

[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	<i>Serco Limited</i>
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Package	<i>B</i>
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Identify key risks and assumptions including your critical dependencies;

We have identified and captured risks, assumptions and dependencies as we have developed our solution to meet the Authority's requirements. A complete risk and assumptions log is provided in 'Serco Implementation Risk and Assumptions Log Package B'. We have identified our top 3 risks and mitigations below for completeness. {redacted}

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;

Our Implementation team will have, as a minimum, a weekly meeting where all work stream leads will confirm their progress against the plan. Risks, issues and actions will be captured at this session. {redacted}

We have successfully delivered a number of recent implementations for the DWP, including Personal Independence Payments (PIP), Universal Credit (UC), Support for Mortgage Interest (SMI) and Warm Homes Discount Scheme (WHDS). This experience has given us a good understanding of what is needed to ensure a successful go live and a safe landing of services from an existing supplier for the DWP. The lessons learned during the UC implementation, when we took over service delivery from Capita, have been built into our implementation approach. {redacted}

1. Offline training: {redacted} we will deliver on-line training when we are connected to the DWP network and can access a DWP training environment. As our site is already connected to the DWP WAN, we will not have to wait for this activity to be completed. {redacted}.
2. {redacted}
3. Attrition during training: It is common for some new starters not to attend training sessions, or to leave part way through the training course. {redacted} If this level of attrition does not happen, we will adjust our recruitment and training plan to ensure that we are not overstaffed.
4. {redacted}
5. {redacted}
6. Delays in setting up a new site: As we will be operating from an existing site that is already connected to the Authority's network, the risk of delays for Serco will be minimal and the risk to the Authority low.
7. Limited joint working: Key to resolving unforeseen issues is to work as a joint team, and we have developed close working relationships with the Authority over our previous implementations. {redacted}
8. Supporting new starters: It is important that agents receive additional support during the consolidation period. {redacted}
9. Multi Supplier Transition: The evaluation process is likely to result in two suppliers for Package A and B who will be engaging with the Authority and Capita at the same time, adding complexity and risk to the transition. {redacted} Should a multi-supplier approach be the Authority's preferred option, Serco commit to working collaboratively with the successful Package A supplier to manage all interactions fairly, effectively and openly to deliver a successful implementation outcome.

A critical path detailing key milestones, and timescales for activities including start and end dates for implementation tasks associated with all service lines;

We have developed a comprehensive implementation plan, (Serco Limited Implementation Plan_Package B). It includes key milestones and a critical path, start and end dates for implementation tasks, and which organisation is responsible for the delivery of each activity – see Figure 1, below.

Figure 1 – Package B milestone plan

Clear proposals on how the phased transition of work will occur; We will phase the transfer of each service line, and service line groupings, over an agreed timescale. We have

developed our plan with the focus on ensuring a low risk transfer of service that provides a 'safe landing' of the service lines to ensure there is no impact on the Authority's customers. Our approach is described below. We have a proven approach and will be positive and pragmatic in ensuring the best outcome for the Authority. {redacted}

Rationale for phasing approach: Our phased approach to service transition maximises the benefit of having an existing site with available capacity and connections to the Authority's network already in place. We propose that the JEL service line is transferred to Serco first to enable the Authority to release existing staff to other activities as early as possible. {redacted} {redacted} These agents will be in place and trained {redacted} and will allow the Authority to release {redacted} agents within the business to other activities. {redacted} Based on the volumes provided we believe the Authority will need no more than {redacted} JEL agents to support this dual running approach. We will agree the detailed phasing requirements with the Authority in the early stages of the implementation. We believe this approach offers the best value for the Authority and support a low risk transfer.

Order of transfer: We have grouped staff into three skill sets: 1) JEL, 2) DLA/AA/CA, and 3) NBFH/NINO. {redacted}

Scale of transfer: {redacted} We propose that no more than {redacted} go live at any one time to ensure that we can provide the necessary level of support to them while they are in the 'consolidation' period, thus protecting the overall service delivery for customers and ensuring a low risk transition of service.

Location: We will deliver Package B from our Phoenix House, Knowsley site, {redacted}

People: We will recruit new starters for the Package B service line and will offer places on the contract to existing Serco staff {redacted}

Balancing the transfer of workload from the exiting supplier: Figure 2, below, shows the number of agents that will finish training and enter the live environment; numbers are shown as headcount. We will work with the Authority and the exiting supplier to agree how the workload will be balanced during the transition phase. {redacted} {redacted}

Figure 2 – Package B transition phasing approach

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; We will deliver Package B from our well established, fully connected and secure Phoenix House site in Knowsley. {redacted} As an existing delivery site for the PIP, UC, SMI and WHDS services, the site already has secure areas, created for the exclusive use of the Authority.

We have calculated that there will be a maximum desk requirement {redacted} for the Contact Centre Services (CCS) service {redacted}. A newly commissioned area at Phoenix House will provide a total of {redacted} desks and will be ready in advance of contract award. By this point, all furniture, data cabling and telephony hardware will be in place. {redacted} By using a site that is already connected to the Authority's WAN and has space available, we can significantly reduce the implementation effort and cost. We have already installed structured cabling from the current communications rooms to the communications rooms in the new areas that will be used by the CCS contract. The Authority will be required to inspect the cabling and make the necessary connections to their network. This reduces the amount of implementation effort as there will be no need to take account of the 90 day lead time for the installation of a new WAN. This is a low risk implementation solution for the Authority utilising existing space, assets and experience from across Serco's Customer Services business unit. There will be a requirement to install Authority desktop IT in line with our implementation plan. Our planning assumptions {redacted} are based upon our experience of working with the Authority. Based on a contract award in April, we will make sufficient space available to deliver

training to the first group of new starters by {redacted} Desktop installation will continue through {redacted} until we reach the required capacity. All activities required to prepare the site and to recruit and train agents, are included in our implementation plan. The Knowsley site will be available to DWP for a site survey immediately upon notification of preferred bidder (13 April). {redacted}

Identify which organisation is responsible for each activity (e.g. DWP, Prime, Sub-Contractor, exiting supplier);

The implementation plan submitted with our proposal identifies which organisation is responsible for each activity. A summary of the key responsibilities is shown in Table 3:

Authority	Serco	Exiting supplier
<ul style="list-style-type: none"> Provision of volume forecasts Provision of agent desktops and other IT peripherals 	<ul style="list-style-type: none"> Establish operational areas Recruit and train staff 	<ul style="list-style-type: none"> Support knowledge transfer Actively engage in transition process Allow access to staff for TUPE consultation

Table 3 – Key responsibilities of the Authority, Serco and the exiting supplier

How you will set up and mobilise in challenging timescales, including contingency planning for fluctuating levels of work and business continuity planning;

Setting up in challenging timescales: {redacted}.

Contingency planning for fluctuating volumes: We have conducted a sensitivity analysis to understand the likely impact of changes to our plans (to both staff and accommodation levels), if the forecast differs from that shared during procurement. If volumes differ from those expected, we will adjust our accommodation, recruitment and training plans accordingly. {redacted} Where call volumes differ during the active transition phase (while we are taking live calls), {redacted} If necessary, our recruitment and training profile will be amended. We have encountered and worked in a positive partnership with the Authority on both the PIP and UC implementations and live services to rapidly identify and adjust service delivery to support fluctuating volumes.

Business continuity planning: {redacted}

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;

Operational management: Following contract award, our OST will continue to work with the Authority to refine our recruitment plans, in line with the most up to date forecasts. Our operational management team has been identified during this procurement process with an emphasis on continuity and embedding experience into the operation from day one of the contract. {redacted}

Implementation: Our Implementation team will be sourced from our Customer Solutions Centre (CSC); this is a team of transition and transformation professionals, based at our Knowsley site. Within this team, we have experience {redacted}

Service delivery: Our OST will create detailed staff profiles that will drive the recruitment/selection activity for the CCS contract, based on information provided by the Authority. These plans will include dynamic shift patterns required to meet the forecast demand. Our management and implementation teams will work closely {redacted} to ensure that the recruitment plan we provide to them will be achieved in line with required timelines.

Recruitment will commence in {redacted}

Attrition management: As part of our implementation plan, we have built attrition assumptions into our recruitment numbers to minimise the impact of new starters leaving before the end of training. This ensures we have a flexible approach to agent recruitment, and can flex up and

down during this important phase of the implementation. The training team will provide weekly updates, so that our recruitment plans can be kept up to date.

Your plans for training design, development and delivery to meet go live;

Training design and development: As the current provider of the PIP/UC services, we already have a full set of training material that is suitable for Authority contracts. We have up to date training material covering induction and customer services {redacted}. This material will be reviewed and amended where necessary to ensure it is fit for purpose for the CCS contract.

Training delivery: {redacted} Our implementation and operational management team will be responsible for refining and implementing the training plan to deliver the required number of high quality staff in time for {redacted}, and ensuring that delegates achieve the required quality standard.

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);

We will use our full corporate risk management solution for the setup of the service, as has been used successfully on the PIP, UC, WHDS and SMI contracts. Throughout the full lifecycle (bid to business as usual) risks are identified and allocated a risk owner, a sponsor and have detailed mitigations. Each risk is scored on likelihood and impact, to provide a comparative score. {redacted} During the handover from the transition team to business as usual (BAU), the risk log for the CCS contract will be formally transferred to the operational management team. Responsibility for the management of the risk log and mitigating actions will transfer from the Implementation Manager at the end of the implementation phase to sit with the {redacted}

Your process for acceptance testing, including MI reporting and call recording.

Acceptance testing: Our end-to-end information and communications technology (ICT) lifecycle, including testing, is described below for completeness. The bulk of software systems required for operational delivery will be provided by the Authority, although we will develop a number of small operational systems during implementation as required by the Statement of Requirements. {redacted}

Benefits from single supplier delivery. {redacted}