

[2.1] Resources and Recruitment

Please detail the staff resource you will need to deliver and manage your Contact Centre Service across ALL aspects of service delivery e.g. Managerial roles, Agents and Support staff across the contract term and across all delivery locations.

You should address all the areas below;

- How you will ensure there will be strong and effective leadership of the Contact Centre/s including management experienced in providing a comparable service in terms of size and complexity;
- Detail your staff resource by job role and the numbers of staff that you will have in each of those roles, their skills and experience;
- How you intend to organise staff by service lines; optimise resource across the services and contract term to deliver efficiencies, and your rationale to support your proposals;
- Your planned assumptions on how many staff are existing, how many will need to be recruited and how many will transfer with the service under TUPE;
- How you will ensure that the right personnel are recruited/employed, details of your on-going recruitment plans allowing for DBS checks;
- The processes and average timescales for undertaking any recruitment;
- Your strategy for recruiting a flexible and appropriately skilled workforce; use of temporary or agency staff if this is proposed and your recruitment partner, if any; and an estimation of 'street to seat' timeframe;
- How flexible working patterns will be used to meet business need including demand fluctuations;
- Your response should address challenges identified within the service requirements plus any additional challenges you have identified which would impact Service delivery;
- Where non advisor staff e.g. trainers, are not intended to be a dedicated resource for the Contact Centre, you must indicate the percentage of time they will spend working on the DWP Contact Centre and what their other duties would be.

Please upload as **Annex L** a Microsoft Excel or PDF organisational structure showing the ratios for each role.

Supplier Name	Serco Limited	Package	B
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How you will ensure there will be strong and effective leadership of the Contact Centre/s including management experienced in providing a comparable service in terms of size and complexity;

Serco has a long established, high performing senior management team to lead the Contact Centre Services (CCS) contract. {redacted}. We will deliver Package B from Phoenix House, Knowsley. We currently deliver services to the Authority for the Personal Independence Payments (PIP), Universal Credit (UC), Warm Home Discount Scheme (WHDS) and Support for Mortgage Interest (SMI) at Knowsley. {redacted}. The CCS contract will benefit from having a management team that has been selected internally; understanding the Serco processes that drive effective contact centre management as well as having an appreciation of the drivers that are important to the Authority. {redacted}.

{redacted} will provide day-to-day leadership for the contract, conducting weekly meetings with the Customer Service Manager and Section Managers to review performance, cascade Authority information and plan for the immediate future. {redacted} will be responsible for setting and monitoring targets for the operational team at all levels to meet contractual obligations. Each agent team has weekly briefing sessions with their Team Manager. Daily 'huddles' are also used to address issues that need immediate communication and action. The Serco approach and management team offers a proven and trusted model for the Authority. This experience, developed over a number of years in successfully delivering DWP service lines, will be crucial in ensuring a safe landing of the transferring services, staff and operational management engagement.

Detail your staff resource by job role and the numbers of staff that you will have in each of those roles, their skills and experience;

We will deliver the CCS from our Knowsley site. Table 1 shows the number of staff we will require at go live, based on the resource plans we have developed, using data provided by the Authority.

Table 1 – Staff summary {redacted}.

All staff that are recruited into our contact centre contracts are selected on their ability to demonstrate competency across the skills shown in Table 2:

Table 2 – Staff skills {redacted}.

How you intend to organise staff by service lines; optimise resource across services and contract term to deliver efficiencies, and your rationale to support proposals;

{Redacted}.

Table 3 – Agent skillsets {redacted}.

Your planned assumptions on how many staff are existing, how many will need to be recruited and how many will transfer with the service under TUPE;

Table 4 shows our plans at go live for the CCS contract. As we will deliver the service from Knowsley, we do not anticipate that many individuals will transfer from Rotherham to Merseyside (although one individual did transfer during the TUPE transfer from the Universal Credit contract and we would welcome anyone who wishes to make the move). We will therefore recruit new staff for Package B. We will advertise the roles internally to allow existing staff the opportunity to move with this contract and we believe the CCS contract will attract interest. {redacted}. Although there will be significant numbers of new starters, we are confident that this is the right approach to meet the short and long term objectives of the Authority. {redacted}.

Table 4 – Staff composition {redacted}.

How you will ensure that the right personnel are recruited/employed, details of your on-going recruitment plans allowing for DBS checks;

We will provide {redacted} a role profile detailing appropriate skills and experience to ensure they attract the right calibre of candidate. We will develop attraction campaigns and {redacted} do initial selections and assessment centres. {redacted} .

All new employees on the contract will be recruited in line with HMG BPSS, ensuring Disclosure and Barring Service (DBS) checks are successfully completed before staff access live systems. We have experience of completing these types of checks on a large scale {redacted}.

The processes and average timescales for undertaking any recruitment;

Both go live (implementation) and business as usual (BAU) recruitment will follow the same process. Forecasts provided by the Authority are translated by the Outperform Solutions Team (OST) into headcount requirements and shift models to ensure service levels are successfully achieved. {redacted}.

During implementation, recruitment will be managed as a discrete work stream within the plan to ensure deliverables and a safe landing are achieved. Where a requirement to recruit is identified during BAU, plans will be reviewed with the management team at the weekly operational management meetings. Once approved by the DWP Account Director, the operational management team will develop detailed plans to recruit and train staff to ensure performance targets are met. {redacted}.

Table 5 – Serco recruitment process {redacted}.

Your strategy for recruiting a flexible and appropriately skilled workforce; use of temporary or agency staff if this is proposed and your recruitment partner, if any; and an estimation of ‘street to seat’ timeframe;

{redacted} .

Our solution delivers a flexible and resilient resource pool which will be critical in successfully delivering the forecast volumes and any fluctuating demand. We have built a good reputation as a responsible and respected employer in the local area and have always had success in recruiting agents to deliver services from Knowsley. This flexibility provides an assurance to the Authority that Serco can continue to deliver a high quality service within contractual Service Level Agreements (SLA). We have based our ‘street to seat’ assumptions upon information provided by the Authority in the Learning Journeys document; they are summarised in Table 6. Our training durations will include 1 day of Serco induction training.

Table 6 – Agent ‘street to seat’ timescales {redacted}.

How flexible working patterns are used to meet business demand fluctuations;

We have developed a shift model to meet the anticipated demand based upon the volumes and profiles provided by the Authority. {redacted}. We have a portfolio of operational management techniques to create extra capacity. {redacted}.

However, if demand fluctuates we can reschedule non-critical offline activities to create extra capacity. The volumes provided show significant reductions in later years and our approach, {redacted} will ensure we can offer a completely flexible service but also deliver high consistency and call quality.

Your response should address challenges identified within the service requirements plus any additional challenges you have identified which would impact Service delivery;

Challenge 1: recruiting large numbers of staff for go live. *Mitigation:* {redacted}. *Challenge 2:* achieving SLAs with large number of new starters. *Mitigation:* {redacted}.

Challenge 3: managing changes in demand. *Mitigation:* {redacted}.

Challenge 4: managing the Monday peak. *Mitigation:* {redacted}.

Where non advisor staff e.g. trainers, are not intended to be a dedicated resource for the Contact Centre, you must indicate the percentage of time they will spend working on the DWP Contact Centre and what their other duties would be.

Agents, Helpdesk agents, Quality Analysts, Duty Managers, Team Managers, Section Managers, Forecasting and Scheduling Analysts will be dedicated to the CCS service. All other support functions, {redacted}, will not be fully dedicated to the CCS contract. These resources perform similar roles across the Citizens Services contact centre business and will work and be charged to multiple contracts, ensuring best value for the Authority. {redacted}.