

Bringing service to life



# EU Exit Contact Centre Contract Variation

Prepared for the Cabinet Office

07 November 2019



**RM3815 CONTACT CENTRE FRAMEWORK****CALL OFF SCHEDULE 12: VARIATION FORM**

No of Call Off Order Form being varied:

**CCCO19A15 EU EXIT CONTACT CENTRE ("CALL OFF CONTRACT")**

Variation Form No:

**CCN005**

BETWEEN:

**The Cabinet Office ("the Customer")**

and

**Serco Ltd ("the Supplier")**

1. The Parties have agreed to amend the Call Off Contract as detailed in this variation. The reason for the variation is to change the Supplier's Service from a mothball state to meet the revised EU exit plans for the UK culminating on 31 October 2019. The Service is based on and fully adheres to the service requirement and commercial approach initially undertaken by the parties for the proposed March 2019 EU exit date, which was delayed to the 31 October 2019.
2. In accordance with Clause 22 of the Call Off Contract, the Services shall be varied as follows:
  - Removal of the original service from "mothball" as detailed in Schedule 2 Annex 1 Contract Call Off Charges Part 1 Clause 7, Milestone/Deliverable 2 as the Service ; Live Service Charges Table 3 contained in this Variation
  - Mobilisation of Serco (and sub-contractor Sitel) teams and Agents to support the revised departmental requirements as detailed, in Table 2 Mobilisation Charge, and agreed between the parties on 24/09/2019 by email between REDACTED (Serco) and REDACTED (Cabinet Office);
  - An agreed profile of Agent ramp up and ramp down (as detailed in Table 3 Live Services Charges, Base Case Volumes);
  - Inclusion of the Account Manager role to support client engagement as agreed between the parties on 18/09/2019 by email between REDACTED (Serco) and REDACTED (Cabinet Office) at the agreed costs in Table 2 – Mobilisation charges and Table 3 – Live Service Charges contained in this Variation replacing Schedule 3 Annex 1 Contract Call Off Charges Part 1;
  - Updated assumptions number 1-26 in this Variation to be included in the Open Book Data in accordance with Clause 21 that reflect how the service will be delivered to achieve the new Agent profile and timeline.
3. Words and expressions in this Variation shall have the meanings given to them in this Call Off Contract.
4. This Call Off Contract, including any previous Variations, shall remain effective and unaltered except as amended by this Variation.

|                    |          |
|--------------------|----------|
| Signature          |          |
| Date               |          |
| Name (in Capitals) | REDACTED |
| Address            | REDACTED |

Signed by an authorised signatory to sign for and on behalf of the Supplier

|                    |            |
|--------------------|------------|
| Signature          | REDACTED   |
| Date               | 05/11/2019 |
| Name (in Capitals) | REDACTED   |
| Address            | REDACTED   |

## SUPPORTING DOCUMENTATION

### Purpose of this Variation

This variation has been agreed to provide additional context and information on how the EU Exit Contingency service will be used for the revised exit plans for the UK, culminating on 31/10/2019. The service is based on and fully adheres to the service requirement and commercial approach initially undertaken for the proposed March 2019 exit plans. The variation covers:

- Removal of the original service from “mothball”
- Mobilisation of Serco (and sub-contractor Sitel) teams and Agents to support the revised departmental requirements
- An agreed profile of Agent ramp up and ramp down
- Inclusion of the Account Manager role to support client engagement
- Updated assumptions that reflect how the service will be delivered to achieve the new Agent profile and timeline

### Project Overview

Our solution continues the collaboration between Serco and Sitel, with Serco as prime contractor. By combining our resources, depth of experience, and cloud-based infrastructure we have a large Agent capacity to flex up or down depending on demand. The collaborative approach ensures service continuity and quality to service users across the Dedicated and Compelled requirements of the service.

The EU Exit Contact Centre will be unique; with some requirements and potential volumes still unknown. We have proven experience in resourcing high quality contact centre resources swiftly for contracts including Public Health England Breast Screening and the Flu Pandemic service. We will ensure that the EU Exit Contact Centre is ready to go-live on 30<sup>th</sup> September with trained staff with exceptional telephone manner, emotional intelligence. Serco will act as prime and direct all elements of the recruitment, vetting and training of staff. We will maximise the skills and experience across all three partners to ensure deadlines can be achieved and staffing requirements are met from our presence across multiple major cities within the U.K .

The service will provide:

- An inbound telephony service for up to 200 Agents (base case)
- Provision of Serco's corporate omni-channel platform (Vodafone Storm) across all sites and partners (providing a single, consistent experience across all Agents)
- Integrated Management Information on call and contact statistics
- Provision of a single CRM to capture calls for escalation to departments
- Ability to transfer calls and offer outbound calls as required
- Options to introduce additional contact channels (webchat, SMS text etc.) as required
- A single, class leading workforce management solution to maximise the value of Agents through effective scheduling
- Performance and Quality management delivered to agreed industry standards
- Consistent recruitment, training and coaching across all staff
- Agreed KPI's and SLA's that ensure service performance against agreed benchmarks

## Workforce Management

Serco's Outperform Solutions Team (OST) based in our Liverpool contact centre will be responsible for planning and managing capacity across the end-to-end service. The team provide an integrated service and create staff shifts and schedule offline time for staff to undertake quality reviews, coaching, training sessions and team briefings. The OST will collate data into MI packs for weekly and monthly reviews in line with the requirements. The operational management team have a daily 'Review and Preview' (RAP) meeting to discuss the previous day's performance and to respond to any challenges, such as actual volumes versus forecast, sickness levels and trends in contact types to shape future resource requirements.

## Recruitment

All partners will recruit internally agents with the right skills, experience and characteristics for the Contact Centre. The sub-contractors recruit to our specific brief which will be agreed with relevant Departments. Recruitment will be a single, managed process across all sub-contractors to ensure consistency and scale. We will appoint high calibre, experienced staff with the skills, qualifications and aptitudes to deliver a consistently high level of customer service. 'Advanced Level Agents' will be required to demonstrate a deeper level of understanding and aptitude against the role specification.

Due to the short duration of the EU Exit Contact Centre requirement, we will implement a dual approach of internal resourcing (identifying candidates from our existing workforce who possess the correct skills and characteristics) and backfill these agents with external. The recruitment process includes role plays and aptitude tests. We assess the specific skills and experience required for each role against candidate specifications, these include competencies and personal characteristics that ensure the staff meet our requirements. We assess potential experienced candidates against a set of criteria including; patience, friendliness, helpfulness, engagement, and rapport, as well as the respective requirements for the services. The default security clearance for staff will be BPSS.

Welsh language support will be provided by staff at our Serco Cardiff centre through an IVR option for callers.

## Training

Serco will lead with our partners on the content, planning and delivery of training. Our team combined teams of agents for the EU Exit Contact Centre will be trained and coached to deliver:

- Exceptional telephone customer service
- First contact resolution using Departmental scripts
- Accuracy and speed in data capture using the Serco CRM application
- Agility and problem solving
- Empathy and emotional intelligence.

We will provide a default of 2 days of training for Agent's, but this may vary by Department. Quality and accuracy standards will be set from day one of training. Each training module will be followed up with a 'contact accreditation' exercise that will allow the learner to demonstrate their knowledge on the topic in a role-play scenario. Ongoing quality will be measured by sampling agent contacts through remote call recordings and through side by side listening with the agent by the Team Managers. Quality measurements include the accuracy of data capture, advice and signposting; audit system navigation and usage; use of survey feedback and complaints.

We have full ISO9001 accreditation for our Quality Management Framework (QMF) to measure progress against all SLAs/KPIs. The QMF is continually reviewed and adapted to ensure the assessments drive both continual improvement and adapt to the changing needs of both the Authority and customers. All agents will be measured against these standards.

### Department Specific Training

Ahead of go-live, we will ensure that all agents receive training on the aims and objectives of the relevant Departments using the service. Serco's Training Manager will ensure that training content is received from participating Government Departments and that they address all required content and customer journey maps. Content will be provided in training packs to enable agents to be ready to respond to customer enquiries from Go Live. During implementation we will provide a plan demonstrating how agents will complete training ahead of go live. All staff training is recorded on our internal Skills Database, allowing easy identification of required mandatory refresher modules due, such as Equality and Diversity, GDPR and Information Security.

Our experience from the March Go Live will be invaluable in ensuring the success of the project. Our transition and operational training team will work directly with identified departmental leads and SME's to ensure that all material for the Agents is accurate and up to date. Processes will be agreed, tested and signed off in partnership to assure the required level of quality is implemented from day 1 and documented to ensure quality levels can be measured and maintained.

### Confidentiality

All staff are required to sign two copies of their recruitment contract which includes a number of clauses addressing policy and procedures and outlines their duty with respect to client and customer confidentiality as well as their duties in respect of data protection and the mandatory reporting of incidents. In addition, all staff will sign the Authority's Confidentiality agreement prior to training and live calls. Agents operating in all sites will be in a secure workspace. All Staff are always required to display their company ID; Site and building security is provided by 24-hour guards and CCTV surveillance; Mobile phones will not be permitted within the secure service area; Security monitoring will be fully integrated and reported on in the MI reports.

## Locations

The EU Exit Service Agents will be sited within Serco, Sitel and Teleperformance's existing, established contact centres. All sites are run consistently with a 10-15% growth capacity for seats. Serco will deliver the service from existing sites in REDACTED and REDACTED. Sitel and Teleperformance have 8 and 11 sites respectively and will initially use REDACTED and REDACTED (Sitel) and REDACTED and REDACTED (TP).

This ensures we can flex as needed for any additional Compelled FTE/ volume demand. From a technology perspective, any new desktops required can be deployed within days. We can flex well beyond the 400 Agents (for the maximum volume scenario) collectively and, should demand dictate, on-board additional sub-contractors quickly with approval from the Authority.

## Agent Utilisation Approach

REDACTED

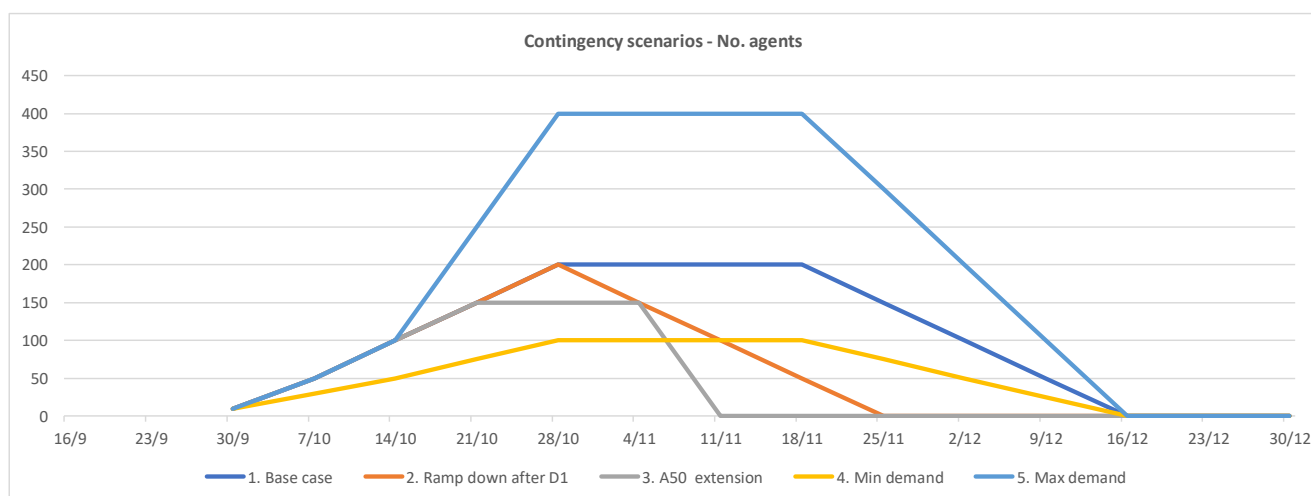
## Pricing

The following scenarios have been provided by the Cabinet Office and are used as the basis for the pricing associated with this variation.

This variation is based on the agreement that Base Case (scenario 1) will be deployed.

Table 1 – Cabinet Office Scenarios

| Week beginning        | 16/9 | 23/9 | 30/9 | 7/10 | 14/10 | 21/10 | 28/10 | 4/11 | 11/11 | 18/11 | 25/11 | 2/12 | 9/12 | 16/12 | 23/12 | 30/12 |
|-----------------------|------|------|------|------|-------|-------|-------|------|-------|-------|-------|------|------|-------|-------|-------|
| 1. Base case          |      |      | 10   | 50   | 100   | 150   | 200   | 200  | 200   | 200   | 150   | 100  | 50   | 0     | 0     | 0     |
| 2. Ramp down after D1 |      |      | 10   | 50   | 100   | 150   | 200   | 150  | 100   | 50    | 0     | 0    | 0    | 0     | 0     | 0     |
| 3. A50 extension      |      |      | 10   | 50   | 100   | 150   | 150   | 150  | 0     | 0     | 0     | 0    | 0    | 0     | 0     | 0     |
| 4. Min demand         |      |      | 10   | 30   | 50    | 75    | 100   | 100  | 100   | 100   | 75    | 50   | 25   | 0     | 0     | 0     |
| 5. Max demand         |      |      | 10   | 50   | 100   | 250   | 400   | 400  | 400   | 400   | 300   | 200  | 100  | 0     | 0     | 0     |



### Mobilisation Charges

Based on the existing service (mothballed) the following additional mobilisation charges will apply:

*Table 2 - Mobilisation Charges*

REDACTED

### Live Service Charges

The following charges will apply in live service. The mobilisation plan and charges for Base Case volumes (below).

*Table 3 - Live Service Charges*

REDACTED

All other scenario costs are included in the following spreadsheet:

REDACTED

REDACTED

The maximum charges, based on the scenarios and assumptions are:

*Table 4 - Maximum Charge per Scenario*

REDACTED

### Payment Mechanism

#### **Mobilisation**

Mobilisation charges have been priced specifically to reflect the agent profile provided by the Cabinet Office team.

Mobilisation charges will be billed monthly in line with standing up the agent profiles in groups of 50 to a maximum of 200 and associated charges of REDACTED as demonstrated in Table 4, scenario 1.

This will be charges as follows: -

REDACTED

#### **Ongoing Charges**

Charges will be based on the following approach and billed (in arrears) monthly.

REDACTED

REDACTED

Total Contract Value - £1,650,000.00

Assumptions

REDACTED