

### **[3.1] Contract and Performance Management**

Please provide details of the processes you will adopt in the areas of contract management, performance management, resource forecasting and continuous service improvement. Your response should address challenges identified within the service requirements plus any additional challenges you have identified which would impact Service delivery.

Your response should include:

- How your processes will ensure that key performance targets and customer service levels are met;
- Your process for robust MI reporting and how you propose to share that MI with the Authority;
- Your approach to delivery of a quality service meeting all aspects of the Statement of Requirement including your assurance processes;
- Your approach to promoting and evaluating continuous improvement of the service line processes to ensure that the service is of a consistently high standard;
- Your approach to enhancing customer service, leading to efficiencies including reductions in Average Handling Time;
- Your compliments/complaint handling processes and how you will ensure that these are used to improve your processes.

<b>Supplier Name</b>	<i>Serco Limited</i>	<b>Package</b>	<i>Package B</i>
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### **The processes we will adopt in contract management**

Serco has proven experience regarding the contract management framework required to deliver successful DWP contact centre services. We already work closely with the Authority's Contract Management Team (CMT) and joint working practices are embedded in our day-to-day and strategic relationship on our existing contracts. Our customer focussed approach to performance delivery, supported by excellence in resource planning, ensures a culture of continuous improvement at all levels. {Redacted}. The robust processes we use to deliver the Warm Homes Discount Scheme (WHDS), Personal Independence Payments (PIP), Support for Mortgage Interest (SMI) and Universal Credit (UC) will be put in place for Package B service lines, providing a high quality proven solution. Our experienced senior team will agree and document Contract Management Requirements with the Authority for each service line. This ensures that:

- a clear and robust structure is in place for service go-live
- a familiar and low risk approach, based on existing, well established processes
- performance targets and service level agreements (SLAs) are met from the start
- the Authority has key service information required without delay.

### **Contract Management**

All areas of our business operate within the Serco Management System (SMS). {Redacted}. Monthly BUR and weekly performance meetings will take place as defined in the Statement of Requirements (SoR) document. {Redacted}

The BUR's agenda will include:

- report and evaluation of the agreed performance metrics {Redacted};
- Performance {Redacted};
- forward planning;
- {Redacted};
- security update following any incidents; {Redacted}

On a quarterly basis, the BUR agenda will also include: {Redacted}.

### **Ensuring your performance targets and customer service levels are met**

Managing performance targets is at the heart of our operating model and delivery culture. We understand the challenges that come with it. Our experience in delivering outsourced contracts has led us to develop an established process for managing effective delivery of performance and customer service levels. The range of services we have operated successfully for the Authority since 2003 demonstrates our ability to meet key performance targets while delivering an excellent customer experience.

We understand your business and therefore recognise that there are a range of factors that can impact performance on a daily basis. {Redacted}.

### **The processes we will adopt in Performance Management**

{Redacted} the operational management team align the contract SLAs to relevant internal targets, ensuring all Serco employees clearly understand and support the contract's overall performance. These will be SMART (specific, measurable, achievable, realistic and time-bound) objectives and cascaded to frontline staff so that they are aware of service priorities.

Our Team Managers (TMs) review their team's performance against these service targets {Redacted}. We regularly benchmark our data to ensure that our agents are measured in line

with other DWP service lines and our wider Public Sector contracts. {Redacted}. Data is also used to identify, develop and reward agents. For the highest performing agents, key traits and behaviours are shared with the wider team to embed these in our standard processes. If agents do not meet our high standards, TMs will jointly develop Performance Development Plans (PDPs) with individuals and monitor their progress over an agreed period.

Recognition and reward are key elements of how we incentivise the right behaviours and culture across all our staff to support the achievement of SLAs and deliver a high quality service. {Redacted}.

Critical to our success has been the importance we attach to effective communication through our business. {Redacted} will be responsible for sharing all relevant contract and business communications, working closely with the newly appointed Business Support Manager (BSM) (who will be responsible for training), Section Managers and TMs. They ensure all Authority communications/updates are shared across the operation and acted upon. This will be completed by:

- updating the knowledge management tool, {Redacted};
- providing real time notifications, such as Authority specific news, through updates to wallboards placed throughout the operational offices; and
- {Redacted}.

### **Robust MI Reporting**

We will deliver the requirements for management information (MI) as specified in appendix 3 of the SoR. Serco will use automated reporting, {Redacted}. This can be delivered over different reporting timeframes, including intra-day at 15 minute intervals, hourly, daily, weekly and monthly.

{Redacted}.

{Redacted}. The MI Analyst will report to our Performance Manager; both of whom are part of our Outperform Solutions Team (OST).

### **The processes we will adopt in resource forecasting**

We have a proven track record in working with the Authority to share best practice and jointly develop more accurate forecasting. We will agree volume forecasts with the Authority during transition and on a fortnightly basis during live service, using the forecast to produce detailed and flexible schedules to ensure we meet all SLA's. Serco understands the challenges of predicting customer behaviour, {Redacted}.

Once the ownership of intra-day/weekly forecasting has been transferred by Serco, within the first 12 months, we will continue to use our resource forecasting systems and processes that are currently in place for delivering our DWP contracts. Our OST will create resource schedules using our workforce management tool. The forecasts will be presented to the Authority, in line with requirements, for agreement. Real time visibility of key performance metrics will be available to the Authority, including percentage of calls answered (PCA). Working alongside the management team, our Performance Manager will have responsibility for ensuring that all MI requirements are met and will be the point of contact for any queries. The OST will oversee staff scheduling and provide the operational team with

recommendations for optimum delivery of SLAs. The Performance Manager will be present at the monthly BUR and continue to work with the Authority's planning team to share technical knowledge and best practice.

### **Delivering a Quality Service**

We commit to using all of our experience and understanding on current Authority contracts to driving a high quality service from day 1 of service delivery. Our quality team will execute the existing {Redacted} in line with Authority standards to ensure we meet all aspects of the SoR, {Redacted}.

The quality team will provide feedback on agents' results to Team Managers, and will undertake calibration sessions internally and with the Authority team.

{Redacted}.

The team will carry out the required number of quality checks per agent per month as defined in the SoR and will increase checks during go-live as agreed with the Authority and where specific performance issues are identified. {Redacted}.

### **Managing Service Feedback**

Learning from feedback is a key part of the continuous improvement process for the service, with both positive and negative feedback providing insight into service development and improvements. On the PIP service our complaints represented {Redacted}. Meanwhile, we receive over 50 compliments per month, recognising the support that we provide to customers through a potentially difficult time in their lives. We will fully comply with the DWP complaints handling process {Redacted}. We will investigate and resolve all complaints relating to Serco's service, as per the instructions provided.

Outputs from feedback will be used to refine processes across our service. {Redacted}. They will establish formal feedback loops with the Training team so that training is adapted to address recurring issues. {Redacted}. Where we identify patterns, we will conduct a risk assessment to determine if other customers have been affected. Any actions or resolutions required will be discussed with the Authority before subsequent implementation and monitoring; at BURs or on an ad-hoc basis.

### **Ensuring continuous service development and improvement**

{Redacted} our Customer Services Director, is accountable for ensuring that a continuously high performance standard is maintained on all our contracts. We use monthly management reports which show achievements against client targets in a RAG (red/amber/green) rating format; {Redacted}.

We always work collaboratively to support service development. {Redacted}.

We regularly works with industry bodies and analysts, {Redacted}, to capture and understand 'exceptional' service practices and incorporate these internal and external benchmarks into the performance targets for contract leadership teams. Our teams are critical to service improvement as they have frontline experience that provides invaluable insight. We actively

encourage our people to improve and develop, working towards industry qualifications. {Redacted}.

We would also like to offer further engagement with our Experience-Lab (<http://www.experience-lab.com/>) service, {Redacted}.

**Enhancing customer service leading to efficiencies**

{Redacted} with the Authority to look for any improvements that can be made to deliver enhanced customer service and service efficiencies. We will use {Redacted} to collate and action recommendations from our operational teams and outputs from the Serco monthly board. Initial areas for investigation will include {Redacted}.

Serco's Customer Solutions Centre (CSC) works across all of Serco's DWP contracts and is responsible for identifying areas for improvement and subsequently implementing the change through ongoing work with the operational team. {Redacted}.

We are confident that our approach will deliver tangible improvements to service delivery. We will achieve improvements by promoting exemplary behaviours and capturing best practice. {Redacted}.