Question 2.4.8 Delivery Infrastructure
Please provide details of the delivery infrastructure you will use to deliver this provision, including details of premises, digital support and any outreach services. Please complete Appendix 3 detailing your delivery infrastructure details. As a minimum, your response should; • Provide details of the delivery infrastructure that you will use for engaging and supporting Participants, including premises for face to face contact, and digital services. Detail how you have sized the digital offer as not everyone has access to or confident with IT and how you will ensure everyone gets access to the full service offering • Provide details of your business continuity arrangements in the event of an IT system failure • Where applicable, describe any outreach services that you will provide, how you intend to provide them; the rationale for providing such services and how and why this approach will result in consistency of services across the CPA. • Detail the facilities available at each location and how these meet any legal requirements, including compliance with the Equality Act 2010. • Clearly describe how your proposal will achieve full coverage across Scotland. • If you intend to use existing premises, explain how delivery of this provision will fit with current use and the efficiencies and / or savings you expect to achieve. • If you intend to secure new premises, indicate the timescales for doing so ahead of go-live and your contingency arrangements for ensuring timely delivery of this provision. • Detail your contingency plans for dealing with fluctuating Participant volumes over the term of the Call Off Contract, including the minimum and maximum volumes that can be handled at any one time without having an adverse impact on your premises proposal. • Describe what elements of Sustainability have been considered in your delivery proposal as discussed in DWP Code of Conduct Annex 1
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions. Please note that the page limit does not apply to the delivery infrastructure details to be provided at **Appendix 3**.

Capita, Reed in Partnership, The Wise Group, and The Lennox Partnership will deliver JETS Scotland both digitally, and through face-to-face delivery via fixed

premises and outreach venues, to ensure accessibility for all Participants. Capita has extensive experience of delivering pan-Scotland services (**Evidence**: [REDACTED] **Delivery infrastructure for engaging and supporting Participants:** All staff will work from home (WFH), using approved ICT and telephony equipment to deliver the service. Staff will only be authorised to commence delivery following WFH risk assessment and training, ensuring JETS Scotland is delivered from a secure area where confidential conversations cannot be overheard. They will deliver through: **Face to face delivery:** We anticipate that <20% of delivery will be face-to-face from Covid-19 safe fixed and community outreach venues (see Appendix 3). All will be ready for delivery by 25/01/21, provide full coverage of the CPA and have been confirmed as inclusive environments, where Participants/staff can make use of facilities safely and conveniently. We are committed to making reasonable adjustments, and will ensure office and outreach sites are readily accessible (by public transport and car), located to minimise Participant travel. **Digital delivery:** We anticipate that >80% of delivery will be via digital interface. All Supply Chain Partners (SCPs) will use [REDACTED] platform, [REDACTED] will be accessible to staff and Participants via secure log-in (according to strict permissions facilitating access to specific areas of the platform) on any smart phone/computer/tablet with internet connectivity on a 24/7 basis. [REDACTED] This ensures those in remote locations, shielding, or with anxiety issues because of lockdown isolation can fully engage, also mitigating the impact of any future Covid19 lockdowns. Access to our digital provision is fully inclusive: [REDACTED], provides options for speech recognition software and screen readers for blind, visually impaired, deaf and hard of hearing users. **We have sized our offer** based on assumptions linked to current JETS delivery (c.80% digital), current levels of lockdown across Scotland, and the anticipated impact of Covid-19 guidelines on our ability to deliver services safely of staff and Participants. We have built upon good practice delivery by SCPs for Participants facing digital exclusion (without access to technology and/or low digital literacy) e.g. [REDACTED] We will facilitate a tablet loan scheme for Participants who require equipment, to further aid participation and engagement – particularly in more remote areas - and leverage existing initiatives e.g. Skills Development Scotland's £1m Digital Start Fund. All Participants will receive a full service regardless of how they access their Adviser, achieved through [REDACTED] with Advisers, upskilling Participants' confidence, ability and access to/use of ICT through training interventions (remotely or at outreach locations), and face to face support. **Business continuity arrangements (IT failure):** Capita has a mature Business Continuity and Disaster Recovery (BCDR) process that encompasses all foreseeable events. For each contract, we build a specific BCDR plan encompassing all known scenarios. Covid-19 has provided an excellent test of our BCDR arrangements, which have in turn ensured continued delivery of contracted provision across our Government Services division and wider business. In addition, [REDACTED] maintains a BCDR that supports a robust business continuity strategy for its services and platforms. [REDACTED] Contingency software is also in place for core elements of our delivery model, [REDACTED] To ensure no disruption to delivery, we will quickly deploy members of our 120-strong Project Management Team as needed to respond to BCDR events. The Team have mobilised other digital services with tight timescales.

Evidence: [REDACTED]
Outreach services: We know from experience that target groups are less likely to engage with support if it involves significant travel, particularly given current Covid19 related anxieties and reduced public transport frequency/availability. To mitigate these, we will support Participants from outreach venues that are close to public transport links and facilitate safe via face-to-face interaction, including community centres, libraries, JCP offices and cafes, where this is permitted within current Covid19 restrictions for each area. **Evidence:** [REDACTED] Every outreach site used will be Equality Act compliant, offering space for private conversations, 1:1/group meeting rooms, IT facilities, toilets, and refreshments. Current outreach locations already have H&S assessments in place, but new audits will be completed, including Covid19 compliance, prior to any contracted delivery taking place.
Existing Locations: Our SCPs will use 37 existing premises for face-to-face appointments (<20% of delivery), presently used for employability provision. They are sites owned/occupied by the SCP (e.g. The Wise Group's Charlotte Street head office in Glasgow), and shared community venues (e.g. TLP's office in the Kirkintilloch Campus of New College Lanarkshire). [REDACTED]. All sites offer: private 1:1 areas and/or meeting rooms in sufficient quantity to meet anticipated through-flows at each site; many offer group work space, jobsearch facilities including workstations with phone and desktops, accessible ICT suites, free Wi-Fi, photocopying and printing, and refreshments. All sites named (Appendix 3) currently meet all legal requirements, including Equality Act 2010 and The Health and Safety at Work Act 1974. Compliance of all proposed sites will be verified prior to Go Live as part of due diligence through risk assessments by a Health & Safety Advisor e.g. Covid-19 safe; Participant/staff privacy; safeguarding; safety; information security; and Equality Act compliance - wheelchair access, disabled toilets, hearing loops, lifts. All staff will undertake training on safety at work, including risk assessment and best practice when lone/mobile working.
New premises: Reed will secure one new site in Edinburgh. The premises/estate readiness activities in our Implementation Plan (IP) outlines activities and timescales to ensure all sites will be ready by 20/01/21. [REDACTED].
Assuring full national coverage: SCPs have confirmed their ability to deliver the required volumes across Scotland using their proposed network of outreach and existing/new fixed sites. Our proposed delivery infrastructure covers all areas, and combined with our digital support offering, will enable Participants to access support even for those in rural areas e.g. Western Isles.
Fluctuations in Volumes: Our partnership has extensive experience of managing fluctuations in volumes (**Evidence**: [REDACTED]. We will work closely with the DWP from contract award to agree accurate forecasts based on intelligence from [REDACTED] and delivery partners, and work closely with JCP's Gatekeeper Assurance Function to manage flows within planned monthly capacity. Short-term contingencies for increased capacity include existing SCPs taking on additional flows (all have confirmed their ability to handle **+/-10% at any time** without any impact on our premises proposal); and longer-term include sourcing additional SCPs, should volumes be predicted to exceed planned levels for a sustained period. [REDACTED] all SCPs have confirmed their physical delivery sites, with additional capacity and access to outreach/community venues.

<u>Sustainability:</u> In line with the DWP's Code of Conduct (Annex 1) we have deignedin features to comply with all 8 priority areas. These include: **1) Environmental compliance:** our Digital First model minimises travel and CO^2 emissions - and we will plant a tree for every job outcome we achieve, working with ***Carbon Footprint***. **2) Relationship Management**: 56% of JETS delivery will be delivered by Scottish SMEs. **Evidence** [REDACTED]. We are committed to transparency and building capacity within our supply chain through fair payment terms, open communications and strong working relationships. **3) Value**: running a programme of continuous improvement through the life of the contract, proactively working with SCPs and other JETS providers to identify, share and implement best practices and efficiencies. [REDACTED] **4) Customers and Service Users:** [REDACTED]