**[1.1] Implementation**

Explain how you will implement and deliver to meet the service line requirements detailed in the Statement of Requirements to ensure a safe landing and transition of services and include how you will work with the outgoing supplier. You must cover IT, Recruitment, 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 from contract award to a period three months beyond a fully operational live service for all service lines within the contract package.

You should address all the areas below:

- Identify key risks and assumptions including your critical dependencies;
- Detail the challenges identified within the service requirements which would impact successful implementation and how you will monitor and correct any issues that may arise;
- A critical path detailing key milestones, and timescales for activities including start and end dates for implementation tasks associated with all service lines;
- Clear proposals on how the phased transition of work will occur;
- Your process for identifying and securing proposed premises and the location of these for operational management and operational delivery including the date on which your premises would be available for site survey;
- Identify which organisation is responsible for each activity (e.g. DWP, Prime, Sub-Contractor, exiting supplier);
- How you will set up and mobilise in challenging timescales, including contingency planning for fluctuating levels of work and business continuity planning;
- Your process for identifying and securing proposed resource requirements for the operational management and operational implementation and delivery of the service lines, including the management of attrition during this period;
- Your plans for training design, development and delivery to meet go live;
- Your risk management processes for implementation and delivery; and an Implementation Risk and Assumptions Log (with mitigation actions required and likelihood and impact of the risk materialising);
- Your process for acceptance testing, including MI reporting and call recording;

**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 Implementation Plan or Risk and Assumptions Log. The documents should be clearly named;

- Implementation Plan;
  **"Supplier Name" Implementation Plan Package A/B** (as appropriate)

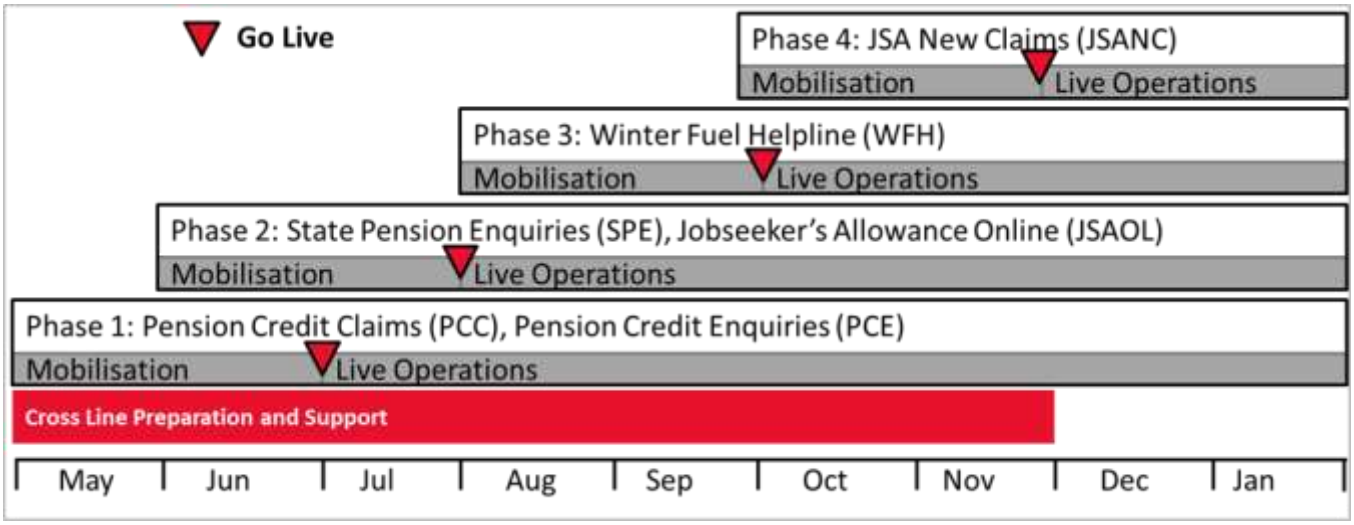
- Risk and Assumptions Log;
  **"Supplier Name" Implementation Risk and Assumptions Log Package A/B** (as appropriate)

| **Supplier Name** | *G4S* | **Package** | *Package A* |
|---|---|---|---|

Present your response in Arial font size 12 up to **8** sides of A4, **excluding** the uploaded plans and excluding these instructions. All plans should be in Microsoft Excel or PDF format and limited to a maximum size of 2MB.

Package A lines will transfer into the vacant capacity at our existing call centre in Wath-upon-Dearne. The Implementation Director will be our {Redacted} {Redacted} – who oversaw our successful implementation of the DWP {Redacted} service from Capita in 2013. He will be supported by G4S's Central Implementation Team who have delivered tens of major contract implementations and thousands of TUPE transfers.

As requested in the Clarification Questions our financial model is based on the assumption that all lines will go live on the 1st August. As we have existing premises and a management team in place this is technically possible, but this represents a high risk strategy. As such this answer identifies our preferred implementation approach which will ensure a safe landing for each line. Our preferred approach is a phased implementation of the lines in Package A as shown in the figure below. We propose to take 100% of calls on each line as it transfers to G4S as this provides certainty as to who is responsible for meeting service levels. The implementation schedule minimises risk to DWP, allows for a safe landing into G4S and reduces any exposure the DWP may have with the Incumbent. Each line will be mobilised over a two month period prior to live operations – shown until Jan 2019. Supporting all lines will be 'cross line preparation and support activities', which gives an efficient way of mobilising and allows continuous improvement by learning from the transfer of each line.




The services will be located in our existing premises, which are within one mile of the Incumbent, reducing the TUPE cost and risk. The premises already have ICT equipment installed, including DWP connectivity, which will be extended to accommodate Package A call volumes. We will establish business processes and operations for Phase 1 (July 2018), which will be expanded as other lines are added.

G4S uses an established PRINCE2 aligned implementation methodology to mobilise and operate our contact centre services. Based on this experience we have developed the attached Implementation and Delivery Plan. The key risks and assumptions are also attached including the mitigations in place to ensure these are manageable. G4S is self-delivering all aspects of the service (implementation and delivery) apart from those in the table below.

| **Activity** | **Organisation** |
|---|---|
| Premises – Hard FM | Commercial Estate Group, our landlord |
| DWP CMS – supply install and support | DWP / DWP partners |
| IP Cloud Based Telephony Services | {Redacted} |
| Workforce Management | {Redacted} |
| Train the trainers | DWP |
| Commodity items (e.g. phones, PCs) | Bought in from supply chain |

G4S will deliver: ■ Mobilisation; ■ Establishing the service; ■ Management Information and reporting; ■ Provision of operational staff, including Agents, Senior Management Team and Team Managers; ■ Learning and Development (Training); ■ Quality Assurance; ■ Security; ■ Premises – Soft FM; ■ Planning and Scheduling; ■ Procurement of infrastructure (IT and Telephony); ■ Installation of IT and networks; ■ Management of Telephony services; ■ Testing of equipment, including flood testing; ■ TUPE transfer management; ■ Operating the service; ■ Continuous Service Improvement; ■ Audit and compliance; ■ Governance.

**Set-up and mobilisation**: We will appoint one of G4S's Central {Redacted} to commence on 15th April 2018, to transition the Package A lines into the G4S contact centre. {Redacted} has mobilised 11 contracts for G4S in the last 3 years. She will be allocated until one month after the last line has been transitioned, i.e. 31st Dec 2018. The Mobilisation Manager will manage the mobilisation team, which will comprise stream leads as below – all are in place and have worked on our submission to DWP:

| **Stream** | **Name** | **Position** |
|---|---|---|
| Premises | {Redacted} | {Redacted} |
| Telephony | {Redacted} | {Redacted} |
| IT | {Redacted} | {Redacted} |
| Security | {Redacted} | {Redacted} |
| HR | {Redacted} | {Redacted} |
| Recruitment | {Redacted} | {Redacted} |
| Training | {Redacted} | {Redacted} |
| Business Process | {Redacted} | {Redacted} |

The Mobilisation Manager will report to {Redacted}, our {Redacted}. Both {Redacted} and the Mobilisation Manager will be able to draw on the expertise of the wider G4S business including: ■ {Redacted}; ■ {Redacted}; ■ G4S corporate HR, legal, finance and commercial functions. The below activities allow us to set-up and mobilise to meet the challenging timescales.

Governance: Each stream lead will be responsible for their stream, producing weekly status reports to the Mobilisation Manager and participating in the Steam Leaders' daily call, to track progress and address any deviations from plan. There will be a monthly checkpoint meeting with the Mobilisation Manager and the G4S management team, to which DWP will be invited.

Working with Incumbent: G4S has experience of transferring services from the Incumbent including our DWP Contact Centre {Redacted}. We will work closely with them during the transition phase. This will include: ■ A kick off meeting to agree ways of working, transition objective and understanding exit obligations. We will also agree the optimal timing for transition of services to ensure continuity of delivery to DWP; ■ TUPE engagement with both the Incumbent, their staff and staff representatives; ■ Weekly checkpoint meetings to evaluate progress and address any deviations; ■ Lessons learned meeting after each line is transitioned. G4S is based within a mile of the Incumbent and has many informal relationships. Many Agents have worked for both organisations and it is in both companies' interests to ensure the safe transition of lines.

Business Operations: We will put in place the regime to run all the lines, including quality controls. We will create a Package A Quality Framework to define the quality processes, basing this on the DWP Quality Framework. This will cover all lines with individual processes / procedures to reflect any individual line requirements. This will include: ■ Putting in place the quality audit regime, to define the monitoring requirements, scorecards, quality targets and reporting outputs; ■ Establishing the agreed DWP Complaints Programme; ■ Establishing internal operational practices, including floor management, structure and design of shrinkage time, communications, reviewing and re-defining current supporting operational documents; ■

Establishing the MI and reporting requirements ■ A Continuous Improvement Programme.
ICT Mobilisation: This comprises of three parts:
1) IT Installation – we will install additional Ethernet cabling in the premises to accommodate the IP telephones and DWP CMS equipment. For Phase 1, we will install 93 positions, 16% more than required. For Phase 2 onwards we will install 255 positions. We will expand our current on-site networking infrastructure. We will work with DWP's partners to install the CMS equipment into our premises, which already have DWP connectivity and have been surveyed by DWP. In parallel, we will install and commission G4S IT systems at Team Managers' and Systems Analysts' desks, so that they can manage activity to the service levels;
2) Telephony Installation – {Redacted}. We will configure the MI Reports to display operational data to allow us to ascertain our performance against service levels. We will agree the definition and source of all data items used to create the MI; 3) ICT Testing – we will test the end-to-end ICT solution to make sure it meets the requirements. This will include security tests and Call Recording System testing. We will also 'flood' test the system to make sure c350 Agents can use the system concurrently, with no impact on performance. Our premises will have 50Mbs comms line capacity, which equates to 30% contingency. It will have voice traffic prioritised to ensure a high level of service. We can increase the capacity to 100Mbs if needed, without new cabling being needed.
Security and IA: We will work with DWP to define and implement DWP's preferred accreditation approach assumed to be compliance with ISO27001 and IT Healthchecks. The Draft Security Plan will be re-issued as definitive. A risk and threat assessment will be done. Processes will be implemented to mitigate these. We will establish Information Assurance processes and put in place an Audit/Compliance Team. We will obtain the Stage 1 ISO27001 certification of the business operations, which will be an extension of our current ISO27001 certification, followed by Stage 2 in May 2019 when all lines will have been operational for at least five months. Readiness to operate reviews will check the accreditation / ISO27001 certification status.
Business Continuity (BC) Planning: a BC plan will be produced during mobilisation. BC planning will take place during mobilisation to address the threats to the business operations. We will establish continuity arrangements including working with DWP to identify alternative DWP premises to be used in the event of a BC incident including engaging in dialogue with the other package winner on mutual BC plans.
The ICT and Telephony leads will put in place the Disaster Recovery solution required to support the BC planning. The BC/DR solution will be (desk) tested prior to go live.
Planning for Fluctuating Levels of Work: We will work with the DWP to identify and address changes in forecast between April and go live, and throughout the transition period. We will have contingency in place to manage significant fluctuations in volumes.
We anticipate receiving an updated forecast in the form of a 13 week look ahead as soon as possible after contract signature. This forecast will be analysed using the WFM solution to identify any changes to the anticipated resourcing requirements. We will meet with DWP monthly to review this forecast, and ensure our recruitment and training plans are appropriate and review our progress against the plan daily at workstream calls. 28 days prior to go live we will agree the locked down volumes for the first two weeks of delivery and receive the final TUPE information. We will use this data to roster for the first two weeks of delivery - these will be published to new recruits and TUPE Agents. Should forecasts change we will have contingency in place – this includes: ▪ Sufficient desk capacity for a significant increase from ITT volumes for each phase. We could support additional volumes above ITT volumes as follows: For Phase 1, 16%; Phase 2 onwards at least 20%. For BAU we have 20% additional desks available than peak forecasted volumes require. ▪ Go live on a low volumes day (e.g. Wednesday) to allow for lower than anticipated TUPE rate; ▪ Over recruitment – see resourcing

section - we will recruit and train 10% more staff than required for day one. The majority of these Agents will be {redacted} allowing us to change their shifts during transition with reduced notice. New recruits will be cross trained, e.g. on two pensions lines, to provide additional contingency.

Our telephony solution is cloud based, allowing us to cope with additional demand at will. The communications lines into Wath-upon-Dearne have 30% contingency capability. During transition, we will have a higher level of Team Manager to Agent ratio on site to support with queries as well as additional G4S management and DWP floor walkers to ensure quality.

**High Level Plan with Key Milestones**: Our Implementation and Delivery Plan has the detailed activities, along with start/end dates. The table below shows the key milestones:

| **Milestone** | **Date** | **Milestone** | **Date** |
|---|---|---|---|
| Contract Signature | 26-Apr-18 | Phase 2 Staff in Place | 31-Jul-18 |
| Commence Implementation | 27-Apr-18 | Phase 2+ Premises Ready | 20-Jul-18 |
| Baseline Telephony Capability in place | 07-Jun-18 | Phase 3 Staff in Place | 30-Sep-18 |
| Phase 1 Staff in Place | 29-Jun-18 | Phase 4 Staff in Place | 31-Oct-18 |
| Phase 1 Premises Ready | 03-May-18 | WFH Go Live | 01-Oct-18 |
| PCC Go Live | 04-Jul-18 | WFH Complete | 28-Feb-19 |
| PCE Go Live | 04-Jul-18 | JSA NC Go Live | 05-Dec-18 |
| SPE Go Live | 01-Aug-18 | JSA OL Go Live | 01-Aug-18 |

The plan is subject to meeting with DWP post award to confirm the dates and in particular that both DWP and the Incumbent are able to deliver against the plan. We will work with DWP to agree a plan for transition that reduces risk to all parties.

**Critical Dependencies**: Our critical dependencies, all of which are manageable, are: ■ Installation of DWP communication lines and Case Management System equipment – this is on the critical path for Phase 1 lines; ■ Premises – no dependency for Phase 1 lines. For other phases, we need to sign a lease for first floor premises and then redecorate/refurbish. Early work with landlord means we will have a lease ready to execute at award date. Quotes for redecorate/refurbish indicate a buffer period of 6 weeks; ■ Staff – having sufficient staff at Go Live for each phase of Lines: managed through successful TUPE transfer of staff and recruitment to address any expected shortfall, with contingency staff in place; ■ Telephony installation – telephony is a cloud based IP service provided by {Redacted} and is in place. Deployment of desktop telephony is not complex or time critical; ■ IT Cabling – we are well versed in cabling, which is not complex or time critical.

**Securing Resource**: For each line we will follow a similar approach to securing resource – we will source resource from a combination of TUPE transferring staff from the Incumbent and recruiting staff locally to make up any shortfall. Our senior management is already in place including the {Redacted}, an on-site {Redacted}, {Redacted} and the {Redacted}. We have assumed that the following staff will TUPE: additional {redacted}. If they do not, we will recruit / use existing resources. We will work with the Incumbent to identify any staff who would be suitable candidates. New non-advisor staff will start at least 2 weeks prior to go live, allowing full training into G4S process and line requirements. We will explore with the Incumbent seconding staff to G4S one month prior to go live to support a soft landing. For each line, we have created an initial staffing model based on the forecast call volumes, service levels (including Average Handling Time (AHT)) and our shift patterns. These will be reviewed weekly during transition with progress against recruitment targets reviewed daily.

We will operate a {redacted} 1: Agent ratio. We anticipate these will TUPE over ({Redacted} are on the TUPE list and we require {Redacted}). As we operate in Wath-upon-Dearne, and know the Incumbent's staff well, we can secure resource with low risk ensuring service levels are met for each line as they Go Live. We will secure resource as follows:

1) TUPE Process: G4S has managed the TUPE transfer of over 57,000 staff in the last five years, including transferring over 60 staff from the Incumbent to G4S for CMO. {Redacted} will lead the TUPE workstream. She has successful managed 1000s of TUPE transfers. We will undertake the TUPE transfer of staff from the Incumbent to G4S – this will be done for each line (other than WFA where we assume no TUPE). As part of the TUPE process, we will engage with the Incumbent, engage with their staff and their staff organisation (Connect). Given our close proximity (under one mile) to the Incumbent, we will also host roadshows and drop-in clinics at our premises. Our expectation is that c80% of Agents and {Redacted} will transfer to G4S. Many of our current staff are ex Incumbent and they have friends/relations who work for the Incumbent. G4S is seen as a good employer in the Dearne Valley. This de-risks the TUPE transfer process.
2) Recruitment: We will put in place a recruitment campaign to plug any potential shortfall in transferring staff numbers, including management team and Team Managers. {Redacted}. We have recruited over 500 people into our Wath-upon-Dearne contact centre using this approach. We recently received over 100 applicants for an advert seeking 15 FTE. We know that {redacted}. This means that DWP can be confident that there is a pool of sufficiently high calibre staff in the local area from which we can recruit – this de-risks the sourcing of staff.
3) Contingency: We will over-recruit to cover any shortfall in TUPE staff, providing 10% contingency against total staff numbers. If early engagement with the Incumbent's staff indicates a lower than 80% TUPE rate is likely, we will increase our recruitment. The figure below shows the staff numbers, assuming 80% TUPE and 10% contingency. For WFA we have assumed no TUPE as this is a seasonal line.

{Redacted}.
4) Managing attrition during implementation: We will work with the Incumbent to reduce attrition pre transfer – for example providing regular updates, drop in sessions run by ex-Incumbent staff who have transferred. Increased morale team activity during implementation, including social activities and celebration events for each go live. All TUPE staff will have induction training to welcome them to G4S. New recruits will be in the {redacted} – they will receive additional support and a buddy to help with early issues. All Agents will have a 1-2-1 with their manager to discuss experiences and development plans. There will be increased management presence to introduce new staff to the team.
**Training**: Our existing training team of {Redacted} will receive train-the-trainer courses from DWP trainers for all lines, building a library of training material. The timing of the training will follow the phasing of transition of the lines to G4S. {Redacted} – this will include any newly recruited staff and also cross trained existing staff. The LDO team will deliver G4S induction training to staff TUPE transferring. All staff will be trained prior to handling live calls and we will train sufficient staff to handle the expected call volumes (+10% contingency) for Go Live on each line.
**Premises**: All lines within Package A will be operated from our existing premises (single site) at Wath-upon-Dearne. Phase 1 lines will operate on the ground floor south wing, which is furnished and cabled and ready for occupation. The first floor north and south wings will be redecorated/refurbished and re-cabled and will operate all other lines. These wings will be available from 20-Jul-18.
This site currently operates the {Redacted} service and thus has proven access control, security protocols (ISO27001 certified), vetted staff and protected infrastructure/data. All have been assured by DWP. The site has installed telephony and is internally cabled. This reduces DWP's risk and shortens implementation timescales. The address is: {redacted}.The premises are available immediately for DWP's site survey – note DWP has already surveyed the site for the {Redacted} service.

**Acceptance**: Acceptance of the services will take place over the two phases and documented in the Test Strategy. Acceptance testing will be continuous and cumulative, building a body of evidence which demonstrates that the services meet the requirements. Requirements will be verified at the lowest level practical and where possible verified only once. This makes the acceptance process efficient. The phases are:
1) SAT – Site Acceptance Testing: these tests will be run by G4S or its supply chain partners in the case of bought in sub-systems. Tests will be run at sub-system level to check functionality of sub-systems. The Call Recording System will be tested by: ■ Calling the line as a Customer and having a call with an Agent; ■ Verifying that the call has been recorded by checking the call recording servers' logs; ■ Replaying the call via an authorised user; ■ Checking that the call is only accessible/can be deleted by authorised users based on their role. Working with our telephony partner {Redacted}, we will simulate calls to the telephony system to generate system data – we will run the reporting tools to generate both real-time and historic management information to verify that it is accurate. The DWP CMS will be tested by logging into the CMS and verify that it is accessible to authorised users. The actual functionality of the CMS will not be tested as it is assumed that DWP will have tested this.
2) UAT – User Acceptance Testing: a set of user based tests will be run to check the end-to-end functionality. SAT and UAT tests will be scripted in Test Plans.
Prior to Go Live of each line, there will be 3 Operational Readiness Reviews (ORR) to check that the service is ready to Go Live. These will be at 15, 5 and 1 day prior to the Go Live date. The review will check the status of the acceptance tests and the non-system related requirements such as: staff availability, training of staff, business processes established. DWP will be invited to witness the acceptance tests and participate in the ORRs.
**Risk Management**: We will follow a corporately mandated structured approach to risk management, which seeks to manage risks to be as low as reasonably practicable (ALARP). We use a risk register to capture risks and the analysis of mitigating them. An initial risk register is attached. At Contract Award, we will review this register with DWP. We recommend that DWP and G4S have a joint risk register. This process has worked well on the {Redacted} service. For each risk we will capture: ■ Risk: a summary of the risk; ■ Likelihood: how likely the risk is to occur, using a relative scale of high, medium and low; ■ Impact: the impact on the success of transition should the risk occur; ■ Mitigation action: what we will do to mitigate the risk; ■ Owner: who owns and is responsible for mitigating the risk.
The risk register will be reviewed during implementation at checkpoints. We manage the following key risk and challenges.
**Challenges**: Based on the Service Requirements and our experience we have identified the following challenges to implementing the Package A lines. We are able to meet all of these challenges providing DWP with continuity of service and an opportunity to refresh the delivery of services to its customers. The challenges we see are:
1) <u>Installing DWP Equipment for Phases 1 and 2</u>: there are approximately three months from Contract Award to live operations for Phase 1 to allow DWP to install the CMS Equipment into our premises. There are four months for Phase 2. We will de-risk this challenge through early engagement with DWP and DWP's partners. We recommend that the DWP initiate the survey of our premises and the installation of the DWP Equipment prior to contract signature to provide a longer timeframe. G4S is able to provide staff to assist with the installation if this would be helpful. The DWP installation is on the critical path for the first two phases.
2) <u>Agreement of the phased approach</u>: This answer details our preferred phasing approach to de-risk transition. However it will require agreement from both DWP and the Incumbent to implement effectively. To address this challenge, we will work closely with the Incumbent immediately upon contract signature with a Single Point of Contact for queries, schedule regular check points and put escalation points in place. If required by DWP, G4S will flex our

proposed transition pattern depending on updated volumes or exit issues. E.g. we could combine Phase 2 and 3.
3) Having sufficient staff in place: there is uncertainty (at the moment) over the number of staff that will transfer under TUPE. We have mitigations for three key risks: *a. Incumbent experiences significant attrition between bid and go live*: The TUPE information provided details a volume of Agents broadly comparable with the number required in August 2018. Should the Incumbent's attrition rate increase dramatically, G4S will need to recruit and train more Agents. Our phased transition approach mitigates this challenge as volumes drop significantly in the first six months. G4S could recruit and vet more than all the staff required for Phase 1 if needed. We have sufficient training rooms and {Redacted} capacity to train all staff required for the lines in Phase 1 in the last 28 days – i.e. {Redacted}. We will schedule Go Live for a low volume day (e.g. Wednesday) allowing us to identify the number of staff who TUPE transfer prior to peak requirement on Monday and reschedule shifts. We will cross train new recruits to allow them to be taken forward to Phase 2 should TUPE numbers be higher than anticipated. *c. Inability to recruit sufficient staff*: We have proven our ability to attract new staff to work for us in significant numbers (100 in last year) with a streamlined induction process in place. {Reacted}.
4) Ensuring premises are ready for go live: The ground floor south wing is currently used by the DWP {Redacted} contract – as volumes reduce it will be available for Package A from July 2018. Our secure comms room is already in place, to which G4S has sole access to. This significantly reduces the challenge of Phase 1. The expected duration of the refurbishment of the first floor is six weeks giving five weeks contingency. We have engaged with the landlord already allowing access to the premises at contract award. We have engaged with the refurbishment company and have provisionally booked a start date of 1st May 2018. We will undertake the redecorating / refurbishment for Phase 2 onwards in one job, and hence this risk does not apply to Phases 3 or 4.
5) Smooth transition to the new service: for all new lines, we have an intensive support plan for the week before and after go live. The challenge is to meet service levels from the outset. This challenge will be met through: ■ The TUPE transferring staff will bring experience of the service; ■ {Redacted}; ■ Review forecasts/MI reports for 13 weeks before live operations to tune our staffing estimates; ■ Additional management will be on hand; ■ We will stress/load test the technology prior to day one, making sure that it can handle the expected load; ■ An intense focus on management information to make sure that service levels are met from the outset.
It is essential that the service levels are met from hour one of the live operations, and continually thereafter. Moving the service from the Incumbent offers DWP an opportunity to 'refresh' the service and improve service level attainment. In addition, we will meet service levels during implementation: ■ An intensive level of management oversight at the outset of live operations and overstaffing for during week 1 of each line; ■ Generation of service level KPIs in real time with Systems Analysts monitoring these constantly. They will make adjustments to staffing levels as needed throughout the day, as well as ensuring that staff are performing as expected; ■ On-going assessment of service levels fed into our planning/scheduling process to refine staffing levels; ■ {Redacted}.
6) Managing demand reductions: Forecast call volumes from DWP across the Package A reduce between August and December particularly on JSANC (should all lines transfer in August, the highest predicted month is August 2018). Our phased approach will reduce cost to DWP as we would not need to install the same volume of DWP desktops. We will manage the further anticipated reduction by: □ Recruiting staff on fixed term contracts which have end dates coincident with the volume reductions, □ Redeploying staff to other services when they are no longer needed on each line □ Reducing recruitment levels to allow attrition to reduce

numbers.
7) Meeting security levels: There is a challenge to protect DWP's data, ensuring that material is not accessible to Agents on other services/lines or anyone without a need to know (e.g. wider G4S, public). G4S operates contracts for a wide variety of public sector organisations (including DWP) who have protectively marked assets from OFFICIAL through to SECRET and above. {Redacted}, our security lead, will advise the technical and operational teams on how to ensure we protect the assets. She will work with {Redacted}, the local Security Manager. Role based access control is used - for accessing the premises, server rooms and IT systems. We will extend our ISO27001 certification to cover the Package A lines.
8) Transitioning Multiple Lines: There is a challenge to transition all six lines of Package A into G4S whilst maintaining service levels at both G4S and at the Incumbent, as their services diminish. {Redacted}. The phasing also reduces the need to transfer staff to G4S from the Incumbent to then make them redundant with a few months of transition – this approach reduces DWP's costs and maintains the motivation of the staff delivering the services.

**Conclusion**: G4S has a credible Implementation and Delivery Plan which will allow us set-up the service ready to go live on 1st July for Phase 1.