

Call-Off Schedule 4 (Call Off Tender)

1. Technical Capability and Experience (max. 1000 words inc. text on diagrams or in tables. Please only use front Arial 12)

Evaluation Question: Weighting 20%

Please detail your team available to perform the services as detailed in the Specification, including, professional qualification, competency and experience.

Please provide a job specification for each of the grades/roles listed on the rate card in the Pricing Schedule. These should demonstrate competence in complex stochastic model audits and Assumption AUP, and with specific and distinct reference to the services set out within the specification.

Please outline the specific experience your team have with auditing models similar to the Transition-based Earning and Repayment Model (TERM).

As a minimum your answer must cover the following:

- Resources, expertise and staffing infrastructure
- Team make-up and diversity of skills
- Your organisation's understanding of the workings and delivery of complex stochastic model audits including any experience of this within the financial sector, supported by evidence,
- The technical skills your auditors possess, particularly
 - experience of working with large and complicated data sets, technical models and methods such as Markov chains and transition matrices
 - in software such as R, VBA, and Excel, which are used in the TERM model.

How you ensure continuous training and development of your team to keep up with the latest auditing standards and technologies.

Maximum 1000 words

Word Count 978

Supplier Response:

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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Resources, Expertise, and Staffing Infrastructure

We are a well-established team of [REDACTED] actuarial professionals, working alongside a team of [REDACTED] Third Party Assurance specialists. This team includes fully qualified actuaries, accountants and analysts, supported by quantitative risk specialists and data scientists. Our team includes members with qualifications such as CERA (Chartered Enterprise Risk Actuary), prestigious actuarial designations from the Institute and Faculty of Actuaries (IFoA), and members of ICAEW, ensuring comprehensive expertise for the work required.

Our Capabilities and Infrastructure

- We are actuarial professionals experienced in developing, auditing, and validating stochastic models, aligned with the latest regulatory standards.
- Our Third Party Assurance practice specialises in providing high quality, independent assessments of varying subject matter of both financial and non-financial nature. As part of this engagement we have mobilised a leadership team of assurance specialists to, while utilising the subject matter expertise of our modelling team, ensure the ISRS 4400 requirements are met and appropriate ISQM1 quality control requirements are met throughout.
- Our expertise includes cashflow forecasting models to project long-term financial flows.
- We have expertise in Credit risk prediction models assessing liquidity, repayment rates, and asset performance under dynamic economic environments.
- We have expertise in Securitization audits covering structured products, bond portfolios, and derivative-based cashflow allocations.
- We have prior experience processing large and varied datasets over Secured file transfer protocols,
- Our team are comfortable using analysis tools such as R, Python, Excel and VBA, and utilise across various engagements outlined in this response.
- We have skills in Quantitative and credit risk modelling, enabling us to handle borrower-level transitions across financial metrics (such as income segmentation or repayment performance).
- As specialist auditors we understand the how to audit models and validate data that goes into them.

Diverse Staffing Framework

The team is structured to deliver a seamless and efficient audit process, supported by strong governance frameworks:

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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Role	Key Competencies and Role
Quality Assurance Partner & Overall Engagement Lead & Quality Assurance Director	<ul style="list-style-type: none">• Will ensure that all services and outputs meet the highest standards of quality and compliance. They will work closely with the engagement partner and the Director. The QA partner will be someone with experience in working with Public Sector bodies and is an experienced Third Party Assurance Responsible Individual (RI).
Model Project Partner	<ul style="list-style-type: none">• Fully qualified actuary (FIA and CERA certified) with expertise in stochastic cashflow audits and model validation.• Will provide high-level oversight, ensures delivery, and manages relationships with DfE and stakeholders.• Will be the ultimate escalation point for the DfE to resolve issues arising from the day-to-day interaction with BDO.
Director	<ul style="list-style-type: none">• Fully qualified actuary (FIA) with expertise in technical audit process and model output validation• Will provide leadership to the project team and ensure work is delivered to the highest quality.• Will be the first escalation point for the DfE to resolve issues arising from the day-to-day interaction with BDO.
Manager	<ul style="list-style-type: none">• Fully qualified actuary (FIA) with expertise in open-source development languages such as Python, R and VBA.• Expertise in building and auditing stochastic financial models ensuring regulatory compliance and enhancing business performance.• Will lead the day-to-day management, bringing their technical expertise to understand the model & devise the audit

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

Crown Copyright 2021

	approach. They will be the day-to-day point of contact with the DfE team.
Associates and senior associates	<ul style="list-style-type: none">• A team of fully and part qualified actuaries along with staff from the quantitative modelling and financial model advisory team highly proficient in R, Python, Excel and VBA.• Will be responsible for carrying out day-to-day tasks related to model review, putting together any reports, performing reconciliations, documenting findings, running and making changes to the models.

Relevant Past experience

We have substantial experience auditing and validating models comparable to the TERM model in both complexity and purpose. We also have experience providing Agreed Upon Procedures assignments. Examples include:

- Designed and reviewed long-term financial forecasting models using Monte Carlo simulations and Markov Chains to predict borrower repayment probabilities under various economic conditions.
- Conducted periodic portfolio valuations for corporate loans and real estate lending portfolios, including reverse mortgages, equity release products, and structured credit portfolios.
- Delivered large numbers of AUP engagements across financial reporting and third party data sharing arrangements. Supporting transparency and accuracy of auditing procedures to drive greater clarity in varied and complex subject matter (this includes various models, financial reporting, key governance arrangements).
- Delivered Agreed Upon Procedures as part of the audit of a multinational entity listed in the USA that involved the re-performance of numerous implementations of mathematical models and complying with ISRS4400.
- Reviewed longevity-based loan portfolios, incorporating the impact of demographic and economic forecasts on underlying asset performance.
- Conducted stress testing, scenario analysis, and market risk assessments as part of regulatory compliance for leading banks and financial institutions.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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- Audited a lender's mortgage repayments model, processing borrower-level data from over 20 million accounts. This included transferring large amount of data using SFTP and using advanced analytical techniques and tools such as Python, Databricks to replicate the model and document our findings
- Replicated and provided recommendations for lender's mortgage repayments model using GLM and Machine learning technique.
- Conducted model assurance reviews for financial models, ensuring alignment with best practice standards
- Leveraged diagnostic tools and detailed methodology to provide assurance on model integrity and fitness for purpose, ensuring consistency in calculations used for forecasts and decision-making.

Commitment to Professional Development

Our team consistently remains up to date with the latest auditing standards and technologies by focusing on continuous professional development (CPD).

- Staff complete annual CPD hours as required by the Institute and Faculty of Actuaries (IFoA), & ICAEW ensuring their expertise remains sufficient.
- The Assurance Partner & Director, ICAEW members, regularly attends FRC and audit-related conferences to ensure compliance with emerging financial and regulatory developments.
- The team attend advanced workshops in data science applications for modelling, including R and Python development.
- The team attend audit trainings to keep up to date with the audit standards, driving work of the highest quality.

2. Capacity to rapidly develop knowledge and understanding in a new and complex model (max. 750 words inc. text on diagrams or in tables. Please only use front Arial 12)

Evaluation Question: Weighting 10%

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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Please explain the steps that you would go through to develop understanding of the model and transition matrices (or how you would use your existing knowledge, experience and expertise) to be ready to start delivery from 2026. Please include:

- How you will get to a point of producing effective results after the transition period has ended
- How would you interact with the DfE modelling team during the transition period, and what amount and type of support would you need from them?
- Any tools you would use to support rapid knowledge development of a complex model.
- Previous experiences of developing knowledge in a comparable environment.
- How you will develop an understanding of the complexities affecting Income Contingent Student Loans repayments.

Maximum 750 words

Word Count - 711

Supplier Response:

Our team has significant experience in rapidly understanding and effectively auditing complex financial models. This capability is underpinned by our expertise, collaborative approach, and use of advanced tools and methodologies.

We will implement a structured approach during the transition to fully understand the model's components, its purpose, its operational and governance environment. This will lay the foundation of effective and efficient delivery once the transition period ends.

Initial Onboarding and training

- An initial meeting with the DfE modelling team to establish key points of contact, map team roles, and agree on protocols for future interactions.
- Develop a shared program of work outlining milestones, activities, and review timelines to ensure goals are aligned with DfE priorities.
- We will conduct a desktop review of model documentation, structure, and methodology to understand the underlying framework, assumptions, and intended outputs.
- We will recognize the model's context by assessing its stakeholders, primary objectives, and how it aligns with operational and reporting frameworks.
- Understanding early whether an special data transfer protocols (SFTP) will be required is important as it can time to set one up.

Deep dive into modelling approach

- Work with the DfE modelling team to conduct a walkthrough of the model, covering all components, operational aspects, and its application in decision-making.
- Breaking the model into manageable components to independently understand inputs, outputs, assumptions and the model's overall logic.
- We will look to have the ability to run all elements of the model in BDO's IT infrastructure.
- We will perform sensitivity analyses by simulating diverse scenarios with adjusted assumptions and inputs to identify vulnerabilities in the model's architecture.

Development of audit methodology

- To propose a cost-effective and risk-based audit, we will develop an understanding of the various model risks.
- For each risk we will design a procedure to address it.
- We will iterate the risks and audit responses with you in a series of meetings with a view to arrive at an audit methodology that gives the level of assurance you need.
- We will develop preliminary audit reports and share with you before the transition period ends.

Ensure Continuity and Key Person Risk Mitigation

- Involve multiple team members across key roles during the initial transition to prevent dependency on any single individual, ensuring continuity and resilience over the engagement period.

Interaction with DfE's Modelling Team During the Transition Period

We propose a delivery program built on clear communication and aligned milestones. Our proposed approach is given below:

- Regular Check-Ins
- Maintain a Q&A log of queries to be resolved in collaboration with the DfE team, helping us clarify aspects of the model over time.
- Monthly progress meetings to exchange updates and fact-check findings.

Tools to Support Understanding of a Complex Model

Our extensive experience in financial modelling and assurance services ensures that we can swiftly adopt and analyse complex models.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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- We have proprietary diagnostic tools which enable us to identify unique calculations in the model and the consistency which they are applied, as well as identify changes in formulas and code between model versions.
- We have systems compatible with Excel VBA, R, and Python capable of handling large datasets and automating repetitive processes.
- We are adept at implementing data visualization dashboards to highlight sensitivity results and discrepancies clearly.

Previous Experience Developing Knowledge in Comparable Environments

Our track record demonstrates our ability to quickly develop and apply expertise in projects requiring engagement with complex data and systems:

- For a leading financial client, we conducted periodic reviews and validations of structured credit portfolios, analysing complex repayment data and recalibrating forecasting frameworks.
- Audited long-term financial models for large entities, including assumption recalibrations for loan and asset-backed security portfolios.
- Validated borrower repayment probability models, incorporating macroeconomic assumptions and transitioning borrowers into defined repayment brackets.

Understanding Complexities Affecting Income Contingent Student Loans

Income Contingent Student Loans (ICSL) are inherently complex financial products due to their dependency on an individual's economic circumstances, diverse repayment patterns, and macroeconomic influences.

Given below is our approach to handle these complexities:

- We will be validating repayment probabilities across key demographics (e.g., age, gender, and income brackets) and making sure these are calculated accurately.
- Like our work on mortgage and credit portfolios, we would audit and validate transition matrices by segmenting borrowers into distinct profiles and testing how well statistical forecasts match known repayment behaviours over different timeframes.

3. Delivery Approach, Quality Assurance, and Risk Management (max. 1000 words inc. text on diagrams or in tables. Please only use front Arial 12)

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

Crown Copyright 2021

Evaluation Question: Weighting 10%

Please explain how you will ensure you deliver to time, monitor and respond to risks and continue to improve processes and outputs including:

- Methodologies will you use to audit the TERM model and its components (Earnings Module, Repayments Module, User Interface, and Liabilities Module).
- How you will ensure the accuracy and reliability of the audit results, particularly in relation to the assumptions and transition matrices. Include the quality assurance processes you have in place to ensure the deliverables meet the required standards.
- What potential risks do you foresee in this audit project, and how do you plan to mitigate them?
- Any innovative approaches or improvements can you bring to the audit process to enhance efficiency and effectiveness?
- How you plan to incorporate feedback and continuously improve your audit services over the contract period?

Maximum 1000 words

Word Count - 859

Supplier Response:

To effectively audit the TERM model and its components—including the Earnings Module, Repayments Module, User Interface, and Liabilities Module—we will implement a risk-based and iterative audit methodology aligned with industry best practices.

Our approach focuses on identifying and addressing potential model risks while ensuring that the audit enhances the accuracy, reliability, and transparency of TERM. Our approach includes an allowance for independent technical review and overall Quality Assurance by a second Partner of the firm. We will also build in considerations for engagement risk to mitigate key person dependency and the likelihood of last-minute surprises.

Audit Methodology

We will first conduct a detailed review of TERM's overall architecture, data flows, and interdependencies among its modules. This increases our understanding of how model components interact to deliver final outputs.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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We will evaluate the full TERM model to ensure it is fit for its intended purpose, confirming alignment with policy objectives and decision-making requirements.

The approach we will follow for the full review is given below:

Identification of Key Risks:

Independent assessments of risks will help us identify high-risk areas within input data, methodologies, assumptions, and calculations. Given below is our approach to identify each risk

Model Area	Key Risks	Our Approach
Earnings Module Risks	Data Integrity: Input discrepancies or missing data in earnings records could lead to incorrect outputs.	Verify historical datasets (e.g., HMRC earnings data), run reconciliation checks, and investigate outliers.
	Assumption Validation: Statistical assumptions (e.g., earnings progression rates by demographic) might not reflect realistic scenarios.	Evaluate assumption soundness through backtesting, comparing historical repayment trends to projections.
	Calculation Checks: Transition matrices derived to simulate earning trajectories may be flawed.	Independently re-perform the generation of transition matrices across demographic groups and income bands, ensuring consistent and logical outputs.
Repayments Module Risks	Repayment Threshold Calculations: Errors in how thresholds are applied to earnings could distort repayment outcomes.	Re-perform repayment threshold calculations for sample borrower profiles across various scenarios.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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	Policy-Shock Sensitivity: External macroeconomic factors such as inflation adjustments or interest rate caps could distort projections.	Conduct stress-testing to evaluate model outputs under policy changes and ensure they behave as anticipated.
Liabilities Module Risks	Loan Write-Off Validation: Errors in long-term liability projections and write-off calculations may misstate overall liabilities.	Re-perform write-off calculations based on the contractual loan terms and timeframes.
	Bug Identification in Long-Term Simulations: Long-term income and demographic simulations often introduce subtle errors.	Use advanced analytical tools to replicate and validate output trends across multiple demographic groups.
User Interface Risks	Data Presentation Errors: UI errors may lead to misrepresentation of outputs or incorrect stakeholder interpretation.	Compare model outputs displayed on the UI with back-end calculations, ensuring full consistency.
	Functionality Testing: Inadequate documentation or workflows within the interface may affect usability.	Simulate real-world stakeholder use to test system operability and identify potential gaps or errors.

Review of judgements

Where there are subjective judgments that influence outputs, we will ensure they are well-documented, appropriately evidenced, and applied consistently.

Movement Analysis

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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Analysis of Model Movements: we will compare historical forecast outputs to updates, tracing the root causes of material deviations to validate improvements or identify errors across iterations.

Engagement risk

Potential engagement risks and how we plan to mitigate them are:

- Key person risk: we will involve multiple team members from the start and ensure everyone has a deputy with the ability to cover that person's responsibilities if needed.
- Data transfer/technological challenges: often for very large database specific technology needs to be in place to facilitate secure transfer. We will make sure to understand the size and security challenges up front, giving us time to set up the necessary data transfer infrastructure if necessary.
- Unexpected surprises: These normally arise from misalignment of expectations or misunderstandings. We will be straightforward in our dealings with you, have open communication and expedient escalation of issues. These are essential to minimizing the risk of surprises towards the end of an audit.

Quality Assurance

Our goal is to ensure all conclusions are accurate and aligned with industry expectations for high-quality audits. Key elements of our quality assurance approach include:

- An experienced partner specializing in Third Party Assurance and public sector clients will oversee all audit processes and results.
- Technical peer reviews at each audit stage will evaluate assumptions, judgements, and calculations for inconsistencies or errors.
- We will consider established guidance, such as the Aqua Book, ensuring that our work meets recognised best practices.
- The Agreed Upon procedures will be executed in compliance with ISRS - 4400.

Leveraging Innovative Tools

To enhance audit efficiency, we will deploy:

- Advanced Data Analytics: Tools like MATLAB or Python enable faster identification of anomalies in large datasets.
- Visualization Platforms: Power BI will provide dashboards summarising key model insights.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

Crown Copyright 2021

- We have in house real-time communication and collaboration platforms ensure stakeholders and audit teams stay aligned.

Continuous improvement

Our audit methodology will remain flexible, incorporating industry standard updates and DfE feedback to ensure continuous improvement.

Clear and consistent communication is essential throughout the audit process. However, we will aim to have a debrief session with the DfE team at the end of an audit cycle to take reflect on what went well and what could be improved for the next cycle.

4. Communication and Reporting (max. 750 words inc. text on diagrams or in tables. Please only use front Arial 12)

Evaluation Question: Weighting 20%

Please detail how you will react to challenges, approach communication and reporting. Your answer should include:

- How you will handle any discrepancies, unexpected challenges or issues that arise during the audit process.
- How will you communicate progress and findings to the Department for Education (DfE) throughout the audit process.
- How will you ensure that you provide adequate regular and relevant findings to DfE in a timely manner.
- How will you gather and respond to feedback from the DfE to ensure that communication meets their needs.
- Evidence of delivering clear, accurate, and well-structured reports that are accessible to readers without comparable technical expertise.

Maximum 750 words

Word Count - 740

Supplier Response:

Our commitment during the audit process is to effectively handle challenges, maintain open and transparent communication, provide timely updates, and deliver

clear, well-structured reports tailored to the Department for Education's (DfE) needs.

Managing Discrepancies, Unexpected Challenges, or Issues

Systematic Identification and Prioritization- We will:

- Establish a discrepancy log during the transition period to track all irregularities identified in the model, datasets, or assumptions.
- Categorize issues based on materiality and impact to focus attention on high-priority discrepancies that affect model outcomes.

Collaborative Resolution – We will:

- Engage with the DfE modelling team promptly to discuss and clarify issues.
- Use targeted queries in the Q&A log to uncover potential causes behind data mismatches, assumption inconsistencies, or errors in model.

Escalation and Remediation Planning- We will:

- For serious discrepancies, provide an initial assessment of impacts on model outputs, followed by a clear remediation roadmap.
- Discuss and agree on resolutions collaboratively, ensuring recommendations align with DfE priorities.

Communicating Progress and Findings

Clear and effective communication will be a cornerstone of our engagement with the DfE.

Kick-Off Meeting and Regular Touchpoints – We will:

- Host a detailed kick-off meeting to define roles, agree on communication protocols, and set expectations for progress updates and reporting milestones.
- Schedule bi-weekly or monthly progress meetings with the DfE modelling team to share updates on findings, discuss key risks, and propose solutions for any identified challenges.

Real-Time Feedback Channels – We will:

- Maintain a live Q&A log where the DfE team can access updates on outstanding queries, add comments, and review progress.
- Respond promptly to unplanned queries or concerns raised by the DfE, ensuring continuous two-way communication.

Documentation of Progress- We will:

- Share detailed progress summaries at set intervals, highlighting milestones achieved, issues resolved, and outstanding tasks ahead of deadlines.

Delivering Regular and Relevant Findings

Providing relevant findings in a timely manner is key to maintaining trust and ensuring a productive engagement. Our approach to delivering findings will be structured and systematic:

Interim Reporting – We will:

- Share key interim findings during planned progress meetings, summarizing the status of the audit, any discrepancies noted, and initial recommendations for remediation. This allows DfE to stay informed on developments and begin considering responses to any issues identified.

Final Reporting- We will:

Deliver a robust final audit report at the conclusion of the process, encompassing:

- A high-level executive summary for non-technical stakeholders.
- Detailed technical analysis of audits conducted.
- Tailored recommendations based on findings.

Responding to Feedback from DfE

Our feedback management process includes:

Client Listening Meetings:

- Conduct regular sessions with the DfE to gather feedback on communication protocols, progress updates, and the clarity and accessibility of reports.

Feedback Mapping:

- Use structured feedback tools (e.g., client satisfaction surveys or direct consultations) to identify areas for improvement and implement changes immediately.

Flexible Adjustments:

- Tailor our communication and reporting style based on the DfE's input—for example, adjusting the level of technical detail depending on the audience.

Evidence of Delivering Clear, Accessible, and Well-Structured Reports

Our experience in producing high-quality reports has been proven across prior engagements.

For example, in previous engagements auditing intricate credit portfolio models for a financial institution, we provided non-technical summaries for business leaders while crafting detailed technical explanations for model developers.

Executive Summaries- We will:

- Provide concise summaries that distil technical findings into digestible insights for senior decision-makers. These summaries include key highlights, risks, and recommendations for model improvement.

Detailed Technical Reporting- We will:

Include appendices with in-depth audit evidence, assumption analysis, and data validations for technical experts.

Visual Representations- We will:

Use charts, tables, and sensitivity graphs to illustrate findings, making complex results digestible for diverse audiences.

Tailored Language- We will:

Avoid jargon, translating technical concepts into clear recommendations that address both operational and strategic considerations.

Relationship-Building and Communication Strategy

We recognize that a strong and trusting relationship with the DfE is critical to the success of this engagement.

Proactive Relationship Management- We will:

We will seek to build rapport through regular interactions with the DfE modelling team, ensuring alignment with their strategies and priorities.

Consistency- We will:

Deploy a dedicated team familiar with the DfE's goals and operating environment to provide a consistent and stable client experience.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

Crown Copyright 2021

Anticipating Needs- We will:

Use insights gained during the audit process to identify evolving needs, proposing solutions that drive continuous improvement and align with the DfE's long-term goals.

Conclusion:

By systematically managing issues, maintaining clear communication channels, and delivering accessible reports, we aim to provide the DfE with actionable insights while fostering a trusted working relationship.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

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5. Adding Social Value (max. 500 words inc. text on diagrams or in tables. Please only use front Arial 12)**Evaluation Question:** Weighting 10%

The Department is a champion of apprenticeships and T-levels. Please outline activities that demonstrate and describe the tenderer's existing or planned delivery of apprenticeships, traineeships and T-Level industry placement opportunities (Level 2, 3 and 4+) in relation to the contract.

Your response must outline how you will meet the following KPIs:

- Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained under the contract, by UK region.
- Number of training opportunities (Level 2, 3, and 4+) created or retained under the contract, other than apprentices, by UK region.

Please describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Social Value criteria outlined above. Please structure your answer as follows:

Your Method Statement, stating how you will achieve this and how your commitment meets the Award Criteria, including:

- Timelines
- How you will monitor and measure success
- Feedback and improvement

Maximum 500 words

Word Count - 499

Supplier Response:

Our social programmes, recruitment and partnerships create opportunities for young people, no matter their background, who they know or where they are from. Our BDO Social Mobility group is determined to break down some of these barriers to ensure we are affording equitable opportunities to help those from lower socioeconomic backgrounds to have successful careers. Recent initiatives within BDO have included defining our social mobility strategic framework, hosting an internship targeting students from disadvantaged backgrounds and celebrating Social Mobility Awareness Day by sharing our personal journeys – including that of our Managing Partner.

We collaborate with our peers, including through Access Accountancy and RISE to address student outreach in terms of access to the profession and progression. We offer summer internships, fixed term business placements, apprenticeships and graduate opportunities, recruiting over 600 trainees across our programmes each year, with over 40 recruited into Risk Assurance departments (resourcing this contract). Your BDO team will include trainees who are progressing through our Early in Careers (EiC) pathway and studying towards professional qualifications.

Call-Off Schedule 4 (Call-Off Tender)

Call-Off Ref:

Crown Copyright 2021

BDO have recently had over 1000 apprentices complete their apprenticeship course with BPP – a course which showcases and builds skills relevant and generated by this contract.

Progression

Training & development is a key part of BDO culture, all employees have access to resources to support their progression. Our performance framework “Achieving My Potential” (AMP) sets career development pathways and resources (e.g. focused courses, technical content or mentoring) to facilitate staff progression. We run learning sessions on technical & non-technical topics which are available in multiple formats to support individual needs – a mixture of classroom and self-led delivery to support different learning styles and training routes.

Contract delivery will enhance the qualifications/skills we provide employees (via on-the-job training) which, alongside our specialist education/other training, (e.g. ICAEW/IFOA/degree apprenticeships) provide the skills necessary for the contract.

Training and development is not limited to formal courses and 70% of learning is ‘On the job’. Roles and responsibilities for each staff member are defined to ensure that your team has the appropriate skills and experience to deliver a quality engagement whilst also ensuring that each team member can continually develop.

As part of this development journey, we have annual moderation processes, designed to enhance and expand skillsets of each individual, including those relevant to this contract. The process identifies areas for continued development and tailored training plans.

Objectives of moderation:

- Identify individual and collective skills improvements/gaps.
- Provide access to technical training and qualifications.
- Through the contract, develop future leaders enthusiastic about/advocates of the education sector/public sector (leading to wider societal benefits).
- Ensure excellent quality through training, developing a highly skilled workforce, supporting educational attainment.

Training opportunities arising from the contract would grow an educated ‘contract workforce’ leading to greater efficiency in project delivery. It will broaden engagement with the education/public sector alongside our other existing government contracts, facilitating knowledge sharing. Additionally, our support often leads to wider positive education attainment outcomes e.g. projects have helped organisations avoiding insolvency/cessation of education provision.