Proposal to redesign the W3C website

13 December 2019

W3C

Content
Design London

Together, we create better digital services.

We work for the public good to research, design, build and operate services that make life better for people.

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Content Design London

dxw is one the UK's leading digital agencies. We work with the public sector and for the public good.

We have been building accessible websites and services, helping organisations transform for over 11 years. We do everything from strategic design, to building and running of websites and digital services.

Content Design London are the leaders in designing truly accessible content.

Content Design London was founded by Sarah Richards, the first head of content design for the Government Digital Service. Sarah set and implemented the content strategy for GOV.UK and created the standards and discipline of content design for the UK government. Content Design London have built a global business, and work with organisations around the world.

dxw digital

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Content Design London

We have worked on a number of projects together in recent years, but their association runs deep.

dxw's managing director, David Mann, and Content Design London's founder, Sarah Richards, have worked on large-scale websites together for around 15 years and have been consistent advocates for accessibility.

Both were instrumental in the creation of GOV.UK, where accessibility was one of the most important design principles, helping set global standards for design.

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We're a partner who can help you redesign a new, modern and engaging website for the W3C

We know how to find ways to meet your users' needs and how to take advantage of new technologies in creative and innovative ways.

Our team cover the disciplines you need to deliver a great digital service - from research and content design, to visual and interaction design, development and operations engineering.

We believe that together we are ideally suited to creating the new W3C website.

We believe working in the open makes things better

Openness and transparency are fundamental to how we work at dxw and Content Design London.

Our actions speak as loudly as our words:

- we write about our work on our blog at dxw.com/blog
- our code is open and shared at github.com/dxw
- all our corporate policies, principles, ways of working and processes are publicly available at playbook.dxw.com

We welcome the commitment by W3C to openness and transparency, and we're as committed to these principles as you are.

How this proposal document is structured

On page 12, we describe our proposed solution, which also includes:

On page 40, how we will work with you.

On page 47, our proposed team.

On page 52, we detail our relevant organisational experience and previous work.

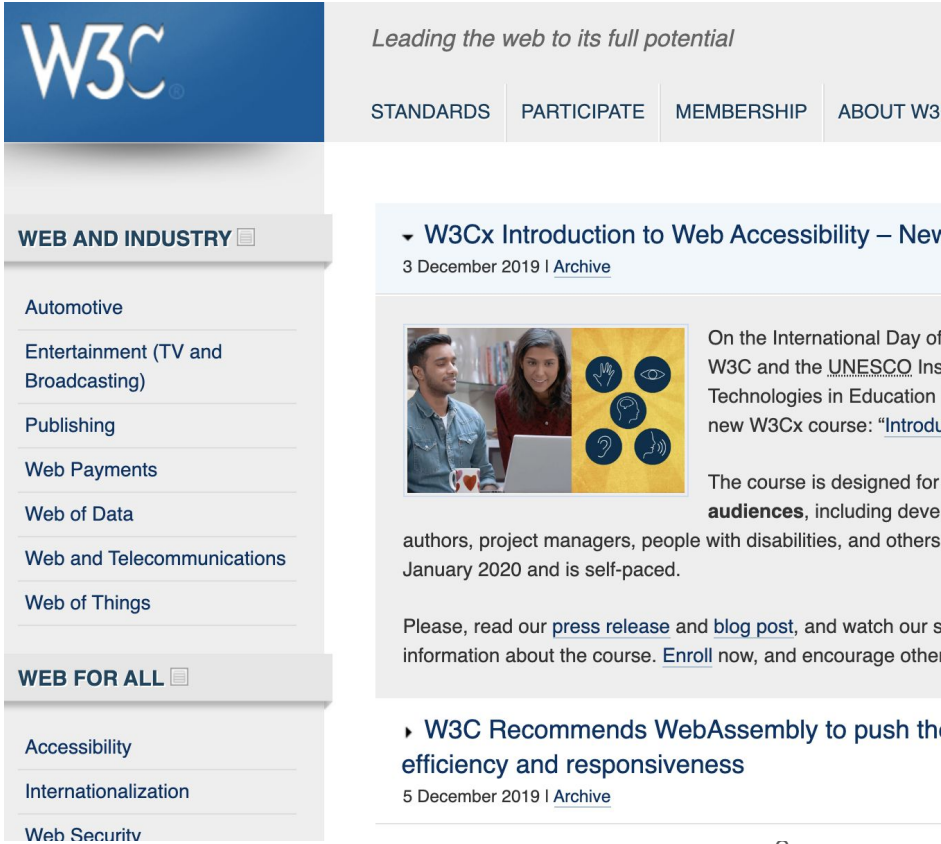
On page 63, we describe our technical experience.

We've included our costs, and detailed experience of individuals as a separate attachment.

The W3C’s challenge

The W3C website was last re-designed in 2008 and is over 10 years old.

It validates as XHTML 1.0, which was defined 17 years ago.



The W3C would like to redesign its website to better reflects its central role in the web.

You've noted challenges with how it's used, how content is structured and its visual design.

In particular, you'd like to an expert partner to work with you to:

- Solidify the branding and create a visual style that can evolve.
- Revise the content layout and information architecture, ensuring that users can access all the content they need to
- Improve usability and encourage engagement
- Make editing and maintenance of the website simple and robust
- Ensure the website and content is accessibility

The W3C website should reflect its status as the go-to web resource for developers and designers.

The information it contains makes it one of the building blocks of the modern web.

To work on it would be a great honour for us and we relish the opportunity to work with you.

dxw's pedigree in public sector web development means we have developed a specialism for accessibility. All the services we build are WCAG 2.1 AA compliant by default.

Working with organisations around the world, CDL run projects and offer training. We have a team of experienced content strategists and content designers who run our projects UK and globally.

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Proposed solution

We will start with an inception and discovery to define how we will work together, and chart the destination

We will start with an inception to establish with you a single, multidisciplinary team and agreed ways of working.

We will do a discovery to explore and validate problem/opportunity areas for users, and make sure we're focusing on the right things. We will build on your extensive existing research, undertaking targeted qualitative research. We will agree with you a delivery plan, that aligns with:

- your governance structures and how decisions are made across your distributed organisation
- the availability of people to contribute to the project, particularly to research and design activities, and making technology choices
- the timeline of important board, advisory and other stakeholder meetings

After this phase, we will work with you though an alpha and beta, drawing down on an overall budget allocation. We believe this open and flexible approach gives us the best chance of meeting your requirements.

We will iteratively redesign your website through alpha and beta activities

During the alpha, we will prototype the new website, and do research with users.

We will design an overall transformation roadmap for the website. We will develop a content strategy, a migration/transformation plan considering SEO, readability and accessibility, and write new content. We will also explore and validate potential technical choices that could support the new website.

We will then move into beta. Based on what we've learnt, we will deliver against the roadmap, updating as we go.

During alpha and beta, we will deliver against the services in 4.3 of the RFP (i.e. Design, SEO, Development and Consulting).

We'd like to point out that our agile delivery methods means we will be working on these things iteratively as a multidisciplinary team, and prioritising with you as we go so that we're working on the most important things . For this reason, we have not split our costs out on the basis of discrete services.

Inception and discovery

Inception

The purpose of this phase is to form a single project team with W3C, agreeing and refining outcomes and goals for the discovery, establishing working patterns and cadence, and understanding and exploring technology opportunities. Given the distributed nature of the team, establishing this upfront will be critical to the success of the project.

Activities

- kick-off workshop with the team
- roadmapping workshop to identify learning opportunities, and map users, stakeholders, communications plans, assumptions and dependencies
- set up logistics, such as booking future workshops and stakeholder meetings
- develop a user research plan and start participant recruitment
- review any existing research and insight that we can test and validate
- start a technical review, focusing on opportunities, while considering dependencies and constraints

Discovery

The purpose of this phase is to explore the problem/opportunity areas and understand technology opportunities.

Activities

- user research to explore, challenge and validate our initial assumptions of our vision for the project.
  We anticipate doing research with some of your key audience groups, including:
  - Web developers and designers
  - Users with disabilities and different access needs
  - C-level decision makers
  - W3C Members
  - W3C Groups
  - Business Development
- working closely with the current digital team, our technical review will focus on opportunities, whilst considering dependencies and constraints

Where we will be at the end of inception and discovery

A good discovery will set up the conditions for successful delivery in the long term. By studying and validating any existing research, we can accommodate domain expertise from the W3C team and make sure our own research is targeted for the most value.

We will have put some edges around the problem we are trying to solve and we will have some early sketches of what the new website could look like.

By talking to users, we will start to develop a deep understanding of their needs of the W3C website. Insight from this initial phase will put us in a strong position to turn these sketches into working prototypes during the alpha phase.

We will also have a clear roadmap and working with the W3C team, a clear sense and set of goals and priorities to develop the website in subsequent phases.

Areas of focus for alpha

We will design and build a working prototype of the new website

We will show how you can deliver a coherent, accessible and inclusive service. This will be backed by a working digital product hosted in the cloud and using the latest technologies, that we can put in front of new users and stakeholders.

A good alpha phase means we can start answering questions by testing a product with real users. We are specialists in secure, accessible digital service development and so we will start developing working prototypes in code. Why draw a picture of a thing when you can have a real thing?

Design decisions will evolve through rounds of testing with real users. For W3C team members, we will work with them to create a publishing workflow. We are confident our technology choices are a good fit for W3C and will use the alpha phase to test these assumptions. At dxw, we are industry leaders in secure website development and we use a similar set up to W3C for code, Gitlab for internal use and Github for publicly sharing.

We will deliver a comprehensive content strategy document

This will set the overall direction and goals of the content, to create an engaging and easy experience for W3C users when interacting with the information. CDL would develop this document, working closely at each stage with W3C. We will follow these steps adjusting as needed:

1. Workshop to:
    a. map core user journeys for Standards, Participate, Membership
    b. identify core user needs
    c. identify core W3C messages, particularly for Membership and About W3C
    d. develop content proposition - what's in and what's out
    e. look at current workflow and governance and identify issues
    f. identify content KPIs
2. Refinement of workshop outcomes by CDL.
3. Write content strategy document with recommendations for main messages and a plan for workflow, governance and future content maintenance.
4. Revisions to the document and delivery.

We will deliver a content migration/transformation plan

The content transformation plan prioritises the primary navigation targets and other areas of the website so that the content migration/transformation can work in a logical and orderly way.

We will follow these steps but adjust them to your needs where necessary:

1. Map detailed user journeys based on the core journeys from the strategy.
2. Identify detailed user needs for all journeys.
3. Log all user needs in a bank of user needs for future maintenance of the W3C's website.
4. Prioritise and group user needs into pieces of content.
5. Map prioritised content against a timeline and team available.
6. Develop comprehensive content transformation plan with milestones.

We will learn how people currently search for and understand content

To improve search engine results (SEO), we need to understand how users currently search for content, and the mental models that they use when searching. We know that well designed content, that meets users' needs, results in improved search engine results.

Our content designers will carry out desk research into keywords, user language and mental models used during searches. This research will inform the writing and migration of the content in the next stage of the project. Some of the tools used in this stage are Google Trends, Google Adwords, SEMrush, relevant discussion forums.

We will undertake content migration/transformation and testing

Based on the work done around user journeys, user needs, keywords and mental models, our content designers will produce user-focussed content that's supported by the core messages developed for the content strategy. This will include an accessible and easy to understand version of the privacy policy.

The content production cycle would look as follows but can be adapted to W3C's requirements:

1. Writing content for all user needs using keywords, tone of voice and language suitable for the W3C audience as researched during the discovery phase.
2. Reviewing content in pair writing and content crits.
3. Fact checking content with W3C.
4. Testing and revising new content.
5. Publish new content.
6. Set review dates and KPIs.

We will test new content

To validate that our new content actually meets the needs of your users, we will do user research sessions to test the new content. This would include:

- development of a discussion guide
- 10 sessions with users
- research analysis and recommendations
- content revisions

Advice on how to maintain accessibility

Sarah Richards, founder of CDL, has developed an approach on how clearly written content, open to anyone, can support accessibility. All content written in the migration/transformation would adhere to Sarah's principles.

Sarah would develop a report and plan how W3C can incorporate these content accessibility standards with your own standards, to support, for example, users with a range of accessibility needs including motor, visual, audio, speech and cognitive.

We have developed the Readability Guidelines project. It is a global project designed to create a universal and inclusive style guide. The work, which we began in 2018, has had over 650 contributors from 17 countries supporting us to find research and evidence in order to help create easy to comprehend content.

This is a free resource that is already being used by the BBC, the Australian Government and Ontario Digital Service amongst many others.

Localisation

The alpha prototype should provide basic support for multilingual content, to test the assumption that this is required, and to prove the technology choices involved.

We will design a system that can support multiple languages for content, and use content negotiation to automatically serve appropriate content to users.

In beta, the multilingual publishing workflow would be refined. As most w3c content is translated by volunteers, this would be built to support open collaboration on translation of content, using open standards and tools.

Moving to beta

Our approach to the build phase (in Beta) will depend on what we learn and agree during the design phase (in Alpha).

We expect our approach will include:

- working software deployed to production at the end of the first sprint
- integration with the front-end and back-end systems
- tooling to support content migration and redirects
- iteration based on ongoing user research

In the following pages, we detail how we will address each of your requirements

We will develop the live website in beta, aligning with your requirements

- **HTML5, WCAG 2.1, ideally Level AAA (level AA as a minimum), standards compliance**
- **Consistently responsive: mobile first, then desktop design**
- **Device-independence, reusability (i.e., semantically rich and machine-readable, future-proof)**

Our multidisciplinary teams have significant experience in designing accessible services. We develop to all standards of the WCAG, and live examples include DfE Teaching Vacancies and NHS England. We work with specialists, such as the Digital Accessibility Centre to conduct independent audits on our services.

We build using a “mobile first” approach, ensuring that our front-end code works well on screens of all sizes. We use the government browser compatibility list for our cross-browser testing. Our user researchers will carry out usability testing on a representative range of devices, to ensure that users are able to access the W3C website, and complete their user journey, on their preferred device.

We will develop the live website in beta, aligning with your requirements.

- **Modern best practices and simple, maintainable markup and CSS**

We will ensure that websites are compliant with HTML5 and CSS3 standards. Semantic markup, and broader web standards, are core to the way we design and build our interfaces. We use separation of concerns — meaning that our HTML doesn't rely on CSS and JS to be functional.

We've delivered over 50 websites for the public sector over the last 11 years, including the NHS England website and the UK Government's GOV.UK blogging platform. All of these websites use the latest standards for HTML5, CSS and JavaScript.

We use progressive enhancement, to ensure that content can be rendered and accessed on older browsers, which may not support contemporary technologies. This also helps ensure that content is accessible to users who may use assistive technologies.

We will develop the live website in beta, aligning with your requirements.

- **Compliance with W3C URI persistence policy**

We will ensure that all information that needs to be kept, and made available, is. Several members of our team transitioned departmental and agency websites to GOV.UK, which preserved or redirected over 1.2 million government URLs.

We are using the same approach in our project with UK Research and Innovation where we are merging seven websites onto a single domain. We are reusing tooling developed by the UK's Government Digital Service (GDS) to manage redirects and make sure all the old URLs continue to work.

Two of the dxw team, David Mann and Adam Maddison, were product manager and delivery manager respectively in the GDS team that developed the original software.

We will develop the live website in beta, aligning with your requirements

- **Performance must be as good as or better than the current site**

We will achieve this, through a combination of modern technologies and applying a user centered design approach to this website. We will consider things like static site generation to quickly serve content, and we will correctly use cache metadata standards to allow CDNs to serve the right content at high speed. In terms of performance: testing, resilience and disaster recovery, our approach would be similar to the approach we took when developing our national recruitment service, Teaching Vacancies for the UK Department for Education, which was successfully assessed against all relevant Government Standards, including:

- Multiple layers of testing
- Zero downtime deployments which ensure uptime and plan for unexpected downtime
- Auto scaling
- Incident review process
- Severity levels and monitoring and alerting in place

We will develop the live website in beta, aligning with your requirements.

- **Integrates with existing W3C-maintained back-end services**

We know that this website may need to integrate with a variety of backend systems, We will develop Application Programming Interfaces (APIs) to integrate to back-end systems, allowing us to make the best use of their functionality and sharing data whenever and wherever appropriate.

Our approach to providing an API follows the same pattern as any feature development. We prioritise API development based on an assessment of the user needs, including the number or type of users that need to do a particular task. We will take into account existing APIs and submission methods, and the complexity of business rules, and identify the highest value capabilities first.

Most of the services we develop integrate with back-end systems, eg housing services for Hackney Council and Metropolitan Thames Valley or integrating with our clients' own sign-in applications like we did for the Department for Education.

We will develop the live website in beta, aligning with your requirements.

- **Testing throughout the process**

Rather than testing everything at the end when all the big decisions have been made, we continuously test as we go. From discovery to live, we will conduct usability testing with a broad set of users with different access needs. Insight from testing will feed directly into the product and help us make the right design decisions. We take this approach on all our work, for example, the UK Government's GOV.UK blogging platform has been through usability testing at all stages.

Just as we test our products with users, we thoroughly test our code through peer review. dxw developers are all experts at Test Driven Development (TDD). In simple terms, this means that no code can be released to production servers unless all the tests pass. We also review code with security and accessibility in mind. Many dxw services, for example NHS England, are high profile and attractive targets for bad actors so this approach to testing and development give us confidence in the services we ship.

We will develop the live website in beta, aligning with your requirements.

- **Support for bidi (content and navigation)**

Building on our approach to localisation on page 27, we will use bidirectional text to ensure the system supports multilingual content.

Text direction is specified in the HTML and CSS of the site, so no plugins are required, just adherence to standards and an intention to make sure the visual design is adaptive to reflowing text. (In theory this covers not just Right-to-Left text, but vertical as well).

We will develop the live website in beta, aligning with your requirements.

- **Provide advice on a modern replacement for the custom CMS used for the current site**

At dxw, we are experts in WordPress but we also have developed and use other open source content management systems. We will use the alpha phase to test a site using WordPress but if it proves to be unsuitable, there are other options we can explore.

For example, for our own website, we have been using WordPress but are investigating headless CMS options. One we are experimenting with is Netlify CMS.

On a previous project with the UK's Department for International Trade, we started using WordPress for the Export Opportunities service. It became clear as the service evolved that we needed to use a different CMS so in this case, we developed a simple custom CMS using Ruby on Rails.

At dxw, we will only ever recommend open source options.

We will develop the live website in beta, aligning with your requirements.

- **Willingness to work in the open: to publish and explain your work as it is completed in phases and collect and accept feedback**

As we mentioned above, we welcome your approach to openness and transparency as it mirrors our own. We blog whenever we can about our own practice and work, for example:

- sharing advice on user research - https://www.dxw.com/2019/12/the-less-obvious-skills-you-need-to-be-a-better-researcher/
- how we do delivery management - https://www.dxw.com/2019/11/delivery-management-principles-at-dxw/
- getting services live - https://www.dxw.com/2019/10/ten-things-ive-learned-about-getting-services-to-live/

You will find more examples on our blog - www.dxw.com/blog

We will develop the live website in beta, aligning with your requirements

- **Willingness to work in the open: to publish and explain your work as it is completed in phases and collect and accept feedback**

We always seek feedback to help guide us on our project work whether on behalf of our clients or for ourselves. We are in the middle of a rebrand and invited public feedback so people could share their impressions of dxw - https://www.dxw.com/2019/09/were-rebranding/

Just as you do, we publish our code on Github, normally under an MIT licence to maximise reuse - github.com/dxw

We go further than most companies though. We were one of the first in our industry to open our internal workings to the world. Our Playbook describes how we go about our work, our internal processes and principles in detail - playbook.dxw.com.

How we will work with you

We will collaborate, and form a single multidisciplinary delivery team with you.

Establishing a single team helps to align vision and goals. This shared understanding of priorities means that we can all focus on the most important things.

It improves communication, creates an enjoyable working environment and maximises opportunities to learn from each other. It also removes handoffs, reduces the risk of duplication.

dxw and CDL has a track record of working in this way and we have experience of successfully building strong relationships in delivery teams through empathy, openness, delivery leadership and clear communication.

We will work with you in the open, using agile methods and tools.

We will usually work in 9-day sprints – every other Friday our staff work on internal projects, recruitment, and learning and development. However, we will agree the right way of working together, during our inception. For example, given the distributed nature of the team, it may be more efficient to schedule work around stakeholder availability or key meeting milestones.

During sprints, we will undertake joint planning, research and design activities, and use shared tools, (such as Miro and Trello) and project walls to capture and share knowledge and decisions.

Sprint planning involves the whole team to ensure we're aligned and that we're all focused on the same goal.

We’re transparent, visible and work in the open.

We see benefits of working in the open at all levels:

- within the team we have retrospectives regularly to continually improve how we’re working
- we communicate clearly and honestly in the form of show and tells
- we publish weeknotes at the end of each week so team members and stakeholders can follow progress, but also spot any potential problems before they become critical
- we bring others into the process, openly engaging with users and stakeholders, involving them in design and decision making
- and publically, when appropriate, we publish our code and talk about what we’re doing via blog posts or social media to help others learn about what we’re doing.

We have tools for distributed working.

We will use a flexible and appropriate range of cloud software to deliver work – for example, Trello for day-to-day project management and planning, Miro for mapping, and Slack for communication. We will use tools that the whole team can access.

We will also broadcast on YouTube and record our show and tells, to ensure that stakeholders in other locations or who aren't available at that time are able to see our progress.

And we're always open to questions.

We’ve got the right skills to help you apply technology in new and innovative ways.

Once we have a single team we will help ensure they have the right tools and there is a culture that supports collaboration and innovation.

For example, at Hackney Council we joined them at the start of their digital transformation journey. Our developers paired with theirs to embed positive working practices such as Test Driven Development and to build their internal confidence and capability so they were able to design and build modern APIs.

Through co-design with internal users and open show and tells we helped Hackney embed a more collaborative user focused and iterative software development culture.

“What is refreshing about dxw is their approach: they are very user-focussed, not just asking what needs to be on a website, but why too”

Metropolitan Thames Valley Housing

One of our clients, Metropolitan Thames Valley came to us a few years ago with a brief for a new piece of software. We went far beyond their brief and with them created a truly user-centred service. Thames Valley residents now complete 70% of their transactions online.

Our impact on their organisation has been more profound. They have changed the way they work and embraced agility off the back of our work with them.

Their digital transformation paved the way for a merger creating one of the largest housing associations in the country.

Team

Proposed project team

dxw and Content Design London have a permanent team of over 70, with a wealth of experience. From this team, these are the initial roles we're proposing. We expect to draw upon the following roles for inception, working with you to agree and refine the team as we progress.

Delivery Lead

- coordinating dxw, CDL and W3C, working as a single team
- responsible for overall delivery

Product Manager

- setting the direction for the product
- building capability for product and service management within W3C

Content Strategist

- leading development of the content strategy for the website

Proposed core project team (cont.)

Designer (Interaction / visual)

- leading the design work, developing patterns, visual components and a W3C design system
- focussing on accessible, responsive design

Content Designer

- designing and developing content that is accessible for all users
- focussing on infrequent users and those who may have lower digital confidence

Developer / Technical Architect

- setting technical direction and high-level technical design
- building prototypes aligned to W3C architectural strategy

User Researcher

- developing understanding of user needs
- ensuring user needs are reflected in development and iteration of the service

Leadership to support the project team

The team will be supported by our leadership team. They work across projects to make sure we're learning from each other in our work, and will support and advise the project and W3C as required.

Sarah Richards
Founder Content Design London

David Mann
dxw Managing Director

Dominic Baggott
dxw Chief Technology Officer

Clare Young
dxw Director of Delivery

James Smith
dxw Technical Architect

Gaz Aston
dxw Lead Designer

Adaptable team shape

We are aware that W3C has many existing specialists who may work on this project. We welcome this, understanding that our clients need flexibility in how we construct multi-disciplinary teams.

We're able to flex and adapt around your internal capabilities and capacity.

For example, as part of our current work with the UK's Department for Education on the Claim Additional Payments for Teachers service, we've seen the needs of the project change, and so have brought in appropriate skills such as business analysts and operations engineers.

On a recently completed six week discovery for the London Borough of Southwark, we made rapid changes to the team. After just two weeks of qualitative user research, we determined that the project would be best served by developing prototypes that could be tested with real users. So we reduced the user research time, added a developer, and in the remaining four weeks, developed simple, easy to navigate prototypes that have evidenced to the council the need to progress quickly to a minimum viable product.

Organisational experience and previous work

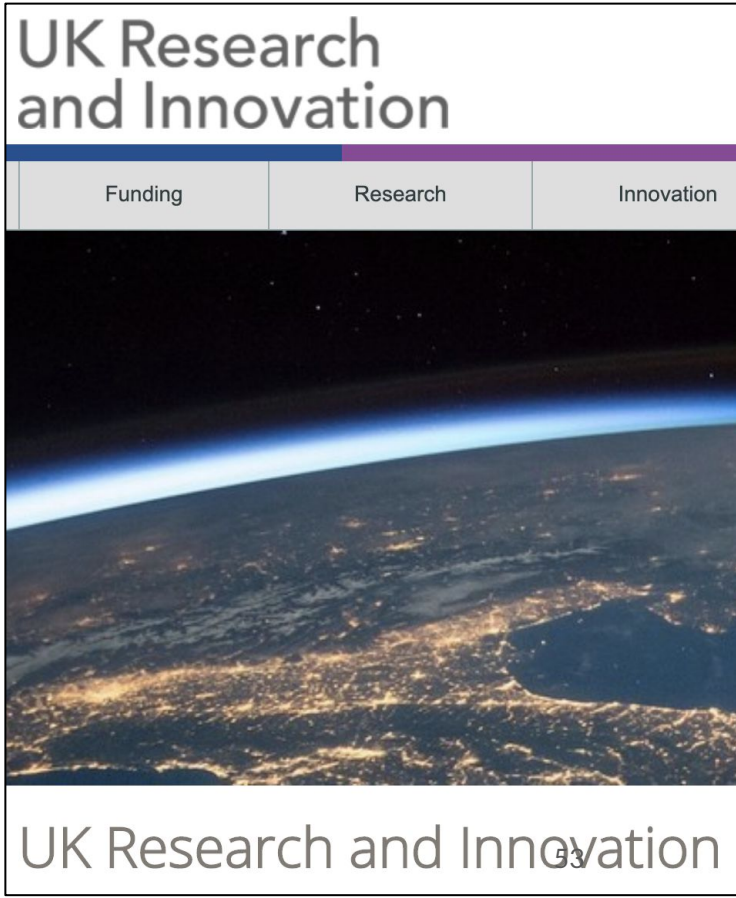
Creating a new, single website from multiple existing sites

dxw and Content Design London are working with UK Research and Innovation to create one unified website for UKRI, the 7 research councils including, Research England and Innovate UK.

We've involved members from each research council in our work, so we could understand the different stakeholder needs and the complexities of each existing website.

This means, we are able to understand, and address, the challenges internal and external users face when bringing together multiple services by working collaboratively and openly with our colleagues at UKRI.

We will bring our collaborative approach to working in the open.

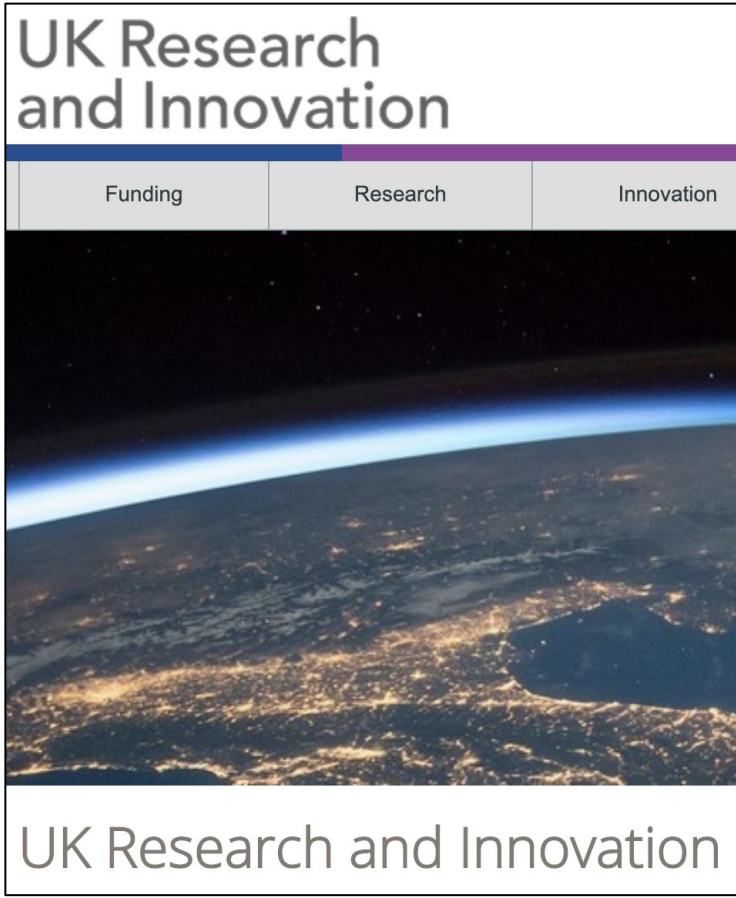


Creating a new, single website from multiple existing sites (cont)

We conducted a content review of the existing websites - identifying common types, and high value content for users. This informed choices for content - whether migrating as is, retiring or designing new content.

We're creating an adaptable and responsive UKRI design system to reflect their new brand.

We're mapping and redirecting all existing URLs from the current research council websites to the most appropriate content on the new site.



Readability Guidelines

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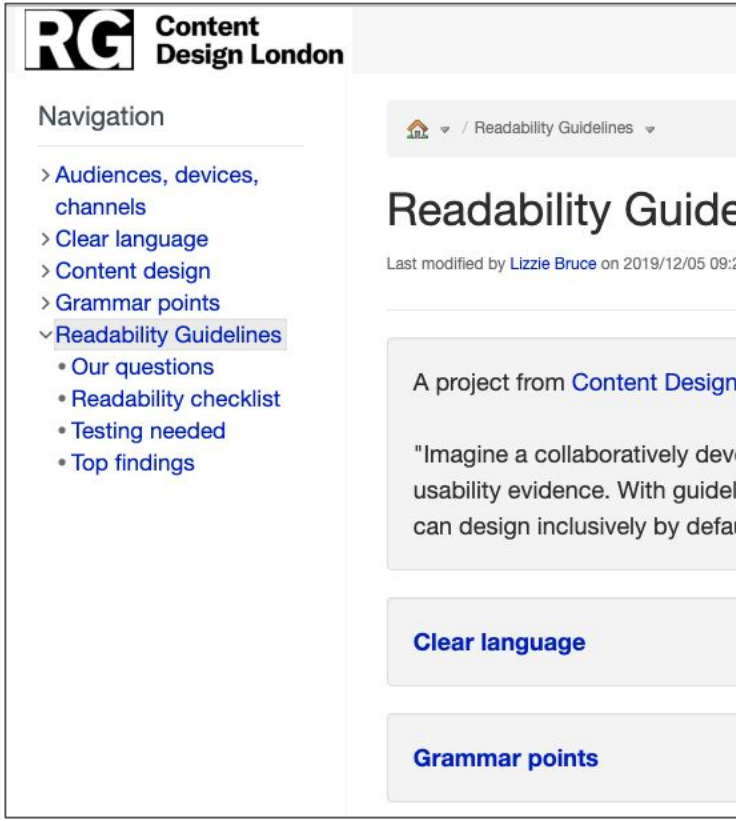
- BBC
- NHS Scotland Careers
- Parkinsons UK
- Coop
- York St John University
- Australian Government
- Ontario Digital Service



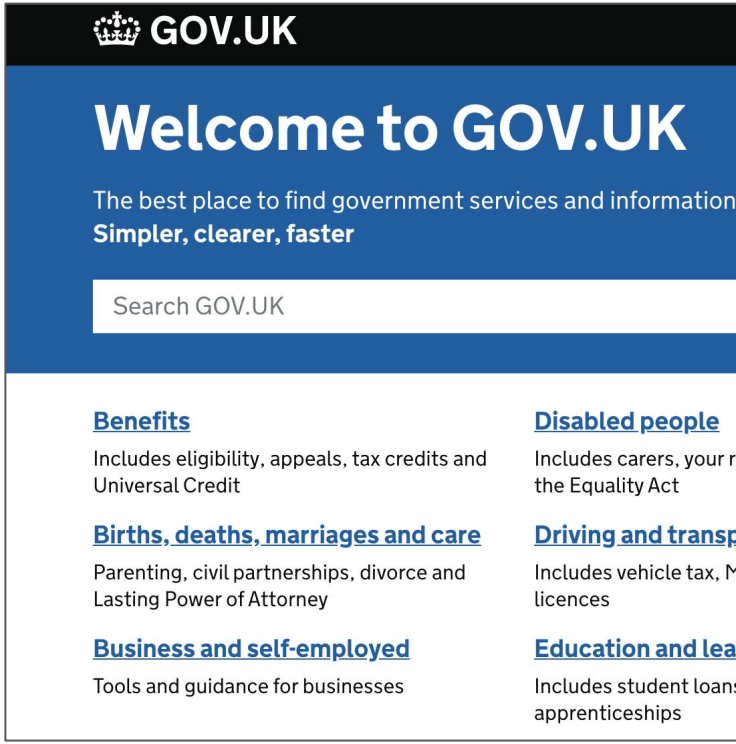
We've institutional knowledge on consolidating websites

We have a huge amount of knowledge in this area, gained from before we joined dxw, such as during the transition of departments and agencies to GOV.UK site for the UK Government Digital Service.

dxw's MD, **David Mann**, was part of the team that developed the alpha of GOV.UK in just 10 weeks. He was responsible for successful delivery of the GOV.UK publishing platform

Adam Maddison led the Transition Team - transitioning 350 agencies with 650 websites in 10 months.

dxw's CTO, **Dominic Baggott**, led a number of the development teams on GOV.UK.

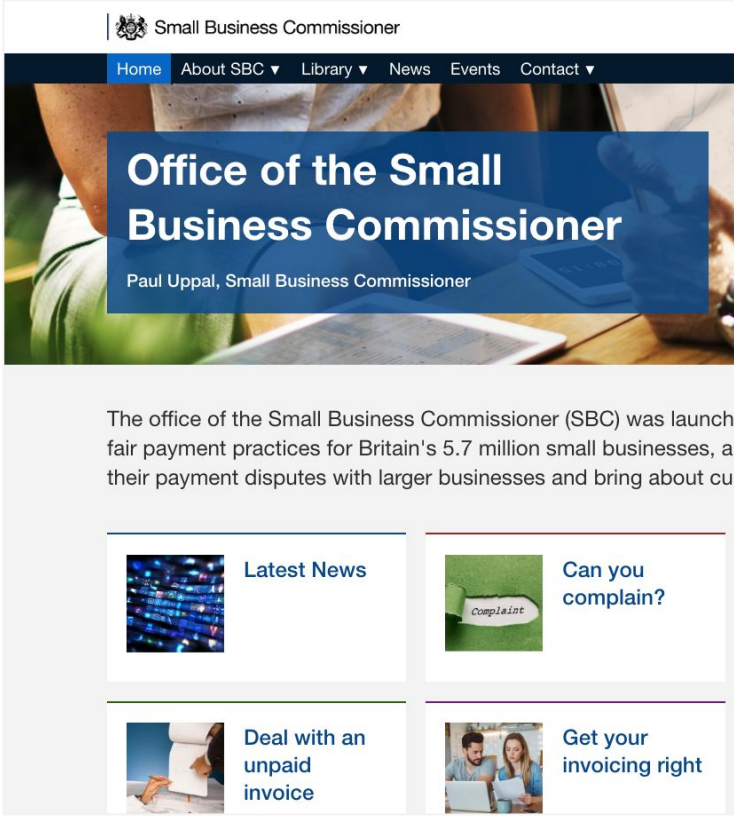


Small Business Commissioner

Over a ten-week alpha, dxw and Content Design London, iterated the design and content of the this website, carrying out regular research and testing with small businesses from across the UK.

In the eight-week beta, we built a working website in WordPress.

Despite having a bespoke visual design, the SBC website front-end is largely built using open source code from GOV.UK, keeping the amount of new code to be written and maintained to a minimum.

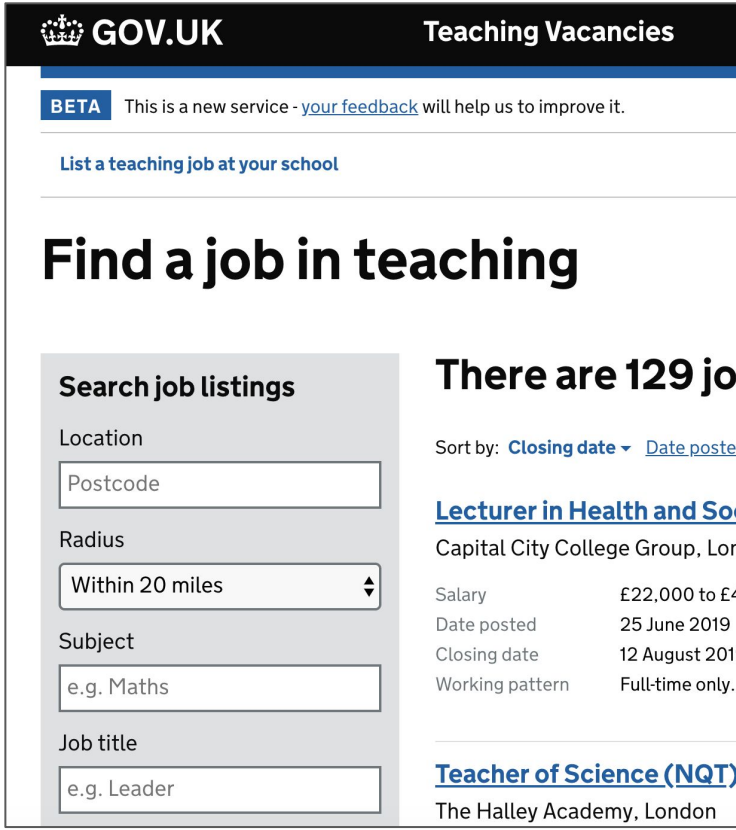


We're experts at research, prototyping and challenging the status quo

dxw designed and delivered Teaching Vacancies for the UK's Department for Education (DfE).

Our research and prototyping highlighted the value of ensuring listings created in the service generate structured job listing data in line with the JobPosting Standard. Our team invested extra effort into using this standard, significantly improving the quality and consistency of job listings, permitting them to be more readily reused and republished by third parties, such as Google Jobs.

We will bring our research and prototyping experience to keep asking how we can improve the website for users.

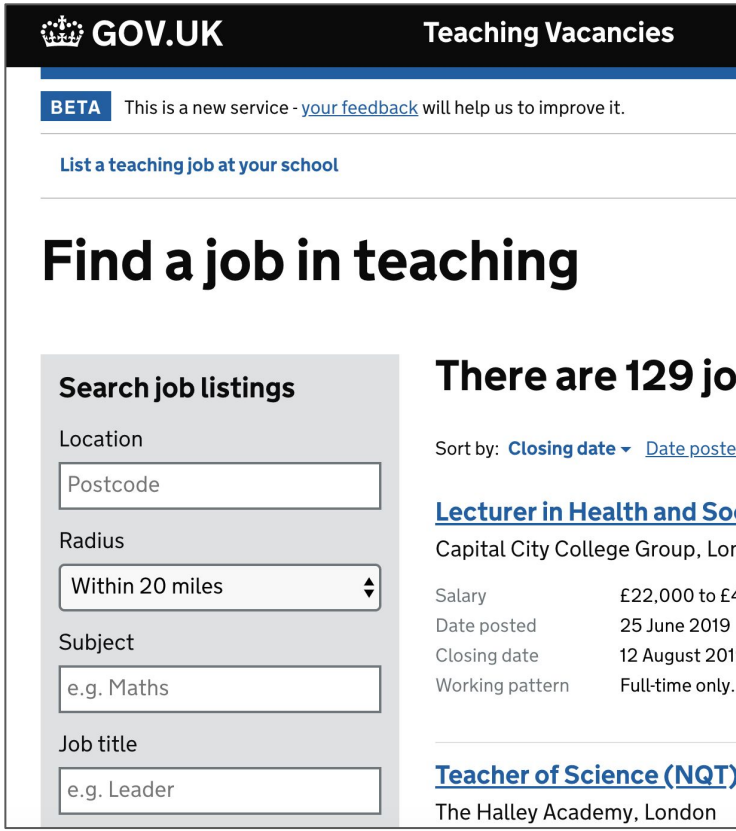


We can navigate complex stakeholder environments

As part of the design of this service, we helped DfE navigate a hostile market of incumbents who were charging schools to publish listings.

By commoditising job listings, we could meet the policy intent of reducing overall recruitment costs for schools and pushing market providers to fill roles rather than just advertise them.

We will bring our strength of purpose and desire to make things open and simple for users to this project.

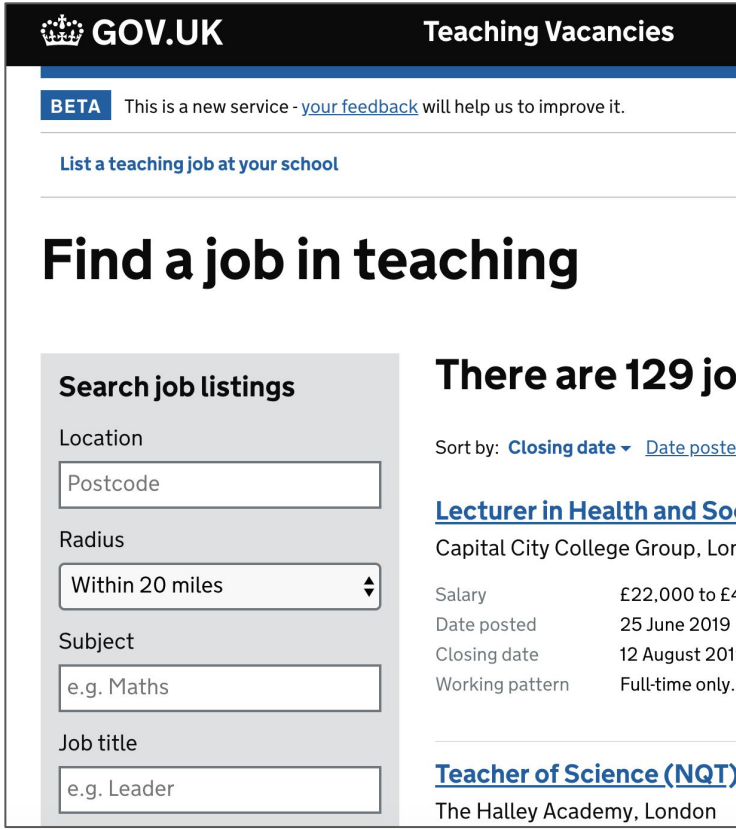


We're leaders in product management

As part of designing this service, we provided a product manager who shaped the vision and direction of the service whilst building product management capability at the DfE.

We coached DfE's product manager to associate level and they are now the service owner. Led by dxw, the Teaching Vacancies service passed Service Standard assessments at alpha and beta stages. Many of our staff are experienced service standard assessors, and contributed to the GDS Service Manual and Government Service Standard

We will use our experience and expertise to bring user research, service design and product management capabilities to the project.

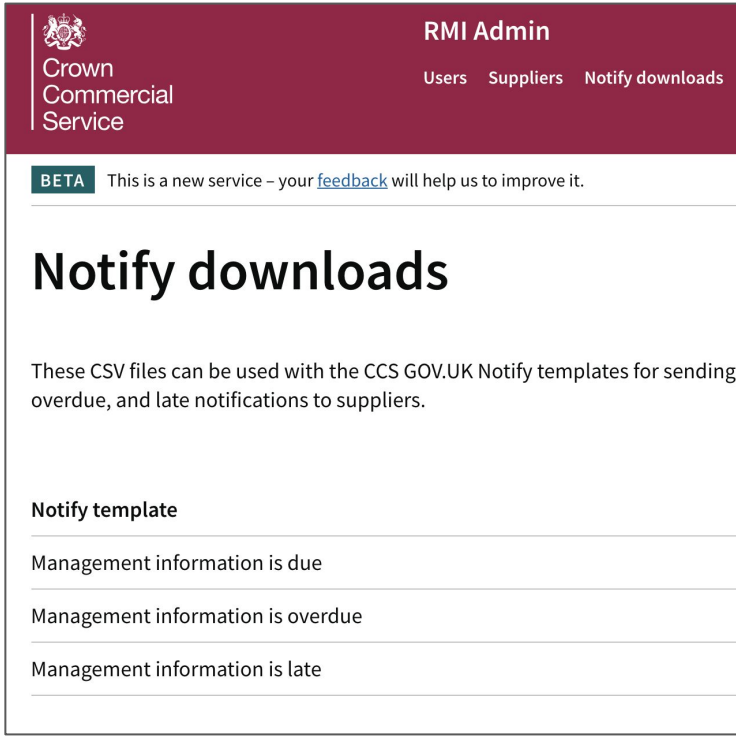


Our expert technology team has expertise in designing large, cloud based services

dxw helped the UK Government's Crown Commercial Service (CCS) design and build a new service, to collect data from over 5,000 suppliers across the UK doing business through public sector commercial frameworks.

We iteratively built and released the new service, incrementally adding frameworks until the legacy service could be decommissioned. RMI is a critical service for CCS, tracking public sector spending (~£1.7B per month) and generating a management charge.

We will use our design and technical capabilities to do regular prototyping and that ensure proposed solutions work at scale.

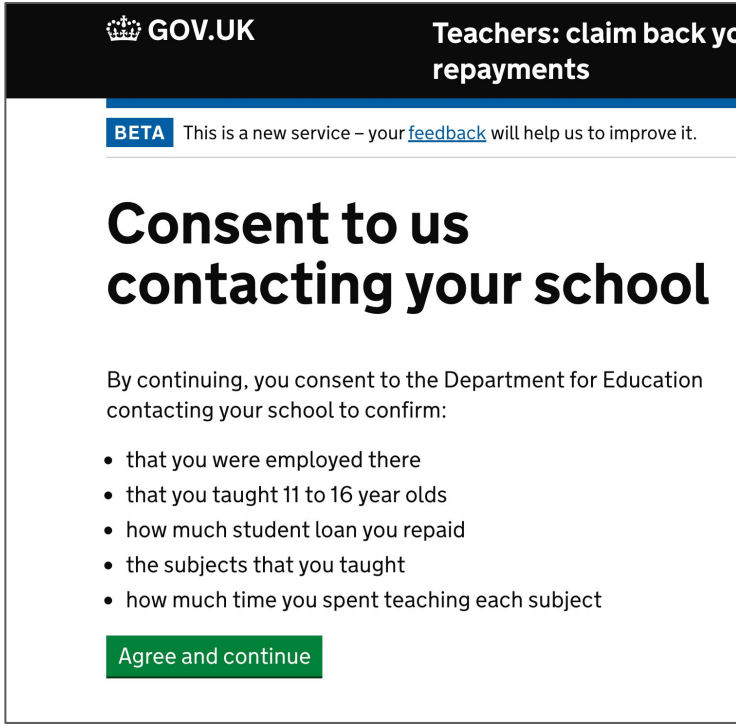


We're accomplished in building on products that already exist

dxw is currently working with the UK Department for Education on the Claim additional payments for teaching service. This is a complex transactional service that includes payroll, tax and identity verification functions.

We reviewed the MVP and identified where we felt we could add value quickly by building on the work already done. We established the appropriate ops tools and services to support the service at scale. We also migrated the service to DfE's preferred hosting platform.

We will use our experience to understand how we can apply new ideas on top of an existing technology estate.



Our technical expertise

User research

When teams understand why and how people use the service they're building, they have the confidence to challenge how things are. To explore innovative approaches and design ideas. And to create services that are more inclusive, more effective and resilient in the long term.

We will start by working with you to define and prioritise what we need to learn or prove. Then, to get the most reliable outcomes, we choose the best methods to answer our research questions. For this work, this is likely to be interviews, contextual observation and workshops.

We think it's important that everyone is involved in user research, so the team and stakeholders build a strong, shared understanding of all the different people who use the W3C website.

We will continuously review what we're learning, and adjust the research we do, to make sure that we're always gathering the most valuable findings.

Content Design

Content Design London was founded by Sarah Richards, the first head of content design for the Government Digital Service (GDS).

Sarah set and implemented the content strategy for GOV.UK and created the standards and discipline of content design for the UK government.

Working with organisations around the world, Sarah and her team run their own projects as well as offer training, so they quite literally practice what they preach.

We have a team of experienced content strategists and content designers who run our projects UK and globally.

Design

In addition to our core interaction design specialism, our design team bring a diverse blend of skills to any project. It's not unusual during a project's lifetime for them to act as graphic designers, frontend developers, workshop facilitators, or assist our user research.

The whole team believes in democratising the design process. They will always be the steward for quality design, while opening up the process and bringing the whole delivery team on the journey.

The design team will make pragmatic decisions when it comes to prototyping. If a problem can be solved or a hypothesis demonstrated with a conversation over a scrap of paper and a pen, that's the medium they'll choose. If it needs to be a working prototype with real data, then that is what they'll produce.

Our designers will work in tandem with our and your researchers to get to the heart of usability issues that arise during the design process. They will be proactive in providing hypotheses to address the problems that arise from the research results.

Technology

Our technology team bring their experience of developing and operating live services to any project.

Our experience means we're also able to make good decisions about technology. We can explore innovative approaches, understanding the risks and dependencies of doing so, and lay the foundations for a successful beta.

Throughout the alpha we will strive to understand both the value a given feature would provide, and the effort required to deliver it. That allows us to make recommendations for the beta that are prioritised well with sensible tradeoffs.

We will:

- build digital prototypes to test both the user experience and the technology required to deliver it
- develop a working, cloud-hosted digital product for the end of the alpha, that we can put in front of users and stakeholders

dxw is committed to treating all members of staff with respect and integrity.

We pride ourselves on valuing diversity in our teams. We believe that this diversity makes us better at our jobs.

Our playbook contains numerous examples documenting the way in which we honour these principles, including our values, our commitments to diversity, sustainable pace and flexible working, the clear expectations we set around working practices and the support we offer staff for their growth and wellbeing.

In recognition of our employment practices, dxw were awarded Tech Leaders Employer of the Year 2019.

dxw digital

Content Design London