Question 2.2.3
(Weighting - 35%) (Word Count 1800)

Please provide full details of how your organisation will ensure accurate delivery of the services detailed in Schedule 1 and Schedule 1A of the Entire Agreement. Within your response please detail how you will draw on your marketing and social marketing and technical expertise to achieve the services and where applicable, deliver behaviour change.

Your response should highlight how you will draw on the following activities to deliver effective ———— digital marketing activities to deliver effective digital marketing activities in order to achieve and exceed the objectives of the Framework Public body.

Digital marketing strategy and roadmap (including engagement strategy)

• Social media
• Data, segmentation and targeting
• Online lead generation, nurturing and scoring
• Content marketing and development
• Conversion optimisation
• SEO
• User experience and testing

Particular attention should be given to how your approach can be used and adapted to deliver a range of activities including:

• Digital marketing
• Search engine optimisation
• Partnership marketing

⬤⬤⬤ SIGNAL

About Signal

Signal can offer the Framework Public Body (FPB) expertise in all services detailed in Schedule 1 and Schedule 1A. Our core digital services include: strategic planning and user experience; creative and design; front end and back end software engineering; social media planning and delivery; content development, search; native and display; and quality assurance and testing.

We have gained broad experience in both the public and commercial sectors and understand the challenges facing organisations seeking to influence people's behaviour through digital services. In working with the FPB, we can draw on experience gained through successful projects such as delivering all websites and digital marketing for the Glasgow 2014 Commonwealth Games; building National Galleries of Scotland's new public website (https://art.nationalgalleries.org); and developing the content strategy for one of Scotland's most expansive digital projects for mygov.scot. Our public sector track record also includes successfully completing UX, web design and build projects for organisations such as Skills Development Scotland (https://www.myworldofwork.co.uk/), the Scottish Rural Network and Creative Scotland.

Signal was formed through the merger of three award-winning specialist agencies; Blonde Digital, Tangible and Instinctiv. We have ▇▇ people at our office in Commercial Quay, Edinburgh and a further ▇▇ across our offices in London and Cheltenham.

Our approach

Signal's mission is to help organisations behave in more emotionally intelligent ways. This means helping develop products and engagement strategies that actively seek to deliver value for users, and strong business outcomes for the FPB. To achieve this we use collaborative working practices and agile methodologies to ensure we learn fast and deliver projects efficiently and at pace.

Our people-first approach permeates all of our services, ensuring behavioural change approaches are baked in, along with both qualitative and quantitative ongoing analysis. We use the OASIS model as the basis for our campaigns: objective setting, audience insights, strategy, implementation and then scoring.

Digital marketing strategy and roadmap

User-centred digital marketing strategy forms the backbone of Signal's offer. Our experience includes putting long-term strategic roadmaps in place for public sector organisations such as Commonwealth Games, and for major commercial brands including Nando's and Williams and Glyn. For example, in working with the Commonwealth Games ahead of Glasgow 2014,we put

in place a two-year digital roadmap that took into account how different users from around the world would interact with the website, mobile app, eCRM communications and social media platforms.

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Our roadmaps and engagement strategies are digital-first by nature, though always consider the wider communications mix. Behaviour change campaigns - whether seeking nudges, promoting a stage of the transtheoretical model, or helping audiences meet conditions for a reasoned action - require the coordination of marketing disciplines. ███████████
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Our work on eCRM strategy and lead nurturing for Sainsbury's Bank is an example of an innovative approach to delivering coordinated, digital first, messages. ███████████
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We recognise the differences in designing strategies where objectives are behaviour change as opposed to achieving purely commercial goals. ████████████████████████████
████████ a project that required us to collaborate and integrate with numerous partners.

Social media

We have broad skills in both paid and organic social media, encompassing all aspects of strategy development and community management. Our experience includes working on the social strategy for Glasgow 2014 and providing full strategy and community management for brands including Famous Grouse, Royal Mail and Irn Bru. For Irn Bru, we're proud to have helped them win Social Brand of the Year 2014.

We understand that people's behaviour on social networks and the platforms themselves are subject to constant change. Twitter has hit a plateau. Facebook is seeing fewer personal stories

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being shared. Snap Inc. looks set to make circular videos popular and its Snapchat platform continues to connect a young audience of broadcasters.

As well as providing overarching social strategy, our experience allows us to develop rolling calendars of planned content and 'playbooks' for reactive content, considering each platform individually. Thorough tracking and reporting allows us to report relevant KPIs to evidence success and to fuel continuous improvement cycles. All teams in Signal are cross-skilled in social and analytics. Websites are built with social platform requirements in mind. CRM, SEO, PPC, data and even build are all socially savvy.

Our expertise is supported by the social monitoring and analysis tool Pulsar. Pulsar, owned by our parent company, was the world's first such provider to partner with Facebook and it continues to give clients such as Twitter, Spotify, O2 and Tesco cost-effective big data insight into how their brands are really viewed by consumers.

Data, segmentation and targeting

We're experts at extracting value from our clients' data. We use a range of qualitative and quantitative research techniques, flexing our methods to meet our clients' objectives. Our experience includes uncovering customer insight to support strategy or product development; assessing A/B test results and optimising customer journeys; segmenting customers to support highly tailored eCRM communications; and interpreting behavioural browsing data to ensure we serve the most relevant content through web platforms.
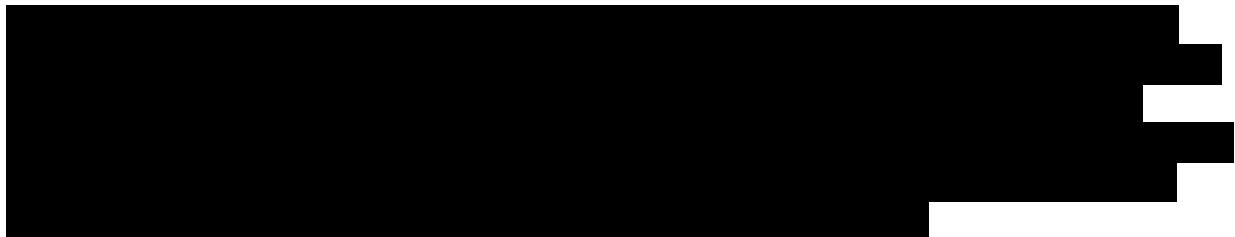
Online lead generation, nurturing and scoring

Signal has experience in affiliate marketing, working with platforms like Affiliate Window and Affilinet, aggregators like Skimlinks or in-house systems. We also have experience in lead buying, list cleaning and eCRM. Our nursery programs for the likes of Sainsbury's Bank and BHF are responsible for turning one-time-only purchases into loyal customers.

We have a complete commitment to ethics and good behaviour for lead generation.

Content marketing and development

Good content strategy needs to reflect data, technology and brand considerations. ███
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Our work with the National Galleries of Scotland helps highlight the benefits of this forward-
facing approach. ██
██████ and we're working towards making the content available in an open data format so
other sites can use it too. This will encourage innovation.

Conversion optimisation

The responsibility of a digital marketing agency does not end once 'traffic' arrives at a site, but
rather extends to ensuring conversion optimisation is part of every campaign.

For example, a conversion optimisation project we ran for Scottish Friendly had clear SMART
objectives around increasing financial product sales. ████████████████████████████████
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Search Engine Optimisation (SEO)

SEO has changed frequently over the years. However, we have a track record of successfully
predicting change, working ethically with search engines and digital assets. In modern SEO,
optimisation extends beyond websites. Mobile apps benefit from SEO, as do recipes and skills
for Internet of Things devices like Amazon's Alexa. SEO can even improve the performance of
profiles on social platforms.

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██ ignal has worked closely with the
Scottish Government on Search Engine Optimisation in the past, having played a key role in
helping develop a set of successful SEO guidelines, when we were known as Blonde Digital.

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SEO is most successful when part of the planning stage of campaigns and we have designed our processes accordingly.

User experience and testing

Our focus on continuous improvement motivates us to understand the full impact and influence of our work against our clients' objectives. As such, our scoring analysis uses both qualitative and quantitative methods.

██████████ but also in media planning and conversion optimisation tests. We understand that a tweak on a landing page can significantly improve the user experience, and therefore conversion. This will always result in better outcomes - and be cheaper than - buying a similar increase in traffic. Signal's belief in genuine value exchange means we want the time invested by people in experiencing our work to be beneficial to them.

Partnership marketing

██████████ For example, in working with Commonwealth Games, we used partnership marketing to help sell as many tickets a possible. ██████████

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Question 2.2.4
(Weighting - 25%) (Word Count 1800)

Website Design and Development Services can include, but not be limited to, the following services:
• digital transformation of existing services;
• web based application development;
• mobile application design and development;
• desktop application design and development.

Please provide details of how your organisation will deliver website design and build services paying particular attention to the following:

• website development across multi-platform including standard desktop and mobile operating systems;
• how web based applications will comply with World Web Consortium (W3C) Web Accessibility Initiative Standards to WCAG 2.0 level AA (or any equivalents) and any future revisions;
• your organisations ability to use stylesheets (e.g. CSS) and coding standards using a formal grammar, (e.g. XHTML)
• how web based systems will be viewed using all major web site browsers including, but not limited to, Internet Explorer, Chrome, Safari, Firefox, Opera and Edge;
• your organisations use and experience of Open Standards and Open Source solutions;
• how your organisation would deliver and implement assistive technology requirements.

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in relation to Website Design and Build services.

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Introduction

At Signal we use a range of technologies and frameworks to deliver fit for purpose solutions. Our team is structured around key technologies, each carefully selected to support and supplement the others. This enables us to deliver high quality best-of-breed solutions for public sector organisations such as National Galleries of Scotland.

Irrespective of technology or platform, every project we undertake is governed by overarching principles of best practice and quality assurance. We are a proponent of open source and open standards. We actively promote platform best practice as defined by the wider developer community and as outlined in the Scottish Government's Open Source Software policy produced by the Open Source Software Working Group.

Multi-platform Web Development

Across all technology stacks, we employ a set of front-end technologies that allows us to deliver a consistent, standards-based, cross browser and device-agnostic user experience. Similarly, the standards we use to govern front-end development are focused on a mobile-first, progressive enhancement, device-agnostic development pattern.

Accessibility

We believe that websites should be accessible to everyone, regardless of ability, device or conditions. And we know that accessibility is also a priority for the FPB as part of their commitment to digital inclusion. We consider accessibility at all stages of a project from design through to implementation and testing. This prevents costly attempts to retrofit accessibility as a final step before delivery.

Our designs are validated using colour contrast calculations as well as colour blindness tools. Our markup is validated against WCAG 2.0 and all of our output is tested against Level AA conformance. Following the standards laid out for HTML and progressive enhancement provides a solid foundation for accessibility.

Our standards cover specific accessibility areas adhering to the World Wide Web Consortium (W3C) Web Accessibility Initiative Standards. This includes guidance on areas including:

·   Aria attributes
·   Heading structure
·   Alternative text for images
·   Colour
·   Hiding of content
·   Hover states
·   Keyboard or sequential operation
·   Motion and visual effects
·   Skip links
·   Overlays
·   Zoom and resize

Coding Standards, Style-sheets and Formal Grammars

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We employ highly detailed standards that cover the following areas:

- Accessibility
- Browser support
- CSS and HTML based on Block, Element, Modifier (BEM) methodology and SCSS
- JavaScript based on AMD/Browserify
- Performance
- Unit Testing

Cross-Browser Compatibility

In addition to cross-browser compatibility and accessibility standards, we undertake extensive testing using non-functional testing processes. Working in collaboration with developers, our Quality Assurance (QA) team validates cross-browser compatibility and adherence to accessibility standards on browsers including, but not limited to, Safari, Chrome, Internet Explorer, Edge, Firefox and Opera. Additionally, our design team provides regular design validation testing during project implementation.

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██████████████████████████████ This guides how we select development platforms and systems across the organisation, extending to content management systems, application development frameworks, databases and server operating systems. ██████
███ These systems are further supported by open standards to provide interoperability, data exchange as well as promoting best practices in software products as defined by a wider developer community.

We have extensive experience working with open standards. This includes the design and development of APIs based on the representational state transfer (REST) architectural style for Marriot Hotels, Nando's and Commonwealth Games; an identity provider system for Nando's based on the OAuth open standard for authorization; and consumption of data through third party SOAP and REST web services for Scottish Friendly.

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We have a proven track record using ██████ for major commercial website development projects, having successfully deployed solutions for clients including National Galleries of Scotland, Nando's, Scotrail, Skyscanner, Marriot Group and Royal Mail. █████████
██ Acquia was named a Leader in the 2015 Gartner Magic Quadrant for Web Content Management systems and Signal is an Acquia partner.

As key partner in the delivery of the Glasgow 2014 Commonwealth Games website and associated digital marketing activity. Glasgow2014.com was based on a ██████ implementation which integrated, consumed and exposed a number of web services in order to deliver a diverse set of content ranging from the real-time tracking of the Queens Baton Relay to Cultural events taking place in Glasgow. One of the key requirements was global reach and accessibility that could be audited by an independent third party. This ensured that our accessibility best practices in both design and development met the needs of end users.

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███████████████████████████████████████ Our track record with ██████ includes the development and deployment of the ticketing portal for the

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Edinburgh Festival Fringe. The ticketing portal for Fringe-goers is a responsive website whose primary purpose is to allow people to search for shows and buy tickets. The design followed modern website conventions and User Interface (UI) best practice. It makes use of the latest web development techniques to speed up total page load time – this is particularly important for users on slower mobile network connections. ███████████████████████████ ████████████████████████████████ In addition, we have delivered applications and APIs leveraging the ████████ framework for clients including Commonwealth Games, Scottish Friendly, Nando's and the Marriott Hotel Group.

Mobile Application Development

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██████████████████████████ This strategy was formed as part of work we undertook for Standard Life to author a set of guidelines for mobile design and development. This work included design, interaction, accessibility, analytics and development best practices.

Our experience in the area of mobile application development includes the development of native and hybrid applications for brands such as Nando's, IRN-BRU, Maxxium and the Scottish Government. ███
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Assistive Technology Requirements

Our standards and processes for web development ensure that the solutions we develop are built with accessibility in mind throughout the project lifecycle. This means providing the most appropriate markup for content, conveying structure, relationships and states, roles and values for user interface elements. ██
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Quality assurance is an integral part of our development processes and our testers work closely with engineers to ensure that the end product meets the assistive technology requirements. ██

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Question 2.2.5

(Weighting - 10%) (Word Count 500)

Please provide details of how your organisation will deliver website testing, paying particular attention to the following:

- details of how you will provide User Experience (UX) testing, providing information on user interaction with the application interface;

- details of how you will provide System Performance testing, to ensure the application is fit for purpose and meets the original requirements specification;

- details of how you will ensure that the application meets appropriate security requirements and provide assurance on the confidentiality, integrity and availability of the application and its data.

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in relation to any of the website testing services.

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We apply detailed testing methodologies to ensure our product is the best it can be, including UX, automated, unit, exploratory, accessibility and manual testing.

User Experience (UX) Testing

We consider UX testing one group of methods amongst many within the wider discipline of UX research. ███████

When it comes to evaluative methods such as UX testing, we recommend combining methods for greater value:

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System Performance testing

We have significant expertise in scoping, executing and managing performance testing to ensure applications and response times meet specified performance criteria. ███

Our approach with performance testing is based on the following key test stages, following scenario identification and load estimations based on non-functional requirements.

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During all tests outlined above, system metrics are collected, including but not limited to CPU, Memory and Disk utilisation and application logs. This allows for further investigation and resolution of performance issues.

Security Testing

Security Testing is a key phase of our application development lifecycle. During the application development process, ███

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Question 2.2.6
(Weighting - 10%) (Word Count 500)

Please describe your organisations approach on the provision of the following services by:

a)   Support & Maintenance: - providing details on how your organisation will provide support services in relation to the core development, including performance analytics and management reporting;

b)   Data Migration:- providing details on your organisations ability to extract data from other systems including any common data formats used;

c)   Security Services:- providing details on how your organisation will provide security services directly related to digital applications, (e.g. secure website certificates, secure data storage and secure data transfer protocols).

d)   Hosting Services: Providing details on how your organisation will provide website hosting services, (NB: at present Scottish Government have their own Hosting arrangement in place) paying particular attention to the following:

* security;
* networking facilities;
* documentation standards;
* compliance with ISO 27017 or equivalent;
* government security classifications;

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in delivering these service requirements.

Hosting Services

Signal has extensive experience in scoping, specifying, configuring, and deploying infrastructure solutions for digital applications. We have provisioned, deployed and managed business-critical applications for organisations including Glasgow 2014, RBS and Lloyds.

We have partnered with ███████ to design, configure and deploy managed, multi-cloud solutions as well as physical hardware, based on industry standard platforms including AWS, Open Stack and Azure. This gives us access to state-of-the-art, highly available data centres accredited to PCI DSS, ISO27001, and ISAE 3402 Type II standards with high-performance bandwidth, network redundancies, physical security and environmental monitoring. For more information on █████████████████████████████ ██████████████████████████

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We use a tried and tested process for the provision of hosting services:

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Support & Maintenance

Our support and maintenance services are designed to ensure solutions are fit for purpose and meet all application requirements. Requests, issues and infrastructure updates are handled through our service desk portal where our support team triages support requests during office hours and works closely in partnership with Rackspace's world-class engineers, providing 24x7x365 support.

We employ proactive monitoring solutions to minimise the risk of hardware and software failure and provide management and performance reporting on system operations. Any incidents are managed via detailed root cause analyses and mitigation solutions.

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We have expertise in handling all common data formats including database exports, XML, CSV and migrations from API endpoints. Following go-live, operation acceptance testing is performed to ensure the solution adheres to non-functional requirements including security, performance and reliability.

Security Services

Security and reliability are key concerns in the provision of our services. [REDACTED]

[BLACK REDACTED BLOCK]

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Question 2.2.7
(Weighting - 10%) (Word Count 800)

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

- how you will you ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and
proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.

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Continuous Improvement and Best Practice

Signal's planning department oversees our continuous improvement programme for projects. This is primarily driven by ███████████████████████████████████████ This gives us a top down view on our methodologies and processes, whilst allowing us to oversee and evaluate the evolution and refinement of specific projects, as well as best practice for each digital marketing discipline and in our communications with clients.

At the outset of all projects we agree SMART (specific, measurable, attainable, realistic and timely) objectives and evaluation criteria with clients, which are recorded and used for on-going measurement during project delivery. This ensures that all digital marketing tools and campaigns continue to meet core objectives and user goals.

Training and Development

Signal's values and principles embrace the importance of continuous learning and knowledge sharing. Thorough knowledge of our clients' challenges, objectives, organisation and culture is an integral part of our approach, with staff briefed on all relevant organisational or cultural details by the Account Director prior to commencement of each project.

We believe this is essential in order to deliver effective digital marketing strategy and services. For example, in 2014 our planning and content teams helped develop the content strategy for MyGov.Scot, which included designing an onboarding approach for all stakeholder organisations. This was only possible because of our in-depth

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research into the requirements of both the Scottish Government and the multitude of stakeholders across Scotland.

███ We have now fully embraced this agile, collaborative approach, which includes daily Kanban stand-ups and fortnightly health-checks, ensuring everyone is up-to-date with any new developments as they happen.

In addition, all Signal employees have Career Development Plans. These are tailored from a standard framework that reflects our emotionally intelligent agency proposition, including a focus on learning from on-going work with clients, partners and suppliers. These are written and regularly reviewed with employees and their direct line managers. Time is built into our resource schedule to enable regular training for staff across all of our departments, and this is regularly monitored by the Senior Management Team.

Industry Developments and Innovation

Like the technological world we inhabit, Signal is continually updating and evolving its processes to keep abreast of the latest trends and best practice to ensure we progress for our clients and staff alike.

The agency's internal communication infrastructure is set to promote learning and development. For example, skill channels on Slack are open so anyone can join and learn, and our Confluence wiki connects staff who would like to learn about specific topics with staff who can teach and inform on those topics.

Staff across all three of our offices also have access to a wide range of training tools and services that they can proactively engage with. These tools and services consistent of:

- Seminars led by senior internal stakeholders, for example a masterclass in search engine marketing provided by our ███████████████████████████████ and courses in leadership and business development for senior staff
- Under our proposition of emotional intelligence for brands we have developed a range of channel specific tools, IP and methodologies. These are shared regularly with our staff and kept updated by planning and strategy heads of department.

We also commit to employee progression and our training programme is delivered through a combination of in-house staff and external specialist trainers.

Question 2.2.8
(Weighting - 5%) (Word Count 600)

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

Capacity Management

Signal is home to over ███ talented digital marketers, coders, designers, creative and strategic thinkers, working together across our three offices in Edinburgh, London and Cheltenham.

Our business has been tailored over the years to enable us to deliver digital marketing campaigns and large technical builds for both private and public sector organisations. We've invested heavily in developing a broad planning department that is well versed in brand, social, behavioural change and public information planning as well as usability and search.

We are committed to delivering exemplary service to all our clients, **regardless of size, spend or location.** ████

We have access to a wealth of experience for capacity management and scalability. Whilst the Framework would be serviced primarily out of our Edinburgh office at Commercial Quay, we can utilise the wider Signal team in London and Cheltenham as well as our sister agencies The Leith Agency and Stripe - amounting to another ███ people in Edinburgh and ███ in total across the UK.

We can also easily upgrade our technical capacity if required. New machines can be set up, installed and networked within a week and in some instances on the day.

A prime example of our capacity management approach is our work as key digital partner for the Commonwealth Games of 2014. In addition to digital marketing responsibilities, including eCRM and social, we also built the website and provided the necessary infrastructure to keep it live, even at peak times. Our staff, both in digital marketing and technical, worked in shifts around the clock, ensuring that despite over 2 million visits per day during Games Time, we managed 100% uptime - with our work described as "flawless" by the client.

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Service Level Management and Monitoring

We also have rigorous project management processes in place to ensure sufficient capacity and a consistent quality of service.

Our planning department works closely with our creative and software engineering teams to define the strategic direction and purpose for each project, and roadmaps are used to look ahead to indicate strategic opportunities as well as possible capacity crunches.

Once we define the project we have a dedicated Traffic Manager to ensure all projects are properly resourced and run to schedule. The Traffic Manager is given full view of the roadmap as well.

Every project which comes in through the Framework will have a dedicated account management team, typically with an Account Director, Project Manager, Planner, Creative Lead and Technical Lead, as required. Where necessary, we appoint shadows to roles and proactively identify and mitigate single points of failure on project awareness, skills or infrastructure. Timesheets are used to determine which departments and individuals are approaching capacity.

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This enables us to determine the nature and scale of every project and evaluate if we need to permanently scale up, or if we need to create a project team for a specific period of time in order to deliver against the objectives and deliverables. This happens at senior management level with recommendations from the Traffic Manager.

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Question 2.2.9

(Weighting - 5%) (Word Count 800)

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity.

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Robust Emergency Procedures

Signal has robust procedures in place for delivering urgent or emergency requirements for Framework Bodies such as The Scottish Government. This process is consistent across our Edinburgh-based agencies, including Leith and Stripe.

Our senior management team is well-versed in handling testing situations; thinking and acting smartly and quickly to get projects back on track and minimise risks. You can be confident that we can act swiftly to provide emergency support and fulfil unforeseen requirements for you in times of need, ██████████████████████████████ ██

Preparation is key. At Signal, we prepare in two ways. ████████████████████████████████████ ██ ██

Pre-planning

Planning for an emergency starts before it has occurred. ██████████████████████████████████████ ██ ██ ██

Our Code Red process

We understand that even with the best pre-planning, unforeseen emergencies or urgent requirements are possible. As part of our previous work with the Scottish Government and partner organisations, we have put in place and continuously improved a process to deal with such eventualities:

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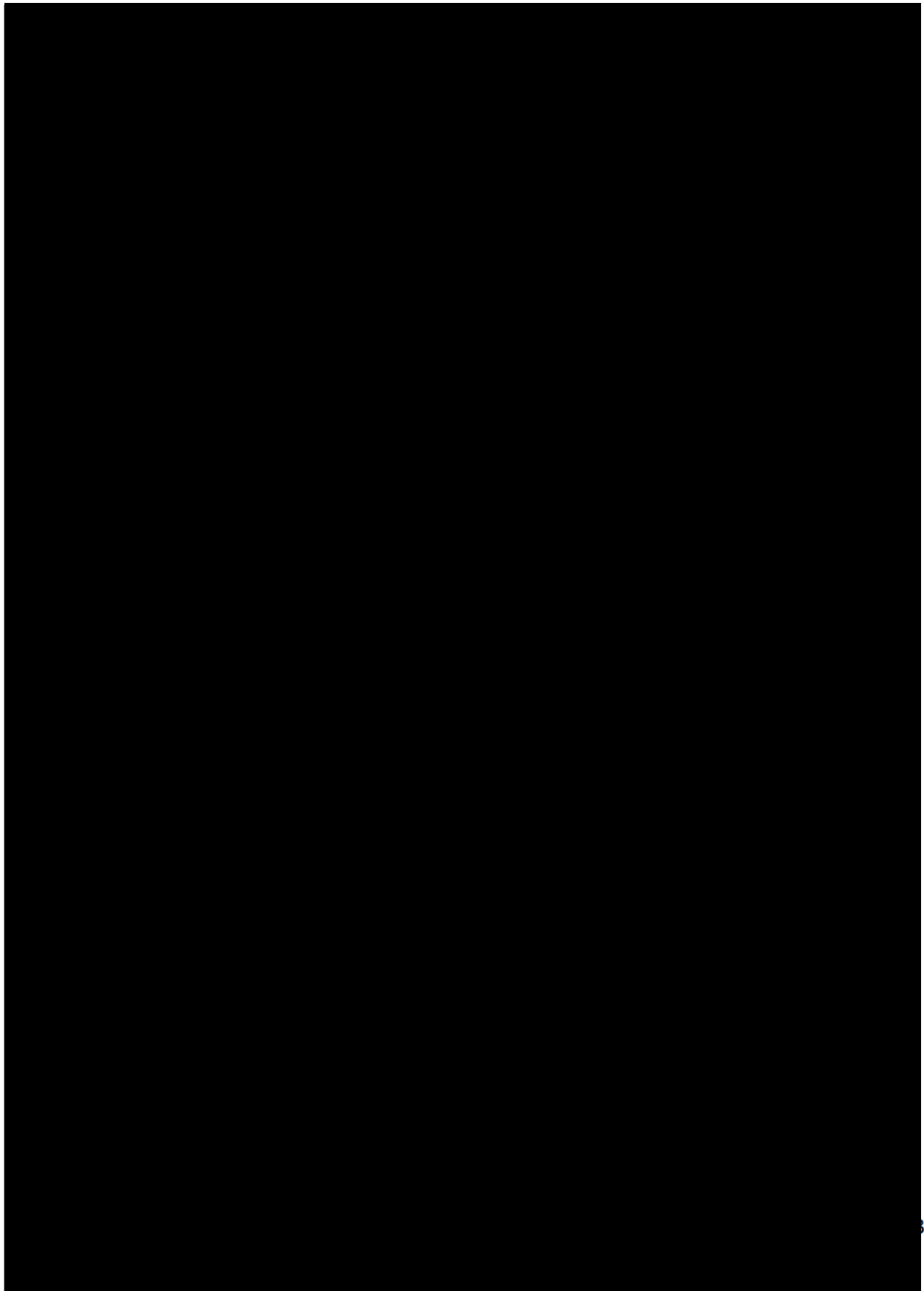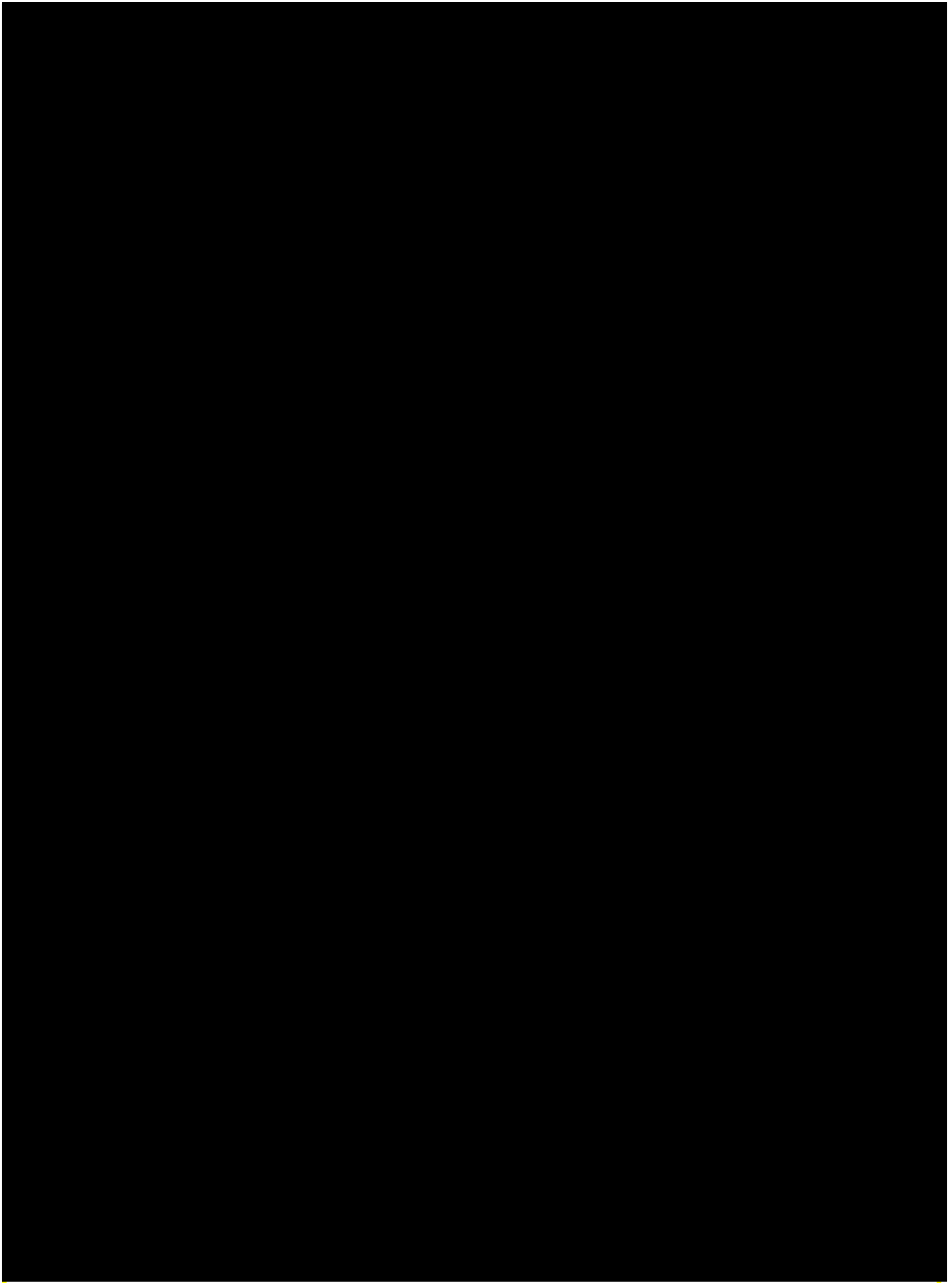
Urgent or Emergency marketing communications

There are many occasions on which urgent or emergency marketing will be necessary. Sad examples of this include floods or outbreaks where it's desirable to activate informative Paid Search, Paid Social or push communications with instructions or advice.

Question 2.3.2

(Weighting - 60%) (Word Count 1800)

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, to include all disciplines relevant to the requirements as set out in Schedule 1 and Schedule 1A of the Entire Agreement, paying particular consideration to the following;

- detail how the services will be delivered and managed for all geographical locations, along with an account organisational structure for providing the service; (This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services; provide CV's detailing the senior management staff's experience relevant to their role in the contract, key skills, awards and accomplishments in the Creative Advertising sector);
- details of the support staff who will be responsible for administering the Framework, their roles and reporting lines;
- mechanism for approval of any change to the above;
- the contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving;
- details of formal internal methods of interfaces between the Account Manager(s) and other internal staff within your organisation;
- how internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;
- details of complaints procedure and escalation process including where the Account Management Team are unable to resolve complaints satisfactorily or within agreed timescales; and
training/development and monitoring of performance of the Account manager(s).

SIGNAL

Introduction

Our Client Services department at Signal is made up of highly trained Account Management and Project Management staff at all levels. We pride ourselves on our ability to assemble dedicated service and delivery teams, comprising the right blend of skills to best meet the specific project requirements of the Framework Public Body (FPB).

Delivery Approach

Signal is an agile agency that specialises in delivering projects efficiently, without overburdening the team or impacting quality. We are fastidious and detailed in our approach, ensuring that every possible avenue has been explored and any risks have been identified, considered and mitigated. In our experience, agile projects deliver better products and marketing campaigns for our clients and their users.

██We have also adapted agile processes for media, enabling us to provide expert digital marketing services at speed, scale and at a low cost.

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Delivery across different geographical locations

Signal has offices in Edinburgh, London and Cheltenham. Each of the UK offices has a Senior Management Team, allowing decisions to be taken quickly and effectively. Each office can service its own clients fully, while additional offices provide regional bases and facilitate work on Signal-wide clients, as required. The majority of our staff have experience working for clients with a geographic distribution of resources.

Having three offices strengthens us as an agency in areas such as resource capacity, disaster recovery planning and recruiting the highest calibre staff from across the UK. Additionally, our parent company - Cello Signal Group - has offices globally and a wide UK footprint, giving us nine immediate sister agencies. Signal manages international clients from the UK, including Marriott Hotels, which is exclusively managed by our Edinburgh network.

Account Organisational Structure

You will have a dedicated Client Partner and Group Account Director that will remain consistent on all projects. The below account organisational structure demonstrates the key senior management and account management individuals who would deliver the Framework, as well as roles and reporting lines for support staff. CVs are also included for key senior managers.

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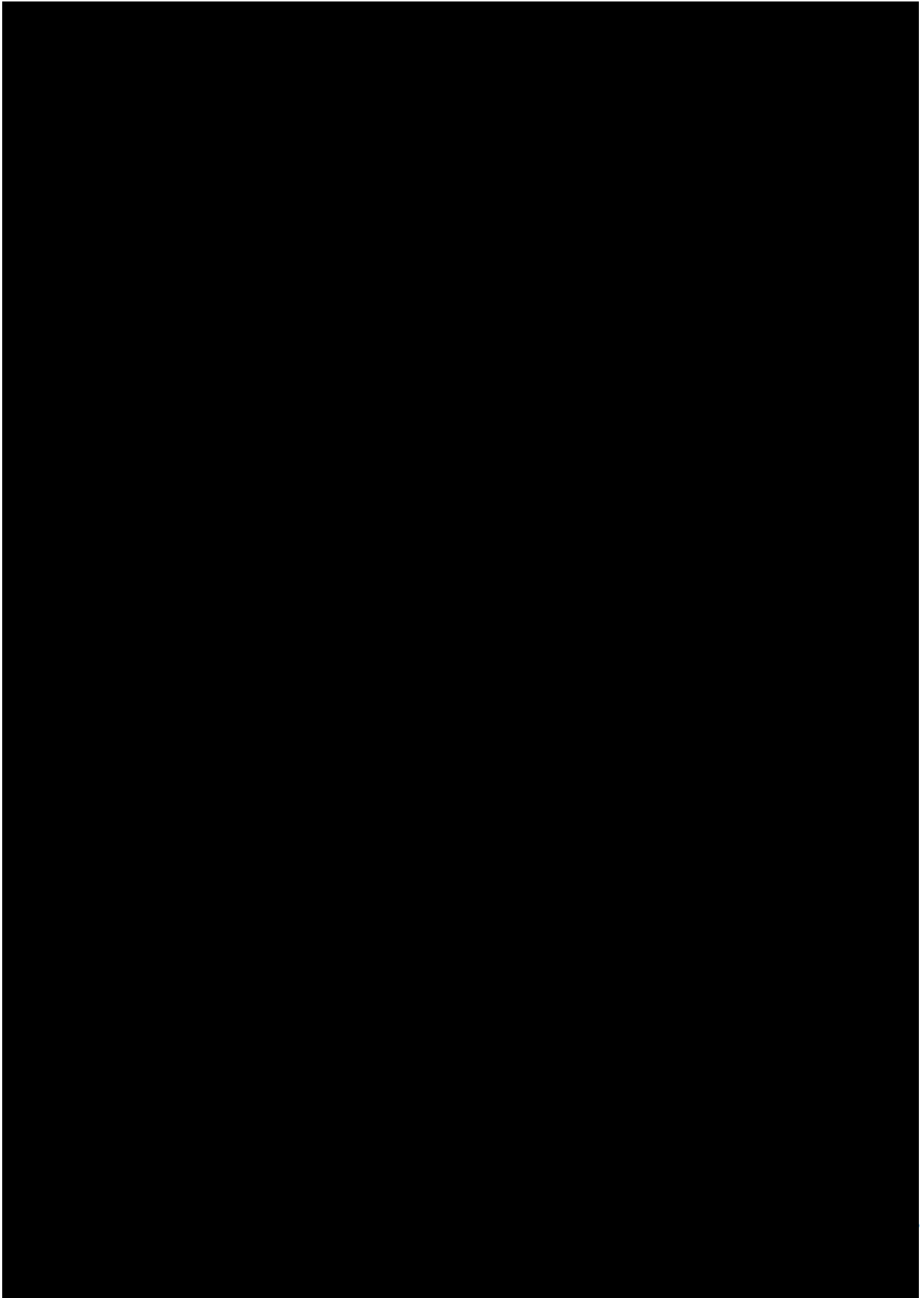
Project Teams

While maintaining consistency in your dedicated points of contact, we will assemble a specific delivery team for every Framework project we undertake. Although guided by the exact project requirements, you will typically have an Account Director with support from Account Manager and Account Executive. For technical projects we will assign a Project Manager and Service Delivery Manager.

Change Approval

There are three main types of change to address in terms of service delivery:

1. Changes to a marketing communications strategy
2. Changes to a technical build project; and
3. Changes to the staff or structure of staff on an account.

1. Strategic Changes
We expect many changes to communications strategies before (and after) campaign launch. Signal's processes are designed to ensure that media spend is not assigned without appropriate approval; this includes changes. Frequent communication underpins working successfully in a live media landscape.

nce both parties are in agreement, the SoW will be updated and approved before work can progress.

Our account management lead will supply a weekly Highlight Report, this will show project updates in the shape of simple R.A.G. (red, amber, green), we find these reports helps the team focus on priorities.

3. Changes to staff or account structure
The most significant changes are those related to account structure and personnel, discussed below. Signal is large enough to cope, while being small enough to care. At the time of writing there are

his provides us with more than enough depth to cover during holidays and short-term illness.

For holidays:
We use People HR software to manage all staff absences. This helps us reduce any negative impact on your work, by automating the initial checks and balances of absence management. Within the system we have the following rules set-up to ensure smart management of absence:

- No more that two people in each team are allowed leave during any period
- All leave will be approved by the Account Director or Department Head who can view the department and full agency leave at a glance
- We require advance notice of holiday leave (one week for one day; one month for one week or longer)
- Leave is recorded in the risk assessment at the outset of any project and the client is notified by listing all up-and-coming leave on weekly status reports.

For sickness:

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- We require notification by 9am on the day of sickness to make sure another team member can deal with any urgent tasks
- We review the project timetable and live tasks on our project management system Synergist to identify any impact
- For longer-term sickness we implement a temporary restructure of the team, re-allocating work or bringing in additional team members

For personnel leaving:
- Our Senior Account Management staff have notices periods up to six months
- We would agree extended notice periods with any key individuals agreed with you
- All our staff have a minimum notice period of one month
- Where any key personnel leave we would follow our documented procedure for replacement
- We would provide a replacement of equal status, qualification and fully competent for the requirements of the project.

Out of hours support
We supply out of hours support for many of our clients. Depending on your requirements (and Service Level Agreement) we would supply you with a dedicated out of hours number which would be manned at the hours agreed. There would be specific rates for this support.

Interfaces between Account Managers and Specialist Staff

The Client Service team works closely with the wider agency.

Structure is incredibly important to fuelling good teamwork and we hold regular team meetings to encourage shared problem solving.

Internal Standards and Monitoring

Our approvals process ensures that written approval from the client via email is requested at each stage.

Complaints Procedure

We believe resolving issues quickly is key to excellent client service. As such we have a detailed complaints procedure.

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[REDACTED]

All issues are summarised in writing. The summary is reviewed by a senior member of staff who was not involved in the project who looks at how it occurred, how it was dealt with, what changes have been made to avoid it happening again and how these new process will be monitored to make sure that they work.

[REDACTED]

Training and Development

As an open, transparent and supportive organisation, all of our team in Client Services are actively encouraged to ask questions and raise concerns or project risks at any time. There is a clear reporting line and 'open door' policy to senior management. We have regular coaching and mentoring sessions within the team and we encourage a 'Glow & Grow' approach to giving regular and timely feedback which helps the team develop.

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Question 2.3.3

(Weighting - 30%) (Word Count 1500)

Business Management - In order to meet the contract management requirements outlined in Schedule 1 and Schedule 1A of the Entire Agreement, the Contractor must have well established formal tracking tools and processes to deliver the service, ensuring business continuity at all times. These must be used as a formal monitoring mechanism within your organisation. Please provide a detailed breakdown of your processes for tracking and delivery, paying particular consideration to the following:

- details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;
- details of the management reporting arrangements employed to monitor tasks;
- details of how these outputs will contribute to the management of risk and inform future activities; and
- details of formal methods/process for identifying and addressing errors or under delivery including how and at what stage the client is informed.
- provide examples of the management information and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.
  details of any business continuity management standards applicable e.g. ISO 22301, and the processes and procedures in place to ensure the service is delivered in the event of an emergency situation occurring.

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Signal is constantly working to improve processes to track and monitor, protect against risk and error and to develop our ways of working. We plan and look ahead, to be fit for the future and give you the best possible levels of service and business management in every way.

Progress Tracking and Reporting Tools

███████████, the industry-leading project management system. It allows us to record all details of a project from start to finish, giving full control and visibility of all projects, including scheduling, capacity planning, progress tracking, management information, time and expense recording, job costing and invoicing. The system is a robust tracking mechanism and provides transparency to the client of all costs incurred.

███ All agency staff working on the project record their time on a daily basis along with any external costs to give an overall view of costs on any project at any time. Invoices are produced directly from Synergist, with hours and costs being drawn directly from the information held. For each project we agree a billing schedule with the client. This schedule is recorded in Synergist and prompts the finance team to invoice on the appropriate date or phase of the project.

Keeping abreast of the latest tools and technology

Our passion for innovative technology is why we do what we do, and we work hard to stay ahead of industry trends across all areas of digital marketing for our clients' benefit.

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As part of the marketing services group Cello Group plc, employing over ███ people working in the UK and internationally, we are able to draw on best practice from across the marketing industry. Our extensive work with commercial clients also enables us to bring innovations from the private sector to our public sector work.

Management Reporting Arrangements

Monthly Framework management reporting

Client Performance Reviews

We always seek full, candid feedback from our clients on our performance to support continuous improvement. ██

In advance of the meeting, we will send you a questionnaire covering all areas of Signal's work. This can be tailored, but typically includes questions on projects, service levels and account teams. All client feedback is discussed with the full team in the review meeting, after which we produce an action report for your approval.

Risk Management and Future Activity

When working with public funds and representing Scottish Ministers, managing risk and addressing errors is critically important. The diagram below represents our approach to risk management.

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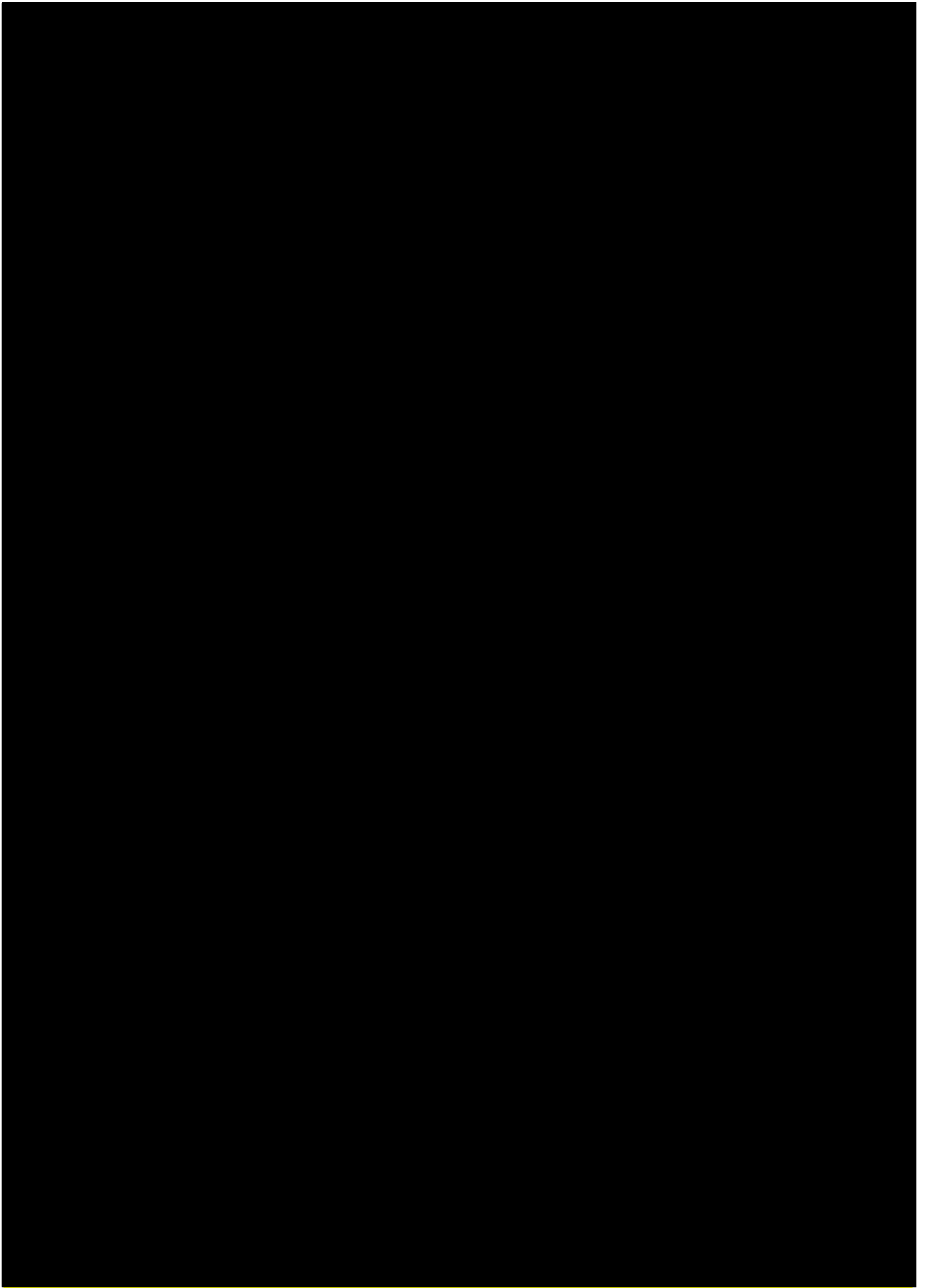
Addressing Errors and Informing the Client

Where something goes wrong the issue is highlighted to the Account Director who has the responsibility.
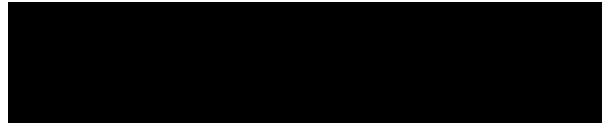
If a solution cannot be found, the Account Director escalates the issue to the Partner leading the project and a further discussion is held with the client to seek a solution.
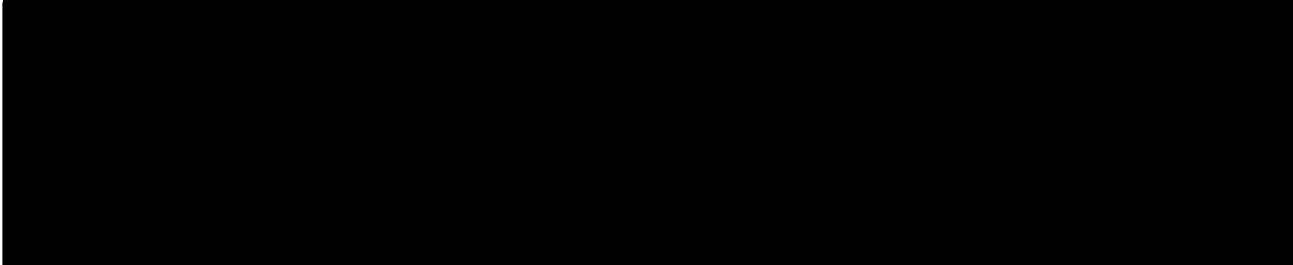
If the lead Partner is unable to solve the
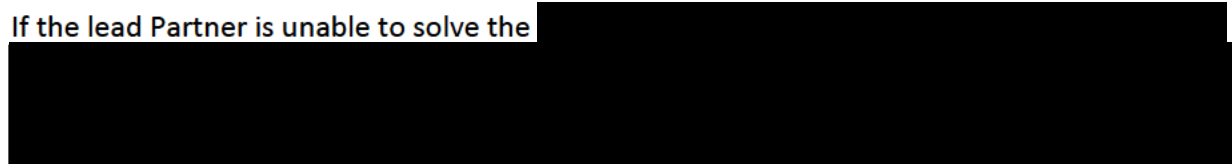
Examples of Management Information (and frequency of reporting)

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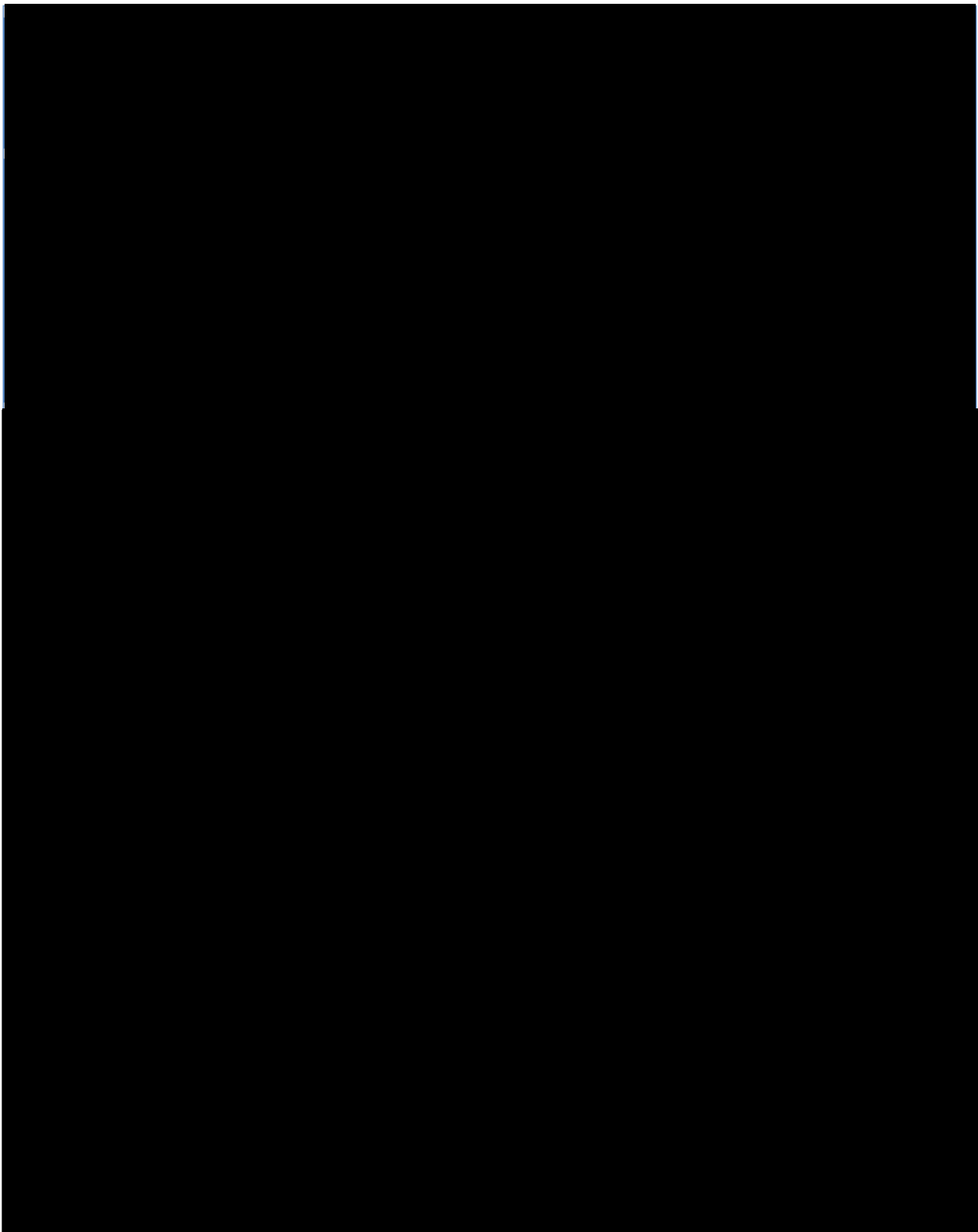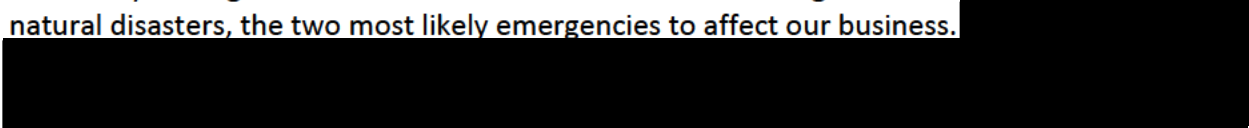
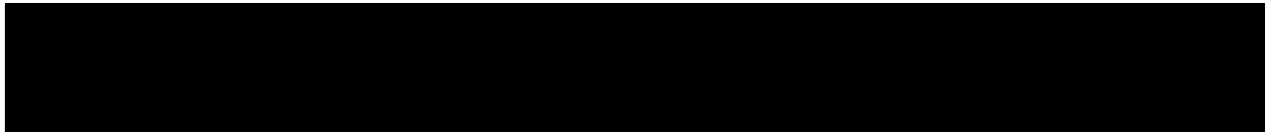**Business Continuity Arrangements**

We have Business Continuity Plans (BCP) in place developed using the Government's Business Continuity Management toolkit for SMEs. It has been tested against both cyber attack and natural disasters, the two most likely emergencies to affect our business.

Our BCP identifies the critical resources for us to provide business continuity including provisions for our staff and technical infrastructure.

We have access to facilities in a second office in Edinburgh and offices in London and Cheltenham as part of Cello Group plc, our parent company.

This enables people, resources and business facilities to be relocated immediately in Edinburgh or within six hours to another location in the UK. In the case of a large number of staff being absent we would first reallocate work to other teams. We have a significant staff resource of ▮ in Edinburgh and are able to draw from ▮ in our London and Cheltenham offices. We also maintain a database of freelance staff for all departments.

Critically, we have a number of insurance policies in place to negate any financial implications a client may experience as a result of errors, including:

- Professional Indemnity Insurance
- Public Liability Insurance
- Business Interruption Insurance

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Question 2.3.4

(Weighting - 10%) (Word Count 1200)

Business Continuity and Cyber Resilience - A key element of the service will be the Contractor's Business Continuity in respect of Cyber Resilience services. Tenderers should provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents), advise whether any certifications are held and provide details of any plans to achieve any certification. Tenderers must also describe their procedures to ensure continuity of service and protection against cyber-attacks, paying particular attention to the following:-

- details of processes followed including those for assessing future risks;
- testing of Disaster Recovery policies and procedures, including the dates, duration and frequency;
- methods for the back-up of delivering services should an incident occur including manpower and access to equipment;
- methods in place to mitigate against cyber-attack and crime using online technologies including processes relating to Boundary Firewalls and Internet Gateways, Secure Configuration, Access Control, Malware Protection and Patch Management;

Tenderers should refer to the UK Governments Cyber Essentials Scheme and consider the information included within the scheme when providing their response to this section. (https://www.gov.uk/government/publications/cyber-essentials-scheme-overview)

Where applicable, Tenderers must ensure that any sub-contractors appointed to deliver any of the services have Business Continuity and Cyber Resilience measures in place.

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Introduction

The effective management of information security has always been a priority in order to manage risk and safeguard our reputation in the marketplace. ███████████████████████████████████████
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We have been working on a web development and hosting project with RBS we have been risk assessed in terms of Business Continuity and Cyber Resilience and undergone external penetration tests for the hosting and application services that we offered.

As part of our ongoing work towards accreditation our current ISMS policies are derived from the ISO27001 standard.

Assessing Risk

The process of identifying risks will consist of the following steps in line with the requirements of ISO/IEC 27001.

- Asset Inventory
- Threat Identification
- Vulnerability assessment
- Likelihood of threat
- Impact assessment

Risk analysis and evaluation follows the risk assessment and is focused on

The ownership of risk management is outlined in the RACI matrix below:
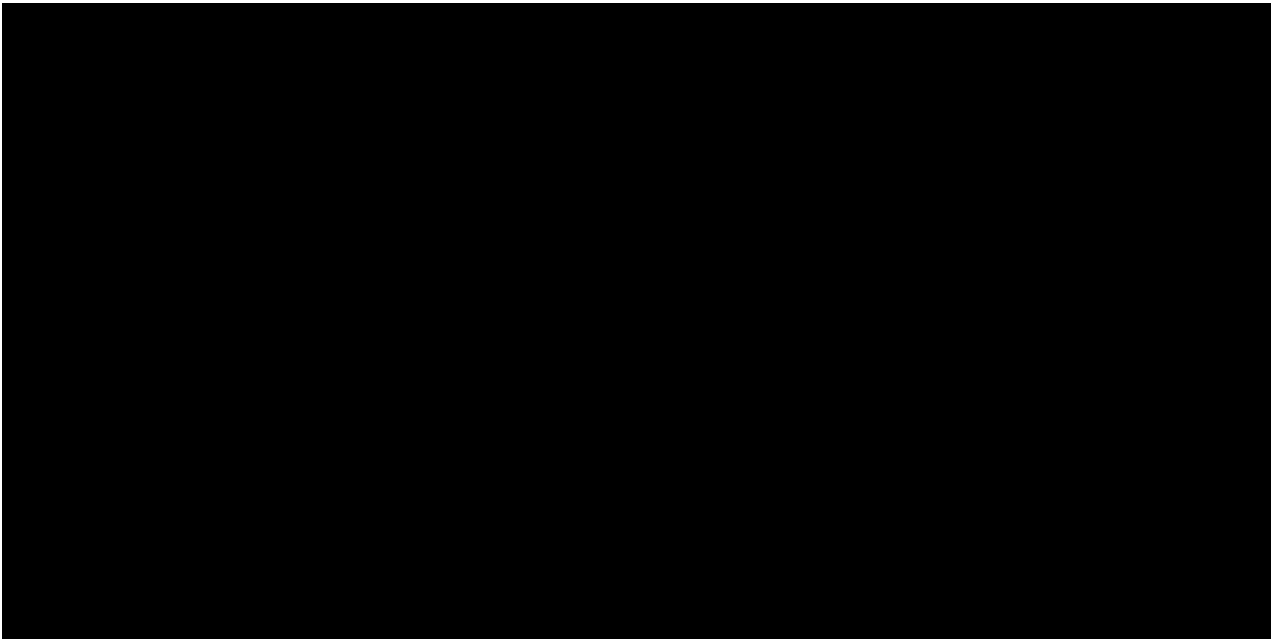
Mitigation against Cyber Attacks

Cyber Resilience
Information Security is everybody's responsibility at Signal and governed under a set of operational procedures and responsibilities. All significant changes to the main infrastructure (e.g. Network, Directories) are assessed for their impact on information security as part of the standard risk assessment and are the responsibility of the systems operations team.

Firewall
Our network is protected through a boundary firewall which controls inbound and outbound network traffic and blocks access to unapproved services. Firewall rules and logs are reviewed on a monthly basis.

Malware & Antivirus

System Configuration

User Access Control

Password strength is enforced and must be changed at a maximum of every 90 days, or whenever a system prompts the user to change it.

Patch Management

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Patches are applied to all servers and workstations as as soon as they become available and have passed the system acceptance testing. ██
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Cloud Hosting
Signal is a ████████ Platinum Partner - we work closely with our colleagues at ████████ to design and deploy private, public and hybrid cloud solutions.

The ████████ US, UK, Hong Kong and Australian data centers are certified to the international standard for information security, ISO 27001. Since 2009 our Security Management system has provided the foundation for an integrated and sustainable security model working in tandem with our other security controls such as PCI-DSS. It is subject to ongoing external assessment with a full re-assessment every three years.

In the event of an IS incident a member of the IS group is responsible for the assessment of an IS incident including nature and severity and for deciding who else needs to be informed.

Disaster Recovery

In the event of a disaster occurring at the primary site causing loss of data, telecoms, IT equipment and infrastructure, this Business Continuity Plan will be implemented as detailed below.

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Head of Operations and Head of Project Management will coordinate contacts with clients and suppliers and where necessary, direct contact details of specific suppliers will be made available to clients. This will depend on the seriousness and scale of the disaster.

As email is a cloud service this will be the main means of communication. Various DR team members are responsible for communicating instructions to staff, clients and suppliers. Our telephony system is a cloud based system provided by Vodafone and allows call redirection to mobile phones from land lines.
Once essential IT and Comms services have been restored the situation should be reviewed to determine how long the primary site would be unavailable for.

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The systems would be restored in a particular order depending on how critical the assets are and the role they play. This would be followed by less critical assets.

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██████████████ However, in order for the department to maintain operations, they would need access to the same resources as the rest of the business. These resources will be made available over VPN if required, once they have been restored.

Most staff have laptops, and would be able to access these systems from home and continue to work normally. We have three sites Edinburgh, Cheltenham and London and we have access to multiple offices in each site. The designated recovery sites for the three offices are as follows:

- Cheltenham – operations will relocate to London
- London– operations will relocate to Cheltenham
- Edinburgh – operations will relocate to Cheltenham

In the event of an incident, the DR management team, which consists of key members from the senior management team each with a specific role, would convene and decide based on the type of incident, where staff members would be relocated.

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Question 2.4.2

(Weighting - 0%) (Word Count 100)

Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the service required.

Response

Yes. Where appropriate, Signal will support Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the service required.

Question 2.5.2
(Weighting - 100%) (Word Count 800)

Please describe how your organisation proposes to commit to being a best practice employer in order to support these Scottish Ministers workforce policies in the delivery of this Framework. Answers need not be constrained to or be reflective of any examples given alongside this question.

The tenderer should take the engagement and empowerment of staff seriously; take a positive approach to rewarding staff at a level that helps tackle poverty (e.g. through a commitment to paying at least the living wage), provide skills and training which help staff fulfil their potential, that you do not unfairly exploit staff (e.g. in relation to matters such as the inappropriate use of zero hours contracts): that your company will demonstrate organisational integrity with regards to the delivery of those policies. This reassurance should be achieved by providing tangible and measurable examples that can be monitored and reported as part of on-going contract management.

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Like all Cello Group plc agencies, Signal has great respect for its position as an employer within the marketing industry and the national economy. We strive to be a model organisation in all of our commercial functions, and we give special significance to the development of our staff. This encompasses a comprehensive approach to ethical and fair treatment, wellbeing and professional development - the effectiveness of which is documented, monitored and reviewed by the board on an ongoing basis. We have a dedicated HR function in every office, and all senior staff have training and effective mentoring as the number one priority in their roles.

Since launching Signal - following the successful merger of Blonde Digital, Tangible, Instinctive and Opticomm in Q3 2016 - we have developed clearly defined employment principals and values. Our highest value is that **Signal strives to be the place where our people can do the best work of their careers**. In practice, this people-focused focus impacts our business at every level, from the kind of work we take on, the people we hire, the tools and processes we use, our investment in training, mentoring and continual learning, even how we invest in R&D, innovation and CSR.

We know that the quality and contentment of our staff is a source of competitive advantage, and that future innovation and development of our services depends primarily on the skills of our staff. We consider our success to be based on learning faster than our competitors. As such, we understand that our policies and practices around people development, rewards and flexible working are critical to Signal having a long-term, sustainable future.

REWARDING STAFF / TACKLING POVERTY

We take our commitment to staff rewards seriously, and offer extremely competitive staff benefits including pension and private healthcare contributions. We also never use Zero Hours contracts. We are in the process of gaining accreditation to the Living Wage. Our belief in the organisation's obligations to staff and wider Scottish society also contributed to the agency signing up to the Scottish Business Pledge.

Our HR function regularly monitors pay levels across the business, ensuring there is no gender bias at any level. We conduct full pay reviews across the company annually.

RECRUITMENT & FLEXIBLE WORKING

We believe that diversity is essential for an agency that thrives on innovative thinking. As such, we understand the importance of input from people with different points of view and from different backgrounds, whether that comes in the form of professional, national or ethnic diversity.

Flexible Working
To accommodate personal circumstances, we offer flexible working, including phased return to work from maternity leave, working from home and agreeing later starting / earlier finish times. We believe this shows genuine trust and supports staff retention. Additionally, following three years service at Signal, staff can apply for a one or two month career break, to fulfil personal goals such as travel or study.

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EMPOWERMENT / STAFF DEVELOPMENT

We take staff empowerment seriously, and for all new team members, we plan a comprehensive week-long induction programme to help them understand the business, where their role fits and to set expectations. In addition, all Signal employees have Career Development Plans. These are tailored from a standard framework that reflects our emotionally intelligent agency proposition, including a focus on learning from on-going work with clients, partners and suppliers. These are written and reviewed quarterly with employees and their direct line managers.

We invest heavily in both internal and external training and time is built into our resource schedule to enable regular training for staff across all of our departments. For example, in 2016, we made a significant investment training the majority of our Edinburgh staff in Agile delivery practices with ████████ who has also worked with the Scottish Government. We have now fully embraced this agile, collaborative approach, which includes daily Kanban stand-ups and fortnightly health-checks, ensuring everyone is up-to-date with any new developments as they happen.

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Question 2.5.3

(Weighting - 0%) (Word Count 100)

The Scottish Business Pledge is a Government initiative which aims for a fairer Scotland through more equality, opportunity and innovation in business. Information on this can be found at the following link:
https://scottishbusinesspledge¬.scot/

Tenderers are asked to confirm if they have signed up to the Scottish Business Pledge.

Response

Yes. Signal has signed up for the Scottish Business Pledge. This is currently in process.

Question 2.5.4

(Weighting - 0%) (Word Count 100)

The Scottish Living Wage Accreditation Initiative and the Living Wage Foundation recognise and celebrate the responsible leadership shown by Living Wage Employers and support employers to incorporate the Living Wage into organisational structures long term. More information can be found at the links below:
http://scottishlivingwage.org/¬ http://www.livingwage.org.uk/
< ──────── Tenderers are asked to confirm if they are accredited as a Living Wage Employer.

About Signal

Yes, we have registered as a Living Wage Employer. This is currently in process and we have been assured we will be accredited before the end of 2016.

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