pricing Proposal Guidance TUPE costs will be paid on actuals as generated by the mobilisation and transition. The TUPE cap is in place to present an upper limit on these costs and bidders should use the information provided along with their bidding experience to determine a suitable estimate of costs and additional mitigation in relation to TUPE as part of their bid.
307	Annex Y Draft Security Plan	Both A & B	Please can the Authority confirm that where a Supplier's Security Policy(s) fully answers a question/requirement, providing the policy(s) in response to the question/requirement will be sufficient?	This will not be sufficient. Please see response to Q142. The draft security plan must be completed and submitted for the bid to be deemed compliant.
308	Service Credits (General)	Both A & B	Further to the response provided to Q10 regarding service credits history with the incumbent supplier, please can you provide an updated service credit history {redacted}	The service credit history has not changed.

309	Service Credits (General)	Both A & B	Please can the Authority confirm that the service credit scheme is currently in place with the incumbent supplier and the proposed scheme for the new contract period is identical to the scheme already in place on the incumbent service?	There is a very similar service credit scheme in place on the current contract however this has been revised for the new contract. The service credit regime on the current contract also has daily weekly and monthly service credits.
310	Service Credits	Both A & B	With regards to your response to CQ290, is the Authority willing to re-consider this position? We understand on previous DWP contracts that an initial grace period has been provided of at least 4 weeks to support the "bedding in" of new services. Given the complexity and desire for a low risk transition, a similar approach does not seem unreasonable in this case. Without this period all bidders will have to allocate significant "learning curve" resources to the early months of the contract to achieve KPI's from day 1. This risks significant additional cost to the Authority that could be largely avoided through an agreed grace period.	DWP values all services to its customers as vital and this is measured within contracted performance, on the basis of stage transition and the percentages of transition (volume/service) will be agreed DWP would not envisage that a service would fail at the start of the contract.
311	Statement of Requirements	Both A & B	Following on from Q 230, will the Authority provide other consumables i.e. toner for the printers or is this to be provided by the supplier?	Consumables will be provided but paper will not.
312	Statement of Requirements	Both A & B	Can the Authority confirm that the +10% volume capacity requirement will be paid by the Authority if the volumes are actually higher than forecast, as is stated in 10.7 para 5 where the Authority will pay the higher of actual calls answered or 95% of forecast.	The contract does not pay on volume capacity but on the higher of actual calls answered or 95% of forecast.
313			Can you confirm the reason why the Authority is looking to amortise the set up costs over the first 2 years on the contract and not have it treated as set up cost paid at the start of the contract, as all the costs will be incurred at the start of the contract and this will initial cash outlay.	Amortisation of set up costs in this way is our preferred option and in line with HMT's stance to avoid nugatory costs in the event of supplier /contract failure.

			How will the Authority deal with the potential issue of amortised set up costs becoming unrecovered if the actuals volumes are lower than the volumes in the tender.	This will be monitored on an ongoing basis and discussed at price reviews.
314		Both A&B	Can you confirm bidders are to put together their proposed transition and implementation plans based on their preferred approach on how to on-board the service lines and any associated costs and assumptions of such implementation and that this will not be inconsistent with the pricing template which is asking the bidders to price for 100% of the volumes on day 1 of the service.	Yes, bidders are to put together their proposed transition and implementation plans based on their preferred approach on how to on-board the service lines and any associated costs and assumptions of such implementation. As there will be a number of permutations, the Pricing Proposal was built to show 100% of the volumes on day 1 of the service.
315	service credits	Both A&B	In relation to the service credits; Can you confirm if the daily/weekly service credits are cumulative i.e. if the supplier fails for example 3 days and incurs the service credit and as a result of the failure of those 3 days results in failing the week, will the supplier be penalised again for that particular week.	Yes, daily/weekly service credits are cumulative.
316	Question response 221	Both A&B	Can you incur daily and weekly service credits in the same week? I.e. being hit twice for the same issue in essence?	See Q315
317	Carers Allowance	Package B	The Carers Allowance - Is there a fulfilment pack required?	Any packs for CA will be requested through the CAF tool and despatched from DWP sites.
318	DLA/AA	Package B	DLA/AA Claims - Why is there no online option available for this pack? I.e. why can't they "request" this online?	The digital channel has not been developed for this service line.

319	NiNO / JEL	Package B	Can the authority please explain what the advisors are using outlook for within the Nino and JEL accounts?	Agents may not necessarily use outlook on these service lines but it may needed for team leaders / managers to raise normal business queries if unable to book appointments due to diary unavailability. Microsoft outlook is provided by the Authority as part of the desk top services.
320	Q 292	Both A&B	Following on from Q 292; Will the Employee's personal files be transferred including HR record, sickness record, disciplinary record etc.	In line with TUPE legislation the employee liability information will be provided no later than 28 days prior to the first transfer date.
321	Q218	Both A&B	{redacted]	{redacted}
322	Q251	PPAM	Further to your response to CQ 251, we remain unclear about how the volumes that drive the PPAM in the finance spreadsheet relate to the calls answered that will drive the resource profile for bidders and the actual revenue of the contract. To ensure all bidders have a common position for their responses, can the Authority: • Explain its reference to post IVR abandonment being included in AHT (and the % this accounts for)? • Confirm that bidders should make clear their approach and any price reconciliation for this factor in the “Any Other Operating Costs” section of the pricing template?	• Post IVR abandonment is included as this a call that has been serviced and therefore pulls through into the AHT MI and AHT calculations and reviews. Percentage data is not available. • This is unnecessary due to the above bullet.