

[1.3] Premises and infrastructure

Please describe your estates strategy in support of the Statement of Requirement and how you will manage your estate over the duration of the contract specifically covering:

- Availability and duration of availability of premises;
- How capacity thresholds are monitored and managed;
- How you will meet the challenge of either increasing or decreasing the capacity of your estate, what timescales this can be achieved in and how you could extend availability to support peaks and varying workloads;
- What percentage level of availability you propose for your estate and how you could extend availability to support back office work/ peaks / backlogs;
- What are your business continuity/disaster recovery arrangements in relation to your estate;
- What mechanisms are in place to maintain service during continuity/disaster periods;

Include details on:

- Confirmation of how secure access to the DWP area will be controlled;
- The security protocols which will be put in place including detail of how these will be maintained and monitored;
- How you will ensure approved staff only, will have appropriate access to DWP data; and
- The mechanisms in place to allow DWP and its nominees access to your estate.

In the event that you propose to operate from multiple sites rather than just one please also detail:

- The number of intended sites and allocation of service lines to each including estimated staff numbers;
- How and when do you propose to allocate the work between the sites;
- How they will work together;
- How will they be managed in real time to maximise available agent resource.

Supplier Name	<i>Serco Limited</i>	Package	<i>B</i>
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Availability and duration of availability of premises;

We will deliver the Contact Centre Services (CCS) contract from a single site; Phoenix House, Knowsley. {redacted}.

How capacity thresholds are monitored and managed;

{redacted}. The Performance Manager is the primary contact {redacted} to the Authority for capacity management. Forecasts are shared with the Serco management team at the weekly and monthly operational meetings and routinely with the Authority at the monthly Business Review Meetings.

How you will meet the challenge of either increasing or decreasing the capacity of your estate, what timescales this can be achieved in and how you could extend availability to support peaks and varying workloads;

{redacted}.

Our ability to increase capacity is only limited by the availability of Authority desktops. In our experience, the lead time for the delivery of Authority desktops is approximately five weeks. Our telephony platform has been sized to meet the forecast demand {redacted}.

What percentage level of availability you propose for your estate and how you could extend availability to support back office work/ peaks / backlogs;

Table 1, below, shows our site capacity:

Table 1 – Site Capacity {redacted}.

{redacted}. This flexibility can be used to support peaks/backlogs in demand or as a tool to support a longer-term increase in volumes if there are changes to the volume profile. {redacted}. We deliver a wide variety of contracts for our Public Sector customers and have proven capability in delivering a range of inbound and outbound contact services (to varying degrees of complexity and across multiple channel types) as well as back office clerical and eligibility focused engagements. We are able to rapidly scale (and reduce) resources across all key types of customer contact and data processing activities at the Knowsley site. {redacted}.

Our telephony solution provides us with the ability to spread calls across any Serco contact centre site. Although other Serco sites would not have the benefit of being DWP accredited locations, should significant additional capacity be required, there would be the option of commissioning additional sites. We currently have sites in Cardiff, Glasgow and Newcastle.

What are your business continuity/disaster recovery arrangements in relation to your estate;

We will create and gain approval for a BS25999 and ISO22301 compliant Business Continuity Plan (BCP) in advance of full commencement of the contract. The plan will cover the Knowsley site {redacted}. The plan will include business impact analysis, threat and risk analysis, BC processes and incident management plans. The BCP will outline mitigations for the broad business continuity scenarios of Loss of Site, Loss of Critical Services (including technology), Loss of People and Loss of Key Suppliers. {redacted}.

We will utilise a contingency matrix for potential loss of people scenarios. This matrix will inform and enable our operational management teams to carry out specific preparation activities in advance of events such as flu pandemic, fuel crisis and extreme weather, to enable us to pre-identify mitigation actions should the event occur. All key suppliers to the contract will be subject to resiliency analysis to ensure their ability to respond to business continuity incidents does not impact their ability to provide their key services to Serco.

Table 2 – Business Continuity and Disaster Recovery Plan {redacted}.

What mechanisms are in place to maintain service during continuity/disaster periods;

In the event that Phoenix House becomes unavailable and the BCP is invoked, we will agree service delivery priorities with the Authority and make changes to IVR messages to inform

customers of the issue and signpost them to online services. Based upon our understanding of the service lines within package B, {redacted}.

Confirmation of how secure access to the DWP area will be controlled;

All DWP areas at Knowsley will have separate swipe access; this access can be limited at an individual level to the CCS contract if required (rather than at a generic DWP contract level). Staff working on non-DWP contracts will not have access to the areas; this will include members of the non-operational Serco management team. All visitors to the DWP area will be required to be accompanied at all times {redacted}. Upon arrival, visitors must report to the onsite security team and will be accompanied at all times. We have a proven track record of delivering services to DWP standards on the PIP, UC and SMI contracts and we will deliver secure access as detailed in the Statement of Requirements.

The security protocols which will be put in place including detail of how these will be maintained and monitored;

We base our protocols and physical security controls on advice and guidance from CPNI (Centre for the Protection of the National Infrastructure) in line with the SPF (HMG's Security Policy Framework) requirement for controls to be proportionate.

We will ensure that only people legitimately working on our contracts can access our buildings, systems and processes. Initiatives in place to ensure this: {redacted}.

How you will ensure approved staff only, will have appropriate access to DWP data;

Upon successfully completing training and passing pre-employment checks, agents will be allocated a DWP smartcard which will allow them to access the relevant DWP systems. {redacted}. It will only be possible for nominated individuals to access call recordings; access will only be permissible for specific reasons i.e. the quality monitoring process and investigation activity (for Parliamentary questions, complaints etc.).

The mechanisms in place to allow DWP and its nominees access to your estate.

We recognise that some members of the Authority's Contract Management Team will be regular visitors to the site; in these circumstances, they will be required to sign in and out in line with the standard process but they will be given unaccompanied visitors passes; these passes will only give access to DWP contract areas and shared areas (e.g. canteen). This is a process which has worked well on this site over a number of years across our multiple Authority contracts.

The number of intended sites and allocation of service lines to each including estimated staff numbers; {redacted}.

Table 3 – Work Allocation {redacted}.