

**INVITATION TO TENDER**

**TECHNICAL EVALUATION RESPONSE DOCUMENT**

**PROVISION OF SERVICES TO DESIGN AND DELIVER THE SERVICE DESIGN OF SOCIAL  
SECURITY SCOTLAND'S DESK-BASED REVIEW AND FACE-TO-FACE ASSESSMENTS**

**SP-18-042**



We are very excited about the possibility of working with Social Security Scotland (SSS) on the Service Design of the Desk-Based Review and Face-to-Face Assessments for Child Disability Living Allowance (CDLA), Attendance Allowance (AA) and Personal Independent Payment (PIP). The opportunity is huge to create transformed delivery models for these services, with the values of public service, dignity and user-centricity at the heart.

**[Redacted: Exempt under 33(1)(b) FOISA]**

Question 1 – Ways of Working*	Weighting 20%
<p>Detail your approach to delivering the service using Agile methodology, in line with the Statement of Requirements. Your response should include, but is not limited to, the following:</p> <ol style="list-style-type: none"> <li>1.1 Demonstrate your approach to iterative user centred design and development throughout</li> <li>1.2 Highlight any dependencies &amp; Key risks.</li> <li>1.3 Describe your proposed approach and methodology to working collaboratively with the Purchaser project teams. Particular focus should be given to partnership working, sharing information, knowledge transfer and how you will mentor the Purchasers operational support team to take ownership of and support the live service.</li> <li>1.4 Outline your approach and methodology to working collaboratively with the technology suppliers in the implementation of the service</li> <li>1.5 Provide examples of when you have worked with a purchaser's team in the manner outlined in the Statement of Requirements and demonstrate how any learnings will be applied to this engagement.</li> </ol>	
Question 1 Response;	
<p>Our Deloitte Digital practice here in Scotland specialises in service design transformation with users at the heart of the transformation journey. We create services which are simple to use and intuitive that users succeed the first time. We have extensive experience working with an agile mindset, applying industry-leading techniques to inform and iterate solution designs through collaboration. With access to over 700 practitioners across our Scottish, London and Belfast studios, we have the <b>range of skills to support you</b> and your teams throughout the design and delivery of the assessment service from initial client engagement through to conclusion, drawing on cutting edge software practices and breadth and depth of both private and public sector digital transformation.</p> <p><b>[Redacted: Exempt under 33(1)(b) FOISA]</b></p> <p>Our experience in delivering similar programmes <b>[Redacted: Exempt under 33(1)(b) FOISA]</b> allow us to <b>bring new ideas and deliver value quickly</b>, through tried and tested approaches, key learnings and a recognition for the often complex stakeholder environments and cultural challenges that adopting an agile approach can bring. Full case studies are provided at the end of this response.</p> <p><b>1.1 Our approach to iterative user-centric design using Agile methodologies</b></p> <p><b>[Redacted: Exempt under 33(1)(b) FOISA]</b></p> <p>Our Deloitte Digital methodology for user-centric design builds on the industry recognised 'Double-Diamond' method, which we would refine and adjust to meet your needs:</p> <p><b>[Redacted: Exempt under 33(1)(b) FOISA]</b></p> <p><b>[Redacted: Exempt under 33(1)(b) FOISA]</b></p>	

[Redacted: Exempt under 33(1)(b) FOISA]

During the Alpha phase of the project we will:

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

## 1.2 Key risks and dependencies

[Redacted: Exempt under 33(1)(b) FOISA]

Based on our understanding of your requirement and experience of delivering large scale transformational service design programmes, we have outlined what we believe to be the key risks and dependencies below:

[Redacted: Exempt under 33(1)(b) FOISA]

## 1.3 Our proposed approach to working with the Purchaser project teams

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

We also recognise that SSS is in the midst of a wider significant digital delivery programme, and we believe we can add additional value by offering you access to a range of established initiatives to support your wider digital talent development and peer networking including:

[Redacted: Exempt under 33(1)(b) FOISA]

Specific public sector clients for whom we have built capability include:

- **Scottish Government**, [Redacted: Exempt under 33(1)(b) FOISA]
- **Metropolitan Police**, [Redacted: Exempt under 33(1)(b) FOISA]
- **Department for International Trade**, [Redacted: Exempt under 33(1)(b) FOISA]

We will leverage these insights and approaches to help build in-house capability within SSS. In addition, these activities will help build the confidence of the operational support team in order to take ownership and support the live service.

## 1.4 Our proposed approach to working with technology suppliers

As a world-leading systems implementer, we are well versed in operating in multi-vendor ecosystems. We have experience of successfully leading a number of technology-enabled projects, such as **Clydesdale Bank**, **Hampshire County Council**, the [Redacted: Exempt under 33(1)(b) FOISA] and **John Lewis**, and so understand how to effectively manage and mitigate the potential risks and issues that arise within a multi-supplier delivery programme.

[Redacted: Exempt under 33(1)(b) FOISA] We will work closely with Technology Providers to ensure that personas, user stories and any relevant prototypes are brought into their design process as early as possible in the development cycle.

[Redacted: Exempt under 33(1)(b) FOISA]

**1.5 Our examples of previous experience in working with a purchaser's team in the manner outlined in the Statement of Requirements and how learnings will be applied to this engagement.**

[Redacted: Exempt under 33(1)(b) FOISA]

## Question 2 - Planning

### Weighting 10%

Detail your approach to delivering the service within the required timescales, your response should include but is not limited to the following:

- 2.1 Approach to mobilisation, Alpha, Beta & Go Live
- 2.2 Delivery plans to support SoR deliverables, including: (Milestone plan, Statement of Work plan, Payment plan)
- 2.3 Based on the SoR, describe your interpretation of the priorities for delivering this Project and how your approach will ensure a successful outcome.
- 2.4 The assumptions made to inform the planning and contingency options
- 2.5 How you will manage and control delivery within the prescribed timescales, whilst dealing with a certain level of uncertainty. (include details of any management or productivity tools you intend to use)
- 2.6 Highlight any key dependencies and any obligations you believe are the responsibility of the purchaser

### Question 2 Response;

#### 2.1 and 2.2 Approach and delivery plans

**[Redacted: Exempt under 33(1)(b) FOISA]**

We recognise the implementation timeframes you have outlined in the ITT, including systems procurement and indicative CDLA, AA, and PIP go-live dates, and have detailed and prioritised our plan accordingly so that we will meet your required timescales. As part of mobilising, we would look to work with you to refine our plan, and as we go through the Rapid Service Design phase, develop a more detailed roadmap based on priority solutions.

**[Redacted: Exempt under 33(1)(b) FOISA]**

The diagram below provides a high-level view over the next two years, and indicative timeframes of phases and tasks. These are subject to change based on the complexity and prioritisation of solutions, as well as dependencies on wider service design projects and technology suppliers.

[Redacted: Exempt under 33(1)(b) FOISA]

#### **Mobilisation & Rapid Service Design phase**

Our team has a good understanding of the background, landscape, objectives, risks and stakeholders. However, it is critical that project planning and scope are correctly addressed at the beginning of the project.

This phase of activity will last eight weeks and focus on project planning and communications to maximise the effectiveness and timeliness of project activities, as well as reviewing and enriching current work to date to develop a high-level service design, including technical requirements.

Given the importance and immediacy of this phase, we have detailed below the plan for this eight-week period:

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

#### **Deliverables:**


[Redacted: Exempt under 33(1)(b) FOISA]

The challenge, therefore, is to follow an agile method which delivers the benefits of the Digital First standard (e.g. putting user needs at the heart of design) whilst recognising the constraints that the timescales, contractual model, and political commitments place on the ideal scenario of truly iterating the solutions during Alpha and Beta phases.

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

#### **Statement of Work and Payment Plan**

[Redacted: Exempt under 33(1)(b) FOISA]

#### **Payment Plan**

We are committed to providing value for money, and to tying our payment to outcomes that are valuable and accepted by you. We propose that a subset of milestones is agreed between both parties, aligned to your overall commercial milestones (as set-out in your pricing submission

template) and completion of the key deliverables outlined in our implementation plan, in order that we can maintain the cashflow to pay our suppliers and people. We have suggested an indicative plan below. During the mobilisation phase we will work with you to finalise the payment plan and agree the acceptance criteria which will provide the basis of agreement for releasing payment.

Commercial Milestone	Project Activity	Estimated Completion Date

[Redacted: Exempt under 33(1)(b) FOISA]

### 2.3 Understanding your priorities

Based on our understanding of the requirements, we propose the cycles address your service scope in the following priority order. Our rationale is described in the table below.

[Redacted: Exempt under 33(1)(b) FOISA]


[Redacted: Exempt under 33(1)(b) FOISA]


[Redacted: Exempt under 33(1)(b) FOISA]


[Redacted: Exempt under 33(1)(b) FOISA]

### 2.4 Assumptions

We recognise that any planning assumptions made for the Service Design scope of the programme must fit within the wider planning assumptions for the overall delivery programme. We have read the information provided with the SoR in detail, which has given some information about this.

The overarching planning assumptions we have made are:

1. The political deadlines for the launch of the CDLA, AA and PIP services in Scotland are not negotiable, and must be met.

2. SSS aspires to have a fully featured service available for the go-live dates, so it is essential to force a dialogue with senior leadership and Ministers about the Minimum Viable Product (MVP) on launch date and the strategy for improving it over time.
3. Despite the fact that devolved powers are granted in a “big bang” manner, it is imperative that some early testing is done in order to reduce the risk of catastrophic failure, hence the “Alpha” phases will involve extensive user testing of prototypes which the technology provider will support.
4. The technology provider will be contracted to deliver services in an agile and iterative manner, with commercial incentives that support us working together to iterate and develop solutions that respond to emergent user needs.
5. [Redacted: Exempt under 33(1)(b) FOISA]

## **2.5 How we manage and control delivery**

Our team are experienced Service design leaders and agile experts. We use a governance cadence that allows open and rapid discussion of issues and blockers, and of design topics.

We propose to manage and control delivery through the following governance practices and toolkits.

[Redacted: Exempt under 33(1)(b) FOISA]

## **2.6 Dependencies on Purchaser**

- You will manage any third party suppliers you are using and liaise with all other stakeholders as necessary;
- You will provide access to appropriate technical personnel and documentation to assist in providing the Services;
- You will obtain appropriate legal, technical or other specialist advice;
- You will be responsible for the creation of training materials and delivery of training of the assessment service to operational staff and assessors;
- We have assumed that the SSS will provide a full time core team to support and work in collaboration with us.

You will allow the use of cloud platforms for collaboration and governance as described above, and will provide access to these platforms for your resources and other stakeholders where necessary.

### Question 3 – Staffing Resource

#### Weighting 10%

Provide details of the team you propose to deliver this contract including :

- The individual you propose to manage this contract, highlighting their experience and specific skill set in relation to this commission
- Proposed team for delivery including an organisation chart outlining the team structure, accountability, communication and reporting.
- A flexible resource model over the duration of the engagement highlighting an efficient and effective approach to maximise value for money during peaks and troughs of the delivery cycle
- A description of the key roles that you will deploy including a brief summary of responsibilities with CVs
- Describe how you will source specific subject matter expertise i.e. detailed medical knowledge
- The senior core team required to deliver this contract, a copy of their curriculum vitae (CV), highlighting their skills and experience set in relation to this commission.
- In the event team members needing to be replaced, describe how you will provide assurance that any alternative team members proposed are similarly or better qualified to undertake the role than those they are replacing.

*In addition to the evaluation of the Tenderer's response to this question the Purchaser will also consider the information provided by the Tenderer as part of their Commercial response to the Pricing Schedule, with exception to the 'E (ex VAT)' values.*

**Please see Resource Profile sheet within the commercial response document and also note that responses to this question will be limited to 2500 words, in addition to CVs of maximum length one side A4 per individual, any additional text beyond this limit will not be considered.**

#### Overview

**[Redacted: Exempt under 33(1)(b) FOISA]**

We believe the combination of our deep knowledge of Scottish Government and DWP, our Digital and Service Design experts, and our technology transformation skills will provide you with the comfort that you have the team you need to successfully deliver.

**3.1 Proposed team for delivery including an organisation chart outlining the team structure, accountability, communication and reporting. Please note the response to this question also covers the following aspects:**

- The individual you propose to manage this contract, highlighting their experience and specific skill set in relation to this commission
- The senior core team required to deliver this contract, a copy of their curriculum vitae (CV ), highlighting their skills and experience set in relation to this commission
- A description of the key roles that you will deploy including a brief summary of responsibilities with CVs

Our multidisciplinary team has a strong understanding of agile approaches to design and delivery, and digital transformation. They will work closely with you to ensure we meet your needs and evolving requirements over the term of the contract.

The diagram below outlines our proposed team members and how we envisage our team will be positioned within the wider delivery landscape. Key individuals are named and a summary of their relevant skills and experience is also provided.

**[Redacted: Exempt under 38(1)(b) FOISA]**

Our **Management Team** is responsible for leading the delivery of our services. It includes:

The **Engagement Partner**, **[Redacted: Exempt under 38(1)(b) FOISA]**, is accountable for Deloitte's delivery and the **Deloitte QA Partner**, **[Redacted: Exempt under 38(1)(b) FOISA]**, will independently review our delivery at key milestones throughout our engagement and work with the Engagement Manager, Account Manager and Engagement Lead to implement any required changes to our delivery approach. **[Redacted: Exempt under 38(1)(b) FOISA]**, and **[Redacted: Exempt under 38(1)(b) FOISA]**, will also provide strategic insight, subject matter expertise, and guidance to SSS' senior management and to our team to ensure successful mobilisation and delivery of the Programme.

- The **Account Manager**, **[Redacted: Exempt under 38(1)(b) FOISA]**, will liaise with you on all operations and contractual issues, including complaints and problem resolution. **[Redacted: Exempt under 38(1)(b) FOISA]**, will work with **[Redacted: Exempt under 38(1)(b) FOISA]**, as a point of escalation as needed to oversee the direction our work, management of our people, tracking of progress and quality assurance of our deliverables; She will also provide insight and challenge to the leadership team and at project governance meetings, **[Redacted: Exempt under 38(1)(b) FOISA]**, will also be responsible for ensuring our successful exit from the contract.
- The **Engagement Lead**, **[Redacted: Exempt under 38(1)(b) FOISA]**, will be your day to day operational contact throughout our engagement. He will be responsible for managing our delivery team and will work closely with your leadership team to set direction for our project activities and will support you in facilitating Project Board and Governance through regular and frequent formal and informal reporting. He will also support you in anticipating and managing key risks, issues and dependencies;

**[Redacted: Exempt under 38(1)(a) FOISA]**

#### **Management Team Summary CVs.**

A summary of our management team's CVs highlighting their experience and specific skill set in relation to this commission is provided on the following pages. We would be pleased to provide full CVs if required.

[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted]	

[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted]	

[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted]	

[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted]	

Core Delivery Team

[Redacted: Exempt under 33(1)(b) + 38(1)(b) FOISA],

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[Redacted: Exempt under 38(1)(b) FOISA],


[Redacted: Exempt under 38(1)(b) FOISA],



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[Redacted: Exempt under 38(1)(b) FOISA],

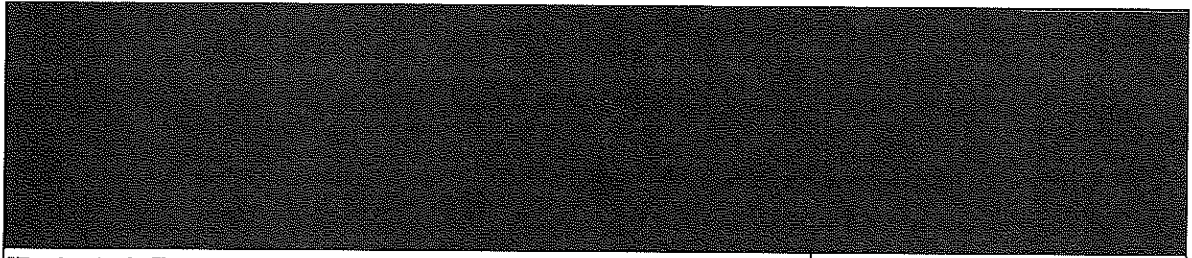
[Redacted: Exempt under 38(1)(b) FOISA],	

[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted: Exempt under 38(1)(b) FOISA],	

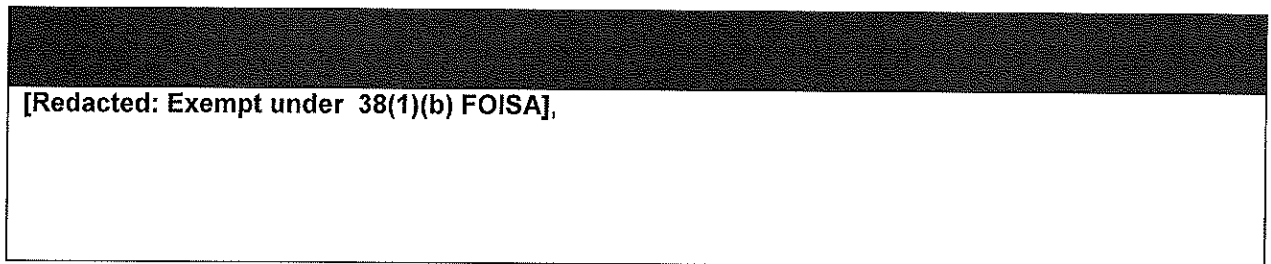
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[Redacted: Exempt under 38(1)(b) FOISA],

[Redacted: Exempt under 38(1)(b) FOISA],

## **Content Designers**

We have a pool of content designers skilled in content strategy and auditing, ensuring that content aligns to business objectives, delivers the right message, at the right time, in the right channel and is organised effectively. Furthermore, they are skilled in creating copy that is concise and easy to understand, which is especially important given that the average literacy level is low even in advanced industrial nations.

### **Describe how you will source specific subject matter expertise i.e. detailed medical knowledge**

We have access to over 2,000 technology practitioners that provide services throughout the entire technology lifecycle and have expertise cross the entire technology stack (from user design to data-centre design services). Our technology practice include, but is not limited to, project and programme managers; project & programme managers; user researchers, digital service designers, business analysts; system designers; solutions architects; data architects; data modellers; product managers; systems developers; quality assurance analysts; software engineers; web operations engineers infrastructure engineers; test engineers; cyber security specialists; and data and analytics specialists. In addition we have access to an additional 36,000+ resources via our near shore and off-shore digital delivery centres, which includes our 300 strong delivery centre in Belfast.

[Redacted: Exempt under 38(1)(b) FOISA], our Engagement Partner, leads our UK Technology Public Sector practice and [Redacted: Exempt under 38(1)(b) FOISA], our QA partner leads our Government Digital practice and as such are able to quickly source and on-board any required subject matter expertise.

[Redacted: Exempt under 38(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA],

**A flexible resource model over the duration of the engagement highlighting an efficient and effective approach to maximise value for money during peaks and troughs of the delivery cycle.**

[Redacted: Exempt under 33(1)(b) FOISA],

As a result we can mobilise additional resources in days, and whole teams of 10+ typically in a week, or at most two weeks. By way of example, we recently utilised the system to great effect at the Home Office, and were able to mobilise a new discovery team of 5 staff within 24 hours, and then rapidly scale to a team of 50 over the next 2 weeks.

**In the event team members needing to be replaced, describe how you will provide assurance that any alternative team members proposed are similarly or better qualified to undertake the role than those they are replacing.**

Providing continuity of services and resources is of the utmost importance to us and is a core principle of our approach to delivering services with you.

Our Engagement Partner will take ultimate accountability for ensuring continuity of the core team and would welcome regular checkpoints with you to ensure you are comfortable with the quality and level of service being provided.

[Redacted: Exempt under 33(1)(b) FOISA],

#### Question 4 – Service Design\*

##### Weighting 25%

Provide details on your approach to Service Design to ensure the service created is user centred, efficient and effective.

- Describe your approach to designing the new Assessments service, to deliver a modern and world class user centred service
- Describe how you would approach the delivery of the initial rapid Service Design overview (8 weeks) to be used to inform the Assessments technology procurement
- Describe how you will combine creativity in your approach, while maintaining focus on aggressive delivery timescales
- Describe how you would test and refine this journey to ensure it meets the needs of all users
- Describe how you would ensure the Assessment Service aligns with the wider Disability Benefits services, including the complicated wider process, multiple design teams and other 3<sup>rd</sup> party suppliers
- Describe how you would ensure that the different Assessments technology functionalities are aligned with the design of the service
- Describe how you will bring around transformational service design change using innovative solutions and products, providing examples of relevant innovative solutions you have previously delivered, and any learnings to be applied to this engagement.
- Describe your approach to working alongside the technology supplier in the delivery of the Assessment service
- Please provide details on how you will ensure that the Digital First Service Standards are met and exceeded.

**Please note that responses to this question will be limited to 4000 words including any diagrams charts or tables, any additional text beyond this limit will not be considered.**

#### Question 4 Response

##### **4.1 Our approach to designing the new Assessments service, to deliver a modern and world class user centred service**

We understand SSS is dedicated to delivering a world-class, open and inclusive Assessments service which conducts assessments with dignity, fairness and respect. We will work with you to create a simple, intuitive service with the user at the heart of the design.

Aligning the project plan phases to this approach, the diagram below gives an overview of our service design approach from the design through to delivery phases.

**[Redacted: Exempt under 33(1)(b) FOISA]**

Our approach to the design process will build on existing cultures and approaches already growing within Scottish Government with Deloitte Digital practices, learnings from innovation and best practices in public and other sectors, expertise from the wider Deloitte global service

design community, and take inspiration from other sectors, which will be and adapted to meet the unique needs in Scotland, for example:

[Redacted: Exempt under 33(1)(b) FOISA]

**4.2 How we will approach the delivery of the initial rapid Service Design to inform the Assessments technology procurement**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.3 How we will test and refine this journey to ensure it meets the needs of all users**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.4 Ensuring that different Assessments technology functionalities align with the design of the service**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.5 Describe how you will combine creativity in your approach, while maintaining focus on aggressive delivery timescales**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.6 Describe how you would ensure the Assessment Service aligns with the wider Disability Benefits services, including the complicated wider process, multiple design teams and other 3<sup>rd</sup> party suppliers**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.7 Describe your approach to working alongside the technology supplier in the delivery of the Assessment service**

[Redacted: Exempt under 33(1)(b) FOISA]

**Ways of working / Collaboration**

In our experience we believe a blend of the following parameters will be key to establishing strong working relationships with the Technology Provider:

[Redacted: Exempt under 33(1)(b) FOISA]

**Relevant Experience:**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.8 Describe how you will bring around transformational service design change using innovative solutions and products, providing examples of relevant innovative solutions you have previously delivered, and any learnings to be applied to this engagement.**

[Redacted: Exempt under 33(1)(b) FOISA]

**4.9 Please provide details on how you will ensure that the Digital First Service Standards are met and exceeded.**

**Our understanding of the Service Standards**

The Digital First Service Standard has 3 main themes:

- **user needs** - focus on what users' needs are, rather than the organisation's objectives, or the mechanics of delivering the service;
- **technology** – how the service is being built;
- **business capability and capacity** – having the right team with enough time to maintain the service.

[Redacted: Exempt under 33(1)(b) FOISA]

**Our Approach to the Digital First Service Standard**

[Redacted: Exempt under 33(1)(b) FOISA]

We will apply our learnings from previous service assessments to our approach. These learnings will be applied at the outset of the engagement, and will include:

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

In preparation for the Digital First Service Standard Assessment, we will develop our evidence in accordance with each of the criteria.

For example to address the "User-Centred" criteria, we will:

[Redacted: Exempt under 33(1)(b) FOISA]

### Question 5 – Assessment Centre Design

#### Weighting 10%

Provide details on your approach to the design of the Assessment centres where face-to-face assessments will take place:

- Approach to designing the new Assessments centres
- Approach you will take to ensure you have the appropriate expertise in place to deliver this specialised design work
- Approach to understanding the needs of vulnerable users who will attend these centres
- Approach to test and refine the proposed design options

Please note that responses to this question will be limited to 2500 words including any diagrams charts or tables, any additional text beyond this limit will not be considered.

### Question 5 Response

#### Overview

The Assessment Centre is a critical component of this experience design opportunity, creating a physical imprint on those citizens who are required to attend in person. It is critical therefore that we create an environment reflective of the compassion, trust and understanding that your staff have for the citizens of Scotland.

Our in-house spatial design capabilities will enable us to work together to create the right environment for the service's values to be showcased before, during and after the application process.

It is clear that the assessment centres need to demonstrate the future of the assessment service, meeting and exceeding the citizens' needs as outlined in the discovery report:

Future Service Proposition	Relevant high-level User needs
<ul style="list-style-type: none"><li>• Be crystal clear</li><li>• Be on my side</li><li>• Believe me</li><li>• Consider my pace</li><li>• Don't judge a book</li></ul>	<ul style="list-style-type: none"><li>• 'I need to know the agency will always treat me with dignity and respect'</li><li>• 'I need the PIP process to be accessible so that I can use it'</li><li>• 'I need to not feel stigmatised by applying for PIP so that I can ask for help'</li></ul>

To deliver this, the design of the assessment centre needs to be all-encompassing, from the entrance and reception area, through to the assessment room and back-office space using visual, interaction and content cues to create the right environment.

Working together, we will design a truly user centric space, as we have done before recently with a retail bank:

## Studio B (CYB & Yorkshire Bank)



[Redacted: Exempt under 33(1)(b) FOISA]

### 5.1 Approach to designing new Assessment Centres

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

*Timeframe for delivery*

[Redacted: Exempt under 33(1)(b) FOISA],

[Redacted: Exempt under 33(1)(b) FOISA]

## **5.2 Approach you will take to ensure you have the appropriate expertise in place to deliver this specialised design work**

Having the right team in place enables deep thinking and a creative approach to problem solving. We bring a team of interdisciplinary specialists together to partner with your organisation, drawing upon expertise from our pool of subject matter experts across Deloitte, which may include Design Researchers, Strategists, Architects, User Experience Designers, Graphic Designers, Industrial Designers, Systems Thinkers and Technologists.

[Redacted: Exempt under 33(1)(b) FOISA]

## **5.3 - Approach to understanding the needs of vulnerable users who will attend these centres**

Our philosophy and working to standards, means we have a solid model for creating spaces, products and experiences that are accessible. At each stage of the design process this is manifested in a number of ways by our team.

[Redacted: Exempt under 33(1)(b) FOISA]

## **5.4 - Approach to test and refine the proposed design options**

[Redacted: Exempt under 33(1)(b) FOISA],

*Who, When and How to Test*

We always advise to recruit and engage with participants who have access needs throughout the design and delivery process.

[Redacted: Exempt under 33(1)(b) FOISA]

## **Compliance and Design Standards**

In the digital environment, we work towards the global AA (and greater) standards as per the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) guidelines. These standards protect user experience for people with a range of accessibility needs such as visual impairment, manual dexterity, cognitive challenges, or a combination thereof.

**Question 6 – Application and Enhancement Relevant Experience****Weighing 5%**

As a DPS Supplier the Purchaser considers your experience to be acceptable. Please describe how your relevant experience will apply directly to enhance the management and delivery of this particular requirement. Your response to this question will be evaluated solely on application and enhancement.

**Please note that responses to this question will be limited to 2000 Words including any diagrams charts or tables. Any additional text beyond this limit will not be considered.**

**Question 6 Response**

We understand there are 6 key areas that the Service Provider will be expected to deliver against in order to deliver the End to End (E2E) Assessments Service. The response describes how we will bring insight and value from relevant experience to enhance the management and delivery of these requirements including innovation in the way this service can be delivered.

**[Redacted: Exempt under 33(1)(b) FOISA]**

### Question 7 – Service Implementation\*

#### Weighting 15%

Provide details on your approach transition from the Service Design to the implementation and rollout of the live service

- Describe your approach to the implementation of the service in Beta and Live
- Describe your preferred approach to working alongside a technology partner
- Describe your approach to enabling the service design through the engagement of functionality delivered by Assessment technology streams
- Describe your approach to iterative and continuous improvement during the implementation of the service

Please note that responses to this question will be limited to 4000 words including any diagrams charts or tables, any additional text beyond this limit will not be considered.

#### Question 7 Response

##### 7.1 Approach to the implementation of the service in Beta and Live from Service Design

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

##### b) Preferred approach to working alongside a technology partner

For this particular programme we understand existing suppliers include IBM and Sopra Steria  
[Redacted: Exempt under 33(1)(b) FOISA]

And you will soon be tendering for a mobile assessment tool supplier.

[Redacted: Exempt under 33(1)(b) FOISA]

##### c) Approach to enabling the service design through the engagement of functionality delivered by Assessment technology streams

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

[Redacted: Exempt under 33(1)(b) FOISA]

##### d) Approach to iterative and continuous improvement during the implementation of the service

We propose to deliver this programme of work using our Agile methodology which has been refined through our extensive experience of delivering large scale transformation projects and part of this focuses on continuous improvement throughout the course of the implementation lifecycle.

[Redacted: Exempt under 33(1)(b) FOISA]

Specific public sector clients for whom we have built capability include:

- Scottish Government Rural Payments and Inspection Division (RPID), [Redacted: Exempt under 33(1)(b) FOISA]
- Metropolitan Police, [Redacted: Exempt under 33(1)(b) FOISA]
- Department for International Trade, [Redacted: Exempt under 33(1)(b) FOISA]

#### Question 8 – Community Benefits

##### Weighting 2.5%

Please provide details of any quantifiable wider community benefit(s) you will deliver as part of this Contract. For the apprenticeship required within Schedule 11, your response should include but not be limited to:

- How you will recruit the candidates
- The type of apprenticeship and the qualification that will be gained by the apprentice
- Length of apprenticeship.
- How you will support them during the apprenticeship, frequency of visits, assessment methods, offline support
- The assessment arrangements including details of the assessor's qualifications and accreditation
- The longer term employment opportunities for the apprentice on completion of the qualification.
- How will previous success with apprenticeship schemes be applied going forward
- Confirmation that the Scottish Living Wage will be paid to the apprentice

Please note that responses to this question will be limited to 2000 words any diagrams charts or tables, any additional text beyond this limit will not be considered.

##### Question 8 Response

Deloitte has always had at the core of its business a social responsibility to its people and to the communities in which it operates. As our company has grown, so too have our opportunities to make an impact. Today, our ambition is to be a leader in society: to play a positive and active role tackling the needs and opportunities in the wider community within which we work.

We propose to deliver community benefits as part of this contract primarily through the recruitment of two apprentices.

We will recruit, support and assess the apprentices under our Brightstarts programme which is already well established across the UK, starting out in Belfast 5 years ago and rolled out across the rest of the UK in 2017. As such, the individuals will benefit from being part of a tried and tested programme and have a range of opportunities available to them for progressing their careers. Details of our Brightstarts apprenticeship programme are detailed below.

##### Brightstarts Apprenticeship Programme

In recognition that a university education may not always be the preferred choice or option for a number of students, Deloitte has introduced the BrightStart school leaver's scheme. This aims to significantly expand the career opportunities available to these students whilst allowing them an early start to their professional career.

We attract bright school leavers onto a combined programme of study and work experience which will culminate in a world-class professional qualification and the opportunity to grow and develop in the world's number one professional services firm.

In September 2017, Deloitte welcomed over 200 BrightStarts to the firm as our first group of Business Higher Apprentices. Undertaking this apprenticeship programme offers students the opportunity to enter the world of work as part of a structured Government-recognised Apprenticeship programme. They work alongside Deloitte staff gaining on-the-job experience, while following a development pathway which will see them graduate with both a higher-level Business Apprenticeship qualification and a professional qualification relating to their area of work. In the past three years, Deloitte have gone on to hire over 350 school leavers via the BrightStart apprenticeship scheme.

We firmly believe that it's not where you've come from that should determine your career prospects, but your potential for the future. That's why we've designed our application process so we can assess everyone's merits in the context of their educational and personal circumstances.

We are currently recruiting for our September 2019 intake of apprenticeships (both online and via school campuses) and will add 2 places in Scotland to this intake if we are successful in being appointed to SSS.

The programme is 5 years long and if these apprentices meet our quality standards they will be offered full time employment with Deloitte.

We would hope that staff recruited via the BrightStart programme may, in time, provide services to you as part of this engagement, perhaps in a Business Analysis role.

**[Redacted: Exempt under 33(1)(b) FOISA]**

The scheme is a fully funded, degree led Level 6 Higher Level Apprenticeship. It provides a 5 year programme, to allow completion of a part-time degree (1 day per week in line with Apprenticeship study leave requirements) and allows students to progress from school leavers through learning and development and pastoral care.

**[Redacted: Exempt under 33(1)(b) FOISA]**

All of our employees including apprentices are in receipt of the Scottish Living wage.

The apprentices would study towards a relevant degree course, for example Bsc Business Technology (Ulster University) or BSc Software Engineering (University of Hertfordshire). These degrees and arrangements for our apprentices are already in place. The courses have been specifically designed for Deloitte and offer unique and innovative models tailored for the business and professional world.

As well as their degree our apprentices receive on the job learning. Our BrightStarts work on global projects fulfilling roles from testing analyst, data migration support, PMO and business process mapping.

In addition to studying for a degree our BrightStarts also complete a range of professional qualifications. These range from BCS and Prince 2 to CIMA and HMT Greenbook.

**[Redacted: Exempt under 33(1)(b) FOISA]**

#### **Local economy**

The majority of our proposed team are based in Scotland in the Deloitte offices in Glasgow and Edinburgh. We are also proposing using resources from a local digital agency, Nile HQ, to supplement our delivery team. We are passionate about supporting local businesses and always seek to engage smaller organisations where possible when delivering our engagements to help play our part in delivering community benefits through supporting the local digital economy.

### Question 9 – Workforce Matters/Fair Work

#### Weighting 2.5%

Describe how you will commit to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract.

**Please note that responses to this question will be limited to 500 words including any diagrams charts or tables, any additional text beyond this limit will not be considered.**

#### Question 9 Response

Deloitte is a responsible employer and operates to high standards of staff welfare which are consistent with the standards operated by and expected by the public sector.

#### Promoting Equality

Deloitte is committed to ensuring all partners, employees, contractors and job applicants receive fair and equitable treatment across all aspects of the firm's HR policies and practices - including recruitment, selection, terms and conditions of employment, appraisal, promotion, remuneration, training and personal development. This also applies to our agency and sub-contract workers.

Deloitte's HR teams provide support to line managers in relation to equality across all the above areas and with regard to making reasonable adjustments during recruitment and employment. The firm's Respect at Work training is available to all employees.

The policy applies regardless of sex, gender reassignment, marital status, part-time status, sexual orientation, colour, race, nationality, national or ethnic origin, religion or creed, disability, responsibility for dependents and age.

Our HR teams provide support to managers in relation to equality for line management and during recruitment and employment. We require all partners, employees and contractors to act in accordance with the Equality policy and to promote the spirit of it to the full. The policy forms the basis of the Deloitte approach to Respect, Inclusion and Diversity.

Any breach, or alleged breach, of our policy is taken seriously, investigated fully - and anyone found to be in breach of the policy could be subject to disciplinary action.

The key legislation for fair treatment of staff we follow in relation to our contracted work is:

- Employment Rights Act 1996 – protects against unfair dismissal and provides other statutory rights
- Employment Act 2002 – defines rights for flexible working and minimum statutory grievance and dismissal processes
- Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Fixed-Term Staff (Prevention of Less Favourable Treatment) Regulations 2002
- Human Rights Act 1998
- Equality Act 2010 – defines the law regarding socio-economic inequalities in the workplace and wider society.

We also comply with the following Acts:

- Asylum & Immigration Act 1996
- Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Fixed Term Staff (Prevention of Less Favourable Treatment) Regulations 2002
- Work and Families Act 2006.

### **Fair and Equal Pay**

In 2012, Deloitte LLP received Living Wage Accreditation. Our accreditation includes payment of the current rate of the Scottish Living Wage. We also require our suppliers to comply with the Living Wage initiative that guarantees their people receive an hourly wage rate, set independently and updated annually. Since 2012, we have the commitment of all of our service providers with staff working on Deloitte sites to reward those employees in line with the UK living wage initiative. Our Modern Slavery and Human Trafficking Statement continues to include the commitment to providing all employees and on-site contractors with a minimum remuneration in line with or in excess of the Living Wage.

We undertake due diligence on our sub-contractors to ensure they also operate by the same high standard of fair work practices as we adhere to and as outlined above.

## **Deloitte Submission Notices**

We consider any information relating to personal information (CV's, contact details etc.), to our pricing, that contains details of our cost base or insurance arrangements, that relates to our proprietary information as well as our approach and/or our methodologies to be commercially sensitive/confidential and exempt from disclosure under the Freedom of Information Act Scotland 2002 ("FOISA"). Please notify us if you receive a request to disclose such information, prior to making any disclosure, so that we can consult you about the applicability of the FOISA exemptions relating to this information. In addition, we note that the Government's Transparency Agenda may require the publication of all tender documents and Government contracts. In accordance with guidance issued by GPS in this regard, and the Code of Practice for FOISA, if you choose to award the work covered by this proposal or supporting documents you will need to consult us about the redaction (as envisaged in the GPS guidance and Code of Practice) of certain parts of the contract, including those areas identified above, for this work and this proposal.

Our proposal is true and accurate to the best of our knowledge and belief and is based on the accuracy of the information supplied by the Client and third parties on its behalf.