

OFFICIAL – commercially sensitive

TCN SCHEDULE 4.1

SUPPLIER SOLUTION

Supplier Solution

The Supplier solution is divided into 13 Sections which correspond to the 13 question responses which formed the Supplier's Final Tender solution.

1. TEST CENTRE ESTATE SOLUTION

Please provide Your detailed proposal to deliver the requirements set out in the 'requirement clusters' column for the test centre locations and how Your locations will meet demand across the region and deliver the location requirements together with evidence to give DVSA confidence in Your proposal. The response to this question must be consistent with the detail provided around locations as part of the Tier 2 Premises Costs in Your Price Response Template as well as with the content of the annexes provided with this response. Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- Test Centre Location (Section 4.1 in the Statement of Requirements (SoR))
- Test Centre Opening Times (Section 4.3 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 2.2 (Performance Levels)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

1.1 The proposed geographic locations for Your test centres and evidence the locations meet all the relevant Service requirements, including but not limited to:

- The 40 minute/40 mile requirements considering local travel conditions and ensuring 100% regional population coverage as evidenced by the isochrone data mapping of the proposed locations within the region which Bidders must complete and return with their response to this question, and
- the requirement to be located in safe locations, and
- being accessible by public transport

SUPPLIER RESPONSE REDACTED.

1.2 The approach and rationale for choosing the proposed locations. Evidence must include, but is not limited to, the approach and methodology for determining the test centre locations with examples for context.

SUPPLIER RESPONSE REDACTED.

1.3 Describe and provide examples for each of the proposed location solutions You intend to use across the region and why (by location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc.)

SUPPLIER RESPONSE REDACTED

1.4 The approach and methodology for ensuring the proposed test centre opening hours will meet the minimum requirements, respond to local demand and enable all categories of tests to be offered at different times of the day and week. Evidence must include the methodology for determining test centre opening hours from local demand data with examples for context as well as a completed and returned Appendix 14 detailing each proposed location

SUPPLIER RESPONSE REDACTED.

1.5 Details of any Sub-contracting arrangements You propose to use to deliver the proposed location solution and how You will ensure that partners deliver to the location requirements in the Statement of Requirements

SUPPLIER RESPONSE REDACTED

1.6 How You, and Your partners where relevant, propose to ensure delivery of KPIs 3, 4 and 5 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract.

SUPPLIER RESPONSE REDACTED

2. TEST CENTRE PREMISES

Please describe Your proposals for the test centre environment, aligned to the requirements in the 'requirement clusters' column, including a description of the test centre premises layout and how You will deliver the test centre hardware requirements and the necessary CCTV equipment to support the detection of fraud. The response to this question must be consistent with the detail provided around the Tier 2 Premises, Technology Infrastructure and Other Costs pertinent to the response in Your Price Response Template as well as with the floor plans provided as an annex to this response. The response must also be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- Test Centre Premises (Section 4.2 in the SoR)
- Test Centre Hardware and Software Requirements (Section 4.4 in the SoR)
- CCTV Coverage (Sections 4.5.1, 4.5.2, 4.5.3, 4.5.4, 4.5.8, 4.5.10, 4.5.11 and 6.1.6 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- SoR Annex C – Equipment Standards
- Schedule 2.2 (Performance Levels)
- Schedule 2.3 (Standards)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

2.1 The proposed specification, lay out and facilities for each of the proposed location solutions in order to deliver the TCN Service requirements. By location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc. Bidders must also provide example floor plans in PDF format in their response (as a separate annexed response to this question) for each of their proposed location solutions in the region which demonstrate how they will meet the test centre premises requirements Example floor plans must be accompanied by a description of the key features of the proposed test centre layout(s) as depicted in the floor plans, as part of the eight page response, to enable the Service requirements to be delivered effectively. Bidders must annotate their floor plans to explicitly link the response narrative with the key features in the proposed floor plans to provide clarity e.g. by numbering key features on the floor plan which are referred to in the written narrative. Bidders must ensure that all floor plans are legible

SUPPLIER RESPONSE REDACTED

2.2 Your approach to delivering the required security measures, accessibility and health and safety measures in each of Your proposed location solutions

SUPPLIER RESPONSE REDACTED

2.3 Your approach to controlling the environmental conditions in each of Your proposed location solutions

SUPPLIER RESPONSE REDACTED.

2.4 Your approach to ensuring security, reliability and availability of Your hardware and technology infrastructure in each of Your proposed location solutions referring to the logical and physical architecture diagrams relating to the Test Centre and ensuring the methods of server deployment are detailed particularly if virtualisation of server hardware is used.

SUPPLIER RESPONSE REDACTED

2.5 How You will ensure that CCTV cameras are in operation and recording throughout the time the Test Centre is open to Candidates for the purpose of detecting fraud, deterring crime and ensuring personal safety whilst also balancing this against candidate and public privacy concerns and referring to the Technical Architecture Diagrams relating to the Test Centre as to how the CCTV fits into the technical infrastructure.

SUPPLIER RESPONSE REDACTED

2.6 How You will manage the quality and consistency of the requirements across each of Your proposed location solutions, and where relevant, partners

SUPPLIER RESPONSE REDACTED

2.7 Details of any Sub-contracting arrangements You propose to use to deliver the test centre premises and how You will ensure that Your partners deliver to the test centre estate, hardware and CCTV requirements

SUPPLIER RESPONSE REDACTED

2.8 How You, and Your partners, where relevant, propose to ensure delivery of KPIs 11 and 12 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract.

SUPPLIER RESPONSE REDACTED

3. BOOK A TEST

Please describe Your approach and methodology to the scheduling of test slots for the theory test to deliver the requirements set out in the 'requirement clusters' column. The response must be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- Scheduling (Section 5.1 in the SoR)
- Scheduling Non-Functional Requirements (Section 5.3 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Reporting (Section 11.6 in the SoR)
- Test Centre Network (TCN) Scheduling API specification (Annex H of the SoR)
- Schedule 2.2 (Performance Levels)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)
- Schedule 5 (Software)
- Key Personnel (Schedule 9.2)

SUPPLIER RESPONSE REDACTED

3.1 Your proposed approach to developing and delivering the scheduling tool requirement for use on this Contract. This must include how You propose to deliver the

scheduling requirement and Your approach to integrating with DVSA's booking system through the Scheduling Application Programming Interface (API) which DVSA will provide, including but not limited to how the tool will be monitored, resilient, scalable and secure ensuring You refer to the Technical Architecture Diagrams relating to the integration with the DVSA booking system

SUPPLIER RESPONSE REDACTED

3.2 Detail whether the system You propose to use is an existing system or will need to be acquired for this Service and how it will be developed to meet the DVSA's specific scheduling requirements, including the volume and complexity of any development work required ensuring You refer to the Technical Architecture Diagrams relating to the integration with the DVSA booking system

SUPPLIER RESPONSE REDACTED

3.3 Your approach to managing the initial and ongoing assurance and testing of the delivery of the scheduling tool and the integration with the DVSA's booking system

SUPPLIER RESPONSE REDACTED

3.4 Your proposed approach for managing the scheduling of theory test slots alongside other testing and/or customer facing activities that may also be happening at Your proposed Test Centre locations

SUPPLIER RESPONSE REDACTED

3.5 How You will manage the quality, accuracy and timeliness of test slot scheduling across multiple centres and proposed location solutions, and where relevant across Your partners, to deliver to the stated scheduling requirements across the region, including how forecast schedules will be reported to DVSA

SUPPLIER RESPONSE REDACTED

3.6 Your proposed approach to staffing and managing the running of the scheduling tool including the number of staff required and their skills and experience and the location of infrastructure, referring to the Technical Architecture Diagrams

SUPPLIER RESPONSE REDACTED

3.7 How the scheduling system will be integrated into the wider security solution across your enterprise ensuring You refer to the Technical Architecture Diagrams showing the appropriate aspects of the security solution

SUPPLIER RESPONSE REDACTED

3.8 How You, and Your partners where relevant, propose to ensure delivery of KPIs 2, 7, 8 and 18 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract.

SUPPLIER RESPONSE REDACTED

4. TAKE A TEST

Please describe Your approach to, and processes for, supporting test candidates from arrival in the test centre through to completing their tests and obtaining their results in order to deliver the requirements set out in the 'requirement clusters' column. The response must be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- Admittance to Test Centre (Section 6.1 in the SoR)
- Conduct and Behaviour (Section 6.2 in the SoR)
- Test Allocation and Test Lab admittance (Section 6.3 in the SoR)
- Invigilation (Section 6.4 in the SoR)
- Test Results (Section 6.5 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 2.2 (Performance Levels)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

4.1 An end to end description of Your proposed processes and approach to delivering the 'take a test' requirements. DVSA want to understand Your proposed candidate journey

and how You will deliver and ensure a consistently high-quality candidate experience which delivers all of the ‘take a test’ requirements across each of Your proposed location solution(s). By location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc., referring where appropriate to the Technical Architecture Diagrams relating to delivery within different types of test centres.

In order to bring this candidate journey walk-through to life for each of the proposed location solutions, Bidders must use their floor plans from question 2 and include them as annexes to this response and annotate them (e.g. by numbering the key elements of the candidate journey on the relevant parts of the floor plan) to explicitly link the candidate journey narrative in the written response with the test centre layout set out in the annex so that DVSA fully understand what happens where in a test centre. Floor plans must be legible and provided in PDF format

SUPPLIER RESPONSE REDACTED

4.2 How You propose to invigilate the test

SUPPLIER RESPONSE REDACTED

4.3 How You will ensure the integrity of the test outcome through Your approach to conducting test invigilation, including Your proposed staffing levels to deliver the ‘take a test’ requirements

SUPPLIER RESPONSE REDACTED

4.4 How You will manage the dynamic flow of candidates in and out of the testing room without disturbing other candidates and whilst ensuring at all times that candidates can be physically observed and actively monitored

SUPPLIER RESPONSE REDACTED

4.5 How You, and Your partners, where relevant, propose to ensure delivery of KPIs 1 and 9 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract

SUPPLIER RESPONSE REDACTED

5. NON-STANDARD ACCOMMODATIONS

Please describe Your approach to supporting the delivery of tests for candidates who require Non-Standard Accommodations to deliver the requirements set out in the 'requirement clusters' column. The response must be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- General (Section 7.1 in the SoR)
- Signers/ Lip Speakers (Section 7.2 in the SoR)
- Interpreters (Region 1 only) (Section 7.3 in the SoR)
- Oral Language Modification (OLM) (Section 7.4 in the SoR)
- Readers & Recorders (Section 7.5 in the SoR)
- Home Tests (Section 7.6 in the SoR)
- Scheduling Non-Standard Accommodations (Section 5.2 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 2.2 (Performance Levels)
- Schedule 4.3 (Notified Key Sub-contractors)

- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

5.1 Your approach and rationale for Your approach to delivering tests in each of Your proposed location solution(s) where candidates require:

- Extra time, and
- A separate room, and
- Adapted computer equipment, and
- Interpreters and audio recording requirements only (Region A only as this is a DVA NI requirement), and
- Oral Language Modifiers, and
- Readers and Recorders, and
- Home testing, and

By proposed location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc.

SUPPLIER RESPONSE REDACTED

5.2 How You will ensure the quality, consistency and integrity of the delivery of tests for candidates who require the various Non-Standard Accommodations, across each of Your proposed location solutions.

SUPPLIER RESPONSE REDACTED

5.3 How You will manage capacity and demand in locations whilst delivering Non-Standard Accommodations.

SUPPLIER RESPONSE REDACTED

5.4 Details of any additional hardware or software infrastructure that will be utilised to manage or provide the Non-Standard Accommodations referring to the relevant Technical Architecture Diagrams.

SUPPLIER RESPONSE REDACTED

5.5 Your approach to resourcing and the process for ensuring Non-Standard Accommodations booking requests, which require additional handling, will be responded to and processed in line with KPI 6 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract.

SUPPLIER RESPONSE REDACTED

6. INCIDENT MANAGEMENT

Please describe Your processes and approach to support the reporting and management of Incidents to deliver the requirements set out in the 'requirement clusters' column.

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- General (Section 8.1 in the SoR)
- Technical (Section 8.2 in the SoR)

- Health and Safety (Section 8.2 in the SoR)
- Facilities Incidents (Section 8.2 in the SoR)
- Behavioural Incidents (Section 8.3 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 2.2 (Performance Levels)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

6.1 Describe Your Incident Management policies, procedures, approaches and methods to demonstrate how You will deliver the Service requirements for each of Your proposed location solutions for:

- General incidents, and
- Technical incidents, and
- Health and safety incidents, and
- Facilities incidents, and
- Behavioural incidents, and

By proposed location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc.

SUPPLIER RESPONSE REDACTED

6.2 How You will ensure the quality and consistency of the delivery of these policies and procedures, approaches and methods, across each of Your proposed location solutions

SUPPLIER RESPONSE REDACTED

6.3 How You propose to work collaboratively to manage incidents in an integrated multi-supplier delivery environment

SUPPLIER RESPONSE REDACTED

6.4 How You, and Your partners, where relevant, propose to ensure delivery of KPI 10 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract

SUPPLIER RESPONSE REDACTED

7. INFORMATION ASSURANCE

Please describe Your processes and approaches to ensuring the delivery of secure services to deliver the requirements set out in the 'requirement clusters' column. The response must be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- CCTV Coverage (Sections 4.5.5, 4.5.6, 4.5.7, 4.5.9, 4.5.12 – 4.5.17 in the SoR)
- Security and Data incidents (Section 8.4 in the SoR)
- Managing the Azure Active Directory (Section 11.2 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Audit (Section 11.5 in the SoR)

- Test Centre Network (TCN) Identity and Access Management (IDAM) Specification Section 3 (Annex G of the SoR)
- Schedule 2.2 (Performance Levels)
- Security Management (Schedule 2.4)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)
- Processing Personal Data (Schedule 11)

SUPPLIER RESPONSE REDACTED

7.1 Provide a description of the approach and methodology of the proposed security solution and Services with accompanying rationale for each of Your proposed location solutions, including how this will enable You to deliver the Service requirements in a way which is both secure and maintains a good candidate experience. By proposed location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc.

SUPPLIER RESPONSE REDACTED

7.2 How security is integrated across all the different aspects of the solution, including but not limited to scheduling, delivery, management and support of the service with reference to the security-relevant architectural elements of the Technical Architecture Diagrams provided. The response must include detail on the locations of services, access control including multi-factor authentication, boundary protection, data flows, networking and encryption, remote access solutions, segregation of services, and management of services

SUPPLIER RESPONSE REDACTED

7.3 The approach to security management and information assurance including governance

SUPPLIER RESPONSE REDACTED

7.4 Describe and explain the approaches and methods You will use to prevent and manage information and data security incidents where relevant referring to the Technical Architecture Diagrams provided including aspects of service and security management.

SUPPLIER RESPONSE REDACTED

7.5 How You will ensure the quality and consistency of the delivery of the information assurance and data security policies, procedures and approaches across each of Your proposed location solutions as well as any relevant partners

SUPPLIER RESPONSE REDACTED

7.6 Your approach for capturing, storing and retrieving digital images (or CCTV) and recordings, referring to the Technical Architecture Diagrams to show where and how the CCTV is captured, stored and accessed

SUPPLIER RESPONSE REDACTED

7.7 How You will support the audit provisions required by the Authority

SUPPLIER RESPONSE REDACTED

7.8 Any relevant current security certifications You currently hold and scope of those certifications.

SUPPLIER RESPONSE REDACTED

7.9 How You, and Your partners, where relevant, propose to ensure delivery of KPIs 15, 16 and 17 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract.

SUPPLIER RESPONSE REDACTED

8. FRAUD AND INTEGRITY

Please outline Your approach to detecting and deterring fraud to deliver the requirements set out in the 'requirement clusters' column. The response must be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response.

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- CCTV coverage (Section 4.5.18 in the SoR)
- Counter Fraud (Section 9.1 in the SoR)
- Fraud Investigation (Section 9.2 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Annex E of the Statement of Requirements
- Schedule 2.2 (Performance Levels)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

8.1 How You will ensure that effective measures are taken to detect and deter different types of fraudulent activity at any point in the ‘take a test’ process for each of Your proposed location solutions and the rationale for Your approaches, including detailing:

- Your proposed solution to detect or inhibit concealed electronic devices,
- Your rationale for choosing this solution and details of the solution’s level of effectiveness seen in any testing and/or current use by You and/or any other evidence base to explain why You are proposing to use the solution.

In order to bring Your approaches to life for each of the proposed location solutions, Bidders must use their floor plans from question 2 as legible and PDF format annexes which must be provided as part of a Bidder’s response and annotate them (e.g. by numbering the relevant parts of the floor plan to align with where the Bidder’s various approaches and measures take place) to explicitly link the proposed measures narrative in the written response with the test centre layout set out in the annex so that DVSA fully understand what happens where in a test centre. By proposed location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc.

SUPPLIER RESPONSE REDACTED

8.2 Your approach once fraud has been detected, including securely storing any potential evidence relating to the fraud, ensuring the information provided refers to and is consistent with the Technical Architecture Diagrams provided

SUPPLIER RESPONSE REDACTED

8.3 How You will support DVSA in fraud enquiries and investigations and support the development and preparation of evidence packs,

SUPPLIER RESPONSE REDACTED

8.4 How You will ensure the quality and consistency of the delivery of these approaches across each of Your proposed location solutions and in high and low volume sites, including where relevant across your partners

SUPPLIER RESPONSE REDACTED

8.5 How You will deter, detect and take action against collusion between any of Your staff (and where relevant Your partner's staff) including, but not limited to, those staff working in test centres, and candidates,

SUPPLIER RESPONSE REDACTED

8.6 How You, and Your partners where relevant, propose to ensure delivery of KPIs 13 and 14 in Schedule 2.2 (Performance Levels) to achieve the Target Performance Level over the life of the Contract.

SUPPLIER RESPONSE REDACTED

9. TEST CENTRE OPERATIONS

Please describe Your proposed approach to the management and staffing of Your test centres to deliver the requirements set out in the 'requirement clusters' column.

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements. The response must also be consistent with and refer to the relevant Technical Architecture Diagrams as part of the page limited response. The Technical Architecture Diagrams must be provided as an annex to this response

The response to this question must also be consistent with the detail in Your Tier 2 Staffing Costs in the Price Response Template as well as the supporting annexes.

Requirements clusters to which the solution pertains:

- Test Centre Management and Supplier Personnel (Section 11.1 in the SoR)
- Managing the Azure Active Directory (Section 11.2 in the SoR)
- Risk management (Section 11.3 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Test Centre Network (TCN) Identity and Access Management (IDAM) Specification (Annex G of the SoR)
- Security Management (Schedule 2.4)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)
- Key Personnel (Schedule 9.2)

SUPPLIER RESPONSE REDACTED

9.1 The management arrangements and structures You will have in place for managing staff delivering the Services with a legible one page organisational chart in PDF format which clearly aligns with Your response. The one page organisation chart must be included as an annex which is referenced in the page limited written response

SUPPLIER RESPONSE REDACTED

9.2 How You propose to develop the right working culture and environment amongst staff to enable the delivery of the Service.

SUPPLIER RESPONSE REDACTED

9.3 Your approach to staffing Your test centres to meet and respond to local demand and how You will ensure quality and consistency amongst all staff across the region. As part of this response Bidders must make clear:

- how many staff are proposed in the region by role,
- a brief description of each role type,
- the proposed invigilator to candidate ratio,
- the number and type of roles which are proposed to be deployed in each of Your proposed location solutions. By proposed location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc., and
- an overview of how the staffing model was developed.

SUPPLIER RESPONSE REDACTED

9.4 Your approach to staff training and Continuous Professional Development activities for all staff. Your response must include the training and CPD activities You propose for different types of staff, with what level of regularity and with what expected impact on Service delivery.

SUPPLIER RESPONSE REDACTED

9.5 Your approach to ensuring all delivery staff are trained to deliver the requirements and procedures of the Service including:

- Fraud and Integrity (Section 9 in the SoR), and
- Incident Management (Section 8 in the SoR), and
- The 'take a test' process (Section 6 in the SoR), and
- Delivery of Non-Standard Accommodations (Section 7 in the SoR)

SUPPLIER RESPONSE REDACTED

9.6 Your approach to managing access to key systems using Azure Active Directory (AAD) with reference to the Technical Architecture Diagrams provided.

SUPPLIER RESPONSE REDACTED

9.7 How You will ensure the quality and consistency of staff recruitment, vetting, training, management and retention across multiple sites, and where relevant, across Your partners and demonstrate adherence to the required risk management processes.

SUPPLIER RESPONSE REDACTED

9.8 The skills, experience and suitability of each individual named in the Key Personnel response template (Appendix 11), including CVs (one page maximum per person, not included in the question page count)

SUPPLIER RESPONSE REDACTED

10. IMPLEMENTATION PLAN

Please describe how You plan to deliver the implementation requirements set out in the 'requirement clusters' column. The response to this question must be consistent with the detail in tabs M2, M3, M5-M10 in the Price Response Template.

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements.

Requirements clusters to which the solution pertains:

- Implementation (Section 3 in the SoR)

- Supply chain management (Section 11.4 in the SoR)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)
- Implementation Plan (Schedule 6.1)
- Testing Procedures (Schedule 6.2)
- TUPE (Schedule 9.1)
- Key Personnel (Schedule 9.2)

SUPPLIER RESPONSE REDACTED

10.1 How You propose to deliver each of the implementation milestones to quality and time, including details of Your implementation methodology, approach and plan for each DVSA milestone. The Bidder must provide this detail for each individual milestone as well as their more general approaches for delivering implementation activities. As part of these descriptions the Bidder must include implementation activities for each of their proposed location solutions. By proposed location solutions DVSA is referring to the different types of premises You intend to deploy e.g. permanent centres, different types of flexible solutions being deployed, directly delivered, partner delivered etc. Bidders must include a legible high level maximum two page implementation plan in PDF format, which aligns with and is referenced in Your response, as an annex to this response (no further narrative is allowed in the annex)

SUPPLIER RESPONSE REDACTED

10.2 Your proposed internal governance arrangements to ensure the plan is delivered to quality and on time

SUPPLIER RESPONSE REDACTED

10.3 Your approach to resourcing the implementation phase, including the use of any partners

SUPPLIER RESPONSE REDACTED

10.4 Your approach to ensuring Your staffing solution for delivery of the Services is in place prior to the Operational Commencement Date to ensure readiness from 4 September 2021. Your response must include how You propose to recruit and train Your staff to ensure readiness from 4 September 2021. Your response must also include how You would propose to manage and onboard any staff transfer under TUPE Regulations 2006, notwithstanding that the current view of the incumbent provider is that there are no employees in scope to transfer under the TUPE Regulations.

SUPPLIER RESPONSE REDACTED

11. QUALITY OF RESOURCES

Please detail the skills and experience of your proposed implementation team, including CVs (one page maximum per person to be provided as an annex to the response and therefore not to be included in the question page count) for the people proposed for key roles to deliver the requirements set out in the 'requirement clusters' column.. Bidders must also provide a legible one page organisational chart in PDF format which aligns with the written response (to be provided as an annex to the response and therefore not to be included in the question page count)

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- Implementation (Section 3 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 4.3 (Notified Key-Subcontractors)
- Implementation Plan (Schedule 6.1)
- Testing Procedures (Schedule 6.2)
- Key Personnel (Schedule 9.2)

SUPPLIER RESPONSE REDACTED

11.1 Why this team is suited to delivering the implementation requirements for this Service

SUPPLIER RESPONSE REDACTED

11.2 The experience each member of the team brings of delivering similar implementation services in a complex delivery environment which will allow them to meet the DVSA's implementation requirements

SUPPLIER RESPONSE REDACTED

11.3 Assurance that the proposed team have been involved in developing the implementation response, including the nature of their involvement.

SUPPLIER RESPONSE REDACTED

12. WAYS OF WORKING

Please provide details of Your approach to working in partnership with the DVSA and other FTTS Service providers to deliver the requirements set out in the 'requirement clusters' column.

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Your response must demonstrate the fit with DVSA's requirements and the evidence for Your approach, including that of named partners, and include Your approach to, and processes for, working in partnership and collaborating effectively with DVSA and other FTTS Service providers during the implementation of the Services.

Requirements clusters to which the solution pertains:

- Implementation (Section 3 in the SoR)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)

- Schedule 4.5 (Notified Sub-Contractors)
- Implementation Plan (Schedule 6.1)
- Testing Procedures (Schedule 6.2)
- Collaboration (Schedule 12)

SUPPLIER RESPONSE REDACTED

13. DELIVERY OF SOCIAL, ECONOMIC AND ENVIRONMENTAL VALUE

Please state the wider social, economic and environmental value You will deliver under this Contract to deliver the requirements set out in the 'requirement clusters' column.

Where You are using Key Sub-contractors and/or supply chain partners in the delivery of the Services (hereafter collectively referred to as partners), as identified in Your Appendix 6 and 17 response templates respectively, You must clearly identify their role in the delivery of the requirements

Requirements clusters to which the solution pertains:

- Sustainability (Schedule 2.6)
- Supply chain management (Section 11.4 in the SoR)
- Schedule 4.3 (Notified Key Sub-contractors)
- Schedule 4.4 (Third Party contracts)
- Schedule 4.5 (Notified Sub-Contractors)

SUPPLIER RESPONSE REDACTED

13.1 How You will support the DVSA's need to fulfil its environmental commitments on this Contract, particularly around:

- Reducing the carbon emissions of test centres by 3% per year, and
- Managing and reducing water consumption in test centres by 2% per year, and

- Eliminating the use of single-use plastics in test centres, and
- Continually reducing the percentage of waste from test centres being sent to landfill by 5% per year

For each, Your response must include Your approach and proposed action, the targets that You will set and how You will measure, monitor and manage progress towards these targets so that they may be reported to DVSA on a quarterly basis

SUPPLIER RESPONSE REDACTED

13.2 How You will support the Authority to fulfil its social and economic commitments, on this Contract particularly around:

- providing employment and skills opportunities to disadvantaged groups. Your response must include the disadvantaged groups You aim to support and the rationale for choosing these disadvantaged groups, and
- meeting the DVSA's 4% apprenticeship target.

For each, You must detail Your approach and proposed action, the targets that You will set and how You will measure, monitor and manage progress towards these targets so that they may be reported to DVSA on a regular basis

SUPPLIER RESPONSE REDACTED