



Contact Centre Procurement

Invitation to Tender

Volume 3 – Requirement Specification

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1. INTRODUCTION

1.1 Her Majesty's Passport Office

Her Majesty's Passport Office (HM Passport Office) is a directorate of the Home Office and the sole issuer of UK passports. HM Passport Office has a network of offices across the UK and issues over 6.5 million passports to UK and International customers each year.

In addition, we are responsible for civil registration services through the General Register Office (GRO) of England and Wales, in partnership with government departments and all local authorities. HM Passport Office also provides a Passport Validation Service (PVS) to support the business community and government departments in preventing fraud.

HM Passport Office's external Contact Centre plays a key role in our customer engagements. Annual figures for the external Contact Centre in 2017 were:

<Redacted>

1.2 Ministry of Justice

HM Passport Office supports a key Ministry of Justice (MOJ) Service via our Contact Centre contract. This includes an out of hours Telephony Operator Service and involves handling calls for both the Public Protection Casework Section (PPCS) and Mental Health Casework Section (MHCS).

1.3 Purpose

The purpose of this document is to set out the requirements specification to aid the procurement process for an external Contact Centre for HM Passport Office, including an out of hours service for the Ministry of Justice. These requirements have been determined through reviews of current services, requirements and key stakeholder engagement to establish the necessary services to be provided by a new Supplier.

2. BACKGROUND

The key objective is to procure, via a transparent and fair process, a replacement Contact Centre service based on the most economically advantageous tender, within the required timescales.

The existing Contact Centre contract is due to expire between 31st October 2019 and 31st January 2020. The flexibility in dates for the contract expiry is to manage effective transition of service and integration with Customer (and third party) operation systems. HM Passport Office is seeking a Supplier to deliver a Contact Centre Service Omni-Channel solution, along with the related administrative and processing services. HM Passport Office defines “Omni-Channel” as a platform which is able to record customer contacts regardless of the contact channel used. Each contact channel will be integrated as part of the one platform (i.e. not multi-channel on different solutions), with an integrated workflow of contacts to and from a Customer Service agent, enabling an holistic contact view and providing an integrated view of all associated Business and Management information.

HM Passport Office intends to take advantage of this opportunity to modernise the service, reduce customer contacts and reduce cost.

A further objective, as part of the same procurement exercise, is to ensure that the out of hours centralised telephony operator service currently delivered on behalf of MOJ, is included as part of the successful replacement service.

2.1 Business Objectives - HM Passport Office

The key business objectives for the successful Supplier are:

2.1.1 Operational

- To ensure business continuity by maintaining customer service during the transition from the existing Supplier.
- To transform the Contact Centre business by providing advanced digital services to our customers which HM Passport Office expect to impact the scale and nature of the Contact Centre service over the life of the contract.
- To encourage Supplier led innovation in service delivery, including promoting customer self-service and encouraging customers to take advantage of HM Passport Office digital channels.
- To align with wider Government strategy for shared services.

2.1.2 Customer Experience

- To have a Contact Centre that provides a “World Class Customer Experience” in line with HM Passport Office corporate mission statement.
- To work with HM Passport Office to help it to maintain its position as a very high public sector performer as recognised by the Institute for Customer Service.

2.1.3 Cost

- To deliver a cost effective solution with efficiency savings leading to lower overall service costs.
- To work with HM Passport Office to reduce avoidable customer contact.
- To move customers to the lowest cost communication channels where appropriate.

2.1.4 Public protection

- To maintain data integrity and support data protection.
- To support governmental responsibility to protect vulnerable people.

2.2 Business Objectives – Ministry of Justice

The key business objectives for the successful Supplier are:

2.2.1 Operational

- To ensure business continuity by maintaining customer service during transition.
- To align with wider Government strategy for shared services.

2.2.2 Customer Experience

- To ensure business continuity is maintained.
- To deliver a seamless service between out of office hours and within office hours.

2.2.3 Cost

- To deliver a cost effective solution with efficiency savings leading to lower overall service costs.

2.2.4 Public protection

- To maintain data integrity and support data protection.
- To support governmental responsibility to protect vulnerable people.
- To ensure public protection is maintained.

2.3 Future HM Passport Office Developments

2.3.1 HM Passport Office Strategy

HM Passport Office will continue with an outsourced Contact Centre model supported by an in house Customer Service Management team (CSMT) which will continue to handle complex enquiries and complaints. HM Passport Office requires the flexibility to be able to transfer some elements currently handled by CSMT to our external supplier if and when required.

2.3.2 HM Passport Office Transformation

HM Passport Office is undergoing a period of transformation, a key element of this being the encouragement of digital take-up with the ambition to receive 90% of passport applications through digital channels by 2022. This will enable customer self-help and automatic progress updates.

As a result of these changes to our business and modernisation of the customer experience, it is anticipated that HM Passport Office will achieve a gradual reduction in volumes of customer contacts over the term of the contract. Based on HMPO's own initial analysis, and assuming that the 90% digitisation target is achieved, call volumes are anticipated to fall by over 35% between 2019 and 2023.

As part of the transformation, HM Passport Office is committed to providing better Assisted Digital Services, supporting Government policy to avoid digital exclusion, supporting people who apply online and encouraging digital take-up.

The current contract includes the requirement to send items to customers by post. The majority of these are interview notification letters, and in certain cases customers can request specific forms to be sent. HM Passport Office is moving towards electronic communications so the volumes for this requirement will significantly reduce. However, the new Supplier will be required to continue to post documents on a "by exception" basis to customers unwilling or unable to receive them digitally.

2.3.3 Innovation

As technological advances continue to develop, customers now expect to be served using the channel of their choice, be it voice, email, text, web, mobile or social media. It is important that the new contract moves away from channels that may exist in silos, and to move to an Omni-Channel solution, integrating channels to provide a consistent customer experience.

Webchat is now a well-established technology and will be a basic requirement. It is not available in the current arrangement; however, it will be a capability we will want supported in the new contract.

The Home Office is considering the use of social media to communicate with large numbers of customers, or to respond to issues raised on social media platforms. Although this is initially being run in-house, we will be including provision for social media as an option in the next contract. It's likely that we would start with pilot schemes and grow capability in a controlled way.

It is important, however that any innovation in Contact Centre technology aligns with Government Digital Service (GDS) standards.

2.3.4 Technology and Changes

HM Passport Office is currently undertaking a number of technology driven changes. This includes moving to a Cloud Contact solution for CSMT as well as a Digital Application Processing system

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for our core business. We are also due to introduce the new Blue Passport Book in 2019 as well as transition to a new Strategic Appointment Booking System that will enable customers requiring an interview to book online.

3. HM PASSPORT OFFICE – MANDATORY REQUIREMENTS

This section sets out mandatory requirements for the Contact Centre Procurement solution (CCP). The solution includes:

- Being future proofed and aligning with HM Passport Office’s vision of a digital service.
- A continuous drive toward reducing the overall cost of the service, achieving value for money and delivering an improved efficient self-service for our customers.
- Being scalable and flexible to respond to changing customer demand and evolving business needs across all channels.
- Delivering services that are, from a customer perspective, provided in an Omni-Channel way that integrates channels to ensure a customer experience that is consistent and delivers a seamless experience.

Requirements in this appendix are output-based and define the specific functions which the Supplier shall ensure are performed throughout the Call Off Contract Period. Most requirements are expressed as “**shall**” and represent mandatory requirements that set out the minimum required functionality.

In this document, the requirements are defined by the format below. The requirements have been given a ‘Level’ to indicate the level of detail: 1 - High Level and 2 - Detailed Level.

1	CCP001	Provides high level requirements
2	CCP002	Provides detailed level requirements

3.1 Functional Requirements

3.1.1 General Service Principles

1	CCP001	The Supplier shall provide a single Contact Centre service, with related administrative and processing services, for all UK and International HM Passport Office customers.
2	CCP006	The Supplier shall deliver a fully UK based Contact Centre Service. This includes UK Based Data Centres.
2	CCP007	The Supplier shall provide all necessary facilities, systems, infrastructure and security cleared staff necessary to provide a Contact Centre Service throughout the life of the contract. Security clearance standards are set out in Schedule 7 of the Contract.
2	CCP166	The Supplier shall ensure that any staff associated with the HM Passport Office Contact Centre contract are cleared to the

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		<p>following Security Levels, as appropriate:</p> <ul style="list-style-type: none"> • Management and IT Teams must be cleared to Security Check (SC) level and do not need to be seated in an access controlled area. • Customer Service Agents with direct access to HM Passport Office systems must be cleared to Counter Terrorist Check (CTC) level and must be seated in a secure area with access control. • All other Customer Service Agents must be cleared to Baseline Personnel Security Standard (BPSS) level and do not need to be seated in a segregated area.
2	CCP009	The Supplier shall be able to handle customer contact that comes from both UK and International customers.
2	CCP010	The Supplier shall provide a solution that delivers an Omni-Channel experience for customers. The Supplier's solution and HM Passport Office's CSMT will transfer information in such a way as to provide a consistent and seamless experience.
2	CCP163	The Supplier will be required to provide contact handling across voice, email, text and other web based channels.
2	CCP012	The Supplier shall use the existing 0300 numbers for customer contact. Numbers used by the Contact Centre belong to HM Passport Office.
2	CCP013	The Supplier must be capable of handling customer contact volumes, as set out in intake demand volumes and historical call volumes as provided by HM Passport Office as part of the tender.
2	CCP016	The Supplier shall adopt a "right first time" approach to ensure that avoidable repeat customer contact is reduced.
2	CCP017	The Supplier shall work in partnership with HM Passport Office in encouraging customers to use Online Services when applying for passports.
2	CCP018	The Supplier shall support HM Passport Office's commitment to move to using digital technology to enable customer self-service, by considering and providing the technical solution for a range of digital services for the new Contact Centre service over the contract life. For example, by providing the options for customers to receive push notifications, providing URL links to the online channel, online forms, maps and other application support assistance.
2	CCP019	The Supplier shall provide all service design documentation to HM Passport Office for approval. This includes, but is not limited to, any systems/processes being delivered by the service provider which interact with HM Passport Office or third-party systems or hold or process HM Passport Office data. The supplier will provide Interface Control Documents for each Interface where they have been nominated as the Interface Owner and HMPO Change Request documentation.

2	CCP136	The Supplier should have, from the commencement date of the Contract, a WebChat capability to support customers using the link on GOV.UK.
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3.1.2 Customer Contacts- General

These requirements refer to situations where a Contact Centre Customer Service agent would be expected to interact with and handle an enquiry made by a customer. The external Contact Centre is encouraged to handle the majority of customer issues wherever feasible, but if the contact becomes a complaint or if resolution requires escalation, then the contact should be transferred to HM Passport Office. It is expected that customer contact is dealt with professionally, courteously and promptly.

1	CCP002	<p>The Supplier shall be required to provide the following services:</p> <ul style="list-style-type: none"> • Provision of general advice on the application process such as fees and how to apply for both UK and Overseas customers • Refer complex cases, nationality queries, and some live application queries to HM Passport Office. These referrals may be by, but not limited to, call transfers, email transfers and Webchat transfers • Fulfil requests for despatch of application packs, application forms and guidance (this will reduce as use of the online channel increases) • Handle case specific enquiries by accessing passport application systems or HM Passport Office Secure Delivery partners to support passport delivery progress enquiries. • Make Passport Interview and Counter appointment bookings for customers who are not able to, or choose not to use the HM Passport Office Online Self- Service Appointment Booking tools.
2	CCP037	The Supplier shall liaise with the relevant interpreter provider and host office and interface into the systems which support this process when arranging identity appointments for those Customers who require a British Sign Language or Welsh interpreter to be present.
2	CCP038	The Supplier shall book an Interview appointment at a Local Authority office (where the Customer will attend) and at a Video Interview Service (VIS) Host Office (where HM Passport Office will conduct the interview from) for Customers who live in remote places within the UK.

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2	CCP051	The Supplier shall act as a first point of contact for passport customers wishing to make complaints.
2	CCP052	The Supplier shall put in place a customer issue handling process, ensuring that any unresolved issues or complaints are escalated to CSMT in a timely and effective manner for resolution.
2	CCP054	The Supplier shall, alongside HM Passport Office, actively identify and promote the use of lower cost technologies and Customer Contact Centre approaches.
2	CCP055	<p>The Supplier shall provide the following customer contacts (in English and Welsh) using HM Passport Office's published numbers, to enable Customers to access the services provided by the Contact Centre:</p> <ul style="list-style-type: none"> • Application Advice Line • Automated Fees Information Line • Appointment Booking Line • Direct to case specific call handling (number published on Her Majesty's Passport Office letters to Customers) • Communication technology for the hard of hearing.
2	CCP057	The Supplier shall provide fees information via a standard message or push notification to all callers to the phone services detailed in this section and the option for the customer to be transferred to this line.
2	CCP059	The Supplier shall record and securely store all inbound and outbound customer contacts for audit, training, quality control and security purposes with access on request by HM Passport Office within 24 hours. [The Supplier shall provide costings for retaining these records for both three months and six months] ¹ .
2	CCP158	The Supplier shall ensure that stored customer contacts requested by HM Passport Office are transferred using an agreed encryption method.
2	CCP060	<p>The Supplier shall call a Customer as required:</p> <ul style="list-style-type: none"> • The customer requests a call-back, within Contact Centre opening hours • At HM Passport Office's request, in case of emergencies when the Counter Services and customer appointment schedules have to be changed or cancelled
2	CCP061	The Supplier must be able to change the content of all Customer contact messaging formats (e.g. letter, text and email templates and inbound call routing) when required to do so by HM Passport Office. There shall be urgent and standard timeframes to be

¹ Business preferred option is six months as long as this is financially reasonable

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		agreed with HM Passport Office.
2	CCP062	The Supplier shall use the Customer's preferred method of contact when sending confirmation details relating to an Appointment Booking.
2	CCP164	The Supplier shall only use contact by letter when sending confirmation of an Appointment Booking on a "by exception" basis, for customers who are unable to access any other communication methods.
2	CCP146	The Supplier shall be responsible for conducting internal call monitoring to ensure quality of service is maintained in line with the agreed baselined standards and Key Performance Indicators.

3.1.3 Customer Contacts - Case Specific Enquiries

These requirements refer to situations where a Contact Centre Customer Service agent with the necessary training and security clearance handles a case specific enquiry made by a customer. The external Contact Centre is encouraged to handle the majority of these enquiries wherever feasible, but if the contact becomes a complaint or if resolution requires escalation, then the contact should be transferred to HM Passport Office. It is expected that case specific enquiries are dealt with professionally, courteously and promptly.

2	CCP029	The Supplier shall act as a first point of contact for passport customers requiring answers to case-specific enquiries.
2	CCP030	The Supplier shall access HM Passport Office systems in order to manage case-specific enquiries from our customers.
2	CCP162	The Supplier shall access other Supplier systems in order to manage delivery specific enquiries from customers who are unable to self-serve.
2	CCP031	The Supplier shall seamlessly and easily hand off or transfer customer contacts between the Contact Centre and HM Passport Office CSMT. These contacts may be in the form of, but not limited to, phone calls, emails and Webchat.
2	CCP032	The Supplier shall send an email call back request to HM Passport Office CSMT if the handover from the customer contact transfer is unsuccessful.
2	CCP139	The Supplier shall ensure that when it becomes necessary to transfer a customer contact to CSMT, the relevant information is promptly transferred.
2	CCP159	The Supplier shall hand off or transfer customer contacts as per the guidance and procedure specified by HM Passport Office. This guidance will also determine whether the handover should be 'warm' or 'cold'.

3.1.4 Customer Contacts- Information Provision

These requirements refer to the provision of general information to customers and to maintaining the source of that information.

2	CCP025	<p>The Supplier shall act as a first point of contact for customers requiring the provision of information related to the passport application process. The Supplier will be required to provide:</p> <ul style="list-style-type: none"> • Advice on the application process such as how to apply is provided to both UK and overseas customers • Handling of customer calls, e-mail queries and with other future technologies • Advice to customers on alternative sources of information to help reduce future avoidable customer contacts.
2	CCP027	<p>The Supplier shall maintain and update its knowledge base, including (but not limited to) information provided by HM Passport Office, during the term of the contract to ensure continuing quality of service and continuous improvement. Information provided to customers will be in accordance with the latest version of the knowledge base.</p>

3.1.5 Customer Contacts Payments

As part of delivering Contact Centre services it may sometimes be necessary to receive payment from a customer, and to provide HM Passport Office with the details. Under these circumstances it is expected that payments will be processed securely by the Supplier.

2	CCP165	<p>The Supplier shall be Payment Card Industry Data Security Standard (PCI DSS) accredited.</p>
2	CCP039	<p>The Supplier shall act as a first point of contact for passport customers making payments. The Suppliers will be required to ensure that customer payments are securely received and are processed by and compliant with PCI DSS.</p>
2	CCP040	<p>The Supplier shall ensure customer payments are securely received and processed by the Supplier via telephone calls from customers (UK and Overseas) where the customer has been informed by HM Passport Office of a shortfall in the payment made to date.</p>
2	CCP041	<p>The Supplier shall ensure customer payments are securely received and processed by the Supplier via customer contacts where the customer pays the Passport fee at the point of booking for Counter appointments.</p>
2	CCP042	<p>The Supplier shall forward confirmation of all debit and credit card payments to HM Passport Office or its agreed supplier.</p>

3.1.6 Customer Contact - By Exception Services

As noted at section 2.3.2 above, for customers unable to use a digital channel, HM Passport Office requires that access to information and services via non digital channels continues to be made available. These requirements list the services that will continue to be made available “off line”, albeit reducing over time.

2	CCP024	<p>The Supplier shall provide the following services, by exception, for customers who are unable to access the Strategic Appointment Booking System or Lost and Stolen Report service:</p> <ul style="list-style-type: none"> • Make or modify an appointment on a customer's behalf • Forward appointment confirmations • Report Lost or Stolen passports on customer's behalf • Facilitate contact between customer and third party Suppliers where appropriate
2	CCP028	<p>The Supplier shall act as a first point of contact for passport customers requiring fulfilment of requests for forms and application forms when digital means are not appropriate. The Supplier will be required to prepare and despatch to the customer the following:</p> <ul style="list-style-type: none"> • Application Packs • Appointment confirmations (by exception) • Information Leaflets • Deceased forms • Change of name forms • Other Application Support Forms. <p>NOTE: The volume of customer contact for this service is expected to reduce, as more customers choose to use the Online Channel.</p>
2	CCP035	<p>The Supplier shall use HM Passport Office's Strategic Appointment Booking System to book, modify and cancel Counter appointments when requested by Customers who are unable to use the self-service tool.</p>
2	CCP036	<p>The Supplier shall use HM Passport Office's Strategic Appointment Booking System to book, modify and cancel interview appointments when requested by customers who are unable to use the self-service tool.</p>
2	CCP053	<p>The Supplier shall assist customers with a disability that require assistance in completing an application form by transferring the contact to CSMT.</p>
2	CCP100	<p>The Supplier shall access the Interpreter Supplier systems to arrange interpreter bookings if required by the customer in support of interview bookings.</p>

3.1.7 Passport Validation Service

These requirements relate to the Passport Validation Service (PVS) which is available to certain, accredited client organisations. Some have direct access to the data, and others have a phone-based service through the Contact Centre. The Supplier will confirm the validity – or otherwise – of an individual passport wherever possible, transferring enquiries to HMPO to resolve if necessary.

1	CCP003	The Supplier shall deliver a Passport Validation Service (PVS) on behalf of HM Passport Office.
2	CCP043	The Supplier shall provide security assured PVS client organisations requiring access to the Passport Validation Service (PVS) with a distinct set of communication channels including but not limited to telephone numbers, emails and secure access codes. The Supplier will be required to provide the result of passport validity checks to these security assured PVS client organisations only.
2	CCP044	The Supplier shall transfer customer contacts for PVS to HM Passport Office if the Supplier Personnel cannot resolve the service request.
2	CCP046	The Supplier shall ensure that where telephone is used as a channel, they shall provide or support dedicated telephone number(s) for organisations to call with HM Passport Office Validation Service Requests.
2	CCP047	The Supplier shall use the passport web-viewer system or its successor, provided by HM Passport Office, over agreed network connections to support the delivery of HM Passport Office Validation Services. See Annex C.
2	CCP048	The Supplier shall comply with HM Passport Office guidelines on information disclosure related to HM Passport Office Validation service requests.
2	CCP049	The Supplier shall inform accredited Organisations of any passport web-viewer system availability issues for HM Passport Office Validation services, e.g. as a pre-recorded message.
2	CCP050	The Supplier shall ensure that stored PVS contacts requested by HM Passport Office Data Management team are encrypted and transferred using an agreed secure method.
2	CCP160	The Supplier shall provide a single point of contact to enable HM Passport Office Data Management team to raise or escalate any PVS issues.

3.1.8 Supporting Digital Services

HM Passport Office is committed to providing more and better digital services to customers. The Supplier is expected to work in partnership with HM Passport Office to encourage greater take up of such digital services as Appointment Booking, reporting of Lost or Stolen passports and making passport applications online.

2	CCP022	The Supplier shall support the HM Passport Office digital service for the reporting of Lost and Stolen Documents from our customers. This involves providing information and directing customers to online service as these services become available.
2	CCP023	The Supplier shall support the HM Passport Office Strategic Appointment Booking System. This involves providing information and directing customers to online services as these services become available.

3.1.9 Transition

These requirements refer to the fact that the new Contact Centre must be fully operational by the expiry of the current contract. For this to happen there will be a number of tasks to be undertaken by HM Passport Office, the incumbent Supplier and any potential new Supplier.

2	CCP026	The Supplier shall work with HM Passport Office to ensure effective transfer of the HM Passport Office knowledge base to their systems.
2	CCP078	The Supplier shall deliver a fully tested, security assured and operational Customer Contact Centre service prior to the expiry of the current contract on 31 October 2019. To meet this timeframe the successful Supplier will need to work closely with HM Passport Office and other relevant Suppliers during service set-up.
2	CCP079	<p>The Supplier shall produce a Transition Plan detailing how transition will be achieved. The plan and the associated management of the transition should include consideration of the following areas:</p> <ul style="list-style-type: none"> • Preferred approach to transition for technical systems and business processes • Key stages for initiation, design, development, testing, data migration, commissioning and transition to full availability and stable operation including a high level project plan • How transition to the new service can be successfully and safely carried out to required timescales and target dates • How the transition aligns with the incumbent Supplier's exit plan • Key dependencies on other parties including HM Passport Office, e.g. any deliverables or information required – including timings • Assumptions and constraints • How the plan minimises impact on current services and ensures no disruption to HM Passport Office operational business activities and customer service • How new services will interface with HM Passport Office's

		<p>business processes and the order in which they will be deployed</p> <ul style="list-style-type: none"> • What provision is proposed for business continuity during transition and how specific problems will be addressed • Identification of transition risks, and related actions, mitigations and contingencies • Approach to reversion / roll-back activities • How the service and transition products will be tested and assured • HM Passport Office Business Change assurance gates • How security of operations and data will be maintained • Arrangements for HM Passport Office to monitor progress • Key transition documentation deliverables.
2	CCP080	The Supplier shall ensure business continuity is maintained during transition at the start of the contract.
2	CCP167	The Supplier shall work with the incumbent supplier and HM Passport Office to accept the transfer of any personal customer data that may be held on the incumbent supplier's systems.

3.2 Non Functional Requirements

3.2.1 General Service Principles

These requirements refer to the operating hours of the Contact Centre function, the requirement to be flexible and be scalable in order to meet evolving business needs and deal with the peaks and troughs of demand.

2	CCP008	<p>The Supplier shall operate a full Contact Centre service during the following opening hours:</p> <ul style="list-style-type: none"> • Monday to Friday from 0800 to 2000 • Saturday, Sunday and standard UK Bank Holidays from 09:00 to 17:30 • 365 days per year (366 days per year for a leap year) <p>In addition, the supplier shall provide, via the HMPO portal on GOV.UK, a WebChat service during the above opening hours.</p>
2	CCP014	The Supplier shall provide a scalable operation and technology infrastructure that will be able to manage immediate change in customer demand across all contact channel types i.e. tactical flexibility to provide immediate operational capability.
2	CCP015	The Supplier solution must be flexible to respond to evolving customer demand and changing business needs across all channels i.e. strategic flexibility.

2	CCP135	The Supplier shall be responsible for training customer agents using training content to be agreed with HM Passport Office.
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3.2.2 Customer Contacts- General

These requirements refer to the supporting information and provisions required when dealing with an enquiry made by a customer.

2	CCP144	The Supplier must comply with the requirements of the Welsh Language Act 1993 by providing a Welsh speaking IVR and customer contact agent to customers requiring this service. There is no Welsh Language requirement for PVS.
2	CCP149	The Supplier shall enable HM Passport Office, or a designated third party selected by HM Passport Office, to undertake call monitoring of live customer contacts and recorded customer contacts, including the PVS service. For PVS, the supplier shall provide a phone number, User ID and password PIN to facilitate this.

3.2.3 Passport Validation Service (PVS)

These requirements relate to the availability of the Passport Validation Service (PVS) during which the Supplier is expected to confirm the validity – or otherwise – of an individual passport wherever possible, transferring enquiries to HMPO to resolve if necessary.

2	CCP152	<p>The Supplier shall ensure that access to PVS is only during the following times:</p> <ul style="list-style-type: none"> • Monday to Friday 09:00- 17:00 • Saturday 09:00 - 13:00 • Excluding Bank Holidays in England and Wales
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3.2.4 Business Intelligence (BI)

The provision of accurate and timely Business Intelligence will be key to ensuring the Supplier can evidence their performance against agreed service levels and that the business is meeting their performance targets. Accurate BI is also required by other business areas, for example for forward planning. A full list of reports that may be required can be found at Annex B (*this is currently still a work in progress*).

1	CCP134	The Supplier shall meet all specified Key Performance Indicators (KPIs) as specified in the Service Description document.
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2	CCP101	The Supplier shall provide all Business Intelligence (BI) digitally.
2	CCP102	The Supplier shall provide BI on a regular (daily, weekly, monthly, quarterly and annual) basis to aid HM Passport Office in managing the contract.
2	CCP103	The Supplier shall provide BI on an ad hoc basis as requested by HM Passport Office, adapting their information to suit the individual needs of HM Passport Office and responding within tight deadlines.
2	CCP161	The Supplier will have a data analysis capability to respond to ad hoc requests such as for cross tabulations and special analysis combining data to identify trends, patterns and clusters based on measurable behaviours.
2	CCP104	The Supplier shall provide an automated feed of raw data which can be integrated with HM Passport Office's Strategic Business Intelligence solution. The Supplier must provide costings for both a daily and a near real time data feed.
2	CCP105	The Supplier shall, for each customer contact, record and share with HM Passport Office the reason for the contact using a list of configurable categorisation codes to be agreed with HM Passport Office.
2	CCP106	The Supplier shall share BI data files with HM Passport Office, so that additional reports can be derived as necessary. These data files must be in a format accessible to our systems and to be agreed with HM Passport Office.
2	CCP108	The Supplier shall work collaboratively with HM Passport Office, to further determine the exact content and format of the BI reporting to improve reporting and business intelligence.
2	CCP138	The Supplier shall provide access to near real time and historical business activity monitoring data, that will allow HM Passport Office to review the Supplier's performance against KPI's as well as establish meaningful data, intelligence and insight into customer contacts.
2	CCP140	The Supplier shall provide HM Passport Office with access to view their live call queue(s), providing information on, but not limited to, the following: <ul style="list-style-type: none"> • Agent Availability • Agents In Call (total) • Wrap Up (Agents available but finishing call notes etc) • Customers in queue (totals waiting by queue) • Queue daily performance (Indicates where we are busy)

3.2.5 Business Continuity and Disaster Recovery (BCDR)

HM Passport Office require that the Contact Centre service Supplier has a plan in place to ensure that business continuity is maintained and disaster recovery supported with minimal disruption to the delivery of Contact Centre services.

2	CCP128	The Supplier shall have and maintain a Business Continuity and Disaster Recovery plan, which will include a range of alternative strategies that can handle even the most severe situation, ensuring any disruption to the delivery of Contact Centre Services is kept to a minimum.
2	CCP129	The Supplier shall participate in a joint risk management process.
2	CCP130	The Supplier shall provide notification to HM Passport Office of all unplanned service outages and service disruptions as per the BC and DR Plan. This will be followed up by an incident report that will include lessons learnt and action to be taken.

3.2.6 Continuous Improvement, Innovation, Savings and Efficiencies

These requirements refer to the need for Continuous Improvement and innovation to be embedded into the delivery of the services. It is expected that this will result in savings, efficiencies and quality improvements. It is also expected that the Supplier would work in partnership with and support HM Passport Office in its commitment to provide more and better digital services to customers.

2	CCP119	The Supplier shall embed Continuous Improvement and Innovation into the delivery of the Services to ensure savings and efficiencies, and improvements to quality of service.
2	CCP121	The Supplier shall follow continuous improvement principles in developing the service requirement. For example the Supplier must keep up with technological advances in Contact Centre strategies, present any ideas for service innovation with the associated benefits (such as reduced avoidable contact or contact duration) to HM Passport Office and continuously develop their team to ensure they remain at the cutting edge of the market. Technologies must be proven applications that are already fully operational.
2	CCP137	The Supplier shall work with HM Passport Office to achieve our target of 15%+ inbound contact resolution without speaking to an agent within 18 months of contract start and 25% at end of year 3 of contract. This should include, but not limited to, a customers use of IVR.

3.2.7 Data Integrity and Security

HM Passport Office requires that its Contact Centre services are secure, maintain data integrity and support data protection. They must be provided via an assured solution.

2	CCP125	The Supplier shall provide Contact Centre Services, including any interfaces to HM Passport Office and third party supplier systems (as referenced throughout this document and accompanying annexes), via a resilient and security assured solution approved by HM Passport Office. Security standards are set out in the Security Schedule of the Contract. An overview of the current system interfaces is shown in Annex C below
2	CCP126	The Supplier must ensure that the Contact Centre Service provided is secure, maintains data integrity and supports data protection principles and complies with General Data Protection Regulations (GDPR).
2	CCP127	The Supplier must maintain data integrity during the life of the contract.
2	CCP168	The Supplier shall scope, organise and conduct IT Health Checks (ITHC) on the system and share scope, findings and subsequent Remedial Action Plans with H M Passport Office.

3.2.8 Contract and Service Management

It will be expected that the Supplier adopts a collaborative approach with HM Passport Office to ensure both parties fulfil their obligations and the Contact Centre services are delivered as agreed. These requirements also refer to the need for the Supplier to ensure that their services delivered comply with applicable legal, statutory and regulatory obligations.

2	CCP081	The Supplier shall work collaboratively with HM Passport Office to ensure both parties fulfil their obligations and the Contact Centre services are delivered as agreed.
2	CCP082	The Supplier shall attend monthly Supplier Management Boards with HM Passport Office to review and share: <ul style="list-style-type: none"> • Recent activity and performance • Contact forecasts • Any predicted activity which could impact contact volumes • Awareness of any advances in Customer Contact channels • Change activity and continuous improvement <p>A full agenda will be agreed as part of transition.</p>
2	CCP085	The Supplier shall attend six monthly executive oversight boards to review the contract at a strategic level.

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2	CCP086	The Supplier shall provide an account management team that will be responsible for delivery of the service. The members of this team, their specific roles and the time allocations for each person should be provided with the tender.
2	CCP087	The Supplier shall provide a record of the board meetings and the actions agreed.
2	CCP088	The Supplier shall maintain a Service Improvement Log to track and record improvement activity.
2	CCP089	The Supplier shall maintain a Cost Savings Log to track and record savings.
2	CCP090	The Supplier shall agree a contact and escalation process with HM Passport Office, ensuring that there is a dedicated account manager to act as a single point of contact.
2	CCP091	The Supplier must ensure they record, investigate and immediately report to HM Passport Office, any incidents related to any part of their service supporting HM Passport Office deliverables. The detailed process is to be agreed with HM Passport Office.
2	CCP092	The Supplier shall agree a process for all Requests for Change where the Supplier technology and communications solution interfaces to Her Majesty's Passport Office services and systems.
2	CCP093	The Supplier shall support the delivery of future changes to passport services through requests for change and/or Supplier innovations.
2	CCP094	The Supplier shall provide notification to HM Passport Office of all planned service outages and service disruptions within a timescale to be agreed with HM Passport Office.
2	CCP123	The Supplier shall comply with any legal, statutory or regulatory obligations.
2	CCP124	The Supplier shall meet the obligations as detailed in the Framework Call Off Agreement.

3.2.9 Exit

These requirements refer to the need for the successful Supplier to work closely with HM Passport Office and any new Supplier to support transition at the end of this contract.

2	CCP095	The Supplier shall support exit at contract end.
2	CCP156	The Supplier shall produce an exit plan within six months of service commencement.

3.2.10 Quality Standards

HM Passport Office expects a Contact Centre that supports its corporate mission to deliver a 'World Class Customer Experience'. These requirements incorporate how the Supplier should be able to demonstrate that this has been achieved.

2	CCP109	The Supplier shall deliver Contact Centre services in compliance with relevant quality standards as documented at Annex A.
2	CCP110	The Supplier shall follow ITIL Best Practice guidelines for the provision and support of all Services.
2	CCP111	The Supplier shall provide a Quality Management Plan to be agreed with HM Passport Office.
2	CCP112	The Supplier shall ensure that all Supplier staff are suitably trained and experienced to deliver the Services.
2	CCP113	The Supplier shall comply with any industry standard best practice guidance for government Customer Contact Centres.
2	CCP114	The Supplier shall comply with the Plain English Campaign (www.plainenglish.co.uk) guidelines.
2	CCP115	The Supplier shall provide details of any certification/assurance held regarding industry quality standards.
2	CCP116	The Supplier shall adhere to the Customer Service Excellence Framework standards.
2	CCP117	The Supplier shall participate in the Customer Service Excellence Framework accreditation process.
2	CCP118	The Supplier shall work with HM Passport Office to help it to maintain its position as a very high public sector performer as recognised by the Institute for Customer Service.

3.2.11 Sustainability

HM Passport Office requires its Contact Centre service to contribute to the Government's sustainability agenda.

2	CCP131	The Supplier shall, where possible, provide and deliver products which are environmentally friendly, re-usable and recyclable at end of use.
2	CCP132	The Supplier shall, as part of Continuous Improvement and innovation, drive down the use of non-environmentally friendly options and inform HM Passport Office accordingly.
2	CCP133	The Supplier shall complete the Corporate Assessment of Environmental, Social, and Economic Responsibility (CAESER) assessment.

4. MINISTRY OF JUSTICE - MANDATORY REQUIREMENTS

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5. ANNEX A

Key Performance Indicators, Metrics and other Measures

Service Levels (Monthly)

Ref.	TITLE	CALCULATION	TARGET	THRESHOLD	NON-PERFORMANT
GOS-1-30	Response Rate: 30 seconds	Number of calls Answered within Waiting Time of 30 seconds / number of calls Handled	≥ 80%	More than 60% but less than 80%	≤ 60%
GOS-1-70	Response Rate: 70 seconds	Number of calls Answered within Waiting Time of 70 seconds / number of calls Handled	≥90%	More than 50% but less than 90%	≤ 50%
GOS-4	Email, Response Rate	Number of email enquiries responded within 4 hours of receipt of request / number of email enquiries received	≥ 100%	More than 80% but less than 100%	≤ 80%
GOS-5	Voice Messages / Call-Backs	Number of Call-Back requests responded within 4 hours of receipt.	≥ 100%	More than 90% but less than 100%	≤ 90%
GOS-6-F	Fulfilment-Forms	Number of requests for forms Fulfilled within permitted timescales of receiving the request / number of requests for Forms	<p>≥ 95% of form packs requested by 10.00am Monday to Friday despatched the same day.</p> <p>≥ 95% of form packs requested after</p>	<p>More than 50% but less than 95% of form packs requested by 10.00am Monday to Friday despatched the same day.</p> <p>More than 50% but less than</p>	<p>≤ 50% of form packs requested by 10.00am Monday to Friday despatched the same day.</p> <p>≤ 50% of form packs requested</p>

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Ref.	TITLE	CALCULATION	TARGET	THRESHOLD	NON-PERFORMANT
			<p>10.00am Monday to Friday despatched the next Working Day.</p> <p>≥ 95% of form packs requested at weekends or Bank Holidays to be despatched by the end of the next Working Day.</p>	<p>95% of form packs requested after 10.00am Monday to Friday despatched the next Working Day.</p> <p>More than 50% but less than 95% of form packs requested at weekends or Bank Holidays to be despatched by the end of the next Working Day.</p>	<p>after 10.00am Monday to Friday despatched the next Working Day.</p> <p>≤ 50% of form packs requested at weekends or Bank Holidays to be despatched by the end of the next Working Day.</p>
GO-6-L	Fulfilment-Letters	Number of appointment letters dispatched within 1 Working Day of making an appointment / number of appointment requests	<p>≥ 95% of appointment letters requested by 10.00am Monday to Friday despatched the same Working Day.</p> <p>≥ 95% of appointment letters requested after 10.00am Monday to Friday despatched the next Working Day.</p> <p>–</p>	<p>More than 50% but less than 95% of appointment letters requested by 10.00am Monday to Friday despatched the same Working Day.</p> <p>More than 50% but less than 95% of appointment letters requested after 10.00am Monday to</p>	<p>≤ 50% of appointment letters requested by 10.00am Monday to Friday despatched the same Working Day.</p> <p>≤ 50% of appointment letters requested after 10.00am Monday to Friday despatched the next Working Day.</p>

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Ref.	TITLE	CALCULATION	TARGET	THRESHOLD	NON-PERFORMANT
			<p>≥ 95% of appointment letters requested at weekends or Bank Holidays to be despatched by the end of the next Working Day.</p>	<p>Friday despatched the next Working Day. More than 50% but less than 95% of appointment letters requested at weekends or Bank Holidays to be despatched by the end of the next Working Day.</p>	<p>≤ 50% of appointment letters requested at weekends or Bank Holidays to be despatched by the end of the next Working Day.</p>
GOS-9	Transfer rate to the Customer's (Her Majesty's Passport Office) 'Customer Enquiry Centre'	Number of enquiries Transferred to the Customer's (Her Majesty's Passport Office) 'Customer Enquiry Centre' / number of contacts handled	≤5%	More than 5% but less than 10%	≥ 10%
GOS-10	Number of upheld Complaints against the Contact Centre Service	Number of upheld Complaints received from either the Customer or the Authority against the Contact Centre Service.	≤ 0.25%	More than 0.25% but less than 1%	≥ 1%

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Ref.	TITLE	CALCULATION	TARGET	THRESHOLD	NON-PERFORMANT
GOS-11	Quality Performance Monitoring	Percentage of monitored calls that achieved an assessment marking of 85%+	≥ 95%	More than 85% but less than 95%	≤ 85%
GOS-15	Customer Satisfaction	Call outcome scores using post call routing of 1 in 5 calls to an automated survey (CSAT). 85% must find the agent polite and helpful and 85% must understand the information given (giving scores of 9-10 out of 10 for each metric). We will include a further metric about how far the information answered their question but for security reasons we cannot always fulfil that request and so no targets will be set there	85% of customers who leave a rating must score us either 9 or 10 out of 10 for <ul style="list-style-type: none"> • Staff polite and helpful • Quality of the information provided 		Note: Service Credit is not required for this SLA. Covered by Quality Performance Monitoring SLA (GOS-11)
GOS-16	Webchat Service	As this is a new service offering, targets will be aligned to industry standard including: <ul style="list-style-type: none"> • Chats accepted vs. Chats rejected/ missed • Utilisation rate • Queue time • Invitation acceptance rate 	Since this is a new service, the measure will be agreed and reviewed as part of the implementation strategy. Initial targets to include: <p>80% of Webchat Requests answered within 30 seconds</p> <p>90 % of Webchat Requests answered within 70 seconds</p>	N/A	N/A Note: Service Credit is not required for this SLA.

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Ref.	TITLE	CALCULATION	TARGET	THRESHOLD	NON-PERFORMANT
GOS-18	All debit and credit card payments to HM Passport Office	All payments to HM Passport Office within 1 hour.	100% of payments to be actioned within 1 hour of taking the mandate		Note: Service Credit is not required for this SLA.
GOS-19	PVS Email Validations	All validations must be completed with 3 hours	100% of validations to be actioned within 3 hours.		Note: Service Credit is not required for this SLA.

Note: GOS-12, GOS-13, GOS-14 and GOS17 have been removed as SLA's from this table.

6. ANNEX B

Business Intelligence

1	The Supplier will provide Business Intelligence for customer contacts	<p><u>Daily summaries</u> of performance to include, but not be limited to:</p> <ol style="list-style-type: none"> 1. Total inbound contacts split by agent-handled and self-serve <ol style="list-style-type: none"> a. Total cost of contact 2. For agent-handled calls (inc WebChat): <ol style="list-style-type: none"> a. Cumulative calls handled since start of day b. Average hold time c. Average call duration d. WebChat vs. non- WebChat e. Total cost of agent-handled calls 3. For self-serve calls <ol style="list-style-type: none"> a. Total connected since start of day b. Totals for each destination c. Total subsequently connecting to an agent or WebChat d. Total cost of self- serve contact
		<p><u>Weekly summaries</u> of performance as above plus:</p> <ol style="list-style-type: none"> 1. Dropped calls <ol style="list-style-type: none"> a. At IVR stage <ol style="list-style-type: none"> i. Actual ii. As a percentage b. At connection <ol style="list-style-type: none"> i. Actual ii. As a percentage c. During connected stage for agent-handled <ol style="list-style-type: none"> i. Actual ii. As a percentage d. During connected stage for self-serve <ol style="list-style-type: none"> i. Actual ii. As a percentage 2. Issues and Complaints recorded 3. CSAT scores 4. Inbound calls totals by hour, 24/7 ,for week 5. Inbound calls total (self-serve) by hour, 24/7, for week 6. Inbound calls total (agent- handled) by hour, 24/7, for week
		<p>As above for <u>calendar month, 4 weekly cycle, quarterly and annual</u> plus :</p> <ol style="list-style-type: none"> 7. Details of call types based on both IVR/contextual voice routing <u>and agent- categorised call purpose</u> 8. Breakdowns of application type (e.g. Adult Renewal, First Time Child etc) 9. Repeat calls 10. CSAT scores overall 11. CSAT scores by call type <p>A record of the reason for the contact using the categorisation codes</p>

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		supplied by HM Passport Office
		A record of all outbound voice and text phone communications in a retrievable format. See 'Contact Channels' section.
		A record of all outbound emails in a retrievable format.
		Information on the payment process as agreed by HM Passport Office
		country based information for international customers
2	The Supplier will provide business intelligence for PVS	Breakdown of clients using the PVS service
		Breakdown of outcomes- Verified/Not Verified/ Referral
		Total calls received
		Total calls abandoned before answering
		Call wait times
		Total number of emails received
3	The Supplier will provide Business Intelligence for CSMT on historical customer contact to enable trend analysis	

7. ANNEX C

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