



Prospectus 1

Citizen Experience



1 Organisation Overview

About PwC UK and our Managed Services

PwC works with government departments, agencies and public bodies to run, improve and modernise essential public services. We enable you to focus on your priorities and achieve sustainable outcomes.

Our Managed Services combine operational expertise, service management and enabling technology to support the delivery of complex, high-volume and regulated services. We partner with you to run and transform core services, combining day-to-day operations with continuous improvement and targeted transformation.

Under the RM6295 framework, we provide Managed Services across citizen experience, process administration and corporate functions. Our delivery models range from surge and stabilisation support to end-to-end Managed Services and operate-to-transform arrangements.

Citizen experience

Within citizen experience, we support time-critical, high-volume interactions with service users, helping maintain service continuity and manage demand.

Our delivery partnership

We combine PwC's programme leadership with ArvatoConnect's contact centre operations and frontline delivery expertise. This brings together our experience and governance with scalable, multichannel contact handling.

Scale, capability and credibility

Our Managed Services is underpinned by multi-location delivery capability, access to a broad technology and alliance ecosystem, and established methods for mobilisation, transition and service assurance.

Programme, governance and control

For each call off, we establish a management structure aligned to the scale, complexity and risk, typically supported by a centralised Programme Management Office.

2 Specialisms and capabilities in citizen experience

Core specialisms

Our citizen experience services include:

- Multi-channel contact handling
- Case-based enquiry resolution, complaints and escalations
- Demand forecasting and capacity management
- Secure handling of personal and sensitive data
- Business continuity and disaster recovery for critical services

What we deliver

Citizen experience services are delivered through an integrated PwC and ArvatoConnect partnership model, combining programme leadership, transformation and service management with established contact centre operations. We work with you to design a delivery model that reflects your objectives and operating context.

Our services include:

- Mobilisation and transition
 - Discovery workshops to confirm scope and success measures
 - Codesigned transition approaches, including phased, parallel run or big bang
 - Knowledge transfer and go-live assurance
 - TUPE transition support where applicable
- Live service delivery
 - Managed citizen contact and case handling
 - Team leadership, quality management and workforce planning
 - Performance monitoring and structured incident and issue management
- Performance and improvement
 - KPI- and SLA-aligned dashboards and reporting
 - Proactive intervention through threshold alerts
 - Root cause analysis, continuous improvement planning and demand reduction initiatives.

Our delivery models are designed to maintain service quality, manage volatility in demand and support future service transformation.

3 Key Personnel



Helen Moody
Director, Operate, PwC UK

Director in PwC UK's Operate business with extensive experience leading front office and contact centre operations. Helen specialises in transforming and running complex, citizen-facing services, combining operational delivery, performance management and technology-enabled solutions to improve experience and outcomes.

Helen also leads PwC's delivery of the Report Fraud service for the City of London Police, overseeing contact handling, quality management and service performance.

4 Service quality, controls, assurance and resilience

Service quality and people management

Service quality is managed through a defined Quality Management Plan aligned to your SLAs and reporting requirements. Key features include:

- Structured onboarding covering systems, processes, complaints handling and scenario-based simulations
- Quality controls including sampling, script adherence checks and outcome verification
- Route to Competency methodology with staged sign off against quality and productivity benchmarks
- Increased sampling and coaching if performance falls below thresholds

Team leaders oversee live operations using real-time and historical performance data, supported by daily operational reviews, weekly reporting and monthly governance forums.

Performance management

Key metrics are agreed at call off and typically include first contact resolution, response times, abandonment rates, transfers, repeat contacts and complaints. Performance insight is used to inform continuous improvement and demand management.

Data protection, security and resilience

Our citizen experience services are delivered using a secure by design approach aligned to public sector standards, including ISO 27001, ISO 22301, Cyber Essentials Plus and UK GDPR.

Key controls include:

- Role based access and least privilege principles
- End-to-end encryption and secure system configurations
- Defined joiners, movers and leavers processes
- Security incident management with clear escalation and notification
- Tested business continuity and disaster recovery arrangements

These measures support the confidentiality, integrity and availability of citizen data and services.

5 Case studies

Education and Skills Funding Agency: Citizen and business advice

ArvatoConnect supports the Education and Skills Funding Agency, advising employers and providers on education funding and apprenticeships through multichannel contact services. The service redesigned its channel strategy and IVR to better triage enquiries and promote self-service. This resulted in a 74% shift to self-service channels, improving accessibility and releasing agent capacity for complex cases.

UK national Report Fraud service

PwC is the prime contractor for the UK's national Report Fraud service and provides a critical point of contact for members of the public and businesses reporting fraud, economic crime and cybercrime. The service manages high volumes of sensitive citizen interactions, many involving vulnerability or distress, and operates as the front door to the National Fraud Intelligence Bureau. Delivered on behalf of the City of London Police, the service combines multichannel contact handling, secure case management, disciplined governance and continuous improvement to support victim care, accessibility and service resilience at a national scale.

Ramsay Health Care: National Enquiry Centre

PwC provided Managed Services capacity to support Ramsay Health Care's National Enquiry Centre during a period of high demand. We improved processes, enhanced data capture and supported call handling and appointment booking. The engagement increased answer rates by an average of 25% and reduced average call handling time by 40%.

6 Added value and social value

Value-added services

Our “value-added services” will depend on what is already within the scope of the engagement and may include:

- A dedicated partner as a sounding board
- Peer-learning and lessons-learned opportunities with other clients who have completed similar programmes
- Skills transfer
- Coaching and support opportunities for individuals, especially from under-represented groups

Social value capabilities

As a professional services firm, some of the ways we aim to deliver social value include:

- Skills-based volunteering tailored to the scale and scope of the engagement
- Employability and digital skills training for different cohorts through schools, community groups and social enterprises
- Skills development for small businesses and social enterprises, such as coaching sessions and mentoring
- Training and mentoring for client personnel from under-represented groups
- Delivering mental health awareness training to client teams to support wellbeing

7 Key Delivery Partners and Subcontractors

ArvatoConnect is PwC’s delivery partner for frontline citizen experience services, providing established public sector contact centre operations and multichannel contact-handling capability.

PwC retains overall accountability for service delivery under RM6295, including programme management, governance, quality and performance management. Delivery is managed through integrated teams, shared governance forums and aligned performance measures.

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