[1.2] Exit

Explain how you will effectively exit from delivery of all service lines on contract termination and how you will work with the incoming supplier/s to ensure a safe handover of services in line with DWP requirements.

You must cover IT, Recruitment and Training, and Estate areas separately and ensure that the various requirements are met including Management Information, IT and Telephony capability. Your response should cover the period twelve months prior to contract end or to the operational end for each and all service lines.

You should address all the areas below:

- Identify key associated risks and assumptions including your critical dependencies;
- Detail the challenges identified within the service requirements which would impact successful exit and how you will monitor and correct any issues that may arise;
- A proposed critical path detailing key milestones and timescales for activities including start and end dates for exit tasks associated with all service lines;
- A narrative rationale to support the proposed exit of all service lines, including critical dependencies;
- Which organisation is responsible for each activity (e.g. DWP, Prime, Sub-contractor, incoming supplier/s);
- Contingency planning for fluctuating levels of work and business continuity planning;
- Your process for the management of recruitment, training and attrition during this period;
- Your risk management processes for Exit; and an Exit Risk and Assumptions Log (with mitigation actions required and likelihood and impact of the risk materialising);
- Your process on Exit for the secure retention/destruction of call recording in line with DWP requirements;
- Your proposals for the handing back of any updated training products and other key products used in the delivery of the services.

Please upload the following attachments in support of your response to this question in Microsoft Excel or PDF format. A page limit does not apply to your Exit Implementation Plan or Exit Risk and Assumption Log. The documents should be clearly named;

- **"Supplier Name" Exit Plan Package A/B** (as appropriate)
- **"Supplier Name" Exit Risk and Assumptions Log Package A/B** (as appropriate)

Supplier Name	*G4S*	**Package**	*A*

Present your response margins in Arial font size 12 up to **3** sides of A4, **excluding** the uploaded plans and these instructions. All plans should be in Microsoft Excel or PDF format and limited to a maximum size of 2MB.

Introduction: G4S will work in partnership with DWP and the new supplier to ensure a safe handover of services that meets the requirements of all stakeholders. Our {Redacted}, will have responsibility for ensuring an orderly transition that protects the service and avoids a big bang approach. We will appoint a {Redacted} who will manage and coordinate the multiple workstreams through contract transfer. Exit management will be conducted using PRINCE2 methodology.

Key risks and assumptions: Our key associated risks, assumptions and mitigations are in the attached G4S Exit Risk and Assumptions Log. Key risks include: ■ Key service knowledge and learning lost on transfer; ■ New supplier unable to mobilise in accordance with transition plan; ■ Increased G4S staff attrition rate; ■ Decommissioning of DWP IT equipment taking longer than expected; ■ Incumbent unable to read recorded calls. Key assumptions include: ■ All current staff delivering the G4S' service will be eligible for TUPE; ■ A three month handover of lines to the successor commencing 1st August 2021, with lines transferred in a phased approach and potential running of dual lines; ■ A three month period prior to the handover of the first line to agree and initiate the transition to the new supplier; ■ Contract is awarded to the new supplier at least three months before the first line is handed over; ■ DWP will arrange for transfer of all authority equipment. Critical dependencies include: ■ DWP installation of DWP equipment at new supplier's premises; ■ Notice of termination and mobilisation of new supplier implementation team; ■ G4S retention of Agents and key management staff.

Challenges: The primary challenge during transition for all lines is maintaining call quality and call answer rates. We will ensure a continued high standard of delivery and customer experience by agreeing a transition plan (by line) with the new supplier and DWP, including agreed ownership of actions and deadlines. Agreements will include the timeline for the transfer of lines and the percentage of calls each party will be responsible for during periods of dual running. Service levels and call quality will be maintained by minimising Agent and management staff attrition. Performance will be monitored by MI on SLA achievement, Agent quality scores and customer satisfaction results as per normal BAU running, corrective action will be put into place by system analysts moving resource on underperforming lines and by {Redacted} coaching of underperforming Agents.
This will be achieved through a strong and open communication plan with all employees, which will include access to the new supplier, awareness of opportunities within G4S and the possible payment of bonuses (with DWP agreement). Possible staff shortages will be monitored by attendance and sickness levels as well as attrition rates and corrected through temporary, fixed term contracts. Additionally, lines yet to be transferred will be bolstered by those staff who have not moved under TUPE.

Critical path: Our attached Exit Plan provides the critical path. It is broken into workstreams for activities (including start and end dates) associated with the services. The plan shows key milestones and timescales.
The critical path activities are: ■ Installation of DWP equipment into the new supplier's premises; ■ New supplier engaging with G4S staff who are eligible to TUPE; ■ G4S maintaining staff levels and managing attrition to transfer for each line.

Narrative rationale: We have attached our Exit Plan which details the activity required to deliver a smooth transition of service to the new supplier(s). It is sub-divided into work streams, each covering the following elements: ■ What tasks are to be carried out; ■ Task start date; ■ Task finish date; ■ Resource (i.e. the organisation responsible).
A summary narrative of the workstreams is as follows: 1) Communications: We will engage at

the earliest possible opportunity with identified stakeholders. As an experienced provider, we understand the priorities and pressure-points experienced by the DWP and the incoming supplier. Through regular meetings and open communication we will ensure any potential risks are highlighted and mitigated; 2) Service lines: We will provide all historical MI and forecast data to both DWP and the new provider, as well as agree individual service line transfer dates, order and agree dual running ratios where relevant; 3) Staff: We will submit all required TUPE data and will work with the new supplier to maximise the TUPE process and answer staff concerns; 4) Recruitment & training: We will ensure that the incoming supplier inherits a workforce and management team that are committed, trained and ready to deliver the service to the required standards; 5) Estates: {Redacted}; 6) IT (including InfoSec): We will have an agreed telephony line transfer detailing dual running and final transfer. The non-geographical number will be transferred to a new geographical number for the new supplier. Management Information (MI) will be transferred to DWP securely and final reports will be compiled. The MI portal will be kept live for 10 days after the final line closes. Authority data will then be destroyed securely in line with CESG IS5; 7) Governance: G4S will facilitate a number of regular briefings, meetings and reports between stakeholders to agree, instigate, track progress and ultimately close the Exit period, ensuring alignment with DWP's expectations and the new supplier's mobilisation and transition plans.

Responsibility: G4S will be responsible for: 1) Working with new the supplier to agree transition strategy; 2) Supporting TUPE engagement with staff and communicating with our staff; 3) Supporting the new supplier in handing over the lines; 4) Maintaining operational services and attaining service levels until each line is transitioned completely. The incoming supplier will be responsible for: 1) Deciding what transition strategy they require and phasing of line handover; 2) Setting up its own operations; 3) Engaging with G4S's staff under TUPE legislation; 4) Visiting G4S's site; 5) Securely receiving any data (electronic / paper) handed over by G4S.
DWP will be responsible for: 1) Facilitating contact between G4S and new supplier; 2) Removal of DWP Equipment from G4S's premises.
During the procurement for a new contract to provide the services, we will: 1) Support the Authority during the procurement; 2) Provide briefing documents to aid potential providers in understanding the service, and assisting at bidders' meeting to explain the services; 3) Answer any CQs the Authority receives as best we can; 4) Provide snapshot TUPE data as requested. Should the Authority be unable to conclude a satisfactory agreement with it's potential new provider, or there is a delay in transitioning the lines to a new provider, then G4S will: 1) Work in good faith with the Authority to resolve any delay or issues; 2) Explore in good faith with the Authority extending G4S services and apply reasonable efforts to ensure service levels are maintained during any such extension.

Contingency planning: Our forecasting solution means we will have visibility of future demand at the point of notice, and we will use our BAU processes for scheduling staff in response to volume fluctuation to achieve the required service levels. We will agree with DWP and the new supplier the dates of dual running and final transfer which will enable us to adjust our own staff levels, shift patterns and forecasts in line with the agreed transition plan. We will set up regular (weekly) calls between the three parties to ensure efficient communication and target delivery. This will enable us to prepare or implement contingencies (including interim resourcing) for any delays in transfer or reduction in the percentage of calls taken by the new supplier. Our business continuity plan will be adapted to include the new supplier and DWP's capability to act as a fall over site (and vice versa) should there be a major service interruption. Once the dates for the transfer of service lines are agreed, we will implement training plans to ensure staff who do not TUPE across are capable of taking calls for lines that transfer last, thus ensuring capability until

the last line transfer.

Management of recruitment, training and attrition: During the transition period we will have a clear understand of staffing levels across each line based on dovetailing the G4S exit plan and the new supplier mobilisation plan. Recruitment and training will continue in a BAU state with any new employees recruited on fixed term contracts or permanent contracts (with a TUPE assumption or transfer to alternative G4S contract). We will minimise attrition by ensuring employees have access to the new provider for TUPE consultation, open days and discussion of concerns. We will ensure employees (Agents and management) are fully informed of the TUPE process and alternative G4S roles. We will address any skills gaps through 1-2-1 coaching, feedback, mentoring and performance targets.

Risk management: Our risk management process for exit is to identify key risks, mitigations and assumptions with a grading system for likelihood and severity. The Exit Risk and Assumptions Log will be developed jointly with DWP. It will be reviewed every three months during the contract life. Following notice we will meet with DWP and the new supplier to review and revise the log, including agreeing actions, owners and mitigations. Our grading system will readily enable the most pressing risks to be identified and addressed first. Risks will be signed off jointly when all parties are confident that the control measures are in place and effective.

Authority data: One month prior to service line transfer we will securely transfer an agreed number of months by service line and then weekly until service exit. We will then agree a secure transfer mechanism with the new provider. We will expect the new provider to manage secure transfer to DWP based on line requirements. Upon completion of line transfer we will send a final file to the new provider confirming receipt and completeness and securely delete our call recording data.

Products: G4S will make available all training products, literature and documentation to the new provider shortly after notice. We will run workshops with the new supplier which will include joint reviews of all training material and discussions of our experience around training across lines, multi skilling, length of training and speed to competency.
This will include our processes for the annual implementation of the Winter Fuel Allowance (WFA) line, and which Agents currently employed are trained in the WFA line. We will explain the specific challenges around mobilising a line for six months only and how we overcame them. G4S will make available all business processes (redacted to exclude commercially sensitive information), our quality management framework documents, and run workshops with the new supplier and/or DWP to share guidance on best practise and performance management. We will agree dates to run train-the-trainer sessions for each line for the new supplier, which will include lessons learnt, service developments in process and guidance on skills gaps/training periods required.