

Schedule 3

The Services

3.1 Receiving and Handling Post

Management Summary

The current methods of dealing with incoming post, both Royal Mail and TNT courier mail are fragmented and inefficient. There is also a high degree of variability in the service, and little control over Royal Mail as a postal service provider.

We have sought to develop alternative methods of dealing with incoming mail which overcome the issues above and have developed a service which provides a comprehensive solution to the requirements.

External mail delivered through the Royal Mail network will be dealt with in the following ways:

- Mail for the Disability and Carers Service and other appropriate locations within Fylde, will be delivered unopened, by Royal Mail, into the existing Beacon Road site. Our scanning Sub Contractor, Xerox, will take responsibility for post opening and sorting of this mail from the start of the contract.
- Xerox will continue to open and sort mail at this site through the transition to scanning, which will also be carried out from the Beacon Road site.

The transfer of work to Xerox from day one of the contract will ensure that the existing Beacon Road post openers will not need to undergo a two stage TUPE transfer and that Xerox will be able to train the existing workforce to undertake post opening, document preparation and scanning services as scanning is introduced with no loss of employment.

The Contractor will retain responsibility for the post dispatchers and messengers based at Beacon Road and they will continue to undertake their current duties in respect of outgoing post and delivery of mail to the appropriate sites as at present.

- ❑ Mail for the Compensation Recovery Unit (CRU) at Durham House will continue to be delivered to site unopened, and opened and sorted on site as at present. This will retain the employment of the existing site staff and will ensure that the current service received by the CRU is maintained.
- ❑ Other external mail delivered through the Royal Mail network will be opened and sorted by Royal Mail at their Mail Opening Units (MOUs) which form part of their existing postal delivery network. Onward delivery of the opened and sorted mail to the DWP sites will be through the existing Royal Mail delivery network, hence providing a secure and reliable delivery service which will deliver the opened and sorted mail to the office at the same time as the unopened mail is currently received.

This arrangement is a replication of the tried and tested solution currently in place in Scotland and Wales.

- ❑ Internal courier mail for Scotland, Wales and the Child Support Agency will also be opened at the Royal Mail MOUs as at present. This will be distributed to the local offices as described above.
- ❑ Internal courier mail for England will continue to be delivered directly to the DWP office where it will be opened and sorted by a combination of the messengers and dedicated post openers.

The model for the opening of courier mail in England overcomes the potential difficulty of TNT delivering into the Royal Mail network in time for opening and sorting and also retains significant levels of employment amongst the current post openers.

The use of Royal Mail to undertake the external post opening and sorting duties across the country incorporates the following features:

- Royal Mail can issue site specific postcodes to those offices which currently share postcodes with other locations. This provides the following benefits:
 - Mail can be sent directly to the MOUs without the delays associated with re-direction.
 - DWP offices can be issued with multiple postcodes, one for each department, area or business unit, hence allowing automated sorting.
 - Changes to office locations can be dealt with without the need to change stationery.
 - Mail can be re-directed to other DWP offices without delays or the need for readdressing.
 - Business Licence costs can be reduced.
- Centralisation of post opening resources allows greater economies of scale and reduced costs.
- Centralisation reduces risk to DWP if there is a significant short term change in volumes.

The solution developed to handle incoming mail is capable of providing an efficient, flexible and economical solution to the departments needs.

The detailed method statement for the delivery of this service is included in the following section.

Introduction

- 3.1.1 The Contractor will provide a receipt and post handling service to all Authority's Premises specified in appendix A to this schedule and within the volume assumptions in schedule 6. The bulk of this service will be provided by the Contractor's Sub Contractor.
- 3.1.2 The Contractor's Sub Contractor will be Royal Mail.
- 3.1.3 The service will be implemented and commence in accordance with the dates specified in the transition/transformation plan (See section 4 of this submission).
- 3.1.4 Post may include:
- ❑ Internal – that which is to be moved internally around the Authority's premises.
 - ❑ External – that which is directed outside the Authority's premises.
 - ❑ Incoming – that which is received from outside the Authority's premises.
- 3.1.5 The Contractor understands that the Authority is committed to reducing the size of its estate and has prepared a proposal that will enable a significant volume of the post opening and sortation service to take place away from Authority accommodation.
- 3.1.6 The Contractor's Sub Contractor, Royal Mail, will use its own secure premises and staff to open and sort the majority of the Authority's incoming post (as defined in 3.1.4 above).
- 3.1.7 Royal Mail will also be responsible for opening and sorting internal courier post destined for Authority Premises in Scotland, Wales and the CSA UK wide.
- 3.1.8 The opening of the bulk of post away from Authority premises, will contribute significantly to the reduction of the working area required by the Contractor's Office Service Agents (OSAs).

- 3.1.9 The Contractor's scanning Sub Contractor, Xerox, will use the Contractor's secure premises at Beacon Road, Fylde, to open and sort the incoming post and internal courier mail for Norcross and Warbreck. The use of Beacon Road facility will continue to contribute to the reduction of the working area required at the Norcross and Warbreck offices by the Contractor's OSAs.
- 3.1.10 The Contractor's post openers will open and sort all incoming post and internal courier mail received at the Compensation Recovery Unit (CRU), Durham House, Washington, in the post room on the ground floor of the Authority's Premises.
- 3.1.11 Debt Management incoming mail for scanning will be delivered directly to the Xerox scanning facility at Mitcheldean for opening, sortation and scanning.
- 3.1.12 All other internal courier mail will be delivered directly to Authority premises for sortation and distribution by the Contractor's OSAs and post openers.

Outline

- 3.1.13 The bulk of incoming post will be opened and sorted away from the Authority's estate at 25 dedicated secure Mail Opening Units (MOUs) across throughout the UK. CSA incoming post and internal courier mail will continue to be opened at existing Royal Mail locations, including Northern Ireland. See table 1 below for MOU locations.

Table 1 - Mail Opening Units

Mail Opening Units	Address	Postcode	Covering Authority Offices Located in Postcode Areas
Aberdeen	Wellington Circle, Altens, Aberdeen	AB12 3TT	AB, IV, HS, KW, ZE
Birmingham	St Stephen Street, Birmingham B6 4AA	B6 4AA	WV, WS, DY, ST, B, CV, LE
Bristol	Gloucester Road North, Filton, BRISTOL	BS34 7ST	BS,TA, BA
Chelmsford	Winsford Way, Chelmsford CM2 5AA	CM2 5AA	CM, CO, IG, RM, SS, DA
Chester	Jupiter Drive, Chester West Business Park, Chester	CH1 4PA	CW, WA, CH, L
Croydon	Beddington Farm Road, Croydon	CR9 4AA	CR, SM, BR
Edinburgh	11 Cultins Road, Edinburgh	EH11 4YY	EH, TD, KY, FK, PH , DD
Exeter	Osprey Rd, Sowton Ind Est, Exeter	EX2 7XX	EX, TQ
Gatwick	James Watt Way, Crawley	RH10 2GT	BN, RH, TN

Mail Opening Units	Address	Postcode	Covering Authority Offices Located in Postcode Areas
Glasgow	Baird Street, Glasgow	G4 0AA	G, ML, KA, PA ,HS
Gloucester	Eastern Avenue, Gloucester	GL4 3AA	GL, HR, WR
Leeds	Leodis House, Leodis Way, Leeds	LS10 1AZ	HG, LS, WF, BD, HD, HX, LN, YO
London South	53 Nine Elms Lane, London	SW8 5BB	HA, NW, UB, SL, KT, TW, GU, EC, WC, SE, SW, W, E, N
Maidstone	Royal Mail East Kent, 98 Sandling Road, Maidstone	ME14 1AA	CT, ME
Norwich	13 - 17 Thorpe Road, Norwich	NR1 1AA	CB, IP, NR, PE
Nottingham	Padge Road, Beeston Nottingham	NG9 2RR	NG, DE
Oxford	Alec Issigonis Way, Oxford Bus. Park Nth. Oxford	OX4 2ZZ	RG, SN, OX
Plymouth	Breakwater Road, Plymouth	PL9 7XX	PL, TR
Preston	Pittman Way, Fulwood, Preston	PR2 9GG	BB, FY, LA, PR, SK, M, OL, BL, WN
Sheffield	First Post Hse, Brightside Lane, Sheffield	S9 2XX	S, DN, LD, HU.
Shrewsbury	Castle Foregate, Shrewsbury	SY1 1AA	LD, SY, TF
Southampton	Mitchell Way, Southampton	SO18 2XX	SO, SP, PO, BH, DT
Swansea	Swansea Enterprise Park, Siemens Way , Llansamlet Swansea	SA1 1AA	SA, CF, NP
Tyneside	Lindisfarne House, Earlsway, Gateshead	TVTE, NE11 0YY	DH, DL, NE, SR, TS, CA, DG
Watford	Ascot Road, Watford	WD1 7ZZ	AL, EN, WD, HP, SG, MK, LU, NN

CSA Post opening locations	Address	Postcode
Belfast	Enterprise Way, Mallusk, Newtonabbey	BT36 4HQ
Crewe	2 Weston Road, Crewe	CW1 6AA
Falkirk	1 Garrison Place, Falkirk	FK1 1AA
Hastings	Drury Lane, Pondswood Ind Estate, St Leonards On Sea	TN38 9AA
Lytham	270 Clifton Drive South, Lytham St Annes	FY8 1AA
Plymouth (co-located)	Breakwater Road, Plymouth	PL9 7XX

Contractor Post opening locations	Address	Postcode
Durham House	DWP Post Opening Room, Compensation Recovery Unit, Durham House, Washington, Tyne & Wear	NE38 7SF

XEROX Post opening locations	Address	Postcode
Beacon Road	Unit X, Beacon Rd, Poulton Business Park, Poulton-Le-Fylde, Blackpool	FY6 8JE

3.1.14 In a number of Authority locations, particularly those premises which share existing postcodes with other parties in the same building or street, incoming mail will need to be addressed with

new non-geographical postcodes agreed by the Contractor and the Authority to guarantee that:

- ❑ All mail can be automatically redirected by Royal Mail's standard network to the MOU servicing specific Authority premise locations, without setting up diversions and incurring unnecessary delays.
- ❑ Once at the MOU, the mail can be further sorted automatically by machine, down to Authority specific office location and key business processes within each office.
- ❑ Future redirection of mail can be implemented quickly should Authority processes move at a local or national level.
- ❑ Mail can be redirected without delay for opening at alternative MOUs as part of the service continuity and disaster recovery plan.

3.1.15 It is envisaged that the average sized Authority site will be only require two postcodes with up to four postcodes being allocated for the larger sites.

3.1.16 During transformation and for a limited period following transformation, geographically postcoded mail will be redirected to the MOUs using the standard Royal Mail network service.

3.1.17 The opening and final sortation of incoming post will be undertaken in a secure and discrete area of Royal Mail's existing infrastructure, which will comply with the requirements of schedule 17.

3.1.18 The final sort plans for each Authority MOU will be agreed on a site by site basis between the Contractor, Royal Mail's implementation team and the Authority representative on site and will be consistent with existing local sortation plans, determined in the Local Office Report (LOR). The LOR which will be subject to change will be maintained and updated by the Contractor.

3.1.19 Should changes to postcodes and sort plans be required, the change procedure in schedule 9 will be adopted in agreement with the Contractor and the Authority.

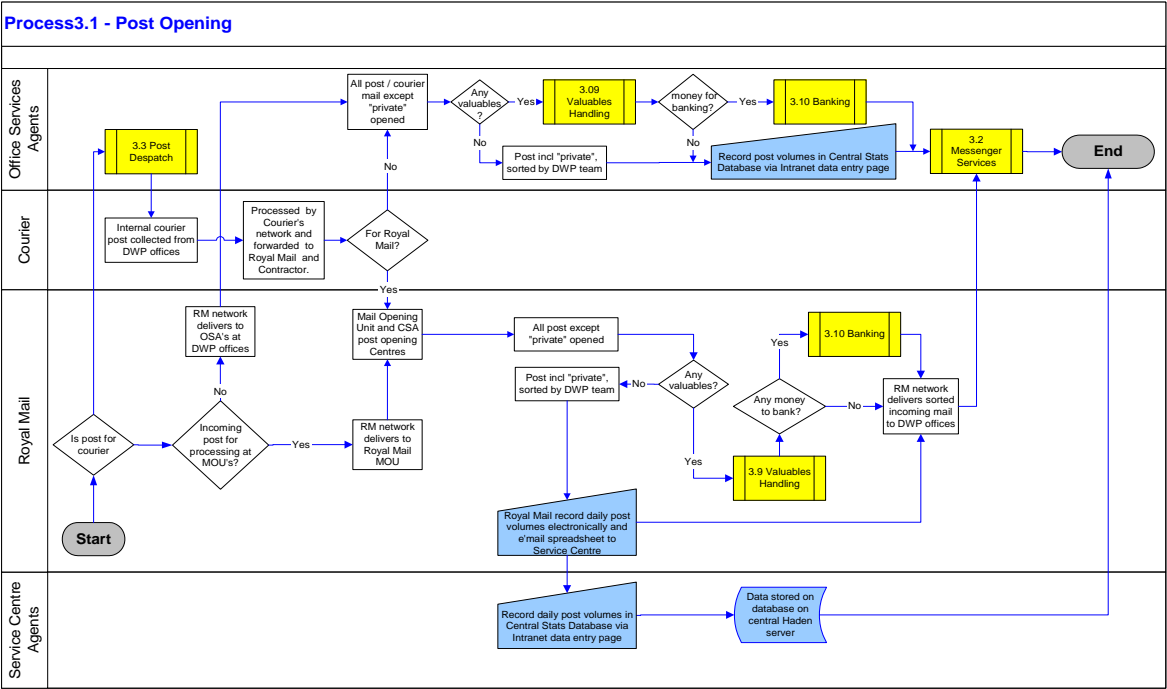
- 3.1.20 Valuables, registered mail, recorded mail and confidential mail will be processed in accordance with section 3.9.
- 3.1.21 Bankable and non-bankable valuable items will be processed in accordance with section 3.10
- 3.1.22 Fine sorted mail will be pouched in either polylope recyclable bags or pouches and place in secure bags addressed to individual Authority premises.
- 3.1.23 The bagged mail will be delivered to each Authority Premise listed in schedule A, from the MOUs using Royal Mail's existing network.
- 3.1.24 Internal courier mail will be delivered directly to the appropriate Authority premises for opening and distribution by the Contractor's Office Service Agents (OSAs). This will include critical internal pouches (yellow pouches containing Giros etc) and archive retrievals.
- 3.1.25 The sorted incoming post will be delivered by the Contractor's Sub Contractor to each Authority location requiring a post opening service, in accordance with an agreed timetable. All mail will be delivered to Authority premises before 9.30am unless agreed in the Local Office Report (LOR), to ensure that all mail will be on desks by 10.30am on the day of receipt.
- 3.1.26 The Contractor and its Sub Contractor will ensure that any incoming registered mail received at Authority premises or MOUs after the post opening exercise is complete, is signed for, held in a secure manner and opened in the post opening exercise immediately after receipt.
- 3.1.27 In England, with the exception of CSA premises, all internal courier post will be delivered directly to Authority premises by the Authority's term courier contractor, for opening, sorting and distribution throughout the premise by the Contractor's OSAs.
- 3.1.28 The Contractor accepts that at some premises the delivery times and distribution of mail will need to be adapted to a timetable agreed locally with Authority office managers, so as to satisfy office specific requirements and locations. For example, the

Contractor acknowledges that the volume of post for Durham House and for Disability and Carers at Warbreck House and Norcross, dictates that the delivery, collection and distribution of mail is required by the Authority to be spread throughout the day.

- 3.1.29 In some instances, the remoteness of the office location and or the office opening times will necessitate a later delivery to be agreed locally with individual Authority managers.
- 3.1.30 Royal Mail full-time staff will work in the MOUs between midnight and 9.00am opening and sorting Royal Mail post.
- 3.1.31 Sorted incoming post will be delivered to Authority premises by Royal Mail standard network.
- 3.1.32 The majority of Contractor's staff will commence at 7.00am opening, sorting and delivering internal courier mail and delivering sorted incoming post received from Royal Mail. This time will vary in some locations to accommodate post delivery times.

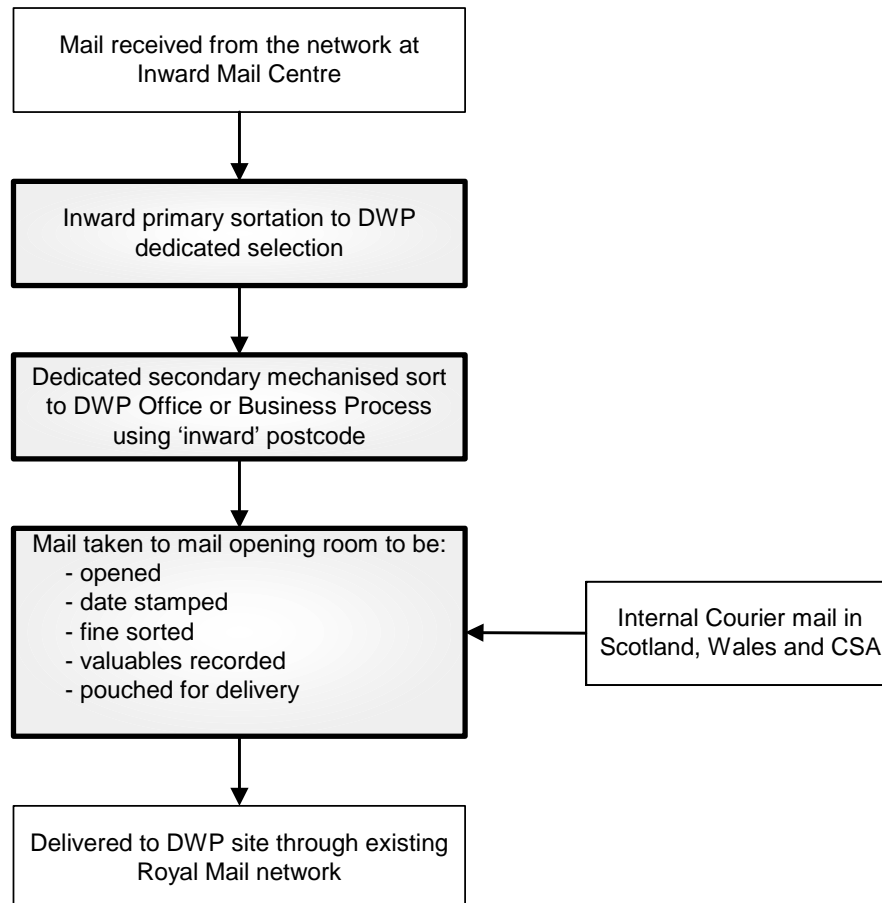
Process

- 3.1.33 The flow chart below shows an overview of the mail opening process:



- 3.1.34 Operations will be standardised in each MOU to ensure that services are delivered to specification as efficiently as possible. There are fundamentally four key stages in the bespoke opening process, in addition to normal mail network delivery, and these are detailed in figure 1 below:

Figure 1



- 3.1.35 Using the system of 'non-geographic' and 'geographic' postcodes, mail will be directed to the correct MOU based within Royal Mail processing sites.

- 3.1.36 All CSA mail will be x-rayed.

- 3.1.37 The procedure for handling all suspect packages will comply with the Authority's instructions detailed in Schedule 2, Appendix 5.

- 3.1.38 The incoming mail at MOU's will be passed through a dedicated secondary sort plan which will split the mail down to individual Authority premises. Additional selections will be available for the receivers of significant volumes to a maximum of four mechanised selections per site. (NB additional selections will be available for the very large sites such as Leeds). Typically the maximum number of selections available in any MOU will be 120, which is governed by the number of selections on Royal Mail sorting equipment.
- 3.1.39 Semi-sorted Authority mail at MOU's will be taken from the boxes on the sorting machines and placed on 'A' frame letter racks, maintaining the sortation.
- 3.1.40 At this point in the process:
- ❑ Authority post destined for Warbreck and Norcross will be delivered by Royal Mail network services to Beacon Road for sortation, scanning (Disability and Carers documents) and onward distribution to the appropriate location. See 3.1.63.
 - ❑ Authority post destined for CRU at Durham House, Washington, will be delivered by Royal Mail network services to Durham House, for sortation and onward distribution to the appropriate location in that office. See 3.1.74.
 - ❑ Debt Management post destined for scanning will be delivered by Royal Mail network services to the scanning Sub Contractor's Mitcheldean facility, for sortation and scanning. See 3.1.84.
- 3.1.41 At the MOUs, the letter rack will be wheeled to the secure mail opening room where mail will be opened in the order it is to be despatched with the most distant office's mail opened first.
- 3.1.42 Machineable mail will be opened by letter opening machine.
- 3.1.43 Non-machineable mail will be opened manually.
- 3.1.44 Items will be extracted. Any polylope pouches will have a knife drawn across them to ensure that all contents have been removed and will be double checked for any residual contents.

- 3.1.45 All documents in whatever form with a protective marking e.g. "Staff in Confidence", "Restricted – Staff", "Confidential", "Restricted – Management & Commercial", "Only to be opened by", "Secret", "Top Secret" will not be opened but delivered to the addressee directly, so long as this is a named individual. Where the addressee is absent, the Contractor will hand the document to the line manager, deputy or nominated officer and obtain a signature where necessary.
- 3.1.46 All mail addressed to the Computer Support Officer (CSO), the District Security Specialist, the PID Stockholder, the Medical Appeals Tribunal Clerk/Examiner/Chair, the Trade Union Representative and/or the Sports and Social Club shall be identified and delivered unopened to the addressee.
- 3.1.47 All inbound mail addressed for Other Government Departments, (OGDs) or third party suppliers, for example "ATOS Origin" (the Authority's Medical Services Contractor), shall be redirected unopened as appropriate.
- 3.1.48 All incoming post with the exception of internal courier mail and those items listed in table 2 below will be legibly date stamped on the reverse in such a manner so as not to obliterate or obscure any details.
- 3.1.49 The Contractor will ensure that all documents received with any items listed in table 2, are date stamped clearly so as not to obscure writing and that specific procedures for certain forms and files are, if appropriate, adhered to. The documents will be attached to the item using a paper clip and placed in the transparent plastic wallet.
- 3.1.50 Items will be split into valuable items, original documents, non-valuable items and 'do not open' mail.
- 3.1.51 Valuable items will follow the process outlined in detail in section 3.9.
- 3.1.52 Original documents will be sorted, recorded and forwarded together with a manifest detailing the contents to the Authority.

Table 2 - Items of mail which must **not be date stamped**:

- Forms P45 and P60
- Warning Notice Slips
- Form RD 45
- Files (excluding medical files which are to be stamped - see details below)
- Enquiry cards
- Computer output forms
- Cheques and other instruments of payment
- Birth, Marriage and Death certificates
- Passports
- Electricity, Gas, Council Tax, Removal, Funeral and similar bills and accounts
- Bank or Building Society records/books
- National Insurance Contribution cards
- Rent books
- Insurance documents
- Company/Business accounts
- Other legal documents including but not limited to wills, deeds, trust deeds, adoption papers, divorce papers and powers of attorney
- Other such similar items that are not the property of the Authority.
- Pension forms BR 2100 and BR 2121
- Gender recognition certificates
- Baptism certificates
- All Immigration Authority identity forms NASS35, SAL1, SAL3, KOS EX2 etc.
- Driving licences
- Items of value
- Cash
- Cheques
- Postal orders
- Travel tickets
- Gift vouchers
- Loose national insurance stamps
- DLA 404 – vehicle exemption document
- FW161 – token
- BB1000R Disablement Benefit claim form
- Documents with a protective marking, e.g. “Staff in Confidence,” “Restricted – Staff,” “Confidential,” “Restricted – Management and Commercial,” “Only to be opened by,” “Secret,” “Top Secret”
- Premium bonds
- Share certificates

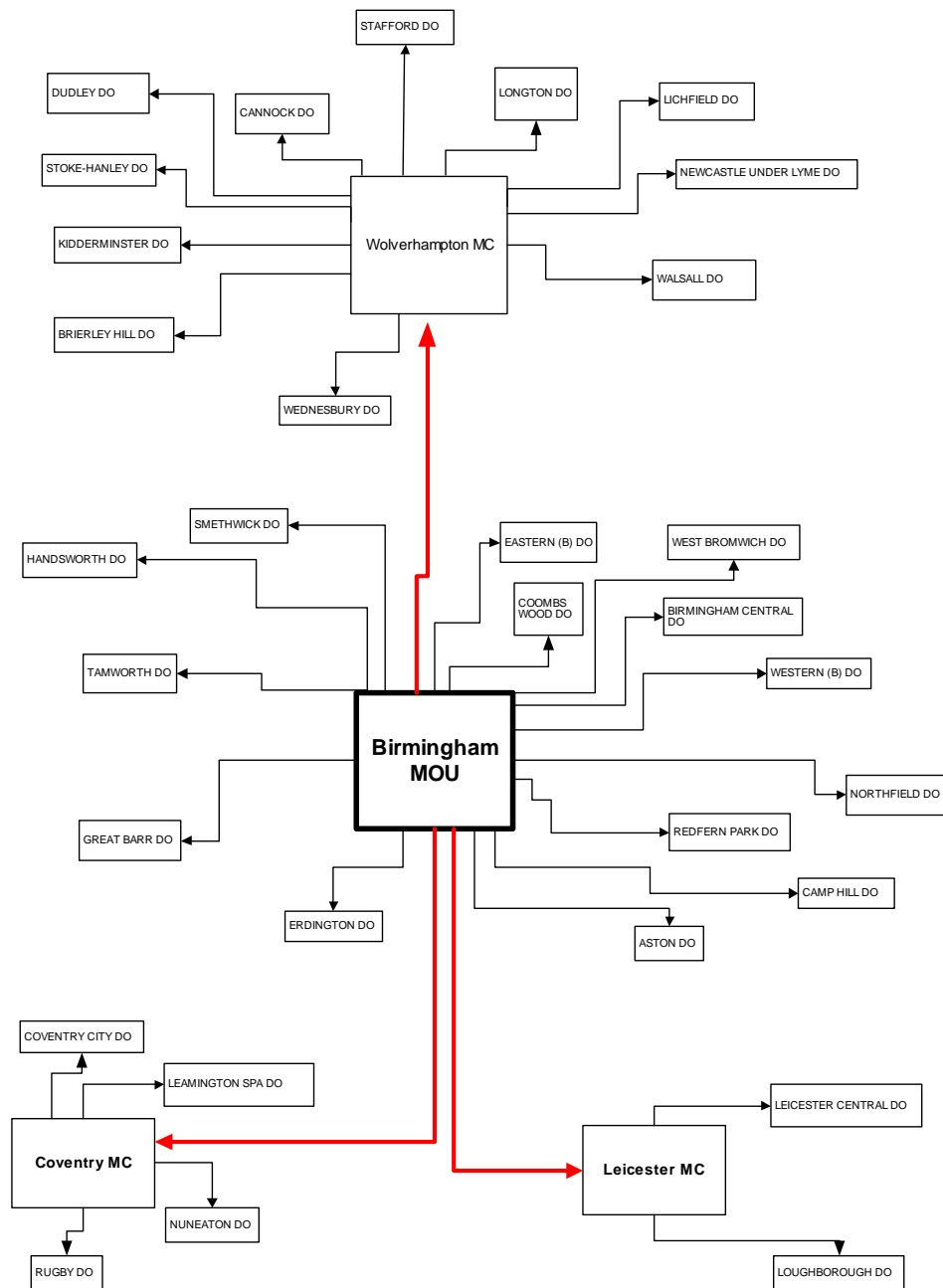
3.1.53 Non valuable items and ‘do not open’ mail will be sorted in line with the agreed sort plans.

3.1.54 Any harmful, dangerous or offensive items received in postal deliveries will not be delivered into the Authority’s business

environment. When detected, items of this nature will be rendered harmless and reported to the appropriate Business Managers immediately.

- 3.1.55 Once opened and fine sorted in line with the specification from the Authority, mail will be pouched in either polylopes recyclable bags or pouches (to be agreed with the Authority) and bagged.
- 3.1.56 The used envelope will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.
- 3.1.57 Mail bags will be taken to the MOU despatch area and placed in "York" containers destined for either the delivery office hub or, if local, the relevant delivery office.
- 3.1.58 Mail will be despatched from delivery offices, for delivery in 'direct' bags addressed to individual Authority sites using Royal Mail's standard network.
- 3.1.59 Royal Mail operates its delivery network on a hub and spoke system with mail distributed initially from the 'Inward' MOU through to the delivery offices within the area it services, before final delivery to the recipient.
- 3.1.60 Only 25 of Royal Mail's 70 Mail Centres within the network will contain MOUs and it will be required at some MOUs to forward open mail to Mail Centres in adjacent towns, before distributing to delivery offices.
- 3.1.61 For instance, Birmingham Mail Centre will open mail destined for Authority premises in Wolverhampton, Leicester and Coventry offices as well as for Birmingham. Sorted mail from Birmingham will be delivered to these mail centres for delivery to Authority premises using Royal Mail's network. This network approach is illustrated in figure 2 below.
- 3.1.62 Upon arrival at these Mail Centres, Authority mail bags will be 'cross-docked' to connect with the appropriate delivery office and despatched.

Figure 2 - Sample Delivery Network



3.1.63 Mail bags will be secured with appropriate ties to ensure security of mail is maintained throughout the delivery process.

3.1.64 Special Delivery items will be manifested and presented to the Authority site again in secure mail bags. Upon delivery, bags will be opened and ticked off against the manifest before a signature is requested from the Contractor's OSA.

- 3.1.65 All registered post received at Authority premises will be signed for by the Contractor's OSA and held in a secure manner until it is delivered to the addressee.
- 3.1.66 Delivery will take place using Royal Mail's standard network, with mail delivered to the Authority sites by 9.30am to enable the Contractor's OSA to achieve a 10.30am mail on desk time.
- 3.1.67 KPI information (valuables, volumes, time of despatch, residual mail etc.) will be documented as part of this process and provided by the Sub Contractor to the Contractor for collating and forwarding to the Authority.

Beacon Road

- 3.1.68 The Contractor's Sub Contractor, Xerox, will open and sort post at the Beacon Road facility, which was previously occupied by Authority and will be leased to the Contractor for the duration of the Office Services contract. The Contractor will carry out the post despatch service for Norcross and Warbreck from this location.
- 3.1.69 All incoming and internal mail for the Fylde area, will continue to be delivered by Royal Mail network services and Authority couriers for opening (if required), sorting and despatching to the respective Authority, EDS and other agency offices in the Fylde area.
- 3.1.70 The sortation process will be similar to that carried out at Royal Mail MOUs with the delivery to the end users carried out by the Contractor's transport vans and OSAs at the destination offices.
- 3.1.71 Valuables will be extracted and recorded in accordance with section 3.9 of this submission.
- 3.1.72 The used envelope and Polylopes will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.

- 3.1.73 Banking of monetary valuables will continue to be carried out by the Authority's banking teams at Norcross and Warbreck until scanning commences. Following the introduction of scanning of Disability and Carers mail, Xerox will take responsibility for banking of bankable valuables.

Durham House

- 3.1.74 The Contractor will continue to operate the post receipt and handling service at Durham House located in the existing post opening facilities on the ground floor of that building.
- 3.1.75 The Contractor recognises that Durham House is a 24 hour building and that inbound mail from DX arrives between 5.00 and 7.00am each morning and is signed for by the duty security guard. This mail is then locked up securely until the post opening team arrives at 7.00am to commence post opening.
- 3.1.76 Incoming post from Royal Mail and Authority internal courier mail arrives at 8.30 and 8.00am respectively and that there are also between 15 and 20 different couriers who deliver inbound mail throughout the day.
- 3.1.77 Incoming post from Royal Mail will be delivered to Durham House using Royal Mail's network service.
- 3.1.78 The Contractor understands that it is the aim of CRU to reduce the amount of incoming mail by 70% by the introduction of e-business systems.
- 3.1.79 The sortation process will be similar to that carried out at Royal Mail MOUs with the delivery to the end users carried out by the Contractor's onsite OSAs. Previously there was no set "time on the desk" for mail processed by the existing post room. The Contractor will aim to standardise the times in line with the requirements of schedule 20 as the volume of mail reduces with the uptake of e-business.
- 3.1.80 Valuables will be extracted and recorded in accordance with section 3.9 of this submission.

- 3.1.81 Once opened, the contents of the envelope will be checked for any harmful, offensive or dangerous items. If any such items are found this will be reported to the Authority and the envelope plus its contents disposed of safely in accordance with appendix 5 of schedule 2.
- 3.1.82 The used envelope and Polylopes will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.
- 3.1.83 Banking of monetary valuables will be carried out by the Contractor's CRU banking team based at Durham House.

Debt Management

- 3.1.84 Scanning of Debt Management documents will be carried out by the Contractor's Sub Contractor, Xerox Global Services (XGS), at their Mitcheldean facility.
- 3.1.85 The Mitcheldean facility will be added to the Authority's list of courier addresses.
- 3.1.86 Incoming post addressed to all the Debt Management premises throughout the country will be redirected and delivered to the Mitcheldean facility using Royal Mail's network services.
- 3.1.87 XGS's normal business hours are 8.00am to 4.00pm, Monday to Friday excluding UK bank holidays. Shift cover may be arranged outside of these core hours as required to deal with changes in volumes.
- 3.1.88 On receipt, XGS will check the envelopes for a protective marking e.g. "Staff in Confidence", "Restricted – Staff", "Confidential", "Restricted – Management & Commercial", "Only to be opened by", "Secret" and "Top Secret". If present, these items will be removed, logged and forwarded to the Authority unopened by Authority's courier contractor.

- 3.1.89 Envelopes will be batched by size and passed through an automatic envelope slitter where applicable. Bulky or unusually sized envelopes will be slit manually.
- 3.1.90 Once opened, the contents of the envelope will be checked for any harmful, offensive or dangerous items. If any such items are found this will be reported to the Authority and the envelope plus its contents disposed of safely in accordance with appendix 5 of schedule 2.
- 3.1.91 The envelope will be checked to see if it contains a Death certificate, a BD8 form and/or any correspondence relating to the death of a client. If any such document is present this will be reported to the Authority and the envelope plus its contents forwarded to Authority the same day via the Authority's courier service, to the appropriate Debt Centre.
- 3.1.92 For all remaining envelopes, the documents will be removed and forwarded to the 'Sort and Batch' process.
- 3.1.93 The used envelopes and Polylopes will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.
- 3.1.94 The document will be checked to see if contains a 'valuable item'. If the document contains a 'valuable' document, this will be removed and a bar coded header sheet (with a unique ID) will be put in its place within the document. A similar bar coded header sheet will be added to the 'valuable item' and this will be processed separately (see Valuables Handling Process in section 3.9 of this document).
- 3.1.95 Monetary valuables will be banked in accordance with section 3.10 of this document.
- 3.1.96 XGS will sort all incoming post into one of eleven batches, according to the Debt Centre it is relevant to.
- 3.1.97 XGS will further sort the mail for each Debt Centre into one of three sub-batches as follows:

Comment: How?

- ❑ Valuables with correspondence.
- ❑ Correspondence only.
- ❑ Correspondence from the Royal Mail “Dead Letter Office”.

3.1.98 XGS will sort the ‘correspondence’ batch further in to the following customer groups:

- ❑ Working Age
- ❑ Pensions

3.1.99 All batches will be sorted so that they are in alphabetical order by surname.

3.1.100 During the sorting and batching process described above, XGS will check each individual document to make sure it is not damaged and that it will pass through a bulk scanner. If a document is found to be damaged but is repairable then XGS will repair it for scanning. If the document is deemed ‘beyond repair’ it will be removed, logged and forwarded to the Authority.

3.1.101 All staples, paper clips and any other bindings will be removed and a bar coded ‘Separator Sheet’ added between each document in the batch.

3.1.102 The batches will be sent for scanning.

3.2 Internal Collection and Distribution Service (Messenger Service)

Management Summary

The current method of providing messenger services to the Department is tried and tested. Messenger services by their very nature are restricted to on site delivery. However, there is a high degree of inefficiency in the current service.

Our model for the delivery of messenger services is similar to the current arrangements. However, as we are moving many of the other services off site the role of the messenger becomes more critical to service access and delivery.

Many of the duties of the messengers will be the same as at present. However, the messengers will take on a more prominent role in the interface between our services and DWP customers.

With this in mind, we will, over a period of time, provide training and development to the messenger team to ensure that they become more computer literate and better at interfacing with customers.

The opportunity to develop and acquire new skills will be presented with sensitivity to the capabilities of the current workforce and the staff's responsibilities will be increased only where they are capable of taking on the new roles.

As a result of this enhanced responsibility, we will create a new job title for the messengers. This role will now take the title of Office Service Agent (OSA) to reflect the additional responsibilities of the position.

The OSA role will include:

- ❑ Distribution of incoming mail.
- ❑ Collection and preparation of outgoing mail.
- ❑ Collection and distribution of typing work.

- ❑ Fleet management responsibilities for vehicle checks and key management.
- ❑ Internal distribution activities.

With the transfer of responsibility for stationery and reprographic work to the LSI contract we also anticipate the OSA undertaking the following duties:

- ❑ Liaison with the LSI contractor for the collation of stationery orders and distribution of stationery.
- ❑ Liaison with the LSI contractor for the collation and distribution of reprographic work.

In addition to the core duties defined above and included in the specification for the office support services contract, the OSAs will also undertake ad hoc duties as defined by local agreement.

Where these duties can be incorporated into the OSA's normal working day, there will be no charge for these activities.

Having reviewed the requirement for services across the entire estate, we have recognised opportunities for the use of mobile OSAs who would service clusters of buildings rather than single sites. Our service delivery model therefore includes the use of mobile OSAs wherever practical.

In these cases we have provided for OSAs to be equipped with suitable vehicles and communications equipment which allows them to move between buildings whilst still contactable.

We must make it clear that the use of mobile OSAs in no way diminishes our responsibility for meeting the service levels required by the Department.

We have recognised that our service model places a heavy reliance on individuals to provide key services at the DWP buildings, in many cases working alone. With this in mind, our model includes for the appropriate level of contingency cover and supervision to deal with instances of absence, holiday and additional workload.

The detailed method statement for this service is given below.

Scope

- 2.2.1 The Contractor will provide a messenger service to The Authority's offices specified in appendix A to this schedule, through the Office Service Agents (OSAs) employed by the Contractor based at some of the Authority's offices.
- 2.2.2 The OSAs will be the primary point of contact for Authority employees requiring office services. Responsibilities of the OSAs will include:
- ❑ Assisting the onsite post openers in the opening and sortation of incoming courier mail for England, except the CSA business unit.
 - ❑ Receipt, distribution, collection and despatch of all mail and other items.
 - ❑ Forwarding requests, printing and distribution of typing as described in section 3.5.
 - ❑ Fleet administration as described in section 3.8.
 - ❑ Maintaining a professional and quality service to the customers.
 - ❑ Liaising between the Authority's sites and the Contractor's Service Centres.
 - ❑ Liaising between the Royal Mail and the Authority's courier service provider.
 - ❑ Other light portorage work as detailed in section 3.2.17.
 - ❑ Performance Management data recording.
- 2.2.3 The Authority will provide adequate space at the Authority's offices for the messenger service to be carried out. Space is required for the primary equipment and processes listed below:
- 3.2.3.1 Sorting racks, and trolleys.
 - 3.2.3.2 Computer, telephone and facsimile equipment.
 - 3.2.3.3 Post opening and sortation space.
- 2.2.4 Additional ad hoc duties may be provided at the Authority's request where there are available resources and no additional

costs are incurred, and subject to health and safety and training considerations.

- 2.2.5 Any 'major changes' to either the Contractor's staffing levels, types of services or the number of the Authority's sites will be agreed through the Change Control Procedures outlined in schedule 9. An example of this is an additional Business Processing Centre being added to appendix A of this document which requires 'additional' Contractor resources and the removal of an office owned by the Authority from appendix A of this document.
- 2.2.6 Incoming Royal Mail post for the DCS, Debt Management and Pensions business units will not require the messenger service except for valuables not banked, and post that is not opened or scanned for specific reasons.

Objectives

- 2.2.7 The messenger service will provide an internal collection and distribution service that will achieve the service levels outlined in schedule 20:
- 2.2.7.1 Collect post from pick up points in time to ensure despatch of post to Royal Mail or the authorised courier.
 - 2.2.7.2 Deliver post using departmental mailing lists and agreed sortation plans.
 - 2.2.7.3 Deliver post by the post on desk time of 10.30am, except for certain sites where there is a local agreement for a later post on desk time.

Messenger Rounds

- 2.2.8 The messenger service will be provided by the OSAs who will either be dedicated to a:
- 2.2.8.1 Large single office owned by the Authority.

- 2.2.8.2 'Cluster' of offices owned by the Authority, covering part of a district.
- 2.2.9 Mobile OSAs will travel to the sites within the cluster to deliver the scheduled messenger service. The service will otherwise remain the same for both mobile and on site OSAs.
- 2.2.10 Royal Mail will deliver 'opened', private post, and non-monetary valuables direct to the Authority's offices where the messenger service is provided, and then hand the items over to the OSAs each morning by 9.30am. The Authority's courier will deliver courier mail 'unopened' to The Authority's offices for the OSAs and post openers to open and sort. Refer to section 3.1 for more details.

The following exceptions apply:

- 2.2.10.1 All courier mail is opened by the OSAs, except for the Authority's Welsh, Scottish, and CSA sites where courier mail is opened by Royal Mail.
- 2.2.10.2 The Beacon Road office services staff will continue to receive and open all post for the Fylde District (except Veterans Association post which is not opened just delivered and EDS post which is not delivered to Beacon Road), where it will be scanned, indexed and filed electronically, or delivered to one of the 25 sites by the mobile messengers.
- 2.2.10.3 The Compensation Recovery Team (CRT) office services staff at Durham House will continue to receive and open all post for the building.
- 2.2.11 Where post is delivered late to site, or not delivered, the OSA will contact Royal Mail or the courier to obtain a reason for non-delivery, and an estimated revised delivery time. They will then inform the local business manager of the reason for the delay, and log the event on the Central Statistics database.
- 2.2.12 Upon receipt of the post, OSAs will prepare the incoming post for distribution to the nominated collection and delivery points, by initially arranging the post into racks and then into trolleys as

appropriate, and carrying out a final sort if necessary, e.g. post grouped by room or team and placed in the trolley in the order of the messenger rounds.

2.2.13 The OSAs will normally carry out two messenger rounds a day, collecting and distributing post and other items between the designated collection and delivery points. However, the frequency and timing of the messenger rounds will be carried out in accordance with local business needs and the volumes of post such as at Warbreck House and Norcross where all mail is distributed at regular intervals throughout day.

2.2.14 Post collected from the collection points will be either:

2.2.14.1 Distributed internally to designated delivery points on the same or next round;

2.2.14.2 Or taken to the space provided for the OSAs to arrange for the post to be despatched externally.

2.2.15 If post needs to be signed for by an individual or a team the OSA will obtain the signature and pass the items over to the appropriate person. This applies to:

2.2.15.1 Non-bankable valuables (taken to the appropriate finance team).

2.2.15.2 Post with protective markings – e.g. ‘private’ or ‘addressee only’.

2.2.16 Completed typing can be emailed to the OSAs from the Typist at the Contractor’s Service Centre, in which instance the OSAs will print and distribute the typing to the originator on site. Refer to section 3.5 for full details.

Other Tasks

2.2.17 Light portering work will be provided which includes lifting and carrying items such as water bottles and boxes of files.

2.2.18 The service also includes the internal distribution and collection of the following items:

- ❑ Stationery and other desktop consumables (no purchase ordering will be carried out by the OSAs).
- ❑ Items from the Authority's logistics service integrator contractor.
- ❑ Items of post from other sections/teams within the same building (internal mail).
- ❑ Claim files/wallets.
- ❑ Correspondence.
- ❑ Case files.
- ❑ Facsimile correspondence.
- ❑ Memos.
- ❑ Forms and leaflets.
- ❑ Collection of newspapers and other periodicals from newsagents.
- ❑ Boxed items/files for movement within a particular building, or to another building that is in close proximity.

2.2.19 OSAs can be contacted at any time during the working day by any member of the Authority's staff to make arrangements for these tasks noted above, any other urgent requests, or for any queries relating to office services. The OSAs contact details will be available through the office services web page on the DOI network. The data will be maintained by the Authority and controlled through the contract change control process. Should the Authority's staff not be able to contact an OSA then the Contractor's National Helpdesk can be called to obtain assistance.

The OSAs can be contacted either:

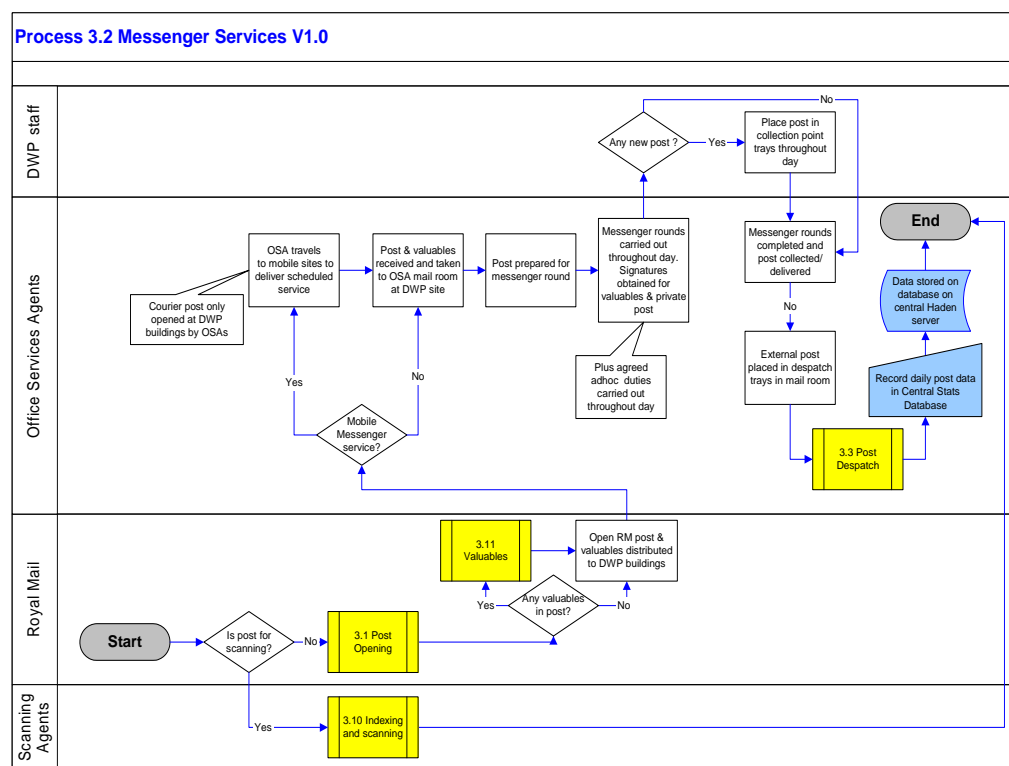
- 2.2.19.1 In person in their work area.
- 2.2.19.2 By land line telephone.
- 2.2.19.3 In certain cases where OSAs are 'mobile', their mobile telephone numbers may be added to the DOI network by local agreement.

Central Statistics Database

- 2.2.20 In addition, the Contractor's IT Team shall configure a Citrix client on each OSA allocated DOI terminal that has smart card access. This will allow all OSAs access to the Contractor's systems for recording of information and Management Information reports, in accordance with schedule 8 and 20. Details of this solution can be found in the IT solution documents.

Process Flow Diagram

- 2.2.21 The process for the messenger service is summarised in the following diagram:



3.3 Post Despatch

Management Summary

As described above, the OSA's duties will include the collection and preparation of mail for despatch through both the Royal Mail and TNT Courier Networks.

Haden will work closely with both organisations to identify opportunities to present outgoing mail in such a way that the cost to DWP is reduced.

Areas of potential improvement may include:

- ❑ Better addressing of TNT mail and the use of bar codes to identify destinations.
- ❑ Pre-sorting of TNT mail to allow for direct delivery to specific offices without further sorting.
- ❑ Pre-sorting and presentation of Royal Mail to reduce outgoing mail sortation costs.

These are examples of where development work may assist the Department in reducing the costs of its mail services. We are happy to work closely with the Department to further refine these proposals and assist in developing cost/benefit cases.

The detailed method statement for this service is given below.

Scope

- 3.3.1 The Contractor will provide a post despatch service to the Authority's offices specified in appendix A to this schedule, through the OSAs employed by the Contractor based at some of the Authority's offices.
- 3.3.2 The Authority will provide adequate space at the Authority's offices for the post despatch service to be carried out. Space is required for the primary equipment and processes listed below:
- 3.3.2.1 Sortation of out going post.
 - 3.3.2.2 Franking machine and storage of post bags.
 - 3.3.2.3 Computer, telephone and facsimile equipment.
- 3.3.3 Any 'major changes' to either the Contractor's staffing levels, types of services or the number of the Authority's sites will be agreed through the Change Control Procedures outlined in schedule 9. An example of this is an additional Business Processing Centre being added to appendix A of this document which requires 'additional' Contractor resources and the removal of an office owned by the Authority from appendix A of this document.

Objectives

- 3.3.4 The post despatch service will provide a outbound post service that will achieve the service levels outlined in schedule 20:
- 3.3.4.1 Collect post from pick up points in time to ensure despatch of post to Royal Mail or authorised courier.
 - 3.3.4.2 Deliver post using departmental mailing lists and agreed sortation plans.

Process

3.3.5 The post despatch service will be provided by the OSAs who will either be dedicated to a:

3.3.5.1 Large single office owned by the Authority; or

3.3.5.2 'Cluster' of offices owned by the Authority, covering part of a district.

2.3.6 Post for despatch, will be collected during the messenger rounds, and taken to either on or off site areas dedicated to the OSAs within the Authority's offices. Apart from taking post off site, the post despatch service will remain the same for both mobile and onsite OSAs. Within the Fylde district the outbound post collected by messengers will be taken to Beacon road and despatched from there.

Royal Mail Post Despatch

2.3.7 The Royal Mail outbound post will be:

- ☐ Sorted by class of post.
- ☐ Sized, and weighed in order to calculate postal charges.
- ☐ Franked (unless post stamped already).
- ☐ Taken to the Post Office, if necessary if registered or recorded.
- ☐ Placed in the Royal Mail sacks ready for collection.
- ☐ Collected by Royal Mail at the dedicated collection time.

Courier Post Despatch

2.3.8 The outbound courier post will be:

- ☐ Sorted by Authority building.
- ☐ Placed in the courier pouches (polylopes).
- ☐ Pouches addressed.
- ☐ Collected by the courier at the dedicated collection time.

- 2.3.9 The OSAs will be provided with a list of offices within the local area of the originating office and will bag mail addressed to those offices separately in order to facilitate faster delivery in some instances through our mobile OSAs and not through the Authority's courier.

Additional Parts of the Service

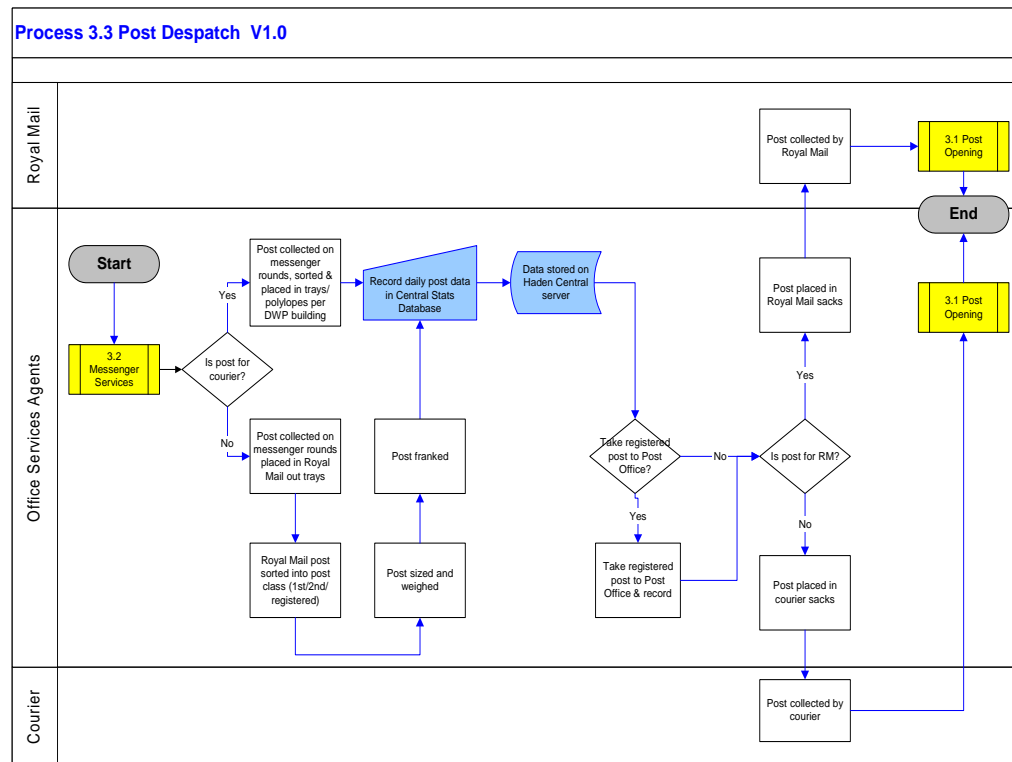
- 2.3.10 Should Royal Mail or the courier be late or fail to collect the outbound post in time, then the OSA will proactively:
- 3.3.10.1 Contact Royal Mail or the courier for a reason for the delay.
 - 3.3.10.2 Obtain the new expected time of collection, if any.
 - 3.3.10.3 If no collection is possible that day the OSA will, where possible, transport and sign over the post to the Royal Mail sorting office, the local Post Office or the local courier depot. This will be carried out either by the mobile OSAs in a Contractor owned vehicle, or through a temporary mode of transport being provided to the OSA. By agreement with local Authority management, mail may be stored safely on site until a collection is available.
 - 3.3.10.4 Record the incident in the Central Statistics database for audit by the Authority and reporting purposes.

Central Statistics Database

- 3.3.12 In addition the Contractor's IT Team shall configure a Citrix client on each OSA allocated DOI terminal that has smart card access. This will allow all OSAs access to the Haden systems for recording the information and Management Information reports, in accordance with schedule 8 and 20. Details of this solution can be found in the IT Solution documents.

Process Flow Diagram

- 2.3.13 The process for the post despatch service is summarised in the following diagram:



3.4 Switchboard Services

Management Summary

Switchboard services are currently provided across the estate through locally based Switchboard Operators who provide services to their local office, or in a few cases, to other offices in the locality.

This solution is inefficient in that switchboards must be manned at all times irrespective of the volume of calls received. Also, cover must be provided for breaks.

The roll out of the new DWP telephony system coupled with the changes in Benefit Processing offer opportunities to restructure the way in which switchboard services are delivered.

Our business model for the new contract complies with the Department's requirements for delivering services from off site locations and creating efficiencies in the Office Support Services delivery.

In developing our solution, we have given due consideration to;

- ❑ the volume of calls coming into the Department,
- ❑ the peaks and troughs in call volumes during the day,
- ❑ operator stress in dealing with calls for the entire day,
- ❑ potential changes in the number and nature of calls received,
- ❑ developments in telephony technology.

We have also considered the requirements of other services within the Office Support Services portfolio to identify where there are opportunities to gain efficiency through combining services.

Our solution to this requirement is to set up Service Centres across the country which house both Switchboard and Typing services.

Our structure includes five Service Centres based at Watford, East Glasgow, Fylde, Caerphilly and Birmingham.

Each Service Centre will house approximately 120 staff who will undertake both Typing and Switchboard duties.

This structure allows for efficiencies to be gained through multiskilling of staff to be able to undertake both tasks. However, we recognise that not all staff either currently employed or to be recruited in the future will have either the desire or capability to undertake both roles therefore we will retain positions for dedicated Typists and Switchboard operators as appropriate.

The location of the Service Centres has been determined by a number of factors including;

- ❑ The opportunity to retain employment for as many existing staff as practicable.
- ❑ The availability of suitable properties.
- ❑ Employment rates and skill levels in the locality.
- ❑ Availability of good transport and communication links.

The telephony technology to be used at the Service Centres will be an extension of the DWP Voice Over Internet Protocol (VOIP) network currently being rolled out through the BT Ikons programme.

The five Service Centres will be linked through the telephony network and will therefore work as a virtual single centre with the ability to answer calls from any location at any Service Centre. This enables us to deal with peaks in any centre by answering calls at another centre.

This network and equipment is capable of instantly transferring calls between any location in the estate and providing directory and information services.

The centralisation of switchboard services provides significant benefits in relation to the management and utilisation of staff. These benefits include;

- ❑ Better utilisation of staff resource.
- ❑ Flexibility to deal with changes in volumes over time.

- ❑ Flexibility to deal with peaks and troughs in volumes over the day, and to deal with short term fluctuations.
- ❑ Opportunity to reduce operator stress through job rotation,
- ❑ Increased operator satisfaction through providing a pleasant working environment.
- ❑ Specialist management able to train, develop and motivate operators.
- ❑ Opportunity to acquire new skills.

The implementation of this model over the period of transformation will significantly reduce the cost of Switchboard Services to the Department and provide the perfect base to deal with the future plans of the Business Units.

The detailed method statement for this service is given below.

Introduction

- 3.4.1 The Contractor shall provide switchboard services from Service Centres located at Watford, Caerphilly, Fylde, Glasgow and Birmingham.
- 3.4.1.1 These service centres will become operational at the dates specified in schedule 4 (Transformation Plan), at which times the service will cease to be delivered from Authority premises.
- 3.4.2 The Authority shall provide all necessary equipment, connections, LAN, terminals, training, support and subscriptions for the provision of the service. The Contractor will not be held responsible for any costs relating to the equipment, including purchase, rental, maintenance, service charges or call charges.
- 3.4.2.1 For the avoidance of doubt, the Contractor shall be liable only for the provision of staff for the service.
- 3.4.2.2 Authority-provided equipment will include the provision and maintenance of all directory information.
- 3.4.3 The Contractor will answer calls made to the telephone numbers and through the IVR routings set out in appendix B to this schedule 3, to be agreed during the transformation period.
- 3.4.3.1 These numbers and routings may be changed by The Authority at any time during the contract, subject to the agreement of the Contractor. Such agreement will not be unreasonably withheld.

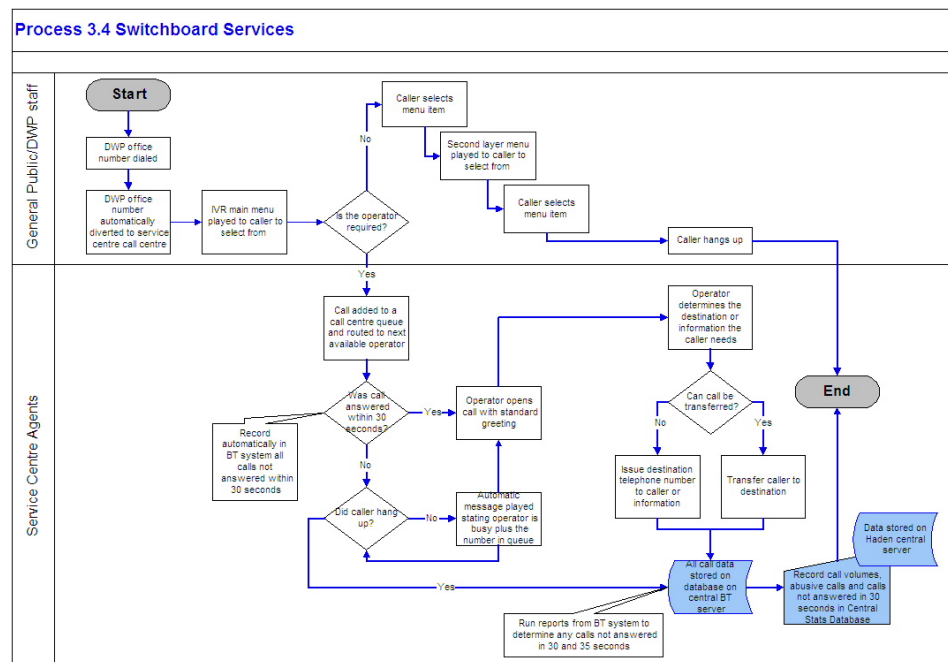
Process

- 3.4.5 Subject to the operation of Authority-provided equipment, the service centres will operate as a single “virtual switchboard”, and each call will be answered by the first available operator in any service centre, regardless of the geographical location of the caller, operator, or Authority office for which the call was intended.

- 3.4.6 All calls will be answered within the agreed timescale.
- 3.4.7 Provided that the equipment enables the operators to see which business unit the call was intended for, the operator will answer the call using the correct salutation as agreed with the Authority.
- 3.4.8 The operator will make all reasonable endeavours to determine to which extension the caller should be transferred, and will transfer the caller to the appropriate extension.
- 3.4.9 Where the caller does not know which extension they require, and the operator cannot reasonably determine which extension best meets the caller's needs, the call will be transferred to the best available extension for "general enquiries" in the Authority office for which the call was originally intended.
- 3.4.10 Where the caller requires an extension which is in an office not served by the switchboard service, such as a Benefit Delivery Centre, the operator will inform the caller of the correct direct dial number to call.
- 3.4.11 Where the caller requires a service which is not an Authority service (e.g. Local Authorities) the operator will politely inform the caller that the service they require cannot be provided by the Authority, and terminate the call.
- 3.4.12 Where the caller is in any way abusive, the operator will immediately terminate the call and pass the details to their Supervisor, who will log the details in a register to be maintained electronically at the Contractor's Data Centre.
- 3.4.13 Where the caller advises the operator of a bomb or other threat, the operator will take action as prescribed by the Authority.
- 3.4.14 Where the caller requires general information, such as the locations of offices, or other telephone numbers, then the operator will endeavour to provide such information, to the extent that it is available to them, bearing in mind their remoteness from the Authority's premises. Under no circumstances will the operator offer any information or advice about Benefits, or other Authority product or service.

- 3.4.15 Where the caller wishes to leave a written message for a member of Authority staff, the operator will endeavour to pass the message to the appropriate person by email via a secure link to the Authority's email system, either direct to the person concerned, or via a messenger on their site. Where the person concerned is not available via email, and there is no messenger on their site, the caller will be informed that it is not possible to leave a written message.
- 3.4.16 Reverse charge calls will not be accepted by operators. Where such requests are received, the operator will make a note of the caller's number, and inform an appropriate member of Authority staff by email via a secure link to the Authority's email system.
- 3.4.17 Switchboard operators other than Supervisors will not be issued with PCs. Where messages need to be sent by email under clauses 3.4.15 and 3.4.16, or information needs to be logged under clause 3.4.12, the operator will pass the information to their Supervisor, who will send it on or log it as appropriate.
- 3.4.18 Where the extension to which the caller is transferred is engaged, it is expected that Authority provided equipment will queue the call, and include a recorded voice message to inform the caller of this, and to regularly update them as to their position in the queue, so that the call will not return to an operator.

3.4.19 The process flowchart for the switchboard service is shown below:



3.5 Typing

Management Summary

The major requirement for typing services within the Office Support Services contract is for the transcription of interview tapes. Within the current service delivery model this work is done either at the originating site or at local typing centres.

Our experience in providing typing services to the Department over the past 11 years has provided us with an excellent insight into the nature of the work required and the levels of productivity which can be expected from well managed and motivated staff.

The existing model which is based around single, or small groups of typists, makes the process difficult to manage effectively, resulting in an inconsistent service to the Department.

Our business model removes typists from the DWP sites and creates centres of excellence at our Service Centres. Within this model we have allowed for the creation of five Service Centres which will house both typists and switchboard operators.

Our solution to this requirement is to set up Service Centres across the country which house both Switchboard and Typing services.

Our structure includes five Service Centres based at Watford, East Glasgow, Fylde, Caerphilly and Birmingham.

Each Service Centre will house approximately 120 staff who will undertake both Typing and Switchboard duties.

This structure allows for efficiencies to be gained through multiskilling of staff to be able to undertake both tasks. However, we recognise that not all staff either currently employed or to be recruited in the future will have either the desire or capability to undertake both roles therefore we will retain positions for dedicated Typists and Switchboard operators as appropriate.

The location of the Service Centres has been determined by a number of factors including;

- ❑ The opportunity to retain employment for as many existing staff as practicable.
- ❑ The availability of suitable properties.
- ❑ Employment rates and skill levels in the locality.
- ❑ Availability of good transport and communication links.

Each Service Centre will be equipped with Citrix based applications that provide for word processing and other applications such as Powerpoint, Excel and Access allowing the Typists to prepare any type of document required.

The use of Citrix based applications also provide a contingency of being able to deploy additional typists to DWP sites if there are particular requirements or urgent requirements. In these cases, our applications, systems and storage can be accessed directly through DOI terminals.

Work will be transferred to the Service Centres either electronically (scanned images or fax) in the case of copy typing, with IUC tapes being transferred through the TNT network.

Return of work will be via e-mail either to the originator or via our Office Services Agent. This will facilitate the return of work to Fraud Officers who may be based at sites other than the location where the interview is carried out.

This model provides a number of benefits in addition to the reduced costs achieved through economies of scale and better management. These include:

- ❑ Flexibility to deal with changes in volumes over time.
- ❑ Flexibility to deal with peaks and troughs in volumes over the day, and to deal with short term fluctuations.
- ❑ Opportunity to enhance job satisfaction through job rotation,
- ❑ Increased operator satisfaction through providing a pleasant working environment.

- ❑ Specialist management able to train, develop and motivate operators.
- ❑ Opportunity to acquire new skills.
- ❑ High security with data transfer through a secure network.
- ❑ No local storage of data.
- ❑ Work can be returned to any location via e-mail.
- ❑ Work can be circulated to more than one recipient.
- ❑ If required, returned work can be edited by the recipient.

Workflow systems will be used to allocate and monitor the progress of work. This system will be deployed to our Office Services Agents, who will be able to interrogate the system in order to identify progress on any piece of work on behalf of the work requestor. This facility will also be available to the Department's staff via a telephone help line.

The typing service will be accessible by any part of the Department's estate and ad hoc requests for typing can be easily accommodated.

The implementation of this model over the period of transformation will significantly reduce the cost of Typing Services to the Department and provide the perfect base to deal with the future plans of the Business Units.

The detailed method statement for this service is given below.

Introduction

- 3.5.1 The Contractor shall provide typing services from Service Centres located at Watford, Birmingham, Caerphilly, Blackpool and Glasgow. Details of the centres are contained in the Transformation Plan in schedule 4.
- 3.5.1.1 These Service Centres will become operational at the dates specified in schedule 4, at which times the service will cease to be delivered from the Authority's sites, although the technical solution will allow for Typists to work on Authority sites if required.
- 3.5.1.2 Each Service Centre will carry out typing work for a fixed set of Authority sites, to be determined during the Transition phase of the project. However, where a Service Centre has a particularly high workload, work can be diverted to other Service Centres in order to make the best use of resources and to meet service levels.
- 3.5.1.3 The Service Centres will be staffed by Service Centre Agents (SCAs), who will largely be multi-skilled, allowing them to act as Typists, Switchboard Operators, or other administrative roles as required.
- 3.5.2 The service will be available to all Authority staff.
- 3.5.3 The service will be controlled by a Workflow Coordinator in each Service Centre, who will be Team Leaders. It will be the responsibility of each Service Centre Manager to ensure that sufficient Team Leaders are trained in the role, and that one Team Leader is nominated to act as Workflow Coordinator at all times. The Workflow Coordinators will coordinate the service using a Workflow Management System, which will be hosted at the Contractor's Data Centre, and will be accessible by Office Service Agents (OSAs) on all sites.
- 3.5.4 There will be an Office Services Helpdesk available at each Service Centre, which will be answered by Team Leaders, and will receive and log calls using "Heat" call logging software, as described in the IT Solution Documents. Authority staff will be

provided with the telephone number for the Helpdesk at the Service Centre which normally deals with their work, although data from all Service Centres will be accessible to all Team Leaders answering Helpdesk calls.

3.5.5 The service will comprise copy and audio typing, including but not limited to:

- ❑ IUC tapes
- ❑ Letters
- ❑ Reports/studies
- ❑ Minutes/memos
- ❑ Text editing
- ❑ Flow charts
- ❑ Forms
- ❑ Acetates
- ❑ Tables
- ❑ Desk top publishing
- ❑ Staff in confidence letters, minutes and memos
- ❑ Presentation slides

3.5.6 Material can be submitted for typing by email, or on audio tape, floppy disks, CD-ROM or on paper through the courier service. In all cases, the Contractor will make every endeavour to complete the submitted work, but cannot guarantee to complete work where the original is not reasonably legible or audible.

3.5.6.1 The Contractor will work with the Authority to carry out investigations into the feasibility of recording Interviews Under Caution using digital technology, allowing the recordings to be transmitted via a secure network directly to the Service Centres. For the avoidance of doubt, this capability is not provided within the contract price in schedule 6.

3.5.7 Completed typing jobs will be returned either via email through a secure link to the originator or to an OSA for distribution, or in hard copy, at the discretion of the originating member of Authority staff.

- 3.5.8 Each job will be returned within the requested timescale, which may be:
- 3.5.8.1 Immediate, within five business hours of receipt. For this to be achievable, the work must be submitted by fax to the relevant Service Centre, and return must be accepted by direct email to the originator. This can be arranged either by telephoning the Workflow Coordinator, or by contacting the OSA on the originator's site.
 - 3.5.8.2 Urgent, returned on the working day after receipt. For this to be achievable, the original material can be delivered to the Service Centre by fax, or via TNT, provided that where original material is delivered by TNT, it arrives at the Service Centre on the working day after dispatch. This timescale cannot be met where a hard copy is requested by the originator, and the messenger service is not provided at the originator's site.
 - 3.5.8.3 Other, within five working days of receipt. This timescale will be met for all typing work not falling into the Immediate or Urgent categories, provided that all materials and completed work going into or out of Service Centres via TNT arrive on the working day following their dispatch.
- 3.5.9 In all cases, where a requisition is received requesting a timescale that the Contractor believes is not achievable due to the length or complexity of the work, or due to delays in sending or receiving items, then the Workflow Coordinator will contact the originator as soon as possible to agree an alternative timescale, which will be the best achievable. If agreement cannot be reached, the matter will be referred to the relevant Service Centre Manager and an appropriate Authority manager for resolution.
- 3.5.10 All material must be submitted for typing with a typing requisition form, the detailed design for which will be agreed with the Department during the transition period. These forms will be available to all Department staff via the Department Intranet.

- 3.5.10.1 If required by The Authority, the Contractor will investigate the feasibility of linking the requisition form process to Resource Management, in order to ensure that only authorised personnel are able to request typing work, and to track the ordering of typing. For the avoidance of doubt, this functionality is not provided within the project costs, and will be subject to a separate cost/benefit analysis.

Process

- 3.5.11 Where typing work originates on a site where the messenger service is provided (as defined in appendix A to this schedule 3), the original work with the requisition form should be left in the usual collection point for collection by the messengers on the next round.
- 3.5.12 Following collection, the OSA will log the details of the work into a form on the Contractor's system which will be available to all messengers on site a DOI terminal set up by the Contractor with appropriate links to the Contractor's data centre. This form will feed the details of the work into the Workflow System, with the work allocated to the default Service Centre for that Authority office. Where that Service Centre has a particularly high workload, the Workflow System will return a message advising the OSA to send the work to an alternative Service Centre, and the Workflow System will re-allocate the work accordingly. This method will allow workloads to be balanced without tapes having to move physically between Service Centres.
- 3.5.13 Where typing work originates at a site where the messenger service is not provided (as defined in appendix A to this schedule 3), the originating member of Authority staff may call the Contractor's Workflow Coordinator, who will log the work onto the Workflow Management System, and advise the originator to which Service Centre the work should be sent, by courier, fax or email.
- 3.5.14 Where hard copy or tapes physically arrive at the relevant Service Centre, original work will be matched by the Workflow Coordinator against the details logged onto the Workflow Management System, and flagged on the system as having arrived. It will then be stored securely until it is issued to an Typist. Work received by fax or email will automatically be saved in the Workflow

Management System, and checked by the Workflow Coordinator to match it against the details logged. In this way, items which are not received as expected can be identified and investigated, and the originator will be informed by the Workflow Coordinator.

- 3.5.15 As Typists become available for work, their Team Leader will allocate the next job from those flagged as having arrived at the Service Centre in order of priority, based upon the due return date and time. The Typist will retrieve the original work from the store within the Service Centre, and flag the work on the Workflow Management System as being in progress.
- 3.5.16 All work will be typed in accordance with the appropriate format for the business unit and type of work, provided that the Contractor has been informed of the format required.
- 3.5.17 Work will be randomly selected for checking by Team Leaders, such that each Typist's work is checked at least once every two weeks. Where a particular Typist has had work returned due to errors, their work will be checked more regularly as required to ensure that the required standards are maintained.
- 3.5.18 Completed work will be returned immediately to the originator. Work will usually be returned directly to the originator by email, unless the originator has specifically requested hard copies. In this case, where an OSA is present at the originator's site, the completed work will be emailed via a secure link to the messenger's DOI terminal, and the OSA will print out two copies and deliver them to the originator. The work will be logged on the Workflow Management System as having been completed and despatched, together with the method of despatch (i.e. direct email, messenger or TNT).
 - 3.5.18.1 Where hard copies have been requested, and no messenger is present at the originator's site, or the hard copies have been requested in a specialist format which cannot be produced at the originator's site, then two copies of the work will be printed out at the Service Centre, and despatched via TNT to the originator. In this case it will not be possible to meet the deadlines for immediate or urgent work.

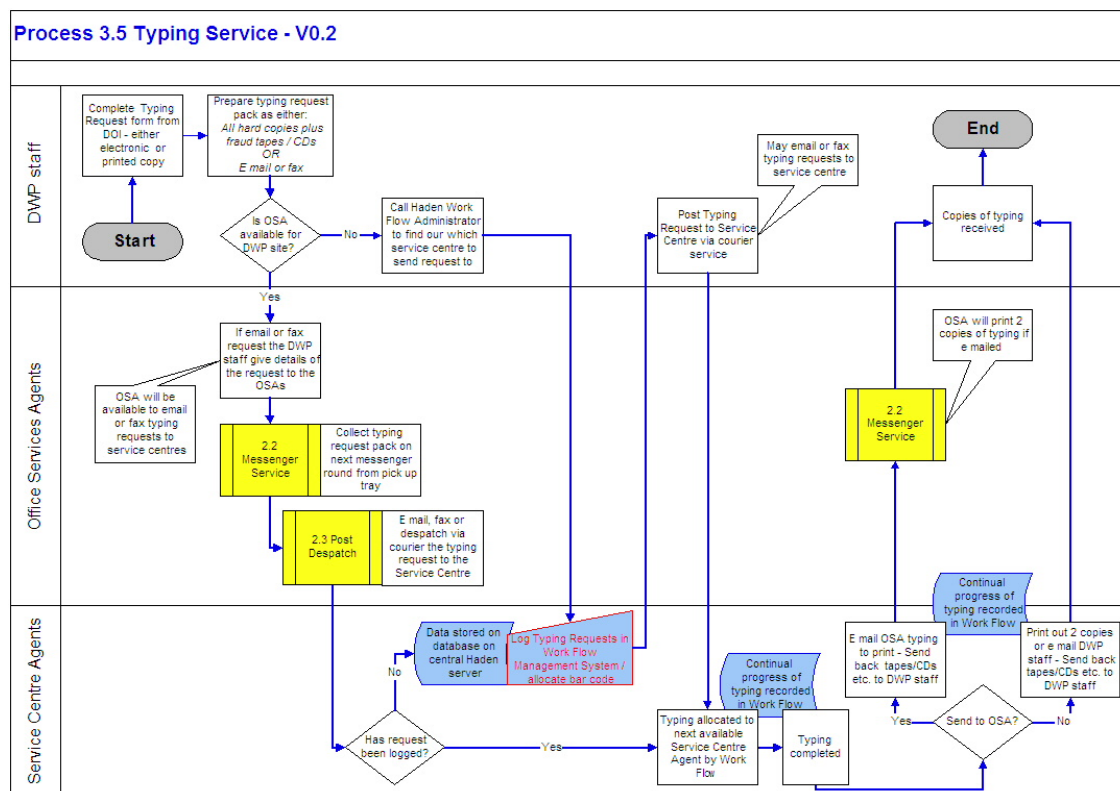
- 3.5.19 All completed work will be stored by the Contractor for a period of at least one month, unless a longer period is specified by the originator. Files will be stored on a secure server at the Contractor's Data Centre.
- 3.5.20 Following completion of work, any original hard copy, tapes or other media will be returned to the originator, unless they have specifically requested otherwise, in which case the originals will be confidentially destroyed. Tapes will be returned via TNT, and original hard copies will be scanned at the Service Centre and emailed back to the originator along with the completed typing work. The despatch of these original materials will be logged on the Workflow Management System separately from the completed typing work.
- 3.5.21 When tapes or other original materials are received back at the originator's location, the OSAs at that location will distribute them to the originator as part of the normal messenger round. The OSA will complete a form on the Contractor's system, which will log on the Workflow Management System that the materials have been returned. Where no OSAs are at the site, the originator will be asked to inform the Office Services Helpdesk by telephone when materials are received. The Workflow Coordinator will investigate any materials that have been sent from a Service Centre and not logged as received within three working days.
- 3.5.22 The Workflow Management System will provide data in real time, and will be searchable by data fields for either originator, office, date or type of work, to allow the progress of a piece of work to be tracked. The originator will be able to track the progress of their work by calling the Office Services Helpdesk, or by contacting the OSAs on their site, who will have access to reports generated by the Workflow System.
- 3.5.23 If any piece of typing work is returned for re-working due to any errors made by a Typist, it will be treated as a high priority item. The original work will be retrieved from the file server (provided it is returned before the date on which it is due to be deleted), corrected and despatched, then re-stored on the file server for a further period of at least one month. This will be logged on the Workflow Management System.
- 3.5.23.1 For the avoidance of doubt, where gaps have been left in typed work due to inaudibility of the original

audio tape, this will not be considered as a Typist error.

3.5.24 Reports will be generated by the Management Information System as required, showing the total volume of work carried out, any work not returned to the originator within the required time, and any work submitted for correction. These reports will be used to compile the monthly performance against service levels report, for the purposes of schedules 8 and 20.

3.5.24 Technical information about the IT systems involved in delivering the typing service can be found in the IT Solution Documents.

3.5.25 The process flowchart for the typing service is shown below:



3.6 Secretarial Services

Management Summary

We recognise that the Secretarial Service forms only a small part of the overall Office Support Services contract, but we also recognise the importance of the service to the Business Units who receive it.

Consequently, we are proposing no changes to the methods of providing this service within our business model.

Secretaries will continue to be based on site and to provide service to the Department as at present.

Our Service Centre model does offer the opportunity to support the site based Secretaries through provision of typing, presentation and data entry work as required. Secretaries will be able to call on the support of Typists and Administrators as needed to provide an efficient and timely service to the Department.

Where additional Secretaries are required, either for absence cover where additional requirements develop, we will be able to meet this need either through short term deployment of staff from our Service Centres or through local agreements with staff and Agencies.

Method Statement

- 3.6.1 The Contractor shall provide Secretarial Support to designated Authority managers, as is in place at cutover, during normal business hours which may be subject to locally agreed variations.
- 3.6.2 Provision of Secretarial Support will be available to each designated Authority manager Monday to Friday, excluding Bank Holidays.
- 3.6.3 The Contractor acknowledges that the duties required within Secretarial Support will be varied and may differ between managers. Some of the duties that will be carried out by secretaries include but are not limited to:
- ❑ Opening and recording mail directly received and actioning the mail as required by the individual manager.
 - ❑ Dealing with direct line and joint extension incoming telephone calls and outgoing requests.
 - ❑ Supporting managers in preparing for meetings – by ensuring that relevant papers are ready in a manner prescribed by the user.
 - ❑ Maintaining accurate and complete filing systems both hard copy and electronic as required.
 - ❑ Arranging travel documentation (via the Authority's travel booking service) and booking hotel accommodation (via the Authority's hotel booking service).
 - ❑ Maintaining a record of all travel arrangements and conference bookings including expenditure and payment of any resulting invoices.
 - ❑ Maintaining diaries.
 - ❑ Carrying out photocopying, copy printing and facsimile handling.
 - ❑ Arranging conferences (face to face, via video link, telekit).
 - ❑ Receiving visitors (including organising security and car park passes).
 - ❑ Taking minutes of meetings.
 - ❑ Preparing draft notes/memos/letters for clearance by the user.
 - ❑ Other general office duties.

- 3.6.4 The duties of Secretaries will be agreed at a local level and developed into job specifications as appropriate.
- 3.6.5 Secretarial support may include a range of other general ad hoc administration duties that shall be approved by the Contractor. Secretaries will work for the agreed hours per week, and will not carry out tasks which they could not reasonably be expected to do within this time. Any additional services will be provided at no additional cost to the Authority if there is time outside the agreed core requirements.
- 3.6.6 If the Authority requires further Secretarial Services, in addition to those already provided, they may be provided subject to the Optional Pricing Model.
- 3.6.7 In the event of sickness, annual leave or any other absence anticipated to be a full working day or more, the Authority may request a Secretarial Support temporary replacement to cover the absence at no additional cost.
- 3.6.8 The process for requesting temporary Secretarial Support shall be via a designated point of contact within the Contractor (Service Centre contact or Customer Services Manager), according to the business requirements of the Authority. The Contractor's target response times are in the table below.

Criticality	Business Requirement	Actioned by Contractor	Method of request	Deployed
Urgent	Secretarial Service required on site by next working day	Within two hours	Before 12pm by telephone. Confirmation via fax or email	Next working day
Non-urgent	Secretarial Service required on site beyond next working day	Within one working day	Telephone requests to be accompanied by fax or email	As required

3.6.9 The templates of the confirmation fax and email will be provided by the Contractor to the Authority employees via the Authority's intranet pages.

3.6.10 The Contractor will confirm to the Authority the details of the temporary Secretarial Support provision prior to deployment.

3.6.11 The Authority will provide desk space and necessary IT equipment for the Secretarial Support provision.

3.7 Shuttle Buses

Management Summary

The current Shuttle Bus service covers three locations, Leeds (Quarry House), Plymouth and Hull.

We will continue with this service by providing our own transport in Plymouth and Hull, and continuing with the existing arrangement of subcontracting the Leeds service to First Bus.

No changes to the services are therefore proposed in our model.

We will, however, continue to monitor the requirement for the service at local level and will review the method of delivery to provide best value for the Department.

For example, the Shuttle Bus at Hull is mainly used for the transport of files and boxes to remote locations. This may well be better served by a courier van.

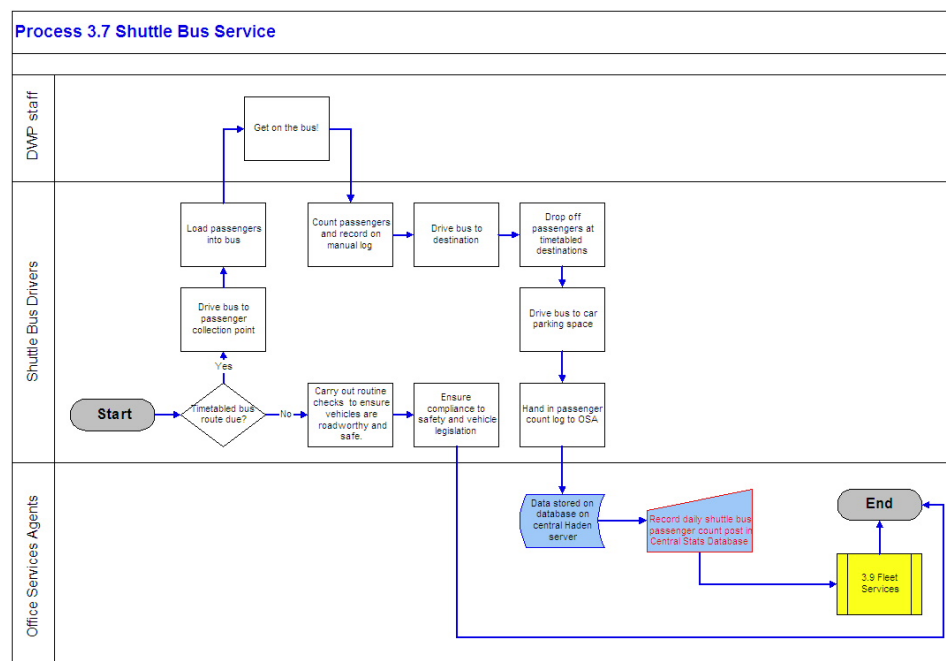
At Leeds, we are aware that the City Council is providing a free of charge City Centre bus service. We will continue to investigate whether this may remove the need for the Department's dedicated bus.

The detailed method statement for this service is given below.

Method Statement

- 3.7.1 The Contractor shall provide a shuttle service for transporting Authority Personnel and official items of Authority post and property in the contracted locations. Adjustments to locations requiring shuttle bus services will be subject to the change control procedure. Four shuttle buses will be provided: two buses at Plymouth Child Support Agency Centre (CSAC), one bus at Quarry House in Leeds and one bus in Hull.
- 3.7.2 The Contractor will ensure that timetables, pick up and drop off points will be agreed with local business units and will be made available to users via notice boards as agreed locally, and via the Authority's intranet. The Contractor will adhere to the timetable even when not transporting users except for reasons of delays outside the Contractor's control.
- 3.7.3 Any request by the Authority to alter the timetable or route to suit the business needs or particular workloads will be considered by the Contractor and may be subject to the Change Control Procedures if appropriate.
- 3.7.4 The Contractor will bring to the attention of users any alterations that are made to the timetable or route in advance of the alteration being made, by displaying notices in the same locations as the timetables.
- 3.7.5 The Contractor will use the most efficient routes between pick up/drop off points.
- 3.7.6 The Contractor will provide the Authority's Representative with a marked up street plan indicating the expected usual route.
- 3.7.7 Alternative routes will be provided by the Contractor to collect and drop off users if usual drop off/collection points are affected.
- 3.7.8 Drivers will hold the relevant licence for business use and carrying personnel.

- 3.7.9 The Contractor will ensure that vehicles will be easily identifiable, destinations clearly marked and vehicles will be safe and roadworthy and will comply with the relevant safety and vehicle legislation.
- 3.7.10 The Contractor will operate a non-smoking policy on any vehicles used in the service.
- 3.7.11 The drivers shall count and record the numbers of users being transported between each location on a form. This information will be passed each day to an OSA on the site being served, who will enter the information to the central statistics database, for reporting to the Authority through the management information system.
- 3.7.12 The process flowchart for the shuttle bus service is shown below:



3.8 Fleet Administration

Management Summary

The requirement for Fleet Management can be considered at two levels.

The first is the routine checks carried out on the vehicles to ensure they are fit to drive. Our model is based on these checks continuing to be carried out on site by the Office Services Agents.

The Office Services Agents will also be responsible for the management of keys for the vehicles and their issue and return when a vehicle is booked.

The second level is the requirement for booking vehicles and for the maintenance of fleet histories.

This requirement will be met by the maintenance of a central database of vehicles which will provide booking information and vehicle history. This database will be accessible by the Office Services Agent, who can both book vehicles on behalf of the Department and update vehicle histories.

Vehicle bookings can also be made by telephone or e-mail directly to our central help desk.

This model provide the following benefits:

- ❑ Local control of vehicles is retained by the Office Services Agent
- ❑ Vehicle bookings can be made more easily by the Department's personnel.
- ❑ Analysis of vehicle usage and maintenance can be easily carried out.
- ❑ There is the opportunity to move under utilised vehicles between sites.

We are also conscious of the Department's move to outsource ownership of the vehicles. We are comfortable that our solution can interface well with the requirements of any leasing company taking ownership of the

vehicles and that the central database can be developed to accommodate any additional requirements they may have.

The detailed method statement for this service is given below.

Introduction

- 3.8.1 We shall provide a fleet administration service to all Authority offices where vehicles are based at cutover.
- 3.8.2 Where vehicles are introduced to the fleet at an office where there had previously been no vehicles based, the service will be provided there at no additional charge, if the messenger service is provided at that office, as specified in appendix A. Where new vehicles are introduced to the fleet at a new office where the messenger service is not provided, then the change control procedure will be invoked.
- 3.8.3 Fleet Administration shall incorporate the following duties which shall be undertaken at the office at which the vehicle is based:
- 3.8.3.1 Management of booking requests and allocation of available vehicles to authorised drivers. Booking requests shall be accepted only from authorised drivers. The Department shall provide a list of authorised drivers which shall be retained at local level.
 - 3.8.3.2 Receipt of requests for vehicle bookings and transferring these requests to the Contractor's Service Centre where they will be recorded on the fleet database.
 - 3.8.3.3 Safe storage and issue of vehicle keys.
 - 3.8.3.4 Weekly recording of vehicle mileages and transfer of information to a central vehicle database.
 - 3.8.3.5 Collation, review and filing of weekly driver reports.
 - 3.8.3.6 Advising nominated Authority personnel of the need for vehicle service or repair in accordance with manufacturer's recommendations.
 - 3.8.3.7 Undertaking a weekly check of vehicles comprising:

- ❑ Visual check of body work and glass for damage.
- ❑ Operation of lights and horn.
- ❑ Visual check of tyres and tread depth.
- ❑ Check engine oil levels.
- ❑ Visual check engine coolant levels.
- ❑ Visual check that any displayed parking permits are valid.

3.8.3.8 Vehicles shall be checked for cleanliness and cleaned as appropriate.

3.8.4 In addition to these site based activities we shall maintain a central database of all vehicles covered by the service. This central database will be used to record vehicle bookings. Information recorded shall include:

- ❑ Location
- ❑ Registration number
- ❑ Make and model
- ❑ Mileage
- ❑ MoT test dates
- ❑ Dates and mileage of service
- ❑ Any defects identified by the Office Services Agent
- ❑ Road Fund Licence dates (where appropriate)
- ❑ Authorised drivers
- ❑ Booking history for each vehicle
- ❑ Mileage history

This central database shall be retained and managed at our Service Centre but may be accessed by the Office Services Agent (OSA) via DOI terminals.

3.8.5 The management information system shall be used to produce a weekly report of vehicles requiring service, test or RFL renewal. This information shall be passed to the site based OSA who shall advise the relevant member of Authority staff.

- 3.8.6 Where any additional vehicles are introduced the OSA shall act as the point of contact for the Department. Any new vehicles shall be added to the booking diary and the central database.
- 3.8.7 Where any defects are identified with the vehicle during routine weekly checks, these will be referred to the appointed Fleet Management Company and the vehicle will be removed from use. The central database will be used to record details of any defects identified and that the vehicle is not available for use.
- 3.8.8 Paper records relating to service history etc. will be retained at the site where the vehicle is based unless requested by the Fleet Management Company.

Vehicle Bookings

- 3.8.9 Vehicle bookings may be made by any authorised member of the Authority staff either through the site based OSA or by telephone. Telephone contact numbers for vehicle bookings will be published on the Office Support Services page of the Authority's intranet.
- 3.8.10 Where no vehicle is available to meet the booking request then the requestor will be advised. The Contractor will not be responsible for sourcing vehicles when a suitable vehicle is not available from the Authority's Fleet.
- 3.8.11 Where vehicles are booked, the OSA will ensure that the requestor is provided with the keys at the agreed time and advised of the location of the vehicle and the anticipated return date and time.
- 3.8.12 Should any special instructions relate to the vehicle, these will be imparted to the driver at the time of handing over the keys.

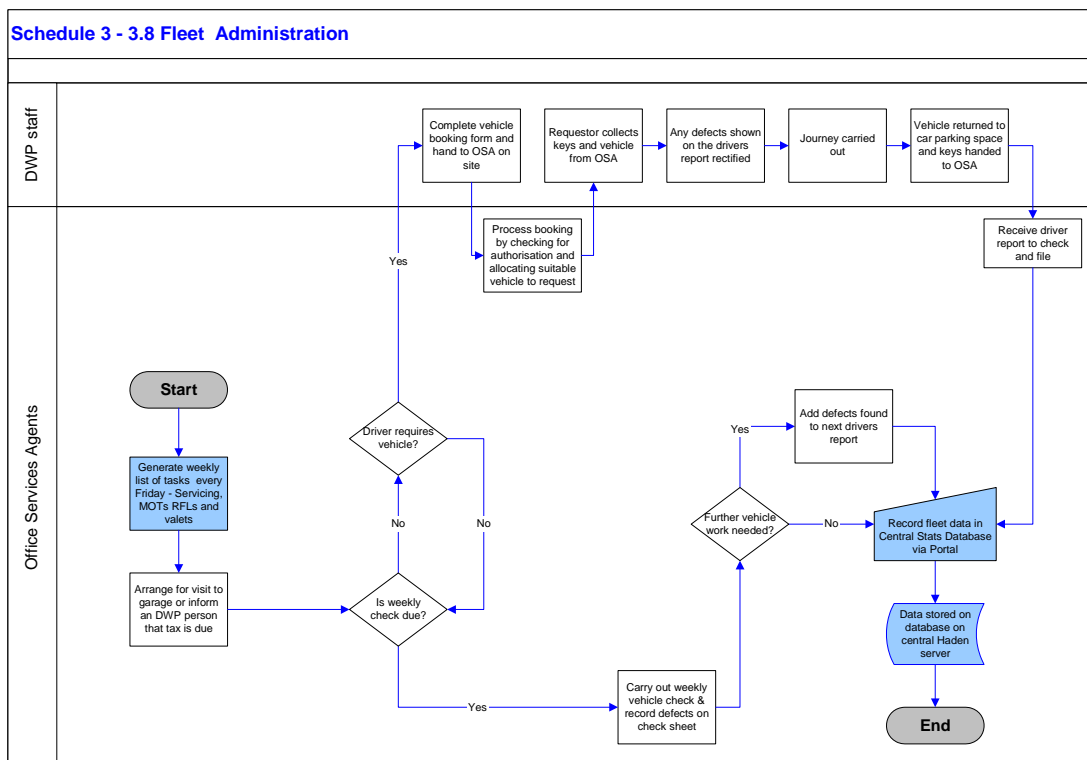
Special Requests

- 3.8.13 Any special requests for installation of additional equipment will be referred to the Fleet Management Company prior to initiation.

3.8.14 Where any such requests are received, they will be referred to the Service Centre where Authority approved suppliers will be contacted and the work arranged.

3.8.15 Where service, repair, testing or installation work is required, the Contractor will contact the relevant authority for agreement to the work before instigating the work.

3.8.16 The process flow diagram for the fleet management service is shown below.



3.9 Valuable Handling

Management Summary

Valuables handling is currently, and will continue to be, a core part of the mail handling service.

Our business model is build around valuables being processed at the point at which the mail is opened.

As at present, we have based our solution on the principle that valuables will be recorded, batched and forwarded to the Department. The exception to this is where scanning is introduced.

Where scanning of incoming mail is part of the requirement, valuables will be recorded and scanned and any documents which are to be returned to the originator will be retained for a specified period of time, at the scanning site, and then sent back to the originator.

In all cases, whether scanned or not, the valuables will be recorded on an electronic valuables recording database. The same database will be used regardless of whether the mail is opened by Haden, Royal Mail or Xerox. The information will be collated by Haden at our Service Centre and then forwarded, as a consolidated file, to the Department.

This offers the advantage of a central tracking system for valuables, less data input by Department Personnel, and a single cohesive system across the entire estate.

The detailed method statement for this service is given below.

Introduction

- 3.9.1 The Contractor will implement a single national secure valuables handling procedure that provides assurance that valuable items received by the Contractor and their Sub Contractors, are receipted, and the appropriate information is recorded in a consistent and auditable manner before being handed back to the Authority business area.
- 3.9.2 The valuables handling database will be operated and managed in accordance with the requirements of Schedule 17 – Security, Audit and Business Continuity.

Process

- 3.9.3 All items of external mail received by
- The Contractor at Durham House,
 - Royal Mail at the Mail Opening Units (MOUs),
 - Xerox at Beacon Road or Mitcheldean,
- will be opened in a secure area and the sortation operation will be recorded on CCTV for added security. If any envelope is found to contain any of the valuables items listed below in 0, then the items and any accompanying paper work will be immediately placed in a transparent pouch and sealed. The pouch will be placed in a designated valuables tray until required for processing by a member of the dedicated valuables team. These items will not be date stamped, or otherwise marked in any way with the exception of cheques which will be crossed.
- 3.9.4 The tray will be emptied periodically by the valuables team, who will be responsible for recording the particulars of the valuables as detailed in 3.9.7, preparing all monetary remittances for banking in accordance with section 3.10 and forwarding other valuables on to Authority for processing in accordance with local arrangements.
- 3.9.5 The database will record four distinct categories of valuables:

- ❑ **Remittances**, which include:
 - Girocheques
 - Local payments
 - Coupons and gift vouchers
 - Travel tickets and warrants
 - Loose National Insurance stamps
 - Benefit order books
 - Savings and postage stamps
 - Other items of direct monetary value
 - Cash

- ❑ **Items valued by a customer**, which include:
 - Birth, Marriage, Death certificates
 - Passports
 - Bank/building society books
 - Post Office card account (POCA) cards
 - Premium Bonds
 - Share certificates
 - Gender Recognition Certificates
 - Immigration papers/forms

- ❑ **Non-monetary valuables**, which include:
 - Tenders
 - Company/Business Accounts
 - Legal documents (wills, deeds, trust deeds, adoption papers, divorce papers)

- ❑ **Returned instruments of payment**

3.9.6 Specific details of all valuables received will be recorded locally in the electronic database.

3.9.7 The following details will be recorded in the database for all **Remittance and Returned Instrument of Payment (IoP)**:

- ☐ Date received
- ☐ Date of recording
- ☐ Type of remittance
- ☐ Account to be debited (and customer's name if different)
- ☐ Amount
- ☐ Serial number or other unique alpha/numeric identifier of girocheque; cheque; postal orders; travel tickets; travel warrants and benefit order books
- ☐ Sort code
- ☐ Client number (National Insurance number)
- ☐ The customer's address and/or RFA (Request for Assessment) Number will be recorded on the back of all cheques received.

Where the payee requests a receipt to be issued, this will be clearly noted on the valuables recording system.

Whether an item was bankable or not is to be clearly noted on the valuables recording system. Definition of and actions to be taken with bankable or un-bankable items are dealt with in section 3.10 Banking.

A hard copy of the valuables print, till roll if appropriate and Giro Credit Voucher will be forwarded to the appropriate Authority office with all correspondence associated with the bankable items.

3.9.8 The following details will be recorded in the database for all **items valued by a customer**:

- ☐ Date received
- ☐ Date of recording
- ☐ Type of valuable
- ☐ Customer name (on any attached covering letter)
- ☐ Name on valuable items if different

- ❑ Serial number or any other alpha/numeric identifier of Premium Bonds
- ❑ Serial numbers or any other alpha/numeric identifier on share certificates
- ❑ Bank Account/Building Society Account details
- ❑ Name of Bank/Building Society
- ❑ Account serial number
- ❑ Any other alpha/numeric identifier
- ❑ Name of Bank/Building Society
- ❑ Serial/reference numbers on Birth, marriage and Death Certificates

A hard copy of the valuables print will be forwarded to the appropriate Authority office with the above items and all correspondence associated with the above items.

The items will require authenticating and validating by the Authority before the Authority return the items back to the customer.

3.9.9 The following details will be recorded in the database for all **items of Non-monetary value**:

- ❑ Date received
- ❑ Date of recording
- ❑ Type of valuable
- ❑ Date handed to the Authority
- ❑ Name of individual item(s) handed to

A hard copy of the valuables print will be forwarded to the appropriate Authority office with all correspondence associated with the above items.

3.9.10 Each Royal Mail MOU will have access to the server holding the Royal Mail valuables recording database, which will be updated in real time by the valuables clerk/s with a report printed off to accompany the valuables for each Authority location.

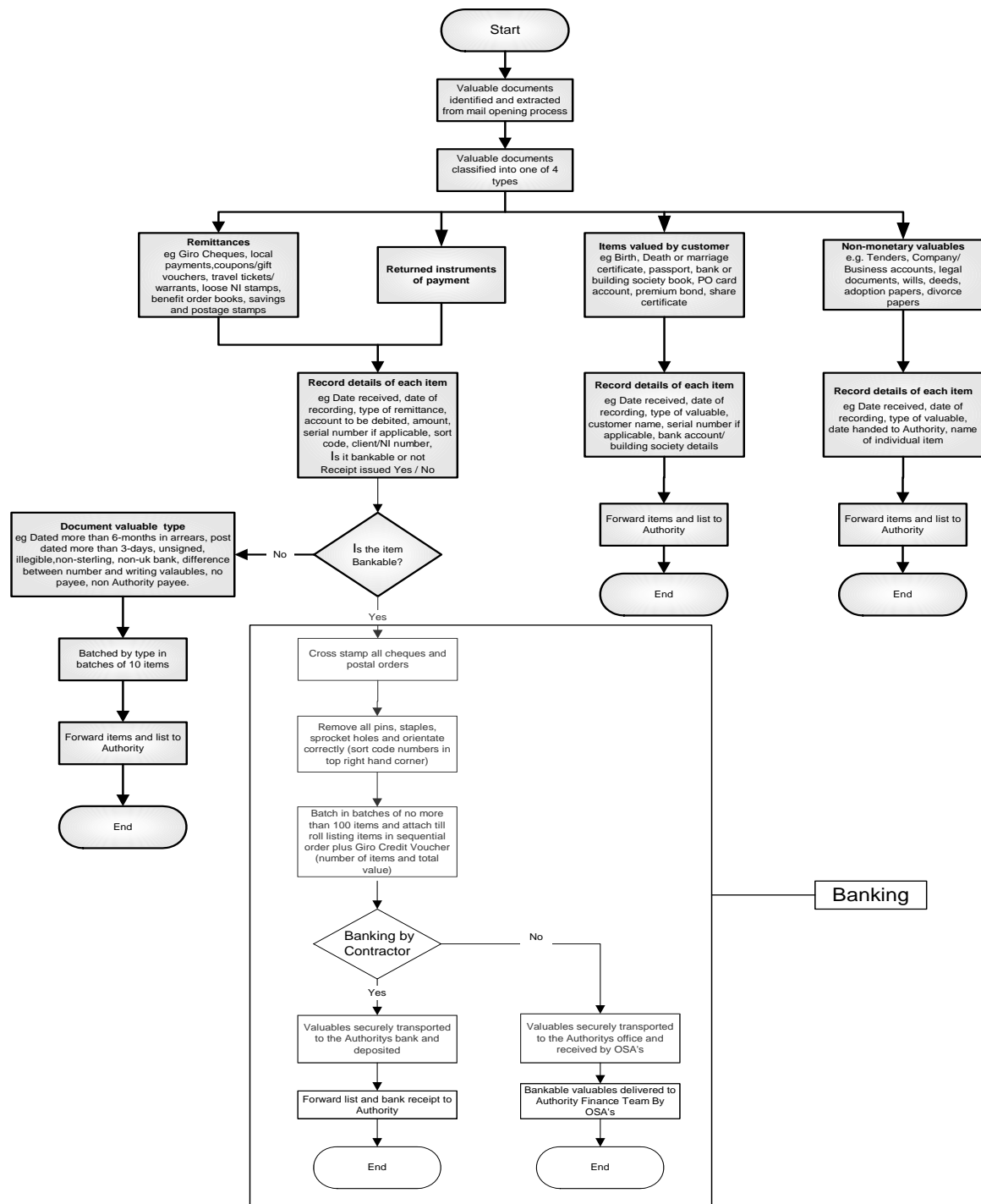
- 3.9.11 When the valuables recording process is complete nationally, the recorded information will be forwarded by Royal Mail electronically to the Contractor's Business Assurance team.
- 3.9.12 The output will be in the form of an industry standard data output format and based on CSV files (Comma Separated Values) which will be easily imported in to the Contractors central database.
- 3.9.13 Valuables received at Mitcheldean and Beacon Road by the scanning Sub Contractor, Xerox, will be recorded directly in to an electronic based recording system. This system will be capable of providing individual valuables reports to accompany valuables for each office, as well as a single daily output which will be sent electronically to the Contractor at a predefined time each day.
- 3.9.14 The output will be in the form of an industry standard data output format which is based on CSV files (Comma Separated Values) which is easily imported to any industry standard database system.
- 3.9.15 The Contractor will provide the appropriate secure network links into the Sub Contractors systems to allow distribution of the data
- 3.9.16 Valuables received by the Contractor at Durham House and via internal courier at any of the Authority's offices will be recorded on the Contractor's database via an Intranet data entry page.
- 3.9.17 The Contractor's Business Assurance team will integrate electronically the information received from the MOUs and CSA post opening locations, with information received from Mitcheldean, Beacon Road, Durham House and Authority's offices before forwarding to the Authority.
- 3.9.18 The Contractor will ensure that the valuables record is forwarded to Authority on the day of receipt.
- 3.9.19 If an item of mail is received which indicates that a valuable item, such as cash, an order book or a girocheque was attached or enclosed and this is not the case, the Contractor will immediately upon completion of the post opening process bring this to the attention of the appropriate business manager. The Contractor

shall cooperate fully with any investigation of the incident by the Authority.

3.9.20 The Authority will notify the Contractor of any instance when a valuable item is alleged to have been sent or delivered to the Authority that cannot be traced, to allow the Contractor to carry out an investigation.

3.9.21 A flow chart of the valuables handling process is shown in Fig 1 below.

Fig 1 - Valuables Handling



3.10 Banking

Management Summary

Banking is mainly carried out by DWP personnel at present. Exceptions to this are that the Royal Mail does the banking for the Child Support Agency, and the incumbent contractor banks some receipts for Debt Management.

Our model is based on a continuation of the current arrangements.

For Debt Management, our scanning subcontractor, Xerox, will receive and scan mail at its Mitcheldean centre. Any payments received here will be recorded and taken directly to the Department's bank.

For the Child Support Agency, Royal Mail will continue to open the mail and to process and bank any payments received.

For the other operations, any payments received will be recorded and entered into the central valuables recording database, and the payments will be passed to the finance department of the appropriate site.

Where scanning of incoming mail is introduced, as in the case of the Disability and Carers Service, we will take responsibility for the recording and banking of any payments received. This will specifically relate to the operations at Beacon Road, Fylde where our DCS scanning operation will be based.

The detailed method statement for this service is given below.

Introduction

- 3.10.1 Receipt of monies by Authority agencies is crucial to the business and the Contractor acknowledges that speed is essential in the banking and onward transmission of all valuable items.
- 3.10.2 All items of value, capable of being paid into Authority's bank received with post for CSA offices, Debt Management and other Authority businesses whose post requires scanning, will be paid in to the bank on the day of receipt, as soon as practical following the end of the post opening operation.
- 3.10.3 All valuables contained in incoming post opened by the Contractor or its Sub Contractors (Royal Mail and Xerox), will be processed and recorded by the dedicated valuables team in accordance with the procedures outlined in section 3.9.
- 3.10.4 The teams will be responsible for recording the required details of valuables on an electronic database and securely bagging bankable valuable items ready for:
- Transporting to the Authority's bank by Royal Mail special delivery or other form of secure transport in the case of valuables received in post for CSA offices, Debt Management offices or other Authority businesses whose post requires scanning.
 - Forwarding all other bankable valuables in secure pouches with sorted post, to Authority offices for processing by Authority finance teams.
- 3.10.5 Other types of valuable items will be recorded and bagged by Authority business unit so that receipts and hardcopy print outs can be forwarded to the appropriate finance department

Process

- 3.10.6 Remittances will fall into two basic categories i.e. those that are bankable and those that are not. This section and figure 1 below, details the procedure to be adopted for both categories.

Bankable Items

- 3.10.7 All cheques and postal orders will be legibly crossed by the valuables team with an appropriate crossing stamp, which will be provided by the Authority's bank. The crossing will not intrude into the clear band at the foot of the cheque/postal order, nor obscure the amount expressed in figures.
- 3.10.8 The valuables team will remove all pins, staples and sprocket holes before presenting cheques/postal orders. All remittances will be in the correct orientation (all sort code numbers at the top right hand corner) and in the same order as listed on the accompanying till roll.
- 3.10.9 The valuables team will batch bankable items in batches of no more than 100 items and each batch will be accompanied by a till roll listing the items in sequential order and a Giro credit voucher detailing the number of items and total value.
- 3.10.10 The valuables team at CSA and scanning locations will present all bankable items to the Authority's bank in bags, provided by Authority's bank. The Contractor will securely transport bankable items to the Authority's bank (either the local branch or their processing centre) using Royal Mail Special delivery service.
- 3.10.11 Bankable items received for locations other than CSA or scanning locations will forward bankable items to the Authority in secure pouches for banking by the Authorities finance teams.
- 3.10.12 The valuables team will ensure that all bankable items and the associated paper work are placed in the Authority's bank's bags in the following order, all secured by rubber band:

- Giro Credit Voucher

- ❑ Till Roll - CSA
- ❑ Cheques/cheque payment/postal orders

3.10.13 The valuables team will obtain a receipt for all bankable items banked at the Authority's bank, which will be returned to the Authority's finance teams and receipts for cheques to the Authority's Compensation Recovery Unit (CRU).

❑ **Un-bankable Items**

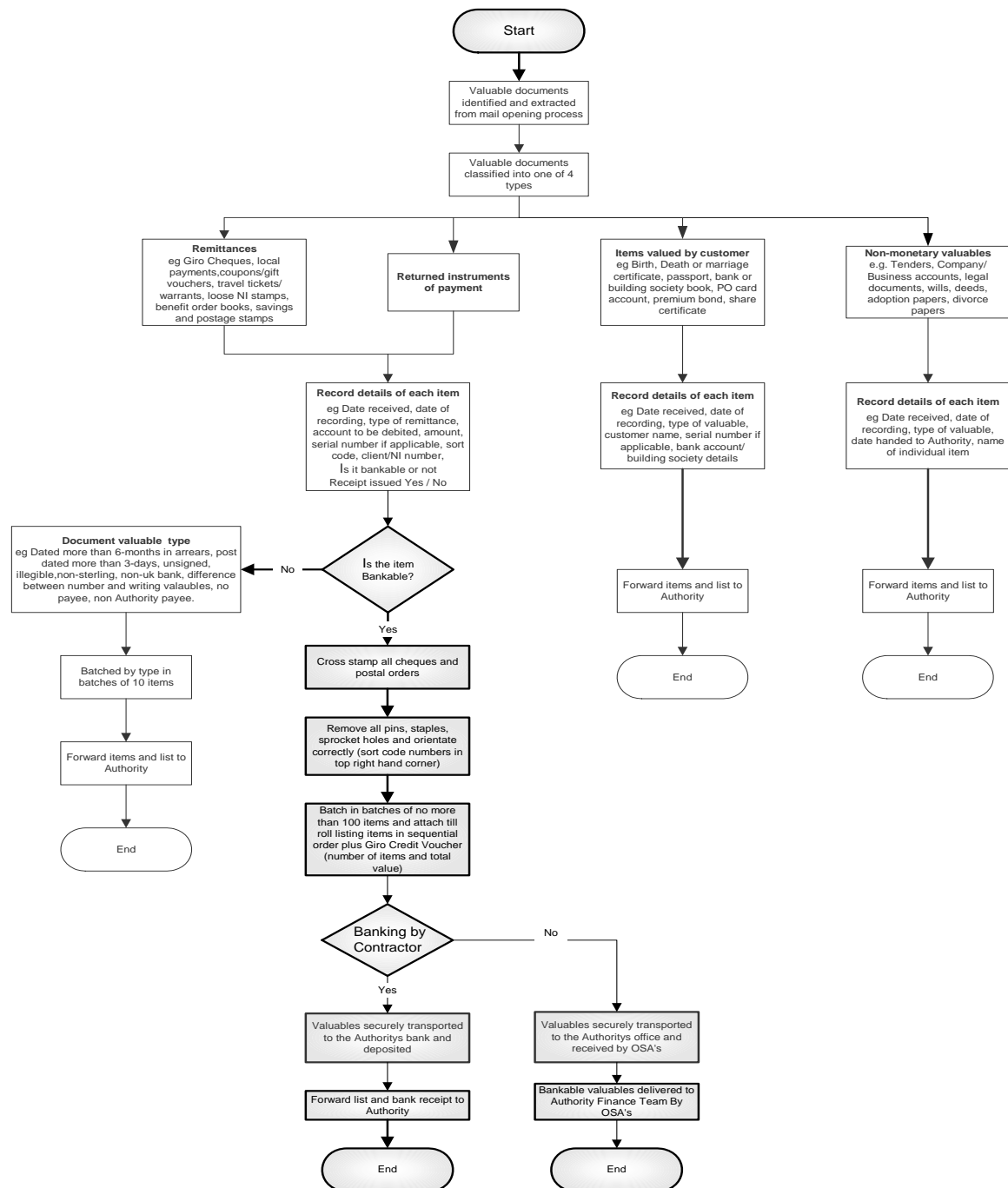
3.10.14 These are items of value in respect of the Authority's customers that would otherwise have been bankable but for the fact that they fall into the following categories:

- ❑ Cheques, which are:
 - Dated more than six months in arrears.
 - Post dated more than three days.
 - Un-signed.
 - Illegible.
 - Drawn in a currency other than Sterling.
 - Drawn on a bank outside the United Kingdom.
 - Different in the amounts quoted in words and figures.
 - Made out to a payee other than the Authority or any of its constituent parts.
 - Cheques without a payee.

3.10.15 A separate valuables print will be produced in respect of un-bankable items, which details all the items by type in batches of 10.

3.10.16 The Contractor or its Sub Contractors will pass all un-bankable items and the associated valuables print to the appropriate local Business Manager at the same time as local valuables are delivered for onward transmission via the Authority's courier.

Fig 1 - Banking



3.11 System Integration

Purpose

The system integration role is a collaborative one, rather than a service provision which is completely under the control of the Office Services Contractor. For this reason, a contractual “method statement” is not provided for system integration. Rather this document gives an outline of Haden’s approach to the service.

The purpose of this document is to provide a high-level view of the approach Haden Building Management Limited proposes to deliver a Scanning Service capability to the Authority. This is intended for a non-technical audience. Greater detail and more technical information are provided in the document “Scanning Service – High Level Technical Architecture Design.”

What is a systems Integrator?

In order to provide an end-to-end solution for the scanning service, a number of software, hardware and network components will have to be linked. The systems Integrator’s responsibility is to ensure that all the components fit together to provide a complete solution to the authorities requirements, and that this solution can be operated and supported successfully over its lifetime.

This involves the following tasks and responsibilities:

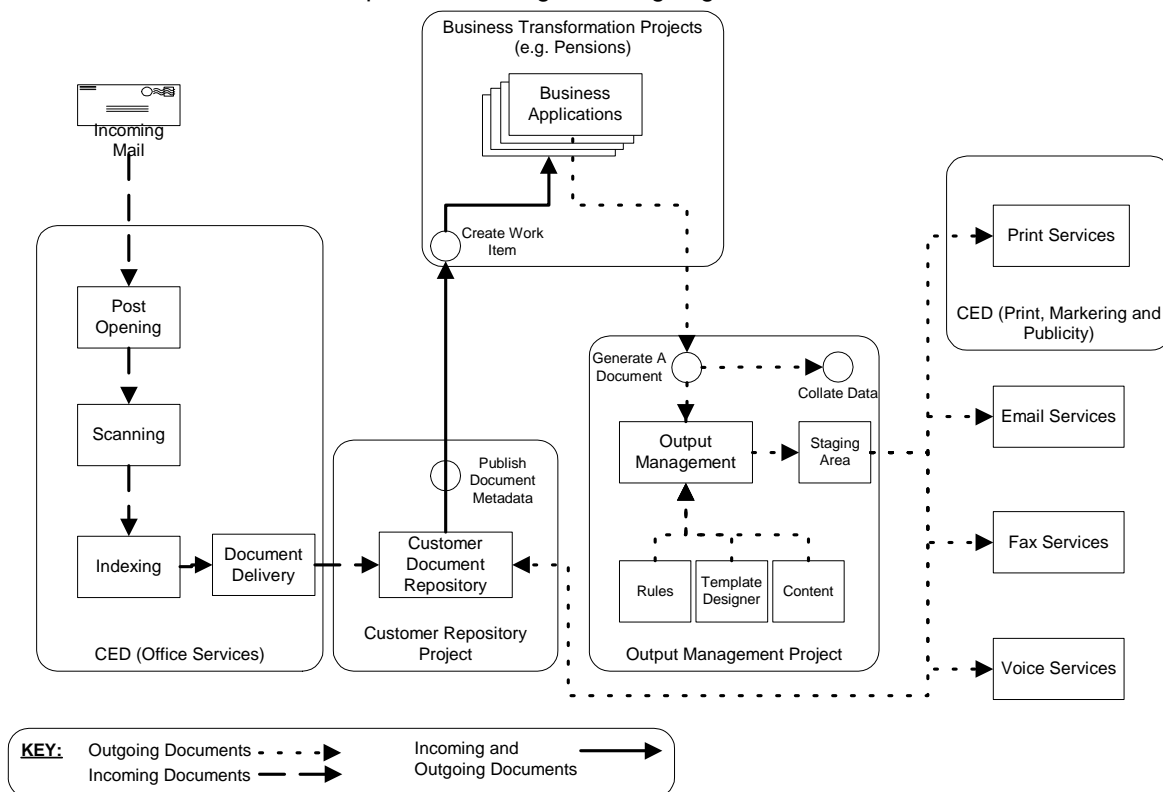
- ❑ Overall responsibility for the complete design of the end-to-end solution, ensuring that it meets the requirements and budgetary constraints of the commercial contract
- ❑ Ensuring that each component supplier delivers on time, and to specification
- ❑ Managing the end-to-end testing of the overall solution
- ❑ Managing the delivery of the end-to-end solution into live operation
- ❑ Working with the Solution Operator(s) by managing the component suppliers to ensure that the solution has the necessary Operational Service Management processes in place

Inevitably, these tasks and responsibilities involve a large measure of risk, and very often the best way to summarise the role of Systems Integrator is that of “Managing Risk”

Scope

The following diagram provides a conceptual view of the Authority's end to end architecture for the Document Management Lifecycle:

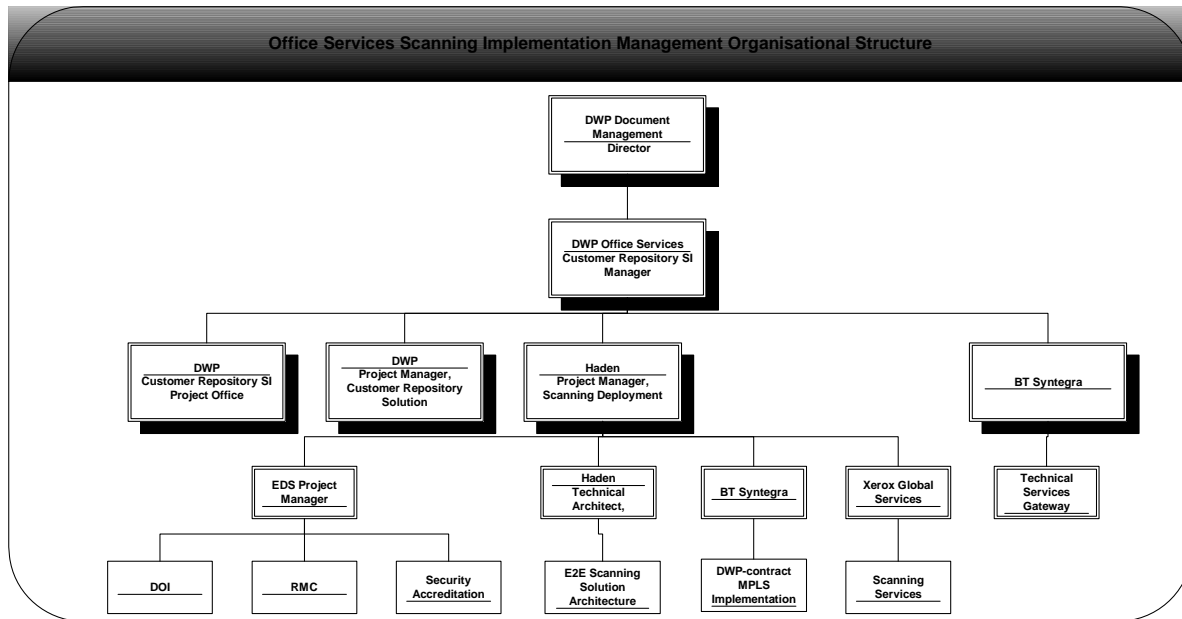
Overview of Proposed Incoming and Outgoing Document Processes



This document outlines the approach to deliver the components in the left-most rectangle on the schematic, titled CED (Office Services), which are Post Opening, Scanning, Indexing and Document Delivery and working with other vendors to design and implement the interface to the Customer Repository project:

People

Haden will provide a Project Manager who will liaise with DWP & other Program and Project Managers, and manage Haden sub-contractors. The following chart suggests how this will operate in terms of organisation, responsibilities and accountabilities:



Haden will have the responsibility for the production and management of an implementation plan for the Scanning Service Solution Operational Platform. This will feed into an overarching E2E Implementation Plan.

Haden will have responsibility for:

- ❑ Establishing a release plan for the Solution Operational Platform
- ❑ Providing an agreed, impact-assessed, implementation plan for any Implementation, Rollout or Backout of the Service
- ❑ Upon approval implement, rollout or withdraw the Service in accordance with the implementation plan

Processes

Haden BML proposes the following approach:

Strategic Approach

We appreciate that, in providing a full scanning service to the authority, one of the key success criteria will be end-user satisfaction.

The service will be judged as part of the end-to-end solution to deliver functionality to the end-user, rather than in isolation.

The end to end solution will consist of three core sections as outlined in schedule 2 part B, section 1 will include the scanning and indexing services which Haden Building Management Ltd will provide only, section 2 will include the provision of the document repository and associated applications development work linking all sections of the solution including links into the workflow systems and section 3 will include a Systems Integration (single prime contractor) managing all three sections to provide the full end to end solution.

Consequently, it is vital that we work in partnership with suppliers of other components of the end-to-end solution (particularly the provision of the Customer Repository) and with DWP as a “virtual single team” to implement a solution which delivers DWP’s business objectives. For example, end-user requirements for document metadata for indexing will have a significant effect on the scanning operation.

With the above in mind, we will be proactive in working with other vendors involved in the end-to-end solution to:

- ❑ Determine and validate requirements
- ❑ Agree the solution design and the “contracts of behavior” between components of the solution
- ❑ Agree quality standards and acceptance criteria
- ❑ Provide full disclosure of project plans (schedules, quality plans, test plans etc.), progress reports and test reports regarding the components to be delivered by Haden Building Management Ltd.
- ❑ Agree technical risk mitigation strategies
- ❑ Work in partnership with other vendors to agree end-to-end test strategies, and be proactive in supporting those tests and in issue/problem resolution

- Assess the impact of change during the lifetime of the implementation project and modify plans accordingly

To assure the above, we strongly recommend that a governance structure should be put in place for the end-to-end solution implementation. This governance structure will be led by a Steering Group, sponsored and chaired by DWP involving empowered representatives from all parties involved in delivery. This Steering Group will determine its meeting schedule, agenda, and the subordinate groups and reports that it will require to steer the project successfully. The Steering Group will be responsible for the implementation of this governance structure, as part of its overall responsibility for the success of the end-to-end solution implementation.

We are confident that we can successfully play our part in this “virtual single team” on the basis that Haden’s culture is highly-collaborative, flexible and responsive. This has been amply demonstrated to the department and has been the subject of much discussion with the Department’s IT team and the Business Units concerned.

Multi-Supplier Model (MSM) Approach

Haden BML brings together a best of breed approach to satisfying the requirements of Office Services Scanning requirements. This approach extends to the IT support for the Business Solution and the MSM offers its own challenges in how multiple IS/IT Suppliers deliver end-to-end IT services.

Within the MSM, there are a number of generic roles, which are pertinent to the allocation of responsibilities within the overall testing process:

- Responsibility for detailed design and provision of a Component lies with the Component Provider. There will be multiple Component Providers. Within the Office Services Scanning solution architecture, the following components and their sub-components are key:
 - Kofax Scanning
 - Filenet DM
 - BT IPClear MPLS
 - BT DWP Technical Services Gateway

- ❑ The responsibility for designing the overall IT Solution and ensuring delivery belongs to the Solution Provider. There will be only one Solution Provider. Haden BML is the solution provider for this proposed solution

Success in this endeavour relies on a strong ethos of inter-working and a commitment to focus not only on individual responsibilities and obligations, but to also respond to the wider objective of successful delivery of IT solutions to the DWP business areas. The intent is to ensure that:

- ❑ There is a common and consistent approach to Solution assurance
- ❑ End-users are satisfied that a Solution meets the business requirement and integrates with business processes
- ❑ A Solution integrates into the wider IT Estate
- ❑ A Solution integrates into the Service Management regime
- ❑ A Solution is supportable and operable
- ❑ The Department is satisfied that a Solution meets wider requirements, e.g. is within the scope and boundary of the Enterprise IT Architecture

Underpinning this, Haden employs:

- ❑ A Risk Management methodology to ensure that the extent of testing and the resources deployed for each phase is commensurate to the business risk, based on the level of change proposed, and the risk to the business operations
- ❑ Engineering disciplines to enforce rigour and quality in the design, build and implementation cycle. This derives directly from Component-Based Development (CBD) methodology, whereby
 - ❑ The solution process flow is modeled during the design phase.
 - ❑ The individual components of the solution and the functionality associated with each component are identified and the contracts of behaviour (input and output interfaces) between components are identified
 - ❑ Known performance standards are assigned to hardware and software components of the solution
 - ❑ The technical process is simulated to meet the specified performance requirements of the overall solution, thereby

identifying the performance characteristics for each component.

All the above will be documented in a Test Strategy, which sets the tenor for the approach, and identifies the performance and contracted behaviour characteristics for component and integration between components.. Haden will work with DWP and service providers such as BT and EDS, to agree and document this Test Strategy.

Quality Management & Acceptance

Acceptance of the solution is critical to all parties concerned. The successful attainment of acceptance is directly proportional to the Quality that is factored into the Change Lifecycle. Haden will take the following steps to ensure Quality

Clear responsibilities and accountabilities

We will work with the all stakeholders from the moment of award of contract to identify the responsibilities of all parties in the delivery of this business change. As an indication of our approach:

- ❑ The agreed responsibility for the production and maintenance of the schedule, adherence to the schedule, fit and quality will remain fully with the Haden as Solution Provider.
- ❑ The emphasis on the testing stages in the Acceptance Testing Phase is that the Department and future Component Operators of the IT Solution will evaluate the solution and decide whether or not the solution is fit for purpose and can be introduced as an operational IT service.
- ❑ Haden, as Solution Provider will be required to assure that product delivered by the Component Provider is fit for purpose against the original specification. This does not mean that we have to physically test the component but that we will review the test outputs, sample the quality documentation or act in the role of a test witness etc.
- ❑ There are two discrete elements of testing within the Solution Integration Phase, for which Haden will have responsibility, these relate to Build & Commissioning of a solution followed by the Integration test of the built Solution. The emphasis on the testing stages in this phase is that Haden will test and assure that the overall IT solution fully meets the business

requirement in functional terms and conforms to all Department policies and standards.

- ❑ We will also be responsible for Performance Testing, within the Acceptance Testing Stage i.e. to ensure, in a “live-like” environment that the solution performs as required by the non-functional specification. This includes testing response times, expected volumes and stress testing. Haden will be responsible for the actual testing and demonstrating to the Department and the future Operator that the IT Solution meets the requirements and agreed performance characteristics.
- ❑ The group responsible for each test stage (e.g. Haden for Integration and System Testing) will be responsible for producing a Test Plan for that stage.
- ❑ The receiving participant e.g. the Solution Provider from the Component Provider, will be responsible for ensuring that the product, component or solution has satisfied the necessary exit criteria from the previous testing stage. The testing agent is responsible for provision of the necessary evidence, ensuring that the necessary documentation accurately reflects the position and that the specific component, product or solution can progress to the next testing phase or stage.

Fault Classification

Where the Test Report identifies test conditions that failed, these will be defined and recorded as Fault Reports. These will be classified using the following criteria:

- ❑ Severity 1: prevents a business critical element of the Services and/or the System from functioning or being performed
- ❑ Severity 2: all business critical elements of the Services and/or the System can still function with a workaround, however functionality or performance is severely impacted
- ❑ Severity 3: all elements of the Services and/or the System can still function with a workaround, however required functionality or performance is materially impacted
- ❑ Severity 4: all elements of Services and/or the System can still function, however there is minor functionality/performance impact
- ❑ Severity 5: all elements of Services and/or the System can still function, however there are minor cosmetic defects with no functional impact

Associated with the identified SIRs will be a rectification plan and timetable, which will detail any proposed workarounds and dates for the application of fixes.

Acceptance Criteria

Haden proposes an approach to acceptance criteria which is focused on the ultimate solution objective, which is delivering a business change which adds value to the business operations. As such, an approach which simply counts up the number of faults and establishes a threshold which represents a “go/no-go” breakpoint, is not necessarily helpful. It is more productive and beneficial to all parties if a “go/no-go” decision is made by a consensus from all concerned parties that any faults are sustainable in an operational context, and that the change provides net business value. This approach does not obviate the need to rectify faults – it merely acknowledges the fact that business value can be delivered by solutions which are less than perfect.

To make this approach work, it is imperative that participants to the acceptance are empowered and adopt a pragmatic, business-oriented attitude to the solution delivery.

3.12 Scanning

Management Summary

The requirement for large scale scanning of incoming mail is new to the Department.

At present, scanning in relation to office services is restricted to the Debt Management application. The Department also undertake scanning of documents for archiving within The Pension Service.

As a new requirement, we have carefully considered the specified requirements and future plans of the various business units and have developed a scanning service delivery model which is capable of growing with the Department.

Given the level of technical input required to develop a scanning solution which fully integrates with the Department's core IT systems, we have recognised that specific expertise and experience of large scale scanning operations is critical if the project is to succeed.

For this reason, we have chosen to enter into a strategic Sub Contract with Xerox Global Services for the delivery of scanned images to the Debt Management and Disability and Carers Service business units.

Xerox have significant experience of scanning incoming mail, with their scanning centre at Mitcheldean, Gloucestershire, currently scanning in excess of 1.2 million pages per week.

Xerox's experience in providing global scanning solutions is unequalled, with the main scanning centre in Arkansas, USA, currently scanning more than 1.4 million pages per day.

Our technical solution for delivering scanned imaged into the Department has been the subject of much discussion with the Department's IT team and the business units concerned. The technical solution is described in detail in the appropriate Technical Documents provided under separate cover.

Our practical solution to providing the scanning service is to operate from two centres.

Xerox's main operation in the UK is based in Gloucestershire. At this site, we will undertake the scanning for Debt Management. This application will

be developed, implemented and tested during the transition phase of this project, and will be available for service from day one of the contract.

The requirement for scanning of Disability and Carers Service mail is due to commence from July 2007. Due to the scale and complexity of this operation, we have taken the decision to locate this into a separate site. This not only provides a clear operational solution to the requirement, but also provides a high degree of resilience and contingency should either one of the scanning locations encounter difficulties.

We have chosen the existing DWP mail opening facility at Beacon Road, Fylde, as the location from which to undertake the DCS scanning work.

Beacon Road is considered a suitable location for the following reasons:

- ❑ The site is currently operated by the Department but has a break point in its lease at 1st April 2007. This enables Haden to take full control of the building shortly after contract cutover.
- ❑ Proximity to the DCS main sites is considered an advantage for effective communications.
- ❑ There is no requirement to transfer mail to a new site.
- ❑ The existing workforce will continue to open mail prior to scanning becoming live and will be retrained to undertake the scanning operations hence retaining employment and the knowledge of the DCS processes.
- ❑ The building has spare space available for the installation of scanning equipment during the transition phase without adverse impact on current operations.
- ❑ As scanning ramps up, there will be an easy and smooth transition from the current mail opening arrangements to document scanning without needing to re-address or re-direct incoming mail.

- Should there be any change to requirements for DCS scanning, or timescales for implementation, these can be accommodated with no detriment to current service delivery.

Haden will undertake a refurbishment of the appropriate parts of the building to ensure suitability for the operation. This will include installation of air conditioning and back up power supplies.

Whilst our financial proposal contains firm arrangements for Debt Management and Disability and Carers Service scanning only, we have also developed our solution for scanning for The Pension Service and, over a period of time, the other business units within the department.

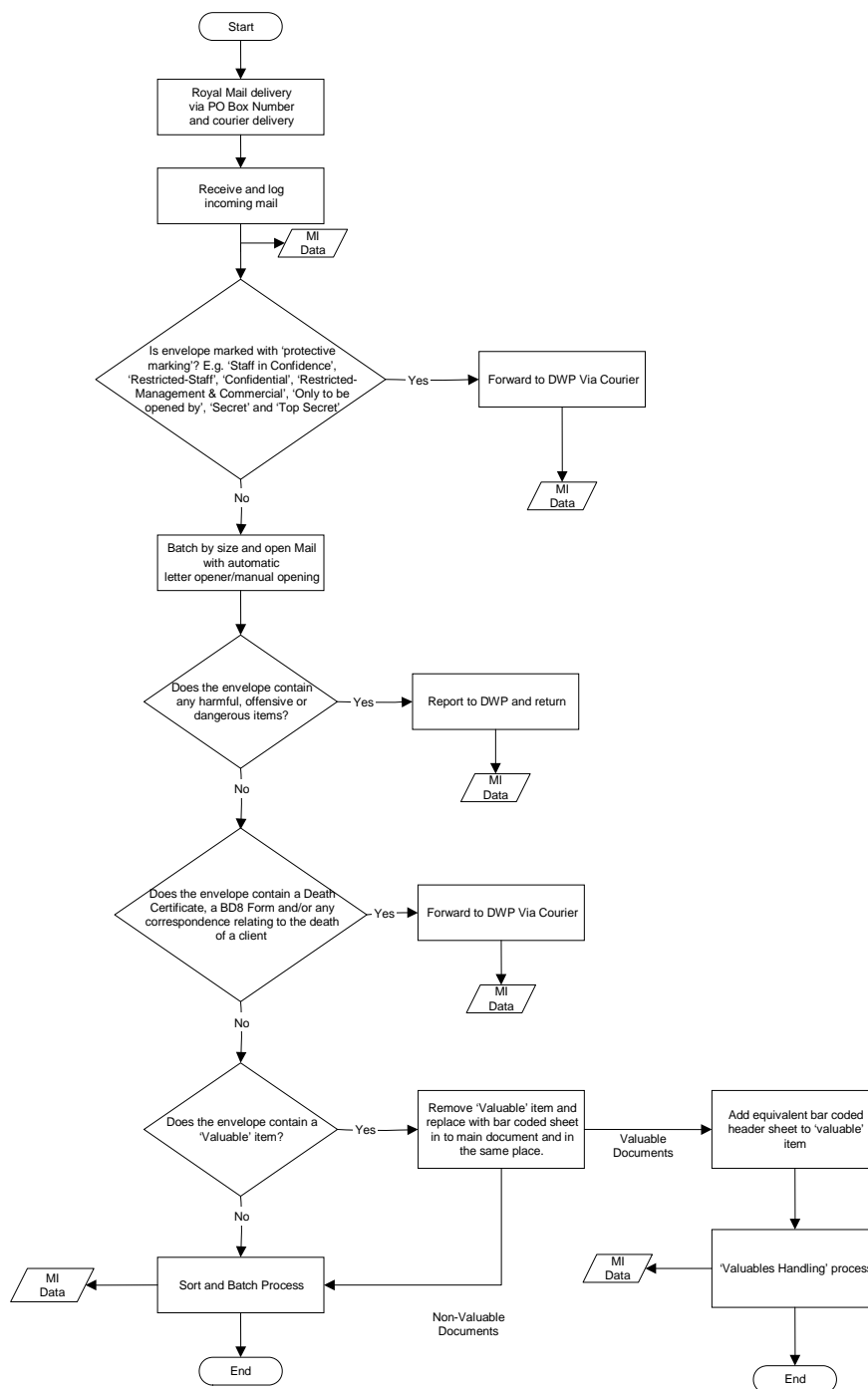
The following method statements and associated technical documentation provide full details of the methods of delivering the scanning services for both business units, plus the planned process for the introduction of scanning for The Pension Service.

3.12.1 Debt Management

Mail Receipt and Handling

- 3.12.1.1 Mail will be received by Xerox Global Services (XGS), via the Royal Mail and by direct courier service, at its production facility at Mitcheldean, Gloucestershire.
- 3.12.1.2 XGS will implement and manage a flexible shift system as required by the receipt and handling process and to meet the required Service Levels for the Authority.
- 3.12.1.3 For each working day, all mail received by 7.30am will be processed and released by 10.00am hours the same day.
- 3.12.1.4 On receipt, XGS will check the envelopes for a protective marking e.g. 'Staff in Confidence', 'Restricted Staff', 'Confidential', 'Restricted Management & Commercial', 'Only to be opened by', 'Secret' and 'Top Secret'. If present, these items will not be opened or digitised but delivered to the addressee via the Authority's courier service. Envelopes will be batched by size and passed through an automatic envelope slitter where applicable. Bulky or unusually sized envelopes will be slit manually. Once opened, the contents of the envelope will be checked for any harmful, offensive or dangerous items. If any such items are found, this will be reported to the Authority and the envelope including its contents returned.
- 3.12.1.5 The envelope will be checked to see if it contains a Death certificate, a BD8 form and/or any correspondence relating to the death of a DWP client. If any such document is present it shall be forwarded the same day via the Authority's courier service to the appropriate Debt Centre. The document will be checked to see if contains a 'valuable item'. If the document contains a 'valuable' document, this will be removed and a bar-coded header sheet, with a unique ID will be put in its place within the document. A similar bar-coded header sheet will be added to the 'valuable item' and this will be processed separately (see Valuables Handling Process in Section 3.9).

- 3.12.1.6 By placing unique bar-coded header sheets to both the valuable document and also in its original position within the main document, this will allow the image files to be combined automatically after separate preparation and scanning processes.
- 3.12.1.7 XGS will ensure that all bankable 'valuable items' and the associated paper work will be placed in the Authority's bank's bags, secured by rubber band and securely transported to the Authority's bank (either the local branch or their processing centre) by 2.00pm on the same working day.
- 3.12.1.8 XGS will obtain a receipt for all bankable items, which will be returned to the Authority's finance teams. Receipts for cheques will be returned to the relevant Authority finance office. This will be achieved by scanning and emailing the receipts to the relevant Authority mail boxes the same working day to be followed up by sending the hard copy documents via recorded delivery.
- 3.12.1.9 For all remaining envelopes, the documents will be removed and forwarded to the 'Sort and Batch' process.
- 3.12.1.10 The used envelope will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.
- 3.12.1.11 The process flow chart for mail receipt and handling is shown below.



Sort and Batch Process

3.12.1.12 XGS will sort all inbound post in to one of eleven batches, according to the Debt Centre it is relevant to. Mail will be sorted into one of three sub-batches as follows:

- ❑ Valuables with correspondence.
- ❑ Correspondence only.
- ❑ Correspondence from the Royal Mail “Dead Letter Office”.

3.12.1.13 XGS will sort the correspondence only batch further, in alphabetical order (assumed by Surname) into the following customer groups:

- ❑ Working age
- ❑ Pensions

3.12.1.14 The Contractor understands that there is a requirement to scan the envelopes from Royal Mail’s “dead letter office”. This requirement is not fully understood, and has not been included on the BAFO price. The Contractor will work with the Authority to fully understand this requirement following contract award, and will use the change control process to include it as part of the service.

3.12.1.15 During the sorting and batching process described above, XGS will check each individual document to make sure it is not damaged and that it will pass through a bulk scanner. If a document is found to be damaged but is repairable, XGS will repair it for scanning. If the document is deemed beyond repair it will be removed, logged and returned to the Authority.

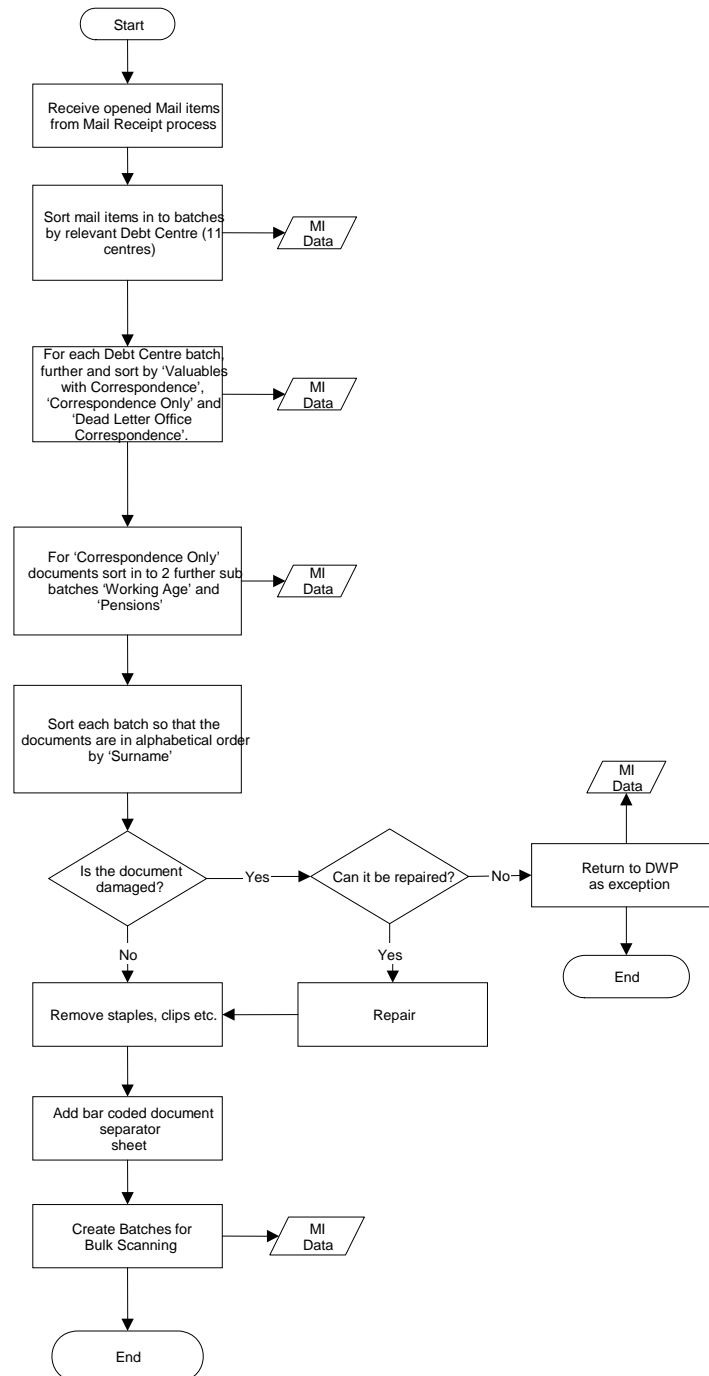
3.12.1.16 During the preparation phase, each document will be checked for a poor quality original. Poor quality originals will be stamped as such.

3.12.1.17 During the preparation phase, each document will be stamped with the receipt date on the first page of the document.

3.12.1.18 All staples, paper clips and any other bindings will be removed and a bar-coded separator sheet added between each document in the batch.

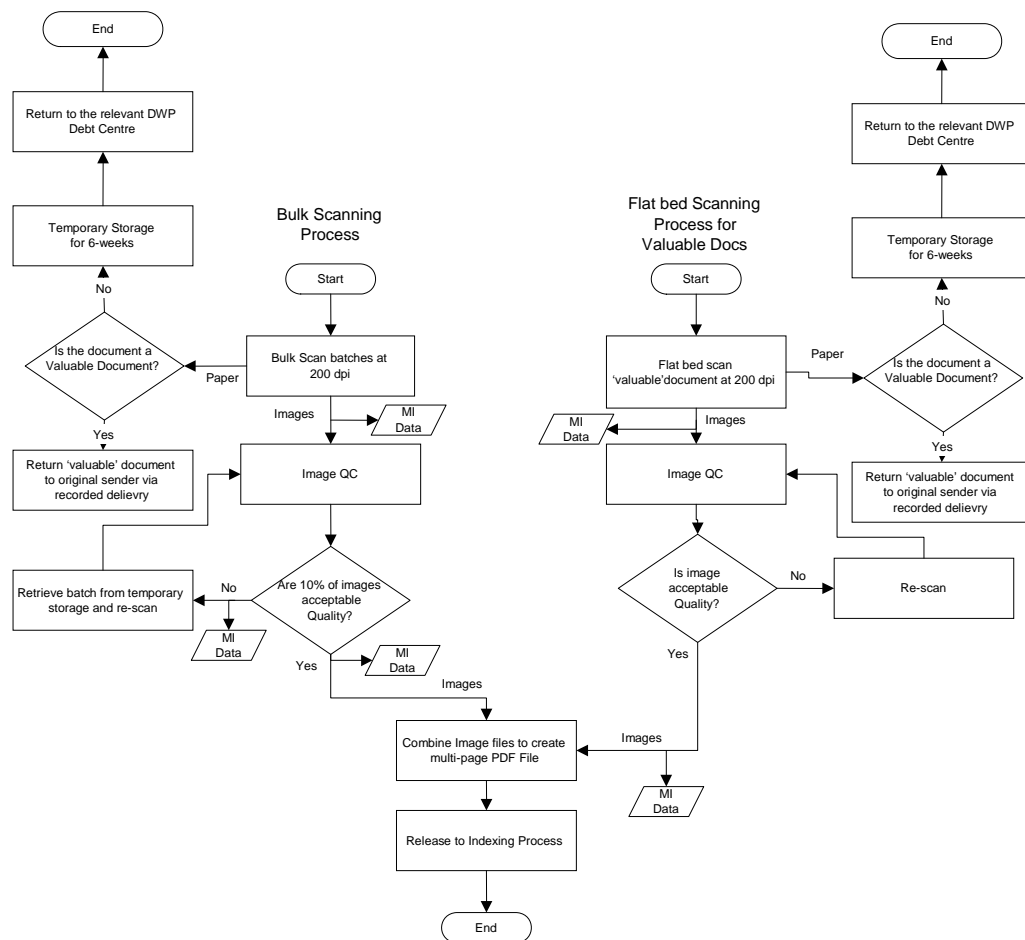
3.12.1.19 The batches will be sent for scanning.

3.12.1.20 The process flow chart for the sort and batch process is shown below.



Scanning and Image Processing

- 3.12.1.21 Batches for both bulk scanning and flatbed scanning will be scanned at a resolution of 200 dpi (dots per inch) and in black and white only.
- 3.12.1.22 XGS will then carry out a standard 10% Quality Control check for each batch scanned. This will be carried out manually, by an experienced scanning operator. If the image quality is deemed to be unacceptable the entire original batch will be retrieved, re-scanned and again checked for quality. If required, XGS will change the settings of the re-scan station to achieve an acceptable quality.
- 3.12.1.23 Following Quality Check acceptance, each batch of images will be rendered to multi page PDF document files and forwarded on to the indexing process.
- 3.12.1.24 The process flow chart for the scanning and image processing stage is shown below.



Indexing and Release

3.12.1.25 XGS recognises the need to be flexible and work with the Authority to define the optimum indexing data for the Authority workflow systems that are to be defined. The XGS solution is currently scoped on the following Indexing.

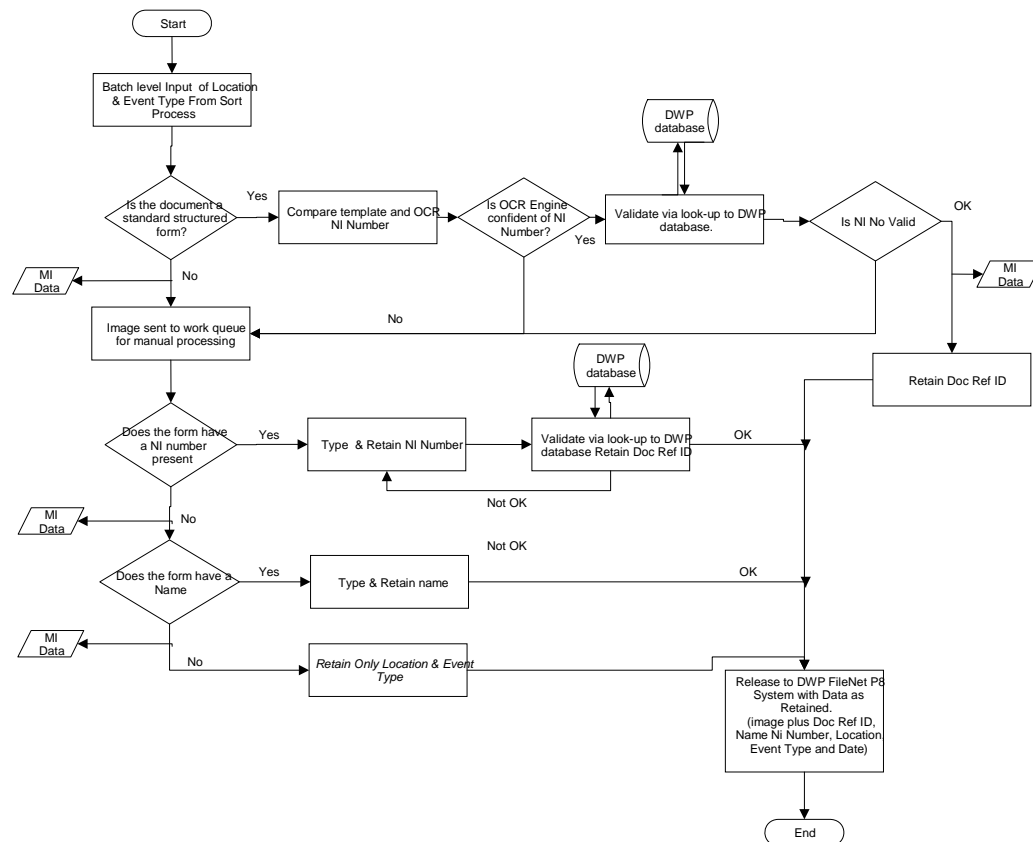
3.12.1.26 XGS will index each document with the following data:

- ❑ Surname (average 12 Characters - as read from the Document Image).
- ❑ National Insurance number (NI number) (if quoted) (nine Numeric characters - as read from the Document Image).
- ❑ Location (two character code - as identified from the incoming PO Box Number within the document sort process).
- ❑ Event Type/Case Type (two character code - as immediately recognisable during the sort process using a set of rules to be established with the DWP).
- ❑ Receipt date (default system generated).

3.12.1.27 All data will be keyed once without a compare key operation i.e. not double keyed. Locations and Event type will be validated against an Authority supplied list. The NI number will be validated as being of the proper format and numeric characters. XGS will work with the Authority, within the change request process, to investigate any possible validation against Authority specific or third party databases to improve data accuracy. Missing NI numbers will be identified as such if required.

3.12.1.28 All image files will be sent through to a release queue for PDF conversion and metadata formatting ready for the FileNet Load. The batch will then be released to the Authority's FileNet system or associated file storage area for onward distribution.

3.12.1.29 The process flow chart for the indexing and release process is shown below.



Return of Hard Copy Documents

3.12.1.30 Following release, sorted batches of documents will be placed in secure courier pouches, labelled “DO NOT OPEN AT POST OPENING, ORIGINALS FOR FILING”. XGS will then return the pouches to the appropriate Debt Centre via the Authority’s courier service.

Re-scan Process

3.12.1.31 It is understood that any Authority user can request a re-scan of a document. From initial receipt and logging at the Contractor’s centralised helpdesk, any request for a re-scan will be directed to a dedicated XGS helpdesk at Mitcheldean. Requests can be made via telephone, fax or email (dedicated helpdesk numbers and email address will be set up).

- 3.12.1.32 If the request for a re-scan is via email or fax, the requestor will complete a Request Form and send it to the helpdesk. If the request is made via telephone, a Request Form will be completed manually by XGS. All requests will be logged.
- 3.12.1.33 Within 24 hours from request, the original document will be retrieved and reprocessed accordingly. The document in question will be Quality Checked prior to being released. Requests will be processed in receipt order, however, it is understood that there may be a list of priority documents where the Authority may require faster turnaround times. Following release, the original requestor will be notified via email that the image has been released to FileNet or associated file storage area and is available for processing.
- 3.12.1.34 Re-scans will be available only for those documents which have not been forwarded to the relevant debt centre.

3.12.2 Disability and Carers Service

Mail Receipt and Handling

- 3.12.2.1 Mail will be received by XGS, via the Royal Mail and by direct Courier service, at the Beacon Road facility in Fylde, Blackpool.
- 3.12.2.2 XGS will implement and manage a flexible shift system as required by the receipt and handling process and to meet the required Service Levels for the Authority.
- 3.12.2.3 For each working day, the first priority batches will be processed and released by 8.30am with 100% of batches being completed and released by 4.00pm the same day.
- 3.12.2.4 On receipt, XGS will check the envelopes for a protective marking e.g. 'Staff in Confidence', 'Restricted Staff', 'Confidential', 'Restricted Management & Commercial', 'Only to be opened by', 'Secret' and 'Top Secret'. If present, these items will not be opened or digitised but delivered to the addressee via the Authority's courier service. Envelopes will be batched by size and passed through an automatic envelope splitter where applicable. Bulky or unusually sized envelopes will be slit manually.
- 3.12.2.5 The Contractor understands that there is a requirement to scan the envelopes from Royal Mail's "dead letter office". This requirement is not fully understood, and has not been included on the BAFO price. The Contractor will work with the Authority to fully understand this requirement following contract award, and will use the change control process to include it as part of the service.
- 3.12.2.6 Once opened, the contents of the envelope will be checked for any harmful, offensive or dangerous items. If any such items are found, this will be reported to the Authority and the envelope, including its contents, returned.
- 3.12.2.7 The document will be checked to see if contains a valuable item. If the document contains a 'valuable' document, this

will be removed and a bar-coded header sheet with a unique ID will be put in its place within the document. A similar bar-coded header sheet will be added to the valuable item, this will then be processed separately (see Valuables Handling Process in 3.9).

3.12.2.8 By placing unique bar-coded header sheets to both the valuable document and also in its original position within the main document, this will allow the image files to be combined automatically after separate preparation and scanning processes.

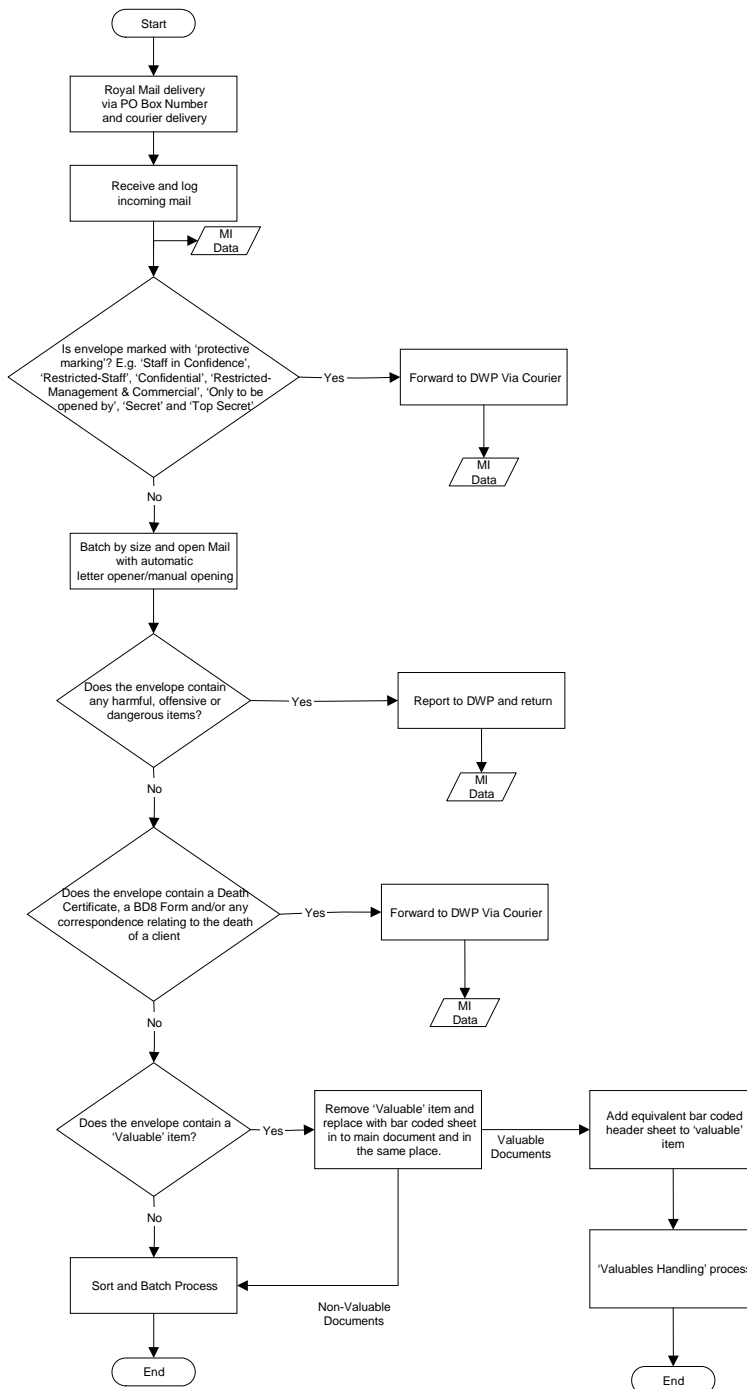
3.12.2.9 XGS will ensure that all bankable 'valuable items' and the associated paper work will be placed in the Authority's bank's bags, secured by rubber band and securely transported to the Authority's bank (either the local branch or their processing centre) by 2.00pm the same working day.

3.12.2.10 XGS will obtain a receipt for all bankable items, which will be returned to Authority's finance teams, and receipts for cheques to the relevant authority finance office the same working day. This will be achieved by scanning and emailing the receipts to the relevant DWP mail boxes and followed up by sending the hard copy documents.

3.12.2.11 For all remaining envelopes, the documents will be removed and forwarded to the 'Sort and Batch' process.

3.12.2.12 The used envelope will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.

3.12.1.13 The process flow chart for the mail receipt and handling process is shown below.



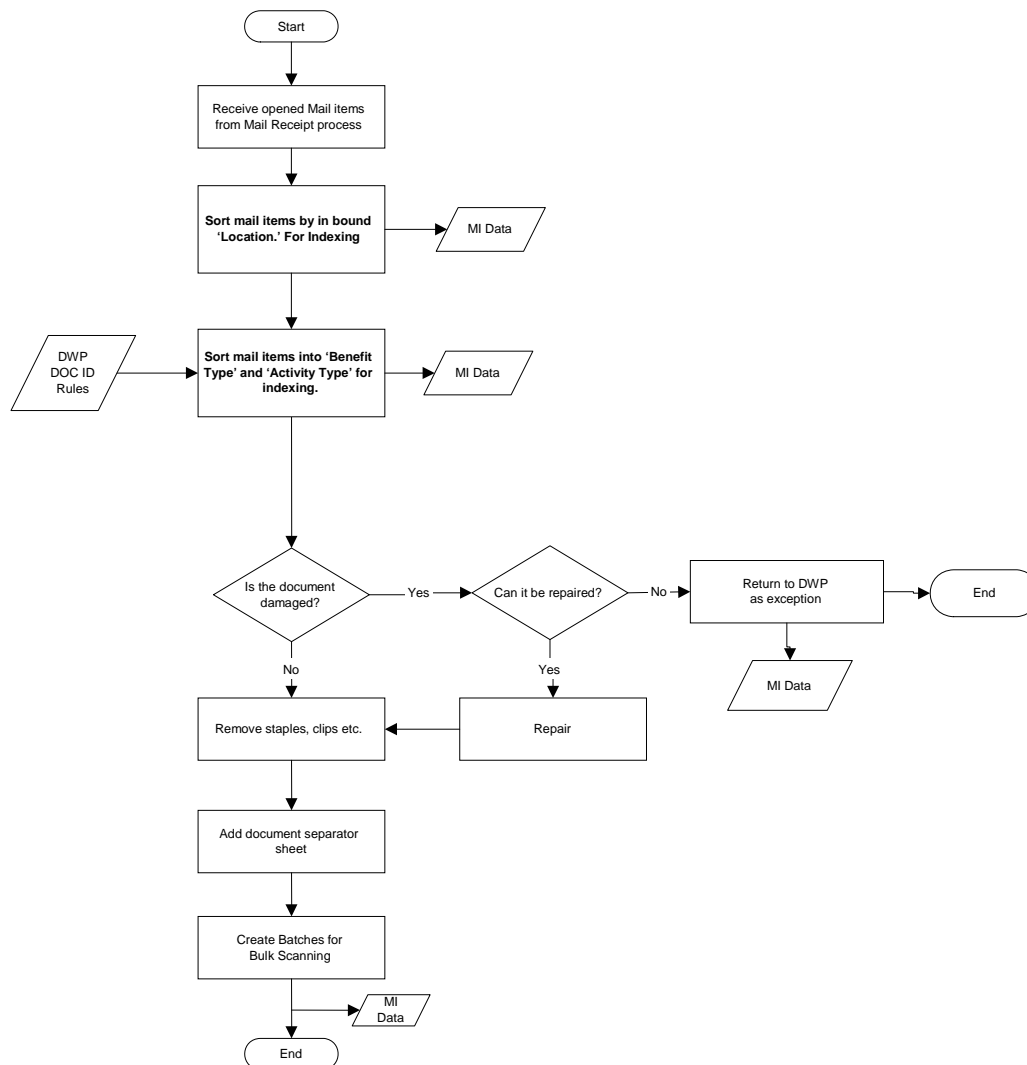
Sort and Batch Process

- 3.12.2.14 XGS note that the requirement of the document sort process for DCS was changed at the BAFO version of Schedule 2 from a specific categorisation by document type to a generic requirement to handle inbound mail in a manner which supports appropriate electronic distribution via the authority repository in terms of customer name, location, business, activity and priority.
- 3.12.2.15 XGS understand this request and will work with the DWP to optimise the document sort process (including the investigation of XGS's automated document classification software) in line with the indexing requirements and the Authority business process work flow requirements for an optimal overall solution. For the purpose of scoping the sort process, XGS has made assumptions which are listed in the Additional Information section of this submission.
- 3.12.2.16 During the sorting and batching process described above, XGS will check each individual document to make sure it is not damaged and that it will pass through a bulk scanner. If a document is found to be damaged but is repairable then XGS will repair it for scanning. If the document is deemed beyond repair it will be removed, logged and returned to the Authority.
- 3.12.2.17 During the preparation phase each document will be checked for a poor quality original. A poor quality original will be stamped as such.
- 3.12.2.18 During the preparation phase each document will be stamped with the receipt date on the first page of each document.
- 3.12.2.19 All staples, paper clips and any other bindings will be removed and a bar-coded separator sheet added between each document in the batch.
- 3.12.2.20 The Contractor will put in place an exception process to identify Fresh / new claims for benefits. It is assumed that this will be enabled by a simple set of rules identified by the

Authority based on the document types of official documents. This identification will enable valuables with these documents to be sent to the Authority's Specialist Trace Office (STO) via the Authority's courier service.

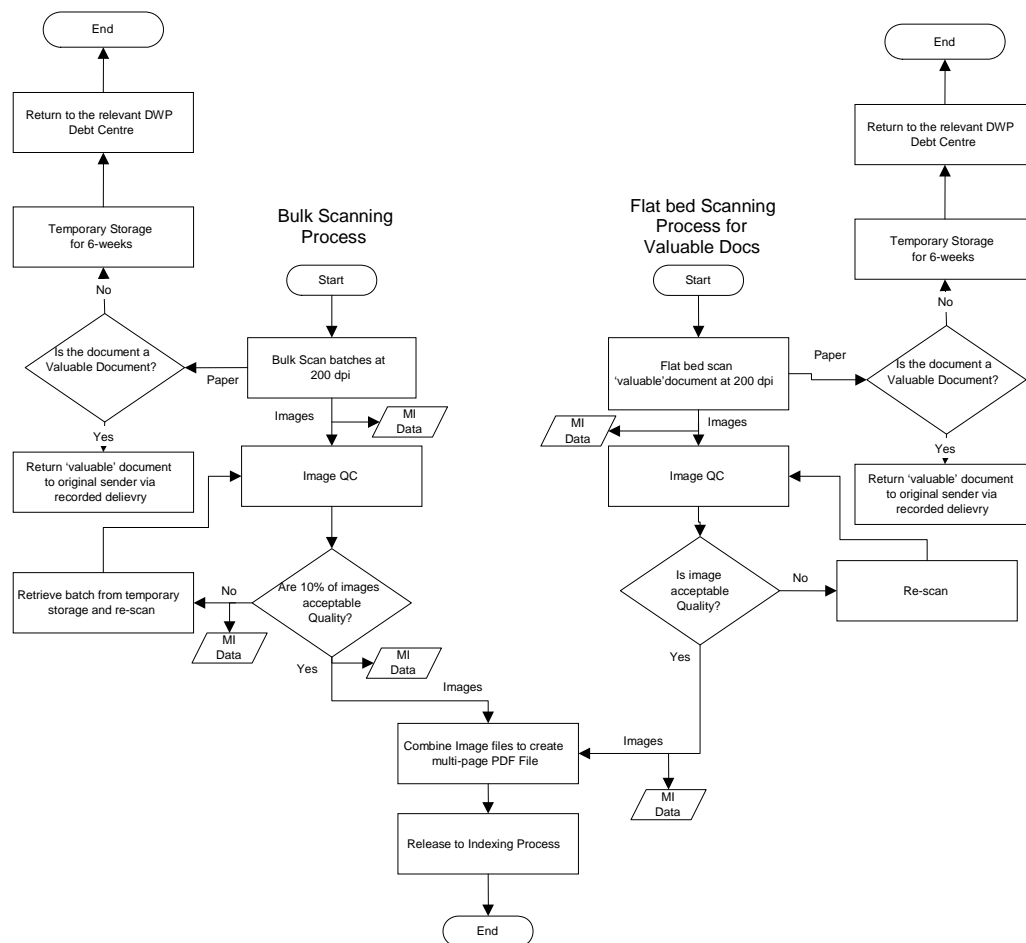
3.12.2.21 The batches will be sent for scanning.

3.2.12.22 The process flow chart for the sort and batch process is shown below.



Scanning and Image Processing

- 3.12.3.23 Batches for both bulk scanning and flatbed scanning will be scanned at a resolution of 200 dpi (dots per inch) and in black and white only.
- 3.12.3.24 XGS will carry out a standard 10% Quality Control check for each batch scanned. This will be carried out manually by an experienced scanning operator. If the image quality is deemed to be unacceptable the original batch will be retrieved, re-scanned and again checked for quality. If required, XGS will change the settings of the re-scan station to achieve an acceptable quality.
- 3.12.2.25 Following Quality Control acceptance, each batch of images will be rendered to multi page PDF document files and forwarded to the indexing process.
- 3.12.2.26 The process flow chart for the scanning and image processing phase is shown below.



Indexing and Release

3.12.2.27 XGS understand that each document is required to be indexed with the following data:

- ❑ Surname/Forename (see level indexing below).
- ❑ NI number (if quoted) (see level indexing below).
- ❑ Location (two character code - to be determined from document sorting rules or inbound address).
- ❑ Benefit Type (a single character code - as immediately recognisable during the sort process using a set of rules to be established with the DWP).
- ❑ Activity Type (a single character code - as immediately recognisable during the sort process using a set of rules to be established with the DWP).
- ❑ Receipt date (automated generation).

3.12.2.28 This indexing will be achieved using the method described below and where documents are of a suitable 'OCR friendly format' XGS will apply automated Forms Processing software. As a reference standard XGS considers the UK Passport Office application form to be an 'OCR friendly format'.

3.12.2.29 The Contractor understands that a web service access will be enabled to the DWP ESEF database such that by passing the system a NI number (and possibly an event or Benefit type) a unique document reference number will be returned that will allow the Authority to subsequently identify the document and cross reference the name and location where the claim is being managed. XGS systems would be required to capture the reference number and location and pass it back to the Authority as part of the image metadata.

3.12.2.30 The Contractor also understands that this system is not currently in place and that a number of iterations of validation system have been discussed which balance the security requirements of the Authority database with the efficient input of data linked to the unique NI number and the progress of a given case. The Contractor would welcome the opportunity to become involved in these discussions for the optimal overall design of the index capture system.

Analysis shows that there is significant cost savings to be made by not manually keying the name of the applicant. The Contractor considers that having reviewed the existing Authority forms, OCR of the name is not practical until forms reengineering has been completed. This proposal is based on cooperating on implementing a database interface, utilising the unique document reference approach or another method of passing back the names. It is assumed that manual keying of the name index fields or OCR of the names will NOT be required.

Level 1 Indexing

3.12.2.31 Level one indexing is reserved for post forms reengineering or the introduction of bar-code technology to achieve a high level of automated data extraction from the Authority structured documents.

Level 2 Indexing

3.12.2.32 Where the document is identified during preparation as a standard form, the system will identify this as a level 2 document and apply a template.

3.12.2.33 The software will apply OCR (Optical Character Recognition) to the NI number.

3.12.2.34 When the software is confident of each character and that it has a valid NI number, the system will automatically look up a secure web services database to both validate the NI number and obtain a unique document reference number to be returned as part of the metadata instead of the applicant name.

3.12.2.35 If the software is not confident in any one of the characters captured, the image will be presented to an experienced operator for manual processing via Key Form Image processing (KFI). When the operator is confident that they have a valid NI number the system will automatically look up a secure web services database to both validate the NI number and obtain a unique document reference number to be returned as part of the metadata instead of the applicant

name. When the operator cannot correctly identify a NI number, the document will be passed on the next work queue in Level 3 indexing.

Level 3 Indexing

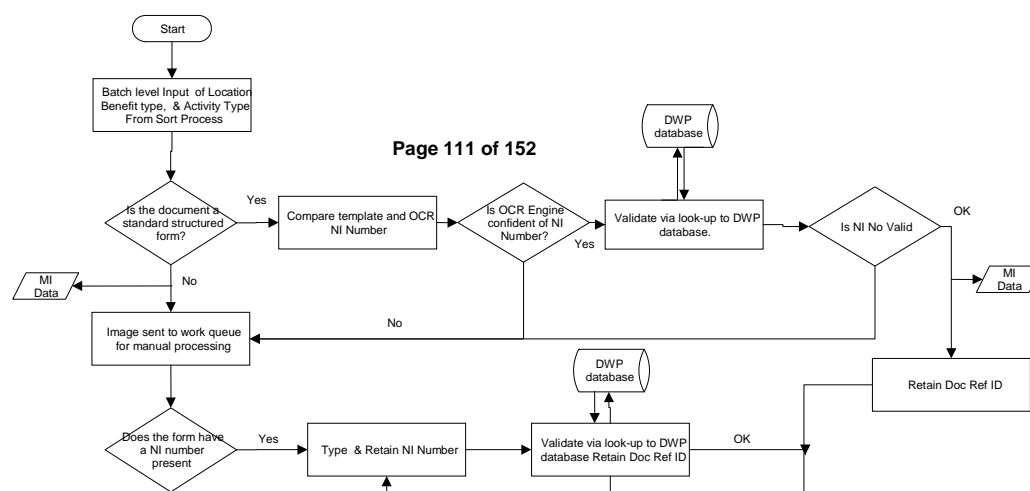
3.12.2.36 For all documents that did not pass successfully through Level 1 and Level 2 indexing, the image will be presented to the most experienced indexing operators.

3.12.2.37 The document will be viewed on screen and in the first instance, checked for a NI number. If found, and if the operator is confident that they have a valid NI number, the system will automatically look up a secure web services database to both validate the NI number and obtain a unique document reference number to be returned as part of the metadata instead of the applicant name.

3.12.2.38 If no NI number is present, the operator will look for a name and, where found, the name will be keyed and an indicator will be provided to identify that no NI number was found. In any event the indexing will contain the data identified during the sort process if found. It is understood that this lowest level of indexing will result in the document being placed in an Authority work queue where the process will allow for some investigation of the image to take place.

3.12.2.39 All image files will be sent through to a release queue for PDF conversion and metadata formatting ready for the FileNet Load. The batch will then be released to the Authority's FileNet system.

3.12.2.40 The process flow chart for the indexing and release process is shown below.



Storage and Secure Destruction of Hard Copy Documents

3.12.2.41 Following release, batches of documents will be placed in secure A3 boxes, labelled and stored in a purpose built secure storage area for a period of six weeks.

3.12.2.42 The Contractor understands that during this period, the Authority may request some documents to be retrieved, re-scanned and re-released in to FileNet

3.12.2.43 After six weeks, and with full written permission from the Authority, the documents will be sent for secure destruction. A certificate of destruction will be obtained and kept on file by XGS. All documents will be available to the Authority on request for audit purposes.

Re-scan Process

3.12.2.44 It is understood that any Authority user can request a re-scan of a document. From initial receipt and logging at the Contractor's centralised helpdesk, any request for a re-scan will be directed to a dedicated XGS helpdesk at the appropriate scanning centre. Requests can be made via telephone, fax or email (dedicated helpdesk numbers and email address will be set up).

3.12.2.45 If the request for a re-scan is via email or fax, the requestor will complete a Request Form and send it to the helpdesk. If the request is made via telephone, a Request Form will be completed manually by XGS. All requests will be logged.

3.12.2.46 Within an agreed SLA the original document will be retrieved and re-processed accordingly. The document in question will be Quality Control checked prior to being released.

3.12.2.47 Requests will be processed in receipt order, however, it is understood that there may be a list of priority documents where the Authority may require faster turnaround times.

3.12.2.48 Following release, the original requestor will be notified via email that the image has been released to FileNet and is available for processing.

3.12.3 Pensions

- 3.12.3.1 The Contractor proposes to provide an index and scanning service for the pensions service from XGS's UK scanning centre in Mitcheldean Gloucestershire. This approach allows the Authority to take full advantage of the UK Imaging centre of competence already established at Mitcheldean and allows the economies of scale to be realised at this location eg existing resilient server rooms, production support teams etc. In particular it allows the FileNet Instance installed at Mitcheldean for Debt Management to be fully utilised given that it and the associated Hayden's communications infrastructure has been sized for disaster recovery for Beacon Rd, DCS processing. Further rational for this approach in terms of scaling and disaster recovery are described elsewhere in this document.
- 3.12.3.2 The Contractor understands that the high level plan would be to bring Pensions into the service in late 2008. XGS can work with the Authority to accelerate this plan if necessary.
- 3.12.3.3 Pensions Services Volume estimates have been provided by the Authority. These will be subject to discussion as the Pensions Service requirements become clearer.
- 3.12.3.4 At this stage the further requirements of the Pensions service have not been specified. Specifically, document types and indexing requirements which have a significant impact on cost have not been detailed. Hence, For the purpose of this scope the Contractor has considered the preparation, exception handling and indexing of pension documents to be the same as that required for DCS. The Contractor has also considered that the identical FileNet delivery mechanism communicating with additional Authority processing centres and FileNet Instances would be used, .
- 3.12.3.5 As per all of XGS delivery in this project, XGS will work with the Authority pensions team to confirm the outstanding requirements, design an optimal solution. A solution that fully takes advantage of the elements of the service proposed for the other business units, encompasses the specific work flow requirements of the Pensions service and provides the Authority with an optimal overall supply of its imaging services.

- 3.12.3.6 The Contractor has provided indicative pricing for the pensions service in the separate pricing BAFO submissions based on this approach and assumptions. In addition all assumptions documented in this proposal for the DCS service apply to the pensions service indicative costs.

Annex A

The table on the following pages lists those sites to which one or both of the post or messenger services is provided under Haden's BAFO proposal. This is based on information provided via IPSRs and in-cadre site lists, followed by extensive discussions with the Authority's team during the due diligence stage, and is the basis for Haden's BAFO price.

Where a closure date is identified for a site, then no services are included for that site beyond the closure date. Where a site is not identified on this list, then no onsite services (post and messenger) are included for this site.

It is Haden's intention to visit all sites during the Transition period, and complete Site Reports, as described in the response to Schedule 8. Where these reports identify differences in requirement from those contained in this table, Haden will propose a change up or down to the charges using the Change Management Process.

Old Prime Number	GOR	District	Office Name	Postcode			
106133	01 Scotland	Lanarkshire & East Dunbarton	Cumbernauld SSO	G67 1EL			
106217	01 Scotland	Lanarkshire & East Dunbarton	Coatbridge SSO	ML5 3AR			
110074	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Dumfries SSO	DG1 2AW			
112891	01 Scotland	Grampian & Tayside	Aberdeen JCP	AB10 1ZU			
113422	01 Scotland	Edinburgh Lothian & Borders District	Bathgate JCP	EH48 1HG			
113760	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Ayr SSO	KA8 0BX			
113769	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Stranraer SSO	DG9 7PF			
113979	01 Scotland	Grampian & Tayside	Peterhead JCP	AB42 1SE			
114004	01 Scotland	Highlands Islands & Clyde Coast	Wick SSO	KW1 4HL			
0114867	01 Scotland	Glasgow	Glasgow Partick JCP	G11 6QN			
115576	01 Scotland	Forth Valley & Fife	Falkirk SSO	FK1 5SE			
115688	01 Scotland	Highlands Islands & Clyde Coast	Fort William SSO	PH33 6QZ			
117290	01 Scotland	Forth Valley & Fife	Leven SSO	KY8 4RN			
0118483	01 Scotland	Glasgow	Glasgow Shettleston JCP	G32 7NY			
119607	01 Scotland	Lanarkshire & East Dunbarton	Hamilton SSO	ML3 0DE			
0119664	01 Scotland	Glasgow	Glasgow Newlands JCP	G43 1SS			
119850	01 Scotland	Highlands Islands & Clyde Coast	Paisley JCP	PA1 1SS			
120272	01 Scotland	Edinburgh Lothian & Borders District	"Central Delivery Team JCP, DBC "	EH3 9SD			
121216	01 Scotland	Forth Valley & Fife	Cowdenbeath SSO	KY4 9SB			
123036	01 Scotland	Lanarkshire & East Dunbarton	Motherwel SSO	ML1 2HN			
123100	01 Scotland	Lanarkshire & East Dunbarton	Bellshill SSO	ML4 1HU			
125960	01 Scotland	Forth Valley & Fife	Dunfermline SSO	KY12 9DF			
0131249	01 Scotland	Glasgow	Debt Centre Scotland (Glasgow)	G2 4DZ			

Old Prime Number	GOR	District	Office Name	Postcode			
131482	01 Scotland	Forth Valley & Fife	Kirkcaldy SSO	KY1 1EA			
132818	01 Scotland	Grampian & Tayside	Perth SSO	PH1 5JK			
135147	01 Scotland	Edinburgh Lothian & Borders District	Edinburgh West JCP	EH12 5EX			
136661	01 Scotland	Edinburgh Lothian & Borders District	Galashiels JCP	TD1 3AG			
136667	01 Scotland	Forth Valley & Fife	Stirling SSO	FK8 2HP			
136783	01 Scotland	Highlands Islands & Clyde Coast	Elgin JCP	IV30 1RJ			
138136	01 Scotland	Grampian & Tayside	Arbroath JCP	DD1 1AP			
0141036	01 Scotland	Glasgow	Glasgow Anniesland JCP	G13 1HT			
0141060	01 Scotland	Glasgow	Glasgow Provan Contact Centre	G33 3NG			
141182	01 Scotland	Edinburgh Lothian & Borders District	Edinburgh East JCP	EH15 2AQ			
141184	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Greenock JCP	PA15 1QL			
141187	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Kilmarnock SSO	KA1 2BN			
141301	01 Scotland	Highlands Islands & Clyde Coast	Oban JCP	PA34 4AF			
141329	01 Scotland	Lanarkshire & East Dunbarton	East Kilbride SSO	G75 0JY			
0141348	01 Scotland	Glasgow	Glasgow Bridgeton JCP	G40 4AZ			
141467	01 Scotland	Highlands Islands & Clyde Coast	Lerwick JCP	ZE1 0LQ			
141476	01 Scotland	Grampian & Tayside	Dundee Contact Centre	DD1 1QB			
141503	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Irvine SSO	KA12 0HL			
141519	01 Scotland	Highlands Islands & Clyde Coast	Clydebank JCP	G81 2JN			
145027	01 Scotland	Edinburgh Lothian & Borders District	Edinburgh Leith JCP	EH6 6QP			
145119	01 Scotland	Highlands Islands & Clyde Coast	Inverness JCP	IV1 1QN			
145486	01 Scotland	Glasgow	Glasgow Laurieston JCP	G41 1PU			

Old Prime Number	GOR	District	Office Name	Postcode			
0148213	01 Scotland	Glasgow	Glasgow Springburn JCP	G21 4DL			
148354	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Port Glasgow JCP	PA14 5HE			
0149706	01 Scotland	Glasgow	Glasgow Maryhill SSO	G20 9JA			
187405	10 London	Brent Harrow & Hillingdon	Harrow Station Road JCP	HA1 2UD			
0207334	02 North East	Northumbria	Ashington JCP	NE63 9YU			
215014	02 North East	Tees Valley	Darlington Bondgate House	DL3 7JY			
0215165	02 North East	City of Sunderland	Houghton Le Spring SSO	DH4 4AH			
0219786	02 North East	Northumbria	Newcastle DIRC	NE6 2YS			
0222876	02 North East	Northumbria	Wallsend JCP	NE28 6HP			
0223102	02 North East	Tees Valley	Middlesbrough DIRC	TS6 6UT			
0228239	02 North East	Northumbria	Hexham JCP	NE46 3NF			
0228834	02 North East	Durham	Peterlee SSO	SR8 1PB			
0228837	02 North East	Durham	Chester Le Street SSO	DH3 3AB			
0228897	02 North East	Durham	Bishop Auckland SSO	DL14 7AG			
0232855	02 North East	Durham	Stanley SSO	DH9 0AQ			
0232857	02 North East	Northumbria	Blyth JCP	NE24 2AQ			
0235866	02 North East	Durham	Durham SSO	DH1 5TQ			
0237071	02 North East	Gateshead & South Tyneside	South Shields Wouldhave House JCP	NE33 2JN			
0237432	02 North East	Tees Valley	Eston JCP	TS6 9EH			
0239819	02 North East	Gateshead & South Tyneside	Gateshead Bede House JCP	NE8 1JB			
0241680	02 North East	Durham	Seaham SSO	SR7 7JE			
0245844	02 North East	Northumbria	Berwick JCP	TD15 1DS			
0292035	02 North East	Tees Valley	Middlesbrough JCP	TS1 2BA			
0292037	02 North East	Tees Valley	Hartlepool JCP	TS24 8EZ			
0299731	02 North East	Northumbria	Newcastle-upon-Tyne Working Neighbourhood	NE6 3XJ			
0299799	02 North East	Northumbria	Killingworth JCP	NE12 6YT			

Old Prime Number	GOR	District	Office Name	Postcode			
0299800	02 North East	Northumbria	Newcastle Cathedral Square JCP	NE1 1EE			
0299805	02 North East	Northumbria	Newcastle-upon-Tyne Cobalt 15.1	NE27 0QN			
0299933	02 North East	City of Sunderland	Sunderland SSO	SR1 3EY			
0304389	03 North West	Liverpool	Liverpool Bechers House / Stopgate Lane (Aintree Warehouse)	L9 7ET			
0309071	03 North West	"Bolton, Bury & Wigan"	Makerfield Benefit Centre	WN4 8SS			
0310212	03 North West	Greater Mersey	St Helens Gregson House	WA10 1UF			
0310631	03 North West	Greater Manchester East	Manchester Middleton Othen House	M24 1BX			
0311948	03 North West	Lancashire West	Lytham Westmorland House	FY8 1UQ			
0312278	03 North West	Liverpool	Liverpool Edge Hill JCP	L7 3PF			
0314664	03 North West	Greater Manchester East	Stockport Heron House	SK1 3BE			
0315397	03 North West	Liverpool	Liverpool Garston Cressington House	L19 0NE			
0319760	03 North West	Greater Manchester East	Oldham Phoenix House	OL1 1BN			
0320759	03 North West	"Bolton, Bury & Wigan"	Leigh Roydale House	WN7 1UT			
0321322	03 North West	"Bolton, Bury & Wigan"	Bolton Elizabeth House	BL1 1SJ			
0321938	03 North West	"Manchester, Salford & Trafford"	Rushholme JCP	M14 5BJ			
0322996	03 North West	Greater Mersey	Widnes Kingsway House	WA8 7EA			
0325071	03 North West	East Lancashire	Burnley Brun House	BB11 1AG			
0330380	03 North West	Cumbria	Kendal Kentmere House	LA9 4BS			
0330441	03 North West	Cheshire & Warrington	Northwich Hartford House JCP	CW9 5AD			
0330609	03 North West	Cumbria	Workington Simon House	CA14 3BW			
0331790	03 North West	"Manchester, Salford & Trafford"	Manchester Openshaw Old Lane	M11 1EJ			
0331871	03 North West	Greater Mersey	Liverpool Huyton Edendale House	L36 9XS			
0332345	03 North West	Cheshire & Warrington	Crewe Wellington House	CW1 2JY			
0332416	03 North West	Lancashire West	Preston Barry House	PR1 4DE			
0332459	03 North West	"Bolton, Bury & Wigan"	Bury SSO	BL9 0BQ			
0332693	03 North West	"Manchester, Salford & Trafford"	Manchester Longsight Clarence Road	M13 0ZL			

Old Prime Number	GOR	District	Office Name	Postcode			
0333073	03 North West	Cumbria	Penrith Voreda House	CA11 7QQ			
0334065	03 North West	Cumbria	Carlisle Rufus House	CA3 8TF			
0334113	03 North West	Greater Mersey	Liverpool Bootle Linacre House	L20 3QA			
0334139	03 North West	East Lancashire	Accrington Melbourne House	BB5 5BU			
0334165	03 North West	"Manchester, Salford & Trafford"	Manchester Wythenshawe Simon House	M22 3AA			
0334174	03 North West	"Manchester, Salford & Trafford"	Manchester Aldine House	M60 9HD			
0334190	03 North West	Greater Manchester East	Ashton-Under-Lyne Crown Buildings	OL6 7PN			
0334202	03 North West	"Manchester, Salford & Trafford"	Manchester Chorlton Graeme House	M21 1BU			
0334215	03 North West	"Bolton, Bury & Wigan"	Wigan Brocol House	WN1 1EA			
0335427	03 North West	Greater Manchester East	Failsworth SSO	??			
0335441	03 North West	Cumbria	Barrow Phoenix House	LA14 1BY			
0337254	03 North West	Liverpool	Liverpool West Derby Springfield House	L12 3HT			
0337527	03 North West	Greater Mersey	Southport Eastbank House	PR8 1ES			
0337538	03 North West	"Manchester, Salford & Trafford"	Manchester Baskerville House	M60 9HP			
0338760	03 North West	Greater Mersey	Liverpool Crosby Hougoumont House	L22 0PB			
0338761	03 North West	Liverpool	Birkenhead Hordan House	CH41 6NU			
0338765	03 North West	Liverpool	Wallasey Dominic House	L44 5KY			
0338811	03 North West	Greater Manchester East	Rochdale Newgate House	OL16 1XA			
0339988	03 North West	"Manchester, Salford & Trafford"	Sale Dalton House	M33 7AJ			
0344074	03 North West	Lancashire West	Lancaster Mitre House	LA1 1EQ			
0344107	03 North West	Cheshire & Warrington	Macclesfield Craven House	SK11 6AA			
0344123	03 North West	Lancashire West	Skelmersdale Whelmar House	WN8 6NS			
0344239	03 North West	Greater Manchester East	Hyde Beech House SSO	SK14 2LP			
0344284	03 North West	Greater Mersey	Liverpool Kirkby Webster House	L32 8RP			

Old Prime Number	GOR	District	Office Name	Postcode			
0344627	03 North West	Liverpool	Liverpool Belle Vale Childwall Valley Road	L9 7ET			
0344826	03 North West	Cheshire & Warrington	Chester Chantry House JCP	CH1 3AQ			
0344871	03 North West	Liverpool	Liverpool Toxteth High Park House	L8 8DY			
0399778	03 North West	Greater Mersey	Runcorn JCP	WA7 2FQ			
0399806	03 North West	Lancashire West	Blackpool Marton Mere	FY3 9YP			
0399827	03 North West	Cheshire & Warrington	Warrington New Town House	WA1 2NL			
0399896	03 North West	"Manchester, Salford & Trafford"	Manchester Remote Store	M22 5LH			
0399927	03 North West	Cheshire & Warrington	Wilmslow Water Lane	SK9 5AW			
0399951	03 North West	East Lancashire	Blackburn Orchard House & Portacabin	BB1 6HA			
0404790	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Doncaster Atc	DN1 3EA			
0406541	04 Yorks & Humb	East Riding & the Humber	Hull West SSO	HU2 8NF			
0406830	04 Yorks & Humb	Bradford & Keighley	Bradford East SSO	BD3 9LT			
0407141	04 Yorks & Humb	Wakefield	Castleford Bridge House DBC	WF10 2JG			
0407146	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Mexborough SSO	S64 0BD			
0411492	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Rotherham Portland House SSO	S60 2EA			
0411868	04 Yorks & Humb	Bradford & Keighley	Keighley SSO	BD21 5AG			
0414375	04 Yorks & Humb	East Riding & the Humber	Scunthorpe Crown Buildings JCP	DN15 6JT			
0415225	04 Yorks & Humb	Calderdale & Kirklees	Huddersfield Crown House JCP	HD1 1SW			
0420991	04 Yorks & Humb	East Riding & the Humber	Bridlington SSO	YO16 4LR			
0422776	04 Yorks & Humb	Calderdale & Kirklees	Halifax Crossfield House JCP	HX1 1PE			
0423009	04 Yorks & Humb	Sheffield	Sheffield Riverside Court DIRC	S9 2TJ			
0423500	04 Yorks & Humb	East Riding & the Humber	Scunthorpe DIRC	DN16 1AE			
0423537	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Doncaster SSO	DN1 3LL			

Old Prime Number	GOR	District	Office Name	Postcode			
0423539	04 Yorks & Humb	East Riding & the Humber	Hull DIRC	??			
0426165	04 Yorks & Humb	East Riding & the Humber	Hull East SSO	HU1 1QJ			
0428972	04 Yorks & Humb	Calderdale & Kirklees	Dewsbury Crown Buildings JCP	WF12 8EF			
0429063	04 Yorks & Humb	East Riding & the Humber	Goole SSO	DN14 5QZ			
0429070	04 Yorks & Humb	East Riding & the Humber	Grimsby Crown House JCP	DN32 7DE			
0429969	04 Yorks & Humb	North Yorkshire	Harrogate JCP	HG1 5PZ			
0430888	04 Yorks & Humb	North Yorkshire	Scarborough SSO	YO11 1EZ			
0431454	04 Yorks & Humb	North Yorkshire	Northallerton JCP	DL6 1NG			
0435833	04 Yorks & Humb	Wakefield	Pontefract SSO	WF8 1RG			
0436547	04 Yorks & Humb	North Yorkshire	York Monkgate JCP	YO3 7JZ			
0437206	04 Yorks & Humb	Leeds	Leeds North SSO	LS2 8NT			
0438413	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Barnsley John Rideal House	S70 2SA			
0438495	04 Yorks & Humb	Wakefield	Wakefield Crown House JCP	WF1 1ST			
0438641	04 Yorks & Humb	Bradford & Keighley	Bradford West SSO	BD1 3BE			
0439330	04 Yorks & Humb	Wakefield	Hemsworth JCP	WF9 4LF			
0439783	04 Yorks & Humb	Sheffield	Sheffield Eastern Avenue JCP	S2 2FZ			
0441606	04 Yorks & Humb	Leeds	Leeds West SSO	LS28 7RQ			
0441695	04 Yorks & Humb	Leeds	Leeds North West SSO	LS1 2SL			
0445669	04 Yorks & Humb	Leeds	Leeds Warwick House	LS2 8NL			
0445833	04 Yorks & Humb	Bradford & Keighley	Bradford South SSO	BD1 5SX			
0449156	04 Yorks & Humb	Leeds	Leeds East SSO	LS9 6TF			
0449576	04 Yorks & Humb	North Yorkshire	Skipton Cavendish House JCP	BD23 2HN			
0492053	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Doncaster DIRC	??			
0499738	04 Yorks & Humb	Leeds	Leeds Whitehall 2	LS1 4HR			
0499828	04 Yorks & Humb	Sheffield	Sheffield Cavendish Court JCP	S1 2FB			
0499938	04 Yorks & Humb	Sheffield	Sheffield Hartshead Square JCP	S1 2FD			
511786	05 East Mids	Nottinghamshire	Nottingham Chalfont Drive	NG8 3RB			

Old Prime Number	GOR	District	Office Name	Postcode			
512267	05 East Mids	Northamptonshire	Wellingborough SSO	NN8 4NE			
521291	05 East Mids	Leicestershire	Loughborough JCP	LE11 1UY			
523041	05 East Mids	Leicestershire	Leicester Wellington Street JCP	LE1 6DS			
530075	05 East Mids	Derbyshire	Derby Becket St JCP	DE1 1NW			
531234	05 East Mids	Lincolnshire	Boston SSO	PE21 8SJ			
531264	05 East Mids	Nottinghamshire	Nottingham Castlegate SSO	NG1 6AP			
531429	05 East Mids	Nottinghamshire	Worksop SSO	S80 1NX			
531662	05 East Mids	Nottinghamshire	Nottingham Station Street SSO	NG2 3BZ			
532321	05 East Mids	Lincolnshire	Lincoln Orchard Street SSO	LN1 1YZ			
532619	05 East Mids	Nottinghamshire	Mansfield Hill House SSO	NG18 1LN			
535980	05 East Mids	Nottinghamshire	Nottingham David Lane SSO	NG6 0JT			
536009	05 East Mids	Lincolnshire	Grantham SSO	NG31 6SY			
538119	05 East Mids	Derbyshire	Ilkeston JCP	DE7 8TU			
538120	05 East Mids	Derbyshire	Derby London Rd JCP	DE1 2TZ			
538124	05 East Mids	Nottinghamshire	Sutton-In-Ashfield SSO	NG17 4FT			
539797	05 East Mids	Derbyshire	Chesterfield Beetwell House JCP	S40 1TF			
541954	05 East Mids	Lincolnshire	Skegness SSO	PE25 3PA			
542284	05 East Mids	Lincolnshire	Lincoln JCP Contact Centre	LN1 1XT			
549755	05 East Mids	Northamptonshire	Northampton Frances House JCP	NN1 3LY			
599903	05 East Mids	Derbyshire	Buxton JCP	SK17 5QN			
606258	06 West Mids	The Marches	Hereford SSO	HR4 0DD			
610742	06 West Mids	Dudley & Sandwell	Smethwick SSO	B67 7AF			
611431	06 West Mids	The Marches	Shrewsbury SSO	SY2 5AL			
612037	06 West Mids	Staffordshire	Lichfield SSO	WS13 6JG			
0619795	06 West Mids	Coventry & Warwickshire	Coventry Cofa Court	CV1 2HU			
0620666	06 West Mids	Birmingham & Solihull	Birmingham Northfield Jobcentre Plus	B31 2NL			
621227	06 West Mids	Staffordshire	Newcastle-under-Lyme SSO	ST5 1RS			
0621242	06 West Mids	Birmingham & Solihull	Washwood Heath	B8 2DS			

Old Prime Number	GOR	District	Office Name	Postcode			
621936	06 West Mids	The Marches	Kidderminster SSO	DY10 2DH			
622885	06 West Mids	The Marches	Telford New Town House JCP	TF3 4HB			
0623048	06 West Mids	Black Country	Wolverhampton PS	WV1 4AU			
0631062	06 West Mids	Birmingham & Solihull	Birmingham City JCP	B3 1LB			
631146	06 West Mids	Staffordshire	Stafford Victoria Park House Co	ST16 2AB			
631550	06 West Mids	Staffordshire	Longton SSO	ST3 2PF			
0631766	06 West Mids	Birmingham & Solihull	Handsworth	B21 9SL			
0635763	06 West Mids	Birmingham & Solihull	Ravenhurst	B12 0HH			
635831	06 West Mids	Staffordshire	Hanley SSO	ST1 1RF			
635837	06 West Mids	Staffordshire	Cannock SSO	WS11 1LB			
635857	06 West Mids	Dudley & Sandwell	West Bromwich SSO	B70 9JR			
0638072	06 West Mids	Coventry & Warwickshire	Leamington Spa JCP	CV32 4JE			
638235	06 West Mids	The Marches	Worcester SSO	WR1 3EL			
639336	06 West Mids	Staffordshire	Burton-Upon-Trent SSO	DE14 3SL			
642271	06 West Mids	Dudley & Sandwell	Dudley SSO	DY1 1SS			
0642274	06 West Mids	Black Country	Walsall Glebe Street	WS1 3LT			
0642348	06 West Mids	Coventry & Warwickshire	Rugby	CV21 2JD			
0642366	06 West Mids	Birmingham & Solihull	Edgbaston	B16 8NU			
0642430	06 West Mids	Coventry & Warwickshire	Nuneaton JCP	CV11 4DL			
0642477	06 West Mids	Birmingham & Solihull	Perry Barr	B42 1TZ			
647283	06 West Mids	Dudley & Sandwell	Halesowen SSO	B63 4AH			
648290	06 West Mids	The Marches	Redditch SSO	B7 4DP			
0699822	06 West Mids	Black Country	Derwent House	WV1 4XA			
0703765	07 East of Eng	Hertfordshire	St Albans SSO And DO	AL1 3JU			
0703857	07 East of Eng	Hertfordshire	Hatfield SSO	AL10 8NY			
704342	07 East of Eng	Norfolk	Kings Lynn Bishops Lynn SSO	PE30 1JW			
0705772	07 East of Eng	Hertfordshire	Watford SSO	WD1 7FF			
716329	07 East of Eng	Suffolk	Lowestoft JCP	NR32 1RW			
0716853	07 East of Eng	Cambridgeshire	Peterborough SSO	PE1 1QZ			

Old Prime Number	GOR	District	Office Name	Postcode			
0716974	07 East of Eng	Hertfordshire	Hemel Hempstead Caller Office	HP1 1EQ			
718230	07 East of Eng	Essex	Braintree PC	CM7 7TR			
718233	07 East of Eng	Essex	Chelmsford Beeches Road JCP	CM1 2RT			
718273	07 East of Eng	Essex	Harlow JCP	CM20 1NA			
718274	07 East of Eng	Essex	Southend PC	SS2 6DR			
719476	07 East of Eng	Suffolk	Ipswich JCP	IP1 1TF			
721019	07 East of Eng	Essex	Clacton JCP	CO15 1RS			
0725516	07 East of Eng	Hertfordshire	Hertford SSO	SG13 8ED			
0725732	07 East of Eng	Hertfordshire	Stevenage SSO	SG1 1YN			
725737	07 East of Eng	Norfolk	Great Yarmouth SSO	NR30 2QZ			
726990	07 East of Eng	Essex	Colchester SSO	CO2 7AZ			
732021	07 East of Eng	Norfolk	Kings Lynn SSO	PE30 1EB			
0738621	07 East of Eng	Bedfordshire	Bedford JCP	MK40 2EH			
738684	07 East of Eng	Essex	Basildon PC	SS14 1JE			
739248	07 East of Eng	Suffolk	Bury St Edmunds JCP	IP33 1TT			
740068	07 East of Eng	Essex	Grays PS	RM17 6JH			
0742620	07 East of Eng	Bedfordshire	Luton JCP	LU1 2ER			
0742861	07 East of Eng	Cambridgeshire	Cambridge SSO	CB4 3BQ			
0749531	07 East of Eng	Bedfordshire	Dunstable SSO	LU6 1JD			
0799792	07 East of Eng	Cambridgeshire	East Of England RO	CB1 5XE			
0809555	08 Wales	Eastern Valleys	Abertillery SSO	NP13 1XG			
809833	08 Wales	West Wales	Lampeter Pco	SA48 7BN			
0809857	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Bridgend Angel St JCP	CF31 4AA			
0809872	08 Wales	West Wales	Haverfordwest SSO	SA61 1NS			
0810350	08 Wales	North West Wales & Powys	Llangefni SSO	LL77 7YJ			
0811652	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Debt Centre Wales (Porth)	CF39 9ST			
0811659	08 Wales	West Wales	Llanelli SSO	SA15 3TH			

Old Prime Number	GOR	District	Office Name	Postcode			
0819952	08 Wales	Swansea Bay	Morrison SSO	SA6 8BT			
0819965	08 Wales	S.E. Wales	Newport (Gwent) SSO	NP20 1WR			
0821106	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Aberdare JCP	CF44 7HU			
0823483	08 Wales	West Wales	Ammanford SSO	SA18 2NT			
823484	08 Wales	Eastern Valleys	Merthyr Tydfil SSO	CF11 8ZH			
0827009	08 Wales	Eastern Valleys	Caerphilly SSO	CF83 1WT			
0827063	08 Wales	Eastern Valleys	Ebbw Vale SSO	NP3 6XG			
827118	08 Wales	Swansea Bay	Swansea MSEC	SA1 5EG			
0827243	08 Wales	Eastern Valleys	Bargoed SSO	CF81 8RD			
0827763	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Tonypandy JCP	CF40 2EP			
0827879	08 Wales	North West Wales & Powys	Dolgellau JCP	LL40 1LW			
0827968	08 Wales	North West Wales & Powys	Caernarfon SSO	LL55 2HN			
0830555	08 Wales	Swansea Bay	Neath SSO	SA11 1LG			
0830850	08 Wales	Swansea Bay	Swansea SSO	SA1 1JA			
0831380	08 Wales	Wrexham & NW Coast	Rhyl SSO	LL18 3HP			
0832889	08 Wales	Eastern Valleys	Blackwood SSO	NP11 1YY			
0832892	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Pontypridd JCP	CF37 4SP			
0837265	08 Wales	Cardiff & Vale	Cardiff East SSO	CF24 0YP			
839131	08 Wales	North West Wales & Powys	Porthmadog JCP	LL49 9LS			
0844085	08 Wales	Wrexham & NW Coast	Colwyn Bay SSO	LL29 8LR			
844141	08 Wales	North West Wales & Powys	Bangor Wlu	LL57 1YA			
0844470	08 Wales	North West Wales & Powys	Holyhead SSO	LL65 1DB			
0844791	08 Wales	West Wales	Pembroke Dock SSO	SA72 6XY			
0844806	08 Wales	Cardiff & Vale	Barry SSO	CF62 8OF			
0846400	08 Wales	Cardiff & Vale	Cardiff Central SSO	CF10 1JJ			
846675	08 Wales	Cardiff & Vale	Cardiff (Alexandra House) SSO	CF5 1WU			

Old Prime Number	GOR	District	Office Name	Postcode			
0847001	08 Wales	North West Wales & Powys	Newtown JCP	SY16 1PZ			
0848009	08 Wales	Wrexham & NW Coast	Flint SSO (Deeside)	CH6 5AY			
0848818	08 Wales	West Wales	Carmarthen SSO	SA31 1GS			
0872061	08 Wales	Wrexham & NW Coast	Wrexham Filestore	LL11 1HE			
0899801	08 Wales	West Wales	Pembroke Dock Cc	SA72 6UP			
903165	09 South East	Sussex & Surrey	Hinchley Wood Tc	KT6 5QN			
903601	09 South East	Sussex & Surrey	Redhill SSO	RH1 1LP			
911596	09 South East	"Bucks, Berks Oxon"	Aylesbury Sunley House JCP.	HP19 3EZ			
914095	09 South East	"Bucks, Berks Oxon"	Bracknell JCP	RG12 1JX			
914683	09 South East	Hampshire	Fareham JCP	PO16 7HR			
914958	09 South East	Kent	Sittingbourne SSO	ME10 4BP			
915147	09 South East	Kent	Dartford SSO	DA1 1UQ			
915171	09 South East	Sussex & Surrey	Hastings JCP	TN37 6LJ			
916653	09 South East	Hampshire	Basingstoke JCP	RG21 8ES			
917113	09 South East	"Bucks, Berks Oxon"	Banbury JCP.	OX16 2EX			
917115	09 South East	"Bucks, Berks Oxon"	Oxford Floyds Row JCP	OX1 1SS			
917950	09 South East	Sussex & Surrey	Lewes JCP	BN7 2XR			
917989	09 South East	Hampshire	Isle Of Wight JCP	PO30 2HX			
918002	09 South East	Sussex & Surrey	Crawley SSO	RH10 1UP			
919318	09 South East	Hampshire	Winchester JCP	SO23 8GB			
919699	09 South East	"Bucks, Berks Oxon"	Reading Princes House JCP	RG1 5BS			
920183	09 South East	Hampshire	Portsmouth Csc	PO6 2TA			
921877	09 South East	Kent	Dover SSO	CT17 0TH			
923575	09 South East	Hampshire	Portsmouth South	PO1 2RY			
923576	09 South East	Sussex & Surrey	Guildford JCP	GU1 4EX			
923626	09 South East	Kent	Canterbury SSO	CT1 1ZZ			
923645	09 South East	Sussex & Surrey	Worthing IRC	BN14 8NP			
923884	09 South East	Kent	Chatham SSO	ME4 4LQ			
923903	09 South East	Hampshire	Havant JCP	PO9 2AR			

Old Prime Number	GOR	District	Office Name	Postcode			
923917	09 South East	Sussex & Surrey	Hove JCP	BN3 7HD			
923966	09 South East	Kent	Broadstairs SSO	CT10 2BP			
923978	09 South East	Kent	Folkestone SSO	CT20 2RH			
926460	09 South East	Sussex & Surrey	Bognor Regis JCP	PO21 1HH			
926544	09 South East	Sussex & Surrey	Brighton JCP	BN2 2LN			
928138	09 South East	"Bucks, Berks Oxon"	Newbury Hill View House JCP	RG14 1BH			
928176	09 South East	Hampshire	Aldershot JCP	GU11 1HP			
930823	09 South East	"Bucks, Berks Oxon"	Slough JCP	SL1 2AQ			
930972	09 South East	Kent	Gravesend SSO	DA12 1DF			
931831	09 South East	Sussex & Surrey	Eastbourne JCP	BN21 3XX			
933872	09 South East	"Bucks, Berks Oxon"	Oxford (Harcourt) JCP	OX3 0TL			
939172	09 South East	Kent	Tunbridge Wells SSO	TN1 1HH			
939176	09 South East	Sussex & Surrey	Worthing JCP	BN11 1NG			
943007	09 South East	Hampshire	Southampton SSO	SO9 3SY			
943225	09 South East	Hampshire	Totton Csc	SO4 7HL			
943619	09 South East	Hampshire	Andover JCP	SP10 2PE			
944304	09 South East	Kent	Maidstone SSO	ME15 6AH			
944683	09 South East	Kent	Ramsgate SSO	CT11 9EW			
944784	09 South East	Kent	Ashford SSO	TN23 1HT			
944848	09 South East	Sussex & Surrey	Chichester SSO	PO19 1JS			
947985	09 South East	"Bucks, Berks Oxon"	Milton Keynes SSO	MK9 1NS			
990002	04 Yorks & Humb	Sheffield	Sheffield Nelson House	S1 4QR			
990003	04 Yorks & Humb	Sheffield	Sheffield Rockingham House	S1 4ER			
990004	04 Yorks & Humb	Sheffield	Sheffield Steel City House	S1 2GQ			
990006	04 Yorks & Humb	Sheffield	Sheffield HRSC Fitzwilliam House	S1 4ER			
990012	04 Yorks & Humb	Sheffield	Sheffield Kings Court	S3 7UF			
990013	04 Yorks & Humb	Sheffield	Sheffield Mayfield Court	S1 4EP			
990015	04 Yorks & Humb	Sheffield	Sheffield Porterbrook House	S11 8JF			
990017	04 Yorks & Humb	Sheffield	Sheffield HRSC Skills House	S11 4JA			

Old Prime Number	GOR	District	Office Name	Postcode			
999758	09 South East	Sussex & Surrey	Guildford Regional Office	GU1 4UL			
999807	09 South East	"Bucks, Berks Oxon"	High Wycombe JCP.	HP11 2DW			
999879	09 South East	"Bucks, Berks Oxon"	Oxford Cuffas Lea House JCP	OX4 2JY			
999882	09 South East	"Bucks, Berks Oxon"	Milton Keynes One Call Centre	MK9 3EL			
1001307	10 London	London South	Twickenham SSO	TW1 4BE			
1001408	10 London	London S & W	Balham JCP	SW12 9BX			
1001687	10 London	North London	Hendon SSO	NW4 3DA			
1001689	10 London	Brent Harrow & Hillingdon	Harlesden JCP	NW10 4TJ			
1001799	10 London	Central London	Notting Hill SSO	W2 5RH			
1001874	10 London	Central London	Kensington SSO	W14 8QH			
1002396	10 London	N.E. London	Leytonstone JCP	E11 1JJ			
1002717	10 London	North London	Barnet Hill SSO	EN5 1AH			
1002735	10 London	Central London	Euston SSO	NW1 2ER			
1002904	10 London	Brent Harrow & Hillingdon	Canons Park HQ	HA7 1AY			
1002985	10 London	London South	Orpington SSO	BR6 0TH			
1002990	10 London	London South	Bromley SSO	BR2 0TS			
1003088	10 London	S.E. London	Lewisham SSO	SE6 4AW			
1003096	10 London	S.E. London	Greenwich Park SSO	SE1 09Q			
1003173	10 London	London S & W	Brixton JCP	SW9 9XY			
1003337	10 London	London S & W	Peckham JCP	SE15 5DL			
1003518	10 London	N.E. London	Romford JCP	RM1 3HH			
1003591	10 London	S.E. London	Woolwich SSO	SE1 6HF			
1003603	10 London	London South	Sutton SSO	SM1 1PX			
1003713	10 London	London S & W	Balham (Steele House) SSO	SW12			
1004148	10 London	City & East London	City East SSO	E1 1LP			
1006053	10 London	City & East London	Stratford BPC	E15 1AN			
1012938	10 London	City & East London	Poplar SSO	E14 7EP			
1013361	10 London	North London	Tottenham SSO	N17 0AA			
1013365	10 London	N.E. London	Walthamstow SSO	E17 3SH			

Old Prime Number	GOR	District	Office Name	Postcode			
1019193	10 London	City & East London	Canning Town SSO	E16 3AN			
1019435	10 London	Brent Harrow & Hillingdon	Harrow Kings House JCP	HA1 1YJ			
1020078	10 London	London South	Crystal Palace SSO	SE25 5AE			
1022230	10 London	City & East London	Plaistow SSO	E13 9PH			
1022938	10 London	London South	Croydon SSO	CR9 2WZ			
1023000	10 London	North London	Edgware SSO	HA8 7DX			
1023029	10 London	Central London	Highgate JCP	N19 4AF			
1024829	10 London	London S & W	Southwark SSO	SE1 8PB			
1024869	10 London	City & East London	Stoke Newington SSO	E8 2DL			
1030934	10 London	North London	Edmonton SSO	N9 0BW			
1033644	10 London	London S & W	Kennington Park JCP	SE11 4DE			
1033702	10 London	City & East London	Hoxton SSO	N1 6LT			
1033713	10 London	London S & W	Streatham JCP	SW16 6HM			
1033726	10 London	City & East London	Hackney SSO	E8 1DZ			
1033894	10 London	London South	Kingston SSO	KT1 2EY			
1039347	10 London	London S & W	Wandsworth SSO	SW18 4BU			
1039376	10 London	N.E. London	Ilford BPC	IG2 6NN			
1040088	10 London	Central London	Paddington SSO	NW1 6UW			
1040128	10 London	West London	Hounslow JCP	TW3 1LE			
1040824	10 London	London South	Wimbledon SSO	SW19 1PG			
1048972	10 London	London South	Mitcham SSO	CR4 4YF			
1049916	10 London	North London	Wood Green SSO	N22 6UH			
1071270	10 London	City & East London	Dalston JC	N1 4BY			
1099956	10 London	N.E. London	Barking JCP	IG11 8QB			
1108040	11 South West	"Gloucester, Wiltshire & Swindon"	Trowbridge SSO	BA14 7EJ			
1111250	11 South West	Devon & Cornwall	Barnstaple JCP	EX32 8HD			
1120286	11 South West	"Gloucester, Wiltshire & Swindon"	Gloucester SSO	GL1 1XL			
1120687	11 South West	Devon & Cornwall	St Austell Carlyon House JCP	PL25 4BX			
1121276	11 South West	"Gloucester, Wiltshire & Swindon"	Swindon SSO	SN1 2HY			

Old Prime Number	GOR	District	Office Name	Postcode			
1128211	11 South West	Dorset & Somerset	Poole Contact Centre	BH15 2RP			
1128213	11 South West	Dorset & Somerset	Bournemouth SSO	BH1 3RS			
1128851	11 South West	West Of England	Bristol Horfield JCP	BS7 0UD			
1130154	11 South West	West Of England	Weston Super Mare SSO	BS23 1TQ			
1131173	11 South West	"Gloucester, Wiltshire & Swindon"	Cirencester SSO	GL7 1LJ			
1131780	11 South West	Devon & Cornwall	Plymouth Durley House SSO	PL1 3LE			
1134038	11 South West	"Gloucester, Wiltshire & Swindon"	Cheltenham SSO	GL50 3EX			
1134218	11 South West	"Gloucester, Wiltshire & Swindon"	Salisbury SSO	SP2 7RW			
1134594	11 South West	West Of England	Bristol East SSO	BS16 3HZ			
1137045	11 South West	Dorset & Somerset	Weymouth JCP	DT4 8TG			
1137714	11 South West	Dorset & Somerset	Taunton JCP	TA1 3NY			
1137997	11 South West	Devon & Cornwall	Exeter JCP	EX1 2DA			
1138287	11 South West	West Of England	Bristol South SSO	BS3 4HQ			
1138767	11 South West	Devon & Cornwall	Torbay Contact Centre	TQ2 5UX			
1143363	11 South West	Devon & Cornwall	Truro JCP	TR1 2PU			
1143374	11 South West	West Of England	Midsomer Norton JC	BA3 2HY			
1143383	11 South West	Devon & Cornwall	Launceston St Johns JCP	PL15 7AX			
1143387	11 South West	Dorset & Somerset	Yeovil JCP	BA20 1UU			
1143399	11 South West	West Of England	Bristol Quayside SSO	BS1 1EN			
1143416	11 South West	"Gloucester, Wiltshire & Swindon"	Chippenham SSO	SN15 1LA			
1143479	11 South West	Dorset & Somerset	Bridgwater JCP	TA6 3HG			
1147760	11 South West	Devon & Cornwall	Penzance JCP	TR18 2NP			
1190160	02 North East	Tees Valley	Hartlepool Bovis House	TS24 7SE			
1199958	11 South West	"Gloucester, Wiltshire & Swindon"	Stroud SSO	GL5 2JT			
1505814	03 North West	Fylde Estate	Duchy House	PR1 1DD			
1506062	04 Yorks & Humb	Leeds	Leeds Government Buildings	LS16 5PU			
1507873	11 South West	West Of England	Bristol DBC	BS4 5LA			
1508722	10 London	Brent Harrow & Hillingdon	Wembley DBC	HA9 0DL			
1509063	03 North West	Fylde Estate	Beacon Road	FY6 8JE			

Old Prime Number	GOR	District	Office Name	Postcode			
1509530	08 Wales	Cardiff & Vale	Wales DBC	CF4 4YF			
1510750	06 West Mids	Birmingham & Solihull	Five Ways House	B15 1SL			
1514560	03 North West	"Manchester, Salford & Trafford"	Manchester Albert Bridge House	M60 9DA			
1514943	03 North West	Fylde Estate	Palatine House	PR1 1HB			
1515828	03 North West	Fylde Estate	Cop Lane	PR1 0SP			
1519993	02 North East	Northumbria	Newcastle-upon-Tyne DBC	NE3 3JN			
1523225	03 North West	Fylde Estate	Warbreck House	FY2 0EY			
1537739	03 North West	Greater Mersey	Bootle DBC	L69 9BN			
1544229	03 North West	Fylde Estate	Red Rose House	PR1 1NS			
1544932	03 North West	Fylde Estate	Victoria House	PR1 2QP			
1546955	03 North West	Fylde Estate	Elizabeth House	PR1 1DD			
1549451	01 Scotland	Glasgow	Glasgow DCD	G2 7BN			
2314973	03 North West	Fylde Estate	Heywood Distribution Centre	OL10 2PZ			
2315922	03 North West	Fylde Estate	Norcross	FY5 3TA			
2319684	04 Yorks & Humb	Leeds	Leeds Trevelyan Square	LS1 6EB			
2320082	04 Yorks & Humb	Leeds	Leeds Quarry House	LS2 7UA			
2332167	02 North East	Northumbria	Newcastle-upon-Tyne Saxon House	NE6 1SL			
2345839	02 North East	Northumbria	Newcastle-upon-Tyne St James House	NE1 4QN			
2499774	04 Yorks & Humb	Sheffield	Sheffield Ranmoor Hall	S10 3LL			
3004410	01 Scotland	Glasgow	Glasgow Benefit Centre	G4 0WY			
3010234	11 South West	Devon & Cornwall	Plymouth CSAC (2)	PL6 5UE			
3016313	07 East of Eng	Norfolk	Norwich Baltic House PC	NR1 1QB			
3018889	03 North West	Lancashire West	Preston London House	PR1 4BX			
3019946	08 Wales	S.E. Wales	Cwmbran PS	NP44 1XR			
3020033	11 South West	Devon & Cornwall	Exeter Pynes Hill LPS	EX2 5SP			
3020973	02 North East	Tees Valley	Stockton On Tees PS	TS18 3BU			
3023602	05 East Mids	Nottinghamshire	Nottingham PS	NG1 6AX			
3028996	11 South West	West Of England	Bath Kingsmead House	BA1 2DG			

Old Prime Number	GOR	District	Office Name	Postcode			
3031866	03 North West	Cheshire & Warrington	Warrington Hilden House	WA1 1LA			
3032485	03 North West	Lancashire West	Blackpool North Mexford House	FY2 0XN			
3032487	06 West Mids	Birmingham & Solihull	Coventry Road PS	B26 3JQ			
3035856	06 West Mids	Black Country	Walsall Lower Hall Lane	WS1 1RP			
3044985	08 Wales	Wrexham & NW Coast	Wrexham BPC	LL11 1BW			
3047273	05 East Mids	Leicestershire	Leicester PS	LE1 1UU			
3089125	03 North West	Fylde Estate	Holborn House	PR2 9ZZ			
3099794	03 North West	Greater Manchester East	Stockport Artemis House	SK3 8AB			
3099814	02 North East	Northumbria	Newcastle-upon-Tyne Pensions Transformation Programme	NE27 0QN			
3099818	06 West Mids	Black Country	Townend House	WS1 1NS			
3099833	07 East of Eng	Norfolk	Norwich Kingfisher House PS	NR7 0HR			
3099839	02 North East	Durham	Seaham PS	SR7 7XQ			
3099840	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Dearne Valley PS	S63 7ER			
3099841	05 East Mids	Derbyshire	Derby JCP Contact Centre	DE21 6BF			
3099842	04 Yorks & Humb	North Yorkshire	York FAS	YO32 9GZ			
3099843	01 Scotland	Lanarkshire & East Dunbarton	Motherwell PS	ML1 3FA			
3099844	03 North West	Greater Manchester East	Stockport Millennium House	SK1 3UH			
3099856	03 North West	East Lancashire	Simonstone Blackburn Road Burnley	BB12 7NQ			
3099857	01 Scotland	Grampian & Tayside	Dundee PS	DD4 9FF			
3099858	08 Wales	Swansea Bay	Swansea PS	SA6 8AH			
4003901	10 London	Brent Harrow & Hillingdon	Olympic House Wembley IR	HA9 0DL			
5012037	06 West Mids	Staffordshire	Lichfield CSA	WS13 6JG			
5013713	06 West Mids	Birmingham & Solihull	Ladywood House	B3 1LR			
5019402	01 Scotland	Forth Valley & Fife	Falkirk CSAC Parklands	FK1 1XP			
5019442	06 West Mids	Dudley & Sandwell	Pedmore House	DY5 1XA			
5019463	03 North West	Liverpool	Birkenhead Great Western House	CH41 6DA			

Old Prime Number	GOR	District	Office Name	Postcode			
5020054	11 South West	Devon & Cornwall	Plymouth CSAC	PL6 7TN			
5020067	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Barnsley CSA	S70 1LW			
5023487	06 West Mids	Dudley & Sandwell	Quay House	DY5 1XA			
5023680	09 South East	Sussex & Surrey	Hastings CSAC	TN37 7NL			
5029996	04 Yorks & Humb	Sheffield	Sheffield CSA Premier House	S1 2HG			
5041207	01 Scotland	Glasgow	Glasgow Craigton Paisley Road West	G52 1SY			
5044728	03 North West	Liverpool	Birkenhead St Mark House	CH41 6HD			
5099838	01 Scotland	Ayrshire Dumfries Galloway & I/clyde	Cumnock CSA	KA18 1SH			
5099880	11 South West	Devon & Cornwall	Plymouth CSAC (3)	PL6 5XN			
5099883	07 East of Eng	Norfolk	Norwich Thorpe Road	NR1 1RN			
5099912	03 North West	Liverpool	Liverpool Cunard Building	L3 1DS			
5099925	08 Wales	Cardiff & Vale	Cardiff Golate House CSA	CF1 1DX			
5099937	09 South East	Hampshire	Basingstoke Telford House	RG21 6UY			
7502059	10 London	City & East London	The Adelphi	WC2N 6HT			
7502738	10 London	Central London	Bloomsbury	WC1H 9NE			
7530936	10 London	City & East London	New Court	WC2A 2LS			
8002995	10 London	S.E. London	Bexley SSO	DA6 7BB			
8014791	03 North West	Greater Manchester East	Stockport Wellesley House	SK4 1LS			
8015680	03 North West	Greater Mersey	St Helens College Street	WA10 1TH			
8049595	04 Yorks & Humb	Leeds	Leeds SOL P	LS1 2ED			
9019589	03 North West	"Manchester, Salford & Trafford"	Debt Centre Salford	M5 3GL			
9034202	03 North West	"Manchester, Salford & Trafford"	Debt Centre Manchester	M21 1BU			
9099759	06 West Mids	Coventry & Warwickshire	Debt Centre Nuneaton	CV10 7RH			
9099779	05 East Mids	Northamptonshire	Debt Centre Corby	NN17 5BA			
9099808	04 Yorks & Humb	Bradford & Keighley	Debt Centre Bradford	BD1 4RP			

Old Prime Number	GOR	District	Office Name	Postcode			
9099824	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Dearne DMC	S63 7EF			
11990010	02 North East	Gateshead & South Tyneside	Blaydon JCP	NE21 5AD			
11990048	02 North East	Tees Valley	Stockton JCP	TS18 3BW			
11990081	02 North East	Northumbria	Newcastle RO	NE1 6HQ			
11990101	02 North East	Durham	Chester Le Street JC	DH3 3XE			
11990106	02 North East	Durham	Durham JC	DH1 3BP			
11990109	02 North East	Gateshead & South Tyneside	Felling JCP	NE10 9QQ			
11990116	02 North East	Tees Valley	Middlesbrough Crown House	TS1 1TX			
11990157	02 North East	Tees Valley	Darlington Crescent House	DL3 7PX			
11990171	02 North East	Northumbria	Newcastle-upon-Tyne Newcroft House	NE1 6ND			
11990172	02 North East	Gateshead & South Tyneside	Jarrow JCP	NE32 3BX			
11990182	02 North East	Gateshead & South Tyneside	South Shields Chapter Row JCP	NE33 1BZ			
11990184	02 North East	Tees Valley	Redcar JCP	TS10 1DH			
11990186	02 North East	Tees Valley	Middlesbrough Dalby House	TS8 0XZ			
11990188	02 North East	Gateshead & South Tyneside	Gateshead Shildon House JCP	NE8 1AS			
12990013	04 Yorks & Humb	Sheffield	Sheffield Chapeltown JCP	S35 2FZ			
12990055	04 Yorks & Humb	Sheffield	Sheffield Cathedral Court	S1 2EX			
12990069	04 Yorks & Humb	Sheffield	Sheffield Woodhouse JCP	S13 7QX			
12990106	04 Yorks & Humb	East Riding & the Humber	Bridlington JC	YO16 4LS			
12990110	04 Yorks & Humb	Calderdale & Kirklees	Dewsbury Empire House JCP	WF12 8EA			
12990117	04 Yorks & Humb	Calderdale & Kirklees	Halifax Horton Street JCP	HX1 1QE			
12990121	04 Yorks & Humb	East Riding & the Humber	Hull Market Place JC	HU1 1RU			
12990137	04 Yorks & Humb	Sheffield	Sheffield Bailey Court JCP	S1 3SY			
12990192	04 Yorks & Humb	Sheffield	Sheffield HRSC Peel House	S3 8PQ			
12990214	04 Yorks & Humb	North Yorkshire	York Stonebow JCP	YO1 9PS			
12990227	04 Yorks & Humb	East Riding & the Humber	Grimsby Bridge House JCP	DN31 1NH			
12990234	04 Yorks & Humb	Wakefield	Castleford Centurian House JCP	WF10 1HY			

Old Prime Number	GOR	District	Office Name	Postcode			
12990246	04 Yorks & Humb	Wakefield	Wakefield Crowther House JCP	WF1 1PL			
12990247	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Rotherham Chantry House JC	S60 2DL			
12990262	04 Yorks & Humb	North Yorkshire	Scarborough JC	YO11 1XP			
12990270	04 Yorks & Humb	Calderdale & Kirklees	Huddersfield Castle House JCP	HD1 2NE			
12990276	04 Yorks & Humb	"Doncaster, Barnsley & Rotherham"	Doncaster Princegate House JC	DN1 3XT			
13990029	07 East of Eng	Norfolk	Norfolk JCP District Office	NR2 1RG			
13990121	05 East Mids	Derbyshire	Buxton JCP	SK17 6BU			
13990192	07 East of Eng	Cambridgeshire	Cambridge JC	CB4 3BG			
13990212	07 East of Eng	Norfolk	Norwich Kiln House JCP	NR2 1BZ			
13990237	07 East of Eng	Norfolk	Diss JCP	IP22 3AX			
13990238	07 East of Eng	Norfolk	Kings Lynn JCP	PE30 1LR			
13990249	05 East Mids	Nottinghamshire	Nottingham Newtown House	NG1 6GG			
13990262	07 East of Eng	Norfolk	Great Yarmouth JCP	NR30 1EJ			
13990283	07 East of Eng	Cambridgeshire	Peterborough JC	PE1 1RR			
13990295	07 East of Eng	Suffolk	Lowestoft Marina	NR32 1HL			
14990020	10 London	Central London	Finsbury Park JCP	N7 7JX			
14990030	10 London	City & East London	Plaistow JC	E13 8EB			
14990031	10 London	City & East London	Poplar JC	E14 7DR			
14990034	10 London	City & East London	Shoreditch JC	E2 8AQ			
14990038	10 London	North London	Tottenham JC	N17 9TL			
14990049	10 London	North London	Wood Green JC	N22 6JA			
14990107	07 East of Eng	Essex	Basildon JCP	SS14 2EE			
14990111	07 East of Eng	Essex	Chelmsford DO	CM1 1HF			
14990112	07 East of Eng	Essex	Clacton PC	CO15 6QR			
14990113	07 East of Eng	Essex	Colchester Southway	CO3 3EX			
14990135	10 London	Brent Harrow & Hillingdon	Ruislip JC	HA4 8QB			
14990146	10 London	Brent Harrow & Hillingdon	Wembley JCP	HA9 7JD			

Old Prime Number	GOR	District	Office Name	Postcode			
14990148	10 London	Brent Harrow & Hillingdon	Willesden JCP	NW10 2ZP			
14990151	10 London	City & East London	East Ham JC	E6 2LL			
14990152	10 London	North London	Barnet Hill JC	EN5 1AH			
14990169	10 London	Brent Harrow & Hillingdon	Hayes JCP	UB4 0RS			
14990183	07 East of Eng	Hertfordshire	Welwyn Garden City JC	AL8 6BU			
14990191	07 East of Eng	Hertfordshire	Borehamwood JC	WD6 1JR			
14990195	07 East of Eng	Bedfordshire	Dunstable JCP	LU6 3HD			
14990197	07 East of Eng	Hertfordshire	Hatfield JC	AL10 0AR			
14990200	07 East of Eng	Hertfordshire	Hertford JC	SG14 1ES			
14990208	07 East of Eng	Hertfordshire	Letchworth JC	SG6 3AZ			
14990214	07 East of Eng	Hertfordshire	St Albans JC	AL1 3HZ			
14990217	07 East of Eng	Hertfordshire	Stevenage JC	SG1 1EZ			
14990219	07 East of Eng	Hertfordshire	Waltham Cross JC	EN8 7BA			
14990220	07 East of Eng	Hertfordshire	Watford JC	WD1 1SQ			
14990237	09 South East	"Bucks, Berks Oxon"	Aylesbury Heron House JCP	HP20 2LX			
14990239	09 South East	"Bucks, Berks Oxon"	Banbury Contact Centre	OX16 9YQ			
14990249	09 South East	"Bucks, Berks Oxon"	Milton Keynes Central JCP	MK9 3LR			
14990251	09 South East	"Bucks, Berks Oxon"	Newbury Cromwell House JCP	RG14 1JB			
14990269	10 London	City & East London	Isle Of Dogs JC	E14 9PG			
14990274	07 East of Eng	Bedfordshire	Bedford DO	MK40 1ES			
14990280	10 London	Central London	Central London JCP RO	WC1X 8HL			
14990288	10 London	City & East London	East Ham Central JC	E6 2JR			
14990291	09 South East	"Bucks, Berks Oxon"	Oxford JCP	OX1 2BX			
14990310	09 South East	"Bucks, Berks Oxon"	Reading Adelphi House JCP	RG1 1HD			
14990311	10 London	N.E. London	Romford JCP	RM1 3PJ			
14995001	10 London	West London	Fulham JCP	SW6 2DL			
14995111	10 London	London South	Purley JC	CR8 2YU			
14995160	10 London	London South	Thornton Heath JC	CR7 8YY			
14995191	09 South East	Hampshire	Isle Of Wight High Street	PO30 1TU			

Old Prime Number	GOR	District	Office Name	Postcode			
14995194	09 South East	Sussex & Surrey	Redhill JCP	RH1 1BQ			
14995233	09 South East	Sussex & Surrey	Littlehampton JCP	BN17 5ER			
14995239	09 South East	Sussex & Surrey	Chichester JCP	PO19 2EH			
14995252	09 South East	Hampshire	Aldershot Victoria Road	GU11 1TN			
14995310	09 South East	Sussex & Surrey	Brighton Phoenix Buildings	BN1 2RZ			
14995315	10 London	London South	Bromley JC	BR1 1NA			
14995319	09 South East	Sussex & Surrey	Crawley JCP	RH10 1EZ			
14995334	09 South East	Sussex & Surrey	Woking JCP	GU21 1JZ			
14995342	10 London	West London	Acton JCP	W3 7JL			
14995343	10 London	N.E. London	Walthamstow JCP	E17 6RH			
14995344	07 East of Eng	Essex	Grays JCP	RM17 6QQ			
14995345	10 London	City & East London	Stratford JC	E15 4PN			
14995346	07 East of Eng	Essex	Braintree JCP	CM7 3HA			
14995354	07 East of Eng	Hertfordshire	Hemel Hempstead JC	HP1 1EQ			
14995355	09 South East	Sussex & Surrey	Haywards Heath JCP	RH16 1BP			
14995358	10 London	Brent Harrow & Hillingdon	Kilburn JCP	NW6 5AH			
14995365	07 East of Eng	Essex	Harwich JCP	CO12 3AT			
14995366	10 London	Brent Harrow & Hillingdon	Uxbridge JCP	UB8 1DP			
14995368	10 London	City & East London	Hackney JC	E8 1EE			
14995385	10 London	N.E. London	Waltham Forest Action Team	E11 3DA			
15990001	11 South West	"Gloucester, Wiltshire & Swindon"	Cirencester JC	GL7 1LJ			
15990004	11 South West	Devon & Cornwall	Axminster JCP	EX13 5DZ			
15990005	11 South West	West Of England	Bath JC	BA1 2DW			
15990008	11 South West	Dorset & Somerset	Blandford JCP	DT11 7UE			
15990009	11 South West	Devon & Cornwall	Bodmin JCP	PL31 2JB			
15990010	11 South West	Dorset & Somerset	Bournemouth JC	BH1 1JT			
15990018	11 South West	Devon & Cornwall	Bude JCP	EX23 8BT			
15990020	11 South West	Devon & Cornwall	Camborne JCP	TR14 8LQ			
15990028	11 South West	West Of England	Clevedon JC	BS21 6BY			

Old Prime Number	GOR	District	Office Name	Postcode			
15990032	11 South West	"Gloucester, Wiltshire & Swindon"	Devizes JC	SN10 1AH			
15990033	11 South West	Devon & Cornwall	Devonport JCP	PL2 3BD			
15990041	11 South West	Dorset & Somerset	Frome JCP	BA11 1QW			
15990042	11 South West	"Gloucester, Wiltshire & Swindon"	Gloucester JC	GGL1 1TX			
15990045	11 South West	Devon & Cornwall	Hayle JC	TR27 4DY			
15990046	11 South West	Devon & Cornwall	Helston JCP	TR13 8HX			
15990048	11 South West	Devon & Cornwall	Ilfracombe JCP	EX34 9DF			
15990053	11 South West	Devon & Cornwall	Looe JCP	PL13 1AN			
15990061	11 South West	Devon & Cornwall	Okehampton JCP	EX20 1AN			
15990072	11 South West	Devon & Cornwall	Sidmouth JCP	EX10 8DT			
15990074	11 South West	"Gloucester, Wiltshire & Swindon"	Stroud JC	GL5 2AD			
15990077	11 South West	Devon & Cornwall	Tavistock JCP	PL19 0BE			
15990081	11 South West	Devon & Cornwall	Tiverton JCP	EX16 6LU			
15990086	11 South West	Dorset & Somerset	Wareham JC	BH20 4AF			
15990100	11 South West	Dorset & Somerset	Shaftesbury JCP	SP7 8HZ			
15990101	11 South West	Devon & Cornwall	St Ives JC	TR26 2nd			
15990144	11 South West	West Of England	Bedminster JC	BS3 3NW			
15990146	11 South West	West Of England	Bishopsworth JC	BS13 7TE			
15990150	11 South West	West Of England	Bristol Central JC	BS1 2LD			
15990160	11 South West	Devon & Cornwall	Honiton JCP	EX14 1JP			
15990163	11 South West	Devon & Cornwall	Paignton JCP	TQ3 2HQ			
15990165	11 South West	Devon & Cornwall	Plymouth Buckwell JC	PL1 2DD			
15990173	11 South West	Dorset & Somerset	Taunton (Quantock House)	TA1 3TR			
15990175	11 South West	"Gloucester, Wiltshire & Swindon"	Trowbridge JC	BA14 8XR			
15990177	11 South West	West Of England	Westbury On Trym JC	BS9 3EF			
15990178	11 South West	West Of England	Weston Super Mare JC	BS23 1JH			
15990180	11 South West	Dorset & Somerset	Winton JCP	BH9 2AR			
15990234	11 South West	Dorset & Somerset	Wells JCP	BA5 2PT			
15990244	11 South West	Dorset & Somerset	Dorchester JCP	DT1 1PX			

Old Prime Number	GOR	District	Office Name	Postcode			
15990251	11 South West	Devon & Cornwall	Plymouth Hoegate JC	PL1 2AT			
15990260	11 South West	"Gloucester, Wiltshire & Swindon"	Cinderford JCP	GL14 2JU			
15990261	11 South West	Dorset & Somerset	Bridgwater West Quay House	TA6 3HG			
15990262	11 South West	Devon & Cornwall	Bideford JCP	EX39 2NR			
15990263	11 South West	Devon & Cornwall	Truro Elizabeth House	TR1 3AP			
15990278	11 South West	Dorset & Somerset	Yeovil Telford House	BA20 1DA			
15990281	11 South West	Devon & Cornwall	Penryn JCP	TR10 8SB			
15990282	11 South West	"Gloucester, Wiltshire & Swindon"	Swindon JC	SN1 2LN			
15990285	11 South West	West Of England	Easton JC	BS5 6NR			
15990290	11 South West	West Of England	Bristol Filton JC	BS34 7BD			
15990292	11 South West	Dorset & Somerset	Christchurch JCP	BH23 1HX			
15990295	11 South West	Dorset & Somerset	Bournemouth Bracken House	BH1 3NW			
15990298	11 South West	Devon & Cornwall	St Austell Treleaven House JCP	PL25 5TY			
15990300	11 South West	Devon & Cornwall	Newton Abbot JCP	TQ12 2PG			
15990305	11 South West	"Gloucester, Wiltshire & Swindon"	Salisbury JC	SP1 3XP			
15990309	11 South West	"Gloucester, Wiltshire & Swindon"	Cheltenham JC	GL50 4DJ			
15990310	11 South West	Devon & Cornwall	Plympton JCP	PL7 2AA			
15990311	11 South West	Devon & Cornwall	Redruth JCP	TR15 1AL			
15990312	11 South West	Devon & Cornwall	The Forum (Was Finance House)	EX1 1QR			
15990313	11 South West	Devon & Cornwall	Totnes JCP	TQ9 5WA			
15990315	11 South West	"Gloucester, Wiltshire & Swindon"	Tewkesbury JC	GL20 5AB			
15990317	11 South West	Dorset & Somerset	Wimborne JCP	BH21 1XB			
15990319	11 South West	West Of England	Kingswood JC	BS15 1BZ			
15990321	11 South West	Dorset & Somerset	Burnham-On-Sea JCP	TA8 1AX			
15990323	11 South West	"Gloucester, Wiltshire & Swindon"	Chippenham JC	SN15 3LH			
15990324	11 South West	Dorset & Somerset	Minehead JCP	TA24 5XZ			
15990325	11 South West	Devon & Cornwall	Newquay JCP	TR7 1BY			
15990326	11 South West	Devon & Cornwall	Liskeard JCP	PL14 3AG			
15990327	11 South West	Devon & Cornwall	Torquay JCP	TQ1 3JQ			

Old Prime Number	GOR	District	Office Name	Postcode			
15990328	11 South West	Dorset & Somerset	Bridport JCP	DT6 3QJ			
15990330	11 South West	West Of England	Yate JC	BS37 4BB			
15990331	11 South West	Devon & Cornwall	Exmouth JCP	EX8 1HE			
15990333	11 South West	Devon & Cornwall	Brixham JCP	TQ5 8NQ			
15990334	11 South West	Devon & Cornwall	Launceston Tower St JCP	PL15 8BQ			
15990336	11 South West	Dorset & Somerset	Chard JCP	TA20 1QF			
15990337	11 South West	West Of England	Shirehampton JC	BS11 0DX			
15990338	11 South West	Devon & Cornwall	Saltash JCP	PL12 6JR			
15990341	11 South West	Dorset & Somerset	Poole JCP	BH15 1NZ			
15990343	11 South West	Devon & Cornwall	Wadebridge JCP	PL27 7AL			
15990344	11 South West	"Gloucester, Wiltshire & Swindon"	Coleford JCP	GL16 8BQ			
15990345	11 South West	Devon & Cornwall	Kingsbridge JCP	TQ7 1AB			
15990346	11 South West	West Of England	Bath SSO	BA1 1TS			
15990362	11 South West	Devon & Cornwall	Exeter Pynes Hill Court	EX2 5SP			
16990002	08 Wales	S.E. Wales	Abergavenny JC	NP7 5EF			
16990012	08 Wales	Eastern Valleys	Blackwood JC	NP12 1YX			
16990025	08 Wales	Wrexham & NW Coast	Cefn Mawr JC	LL14 3AB			
16990027	08 Wales	Wrexham & NW Coast	Conwy JC	LL32 8DE			
16990038	08 Wales	West Wales	Lampeter JC	SA48 7BN			
16990045	08 Wales	Wrexham & NW Coast	Llangollen JC	LL20 8BR			
16990046	08 Wales	Wrexham & NW Coast	Llanrwst JC	LL26 0LL			
16990053	08 Wales	S.E. Wales	Monmouth JC	NP5 3XA			
16990055	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Mountain Ash JCP	CF45 4HU			
16990066	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Porth JCP	CF39 9RB			
16990072	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Pyle JCP	CF33 6BP			
16990075	08 Wales	Eastern Valleys	Risca JC	NP11 6YE			

Old Prime Number	GOR	District	Office Name	Postcode			
16990086	08 Wales	North West Wales & Powys	Ystradgynlais JCP	SA9 1AB			
16990100	08 Wales	Cardiff & Vale	Cardiff RO	CF14 3UW			
16990111	08 Wales	West Wales	Ammanford JC	SA18 3BW			
16990113	08 Wales	Eastern Valleys	Bargoed JC	CF81 8XP			
16990130	08 Wales	Cardiff & Vale	Cardiff & Vale DO	CF4 4UF			
16990132	08 Wales	West Wales	Cardigan JC	SA43 1EF			
16990134	08 Wales	S.E. Wales	Chepstow JC	NP6 6JP			
16990136	08 Wales	Wrexham & NW Coast	Colwyn Bay JC	LL29 8LR			
16990144	08 Wales	Wrexham & NW Coast	Flint JC	CH5 5BP			
16990147	08 Wales	Swansea Bay	Gorseinon JC	SA4 2EH			
16990166	08 Wales	Wrexham & NW Coast	Mold JC	CH7 1LH			
16990178	08 Wales	Swansea Bay	Pontardawe JC	AS8 4JA			
16990180	08 Wales	Eastern Valleys	Pontllytyn JC	CF81 9PN			
16990181	08 Wales	S.E. Wales	Pontypool JCP	NP4 6XQ			
16990198	08 Wales	Wrexham & NW Coast	Shotton JC	CH5 4HA			
16990203	08 Wales	Eastern Valleys	Tredeggar JC	NP22 3YA			
16990205	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Treorchy JC	CF42 6TE			
16990206	08 Wales	North West Wales & Powys	Welshpool JCP	SY21 7DD			
16990227	08 Wales	North West Wales & Powys	Brecon JCP	LD3 7HL			
16990248	08 Wales	S.E. Wales	Caldicot JC	NP6 4BR			
16990249	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Maesteg JCP	CF34 9GY			
16990251	08 Wales	North West Wales & Powys	Amlwch JC	LL68 9EA			
16990253	08 Wales	Wrexham & NW Coast	Rhyl JC	LL18 1UB			
16990259	08 Wales	Cardiff & Vale	Penarth JC	CF64 3DA			
16990261	08 Wales	Wrexham & NW Coast	Wrexham JC	LL11 1EJ			
16990264	08 Wales	S.E. Wales	Newport Gwent JC	NP9 1JR			
16990268	08 Wales	Swansea Bay	Morrison JC	SA6 8BW			

Old Prime Number	GOR	District	Office Name	Postcode			
16990269	08 Wales	Swansea Bay	Port Talbot JC	SA13 1LX			
16990270	08 Wales	Cardiff & Vale	Barry JC	CF63 4HA			
16990271	08 Wales	Swansea Bay	Glynneath JC	SA11 5BU			
16990273	08 Wales	North West Wales & Powys	Bangor JC	LL57 1YA			
16990274	08 Wales	West Wales	Llanelli JC	SA15 3TN			
16990275	08 Wales	West Wales	Milford Haven JC	SA73 2HL			
16990276	08 Wales	Swansea Bay	Neath JC	SA11 1LY			
16990277	08 Wales	Swansea Bay	Swansea JC	SA1 1LS			
16990278	08 Wales	West Wales	Aberystwyth JC	SY23 1LA			
16990279	08 Wales	Eastern Valleys	Caerphilly JC	CF83 1UA			
16990280	08 Wales	West Wales	Pembroke Dock JC	SA72 6EF			
16990283	08 Wales	Cardiff & Vale	Cardiff Caradog House JC	CF10 3BE			
16990284	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Bridgend Market Street JCP	CF31 1LL			
16990285	08 Wales	Wrexham & NW Coast	Llandudno JC	LL30 2SY			
16990286	08 Wales	West Wales	Carmarthen JC	SA31 1GS			
16990287	08 Wales	West Wales	Haverfordwest JC	SA61 1BH			
16990288	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Porthcawl JCP	CF36 3BL			
16990292	08 Wales	Cardiff & Vale	Cardiff Charles Street JC	CF10 2GS			
16990293	08 Wales	North West Wales & Powys	Llandrindod Wells JC	LD1 5HU			
16990294	08 Wales	"Bridgend, Rhondda, Cynon, & Taf"	Llantrisant JCP	CF72 9AL			
16990295	08 Wales	North West Wales & Powys	Pwllheli JC	LL53 5NF			
16990296	08 Wales	West Wales	Tenby JC	SA79 7DL			
16990297	08 Wales	North West Wales & Powys	Machynlleth JC	SY20 8EB			
16990299	08 Wales	S.E. Wales	Cwmbran JC	NP44 1PL			
17990012	06 West Mids	Staffordshire	Burton New Street JC	DE14 3SN			
17990020	06 West Mids	Birmingham & Solihull	Birmingham Erdington SSO	B23 6ST			

Old Prime Number	GOR	District	Office Name	Postcode			
17990034	06 West Mids	Staffordshire	Lichfield JC	WS13 6JG			
17990041	06 West Mids	Birmingham & Solihull	Birmingham South West JCP	B31 2TQ			
18990029	03 North West	Cheshire & Warrington	Crewe Market Street	CW1 2LJ			
18990098	03 North West	Lancashire West	Skelmersdale Whelmar House	WN8 6NS			
18990121	03 North West	Greater Mersey	Bootle Park House	L20 3PM			
18990200	03 North West	Liverpool	Liverpool Cressington	L19 0NE			
18990205	03 North West	Greater Manchester East	Hyde Beech House SSO	SK14 2LS			
18990207	03 North West	Lancashire West	Lancaster Mitre House	LA1 1EQ			
18990224	03 North West	Greater Manchester East	Manchester Middleton Othen House	M24 1BX			
18990232	03 North West	Cheshire & Warrington	Northwich London Road	CW9 5EY			
18990236	03 North West	"Manchester, Salford & Trafford"	Manchester Openshaw	??			
18990246	03 North West	Greater Mersey	St Helens College Street	WA10 1TH			
18990252	03 North West	Greater Mersey	Southport Eastbank House	PR8 1ES			
18990255	03 North West	Greater Manchester East	Stockport Wellesley House	SK4 1LS			
18990259	03 North West	Liverpool	Wallasey Dominic House	L44 5KY			
18990265	03 North West	"Bolton, Bury & Wigan"	Wigan Brocol House	WN1 1EA			
18990306	03 North West	Cumbria	Penrith Friargate	CA11 7QH			
18990307	03 North West	Cumbria	Whitehaven Catherine Street	CA28 7SJ			
18990308	03 North West	Cumbria	Workington Central Square	CA14 3BL			
18990352	03 North West	"Manchester, Salford & Trafford"	Manchester Salford	M5 2XZ			
18990361	03 North West	Greater Mersey	Liverpool Bootle Linacre House	L20 3QA			
18990374	03 North West	"Manchester, Salford & Trafford"	Manchester Newton Heath	M40 2EP			
18990375	03 North West	"Manchester, Salford & Trafford"	Manchester Cheetham Hill	M8 9DQ			
18990379	03 North West	Cumbria	Barrow Craven House	LA14 1AE			
18990398	03 North West	Cheshire & Warrington	Macclesfield King Edward Street	SK10 1AE			
18990400	03 North West	East Lancashire	Blackburn Cardwell Place	BB2 1LG			
18990406	03 North West	Liverpool	Liverpool Toxteth	L8 8DY			
18990407	03 North West	Greater Mersey	Liverpool Crosby	L22 0PB			
18990411	03 North West	Cheshire & Warrington	Wilmslow Water Lane	SK9 5AW			

Old Prime Number	GOR	District	Office Name	Postcode			
18990421	03 North West	Greater Mersey	Kirkby St Chads Drive	L32 8RW			
18990422	03 North West	Cumbria	Carlisle Broadacre House	CA3 8DA			
19990103	01 Scotland	Highlands Islands & Clyde Coast	Stornoway JCP	HS1 2NA			
19990172	01 Scotland	Grampian & Tayside	Dundee Gellatly St JCP	DD1 3DX			
19990173	01 Scotland	Grampian & Tayside	Dundee Wellgate JCP	DD1 2DB			
19990358	01 Scotland	Highlands Islands & Clyde Coast	Paisley High Street JCP	PA1 2AN			
120272a	01 Scotland	Edinburgh Lothian & Borders District	Edinburgh DCD	EH3 9SH			
3028996a	11 South West	West Of England	Bath PS	BA1 2DG			
CSASHRE WSBURY	06 West Mids	The Marches	Shrewsbury SPC	SY3 5HJ			
11990160	02 North East		HARTLEPOOL BOVIS HOUSE				
13990066	05 East Mids		MABLETHORPE TENNYSON ROAD				
13990076	05 East Mids		SKEGNESS BRIARWAY				
13990110	05 East Mids		DERBY ST PETERS HOUSE				
13990126	05 East Mids		BOSTON WEST STREET				
13990131	05 East Mids		DERBY NORMANTON ROAD				
13990142	05 East Mids		LINCOLN CROWN HOUSE				
13990231	05 East Mids		CHESTERFIELD MARKHAM HOUSE				
13990261	05 East Mids		NOTTINGHAM WATER COURT				
13990287	05 East Mids		DERBY THE WARDWICK				
14990056	10 London		SOUTHALL THE BROADWAY				
14990097	07 East of Eng		TILBURY TILBURY HOUSE				
14990137	07 East of Eng		SOUTHEND TYLERS HOUSE				
14995008	10 London		LONDON BERMONDSEY				
14995037	10 London		LONDON CATFORD				
14995117	10 London		LONDON FOREST HILL				

Old Prime Number	GOR	District	Office Name	Postcode			
14995144	10 London		LONDON TOOTING				
14995146	10 London		LONDON LEWISHAM				
14995335	10 London		LONDON COBURG HOUSE				
14995367	10 London		LONDON DALSTON				
14995380	07 East of Eng		STANSTED AIRPORT				
16990050	08 Wales		MERTHYR TYDFIL GLEBELAND STREET				
16990141	08 Wales		EBBW VALE CROWN BUILDING				
17990053	06 West Mids		SOLIHULL 74 NEW ROAD				
17990065	06 West Mids		BIRMINGHAM WASHWOOD HEATH				
17990071	06 West Mids		WOLVERHAMPTON CHAPEL COURT				
17990131	06 West Mids		REDDITCH THREADNEEDLE HOUSE				
17990161	06 West Mids		WELLINGTON 67 NEW STREET				
17990181	06 West Mids		MADELEY CHURCH STREET				
17990226	06 West Mids		BIRMINGHAM LONGBRIDGE				
18990322	03 North West		COCKERMOUTH TITHE HOUSE				
19990143	01 Scotland		ABERDEEN THISTLE STREET				
19990340	01 Scotland		DUNFERMLINE 79/83 HIGH STREET				
19990353	01 Scotland		FORT WILLIAM WAVERLEY HOUSE				
19990360	01 Scotland		DUMFRIES 65 IRISH STREET				
19990372	01 Scotland		PETERHEAD ST PETER STREET				
none	02 North East		CRU Durham House	NE38 7SR			

Appendix B

Method Statement

BAFO variation 1: Tyneview Park (TVP)

This document contains the method statements for delivery of postal, post despatch and messenger services to the above additional sites which are extra to the Haden's BAFO submitted in May 2006.

The following post volumes have been provided by the Authority:

Annual	POST IN	POST OUT
TNT	2.2m	0.7m
Royal Mail	1.4m	3.2m
Total	3.6m	3.9m

The method statements should be read in conjunction with our related pricing tables and assumptions specific to the two new sites.

Summary of TVP process:

Royal Mail post is despatched and opened by Royal Mail off site.
Courier mail is opened and despatched on site at TVP and carried out by Haden staff on site.

- 1.1 The Contractor's sub contractor, Royal Mail, will open and sort incoming DWP Royal Mail post off site at their Tyneside Mail Opening Unit. Royal Mail will deliver the opened mail to both sites 3 times a day, first batch at 7am.
- 1.2 All incoming unopened DWP courier mail for both sites will be delivered by TNT into TVP by 7am each day. This post will be sorted and opened by the on site Haden staff during the day.
- 1.3 Opened courier mail for BVP will be taken and delivered to the HMRC messengers at BVP by the Contractor's van driver.
- 1.4 The despatch of Royal Mail post for both sites will be carried out by Royal Mail during the day.
- 1.5 Post for despatch from DWP staff at the sites will be collected by Royal Mail. Courier mail for despatch will be collected by the Contractor's van driver during the day in time for the final collection of post by TNT.
- 1.6 It is assumed that the Authority and Haden will be able to negotiate suitable space at TVP from HMCR. Approximately 25 by 38 square meters will be required to allow for the aforementioned operations of courier post opening and post despatch to be carried out on site. The current 'Pool Room' occupied by the messengers is too small for this purpose.
- 1.7 The Post on Desk time is within 24 hours of the TNT or Royal Mail delivery times.
- 1.8 Valuables will be extracted and recorded by Royal Mail which will be carried out in accordance with section 3.9 of our BAFO submission.
- 1.9 Valuables will be banked by Royal Mail in accordance with section 3.10 of our BAFO submission.
- 1.10 The used envelopes and polylopes will be fully opened and checked to make sure there are no further contents and placed in an appropriate receptacle for recycling.
- 1.11 CSA and EDS mail will not be opened. However CSA mail will be x-rayed by Royal Mail to check for harmful, offensive or dangerous items are maybe within the contents. If such items are found then this will be reported to the Authority and the envelope plus it's contents disposed of safely in accordance with appendix 5 of our BAFO submission of schedule 2.
- 1.12 The job titles of the on site messengers at TVP will change to Office Services Agents (OSAs) and Team Leader where appropriate.

- 1.13 The OSAs will continue to carry out the messenger services on site (6 rounds per day for 30 minutes per round) plus ad-hoc tasks which are listed below but not limited to:
- Cheques to TVJ206 (presumably Finance)
 - Collect wheelie bins from business areas on TVP and bring them down to the entrance doors to be taken away by the Salvage Team
 - Pick up cardboard from site and bring down to entrance area ready for collection by Salvage Team
 - Deliver monthly DWP staff magazine 'Horizons' to DWP business areas
 - Monthly PA Cages
 - Deal with mail that comes on TVP from Business Post
- 1.13 Fleet, secretarial, scanning and indexing services will not be delivered to these two sites by Haden. Should these services be required at a later date then the services will be added via the Change Control Procedure.
- 1.14 In addition, the Contractor's IT Team shall connect and set up computer terminals for the OSAs to use the Contractor's systems for recording of information and Management Information reports, in accordance with schedule 8 and 20 plus to access Haden HR data.

BAFO variation 2: Compensation Recovery Unit, Durham House

- 1.1 The Contractor shall receive, open, sort, stamp and prepare for distribution all incoming mail to the Compensation Recovery Unit. This will generally be in accordance with section 3.1 of this Schedule 3 however mail will be opened and distributed throughout the day and the 10.30 Post on Desk requirement will not apply
- 1.2 A large proportion of the post are cheques. The Contractor shall remove the cheques from the envelopes and arrange for the banking of such cheques within 24 hours of receipt.
- 1.3 The Contractor shall also operate the bulk mailing forwarding service from Durham House. Full details of the process followed in providing this service will be included in this section once the full details have been determined through the due diligence process to be undertaken during transition.

