Geographic service provision

Our core team are Edinburgh based, but we are used to servicing clients the length and breadth of the country, from Orkney to Dumfries. We also have sister offices in Glasgow. We believe in regular face-to-face meetings, and are happy to travel but also use technology to support effective and sustainable client service, regardless of location. We are confident we can provide consistent service delivery across all geographies, through tailored SLA's.

Personnel change

Staff retention within our team is high, and we have minimum 3 month notice periods for key staff, however, if change is required, the following process would apply

- Provide early verbal and written notification of the change to the client, explaining the circumstances
- Identify any impact on delivery and put in place mitigating plans
- Review account management needs (skills, experience, resource allocation etc)
- Recommend a replacement and offer the client CVs and a meeting with the candidates
- Undertake a full induction handover with the replacement
- The individual will be subject to a monthly, quarterly and annual review of performance

Out of hours work

As a service business, out-of-hours work is not unexpected. We need to be flexible, to ensure deadlines are met, and urgent requests dealt with.   Contingencies are in place for out of hours' work. We have access to a 24 hr studio in London and we have contract arrangements in place with our team. For out of hours work we request:

- The senior account contact/contract lead is notified
- The specific resources (people and time) required agreed
- Approvals and agreement from individuals sought
- Additional cost is advised if applicable
- The work undertaken
- The work request is logged and reviewed

Emergency requirements are dealt with as part of the Emergency Response process and are covered elsewhere in this response.

Managing absenteeism

With a total resource of over ███, (plus the resources of our sister agency) and effective procedures, we can ensure consistent service delivery and business continuity in the event of absenteeism.   The following processes are in place to ensure this:

Procedure Area	Mitigation/Policy
Resourcing	• Total resource of over ██ allowing for cover and flexibility • Adequate resources and suitable team structure in-place from the outset allowing short term cover • Database of reliable freelancers and consultants • Additional sub-contractor sister company resources of over ███
HR	• Key staff are contracted on 3-6 month notice periods allowing sufficient time to recruit and induct new staff
Project Management	• Full time traffic manager to manage workloads and know status of all jobs at any time • Standard protocols for file saving allowing easy access in case of absence
Holidays	• Procedures ensure adequate notice of time-off • Line managers approve all holidays • Holidays planned so no clash with team members or deadlines • Central digital holiday diary to manage the process • AM holidays highlighted in project plans
Sickness Absence	• Procedures for immediate notification of illness on the day • Traffic manager advised and tasks assessed and re-distributed

Internal approval

Our quality process includes a robust internal approval system, often with multiple stakeholder sign-off, across the following project outputs:

- Campaign objectives
- Audience personas and user journeys
- Strategy documents and proposals
- Campaign budgets
- Scope of works and technical specifications
- Creative, media, and other delivery briefs
- Project delivery plans
- All creative and technical output
- Production plans, proposals and treatments
- Final campaign outputs prior to external activation
- Reporting, evaluation and "wash-up" documents

Quality standards

Outputs are reviewed against a range of standards including whether in-line with requirements, within scope, to technical and accessibility standards, able to meet the objectives or desired outcome, whether concepts/content is on brief, delivering the right message, compliant with brand as well as legally and regulatory compliant and of a suitable quality standard.

Approval mechanisms

Diarised meetings are used to review outputs and development stages and approvals or actions are documented and signatures recorded using our project management system software.

Client approval

Final written approval is required from clients at sign off stage and other approvals or feedback on outputs along the way are documented and communicated through contact reports.   Our project management system also offers an online approval system for clients, allowing for a smarter, trackable system of comment and approval.
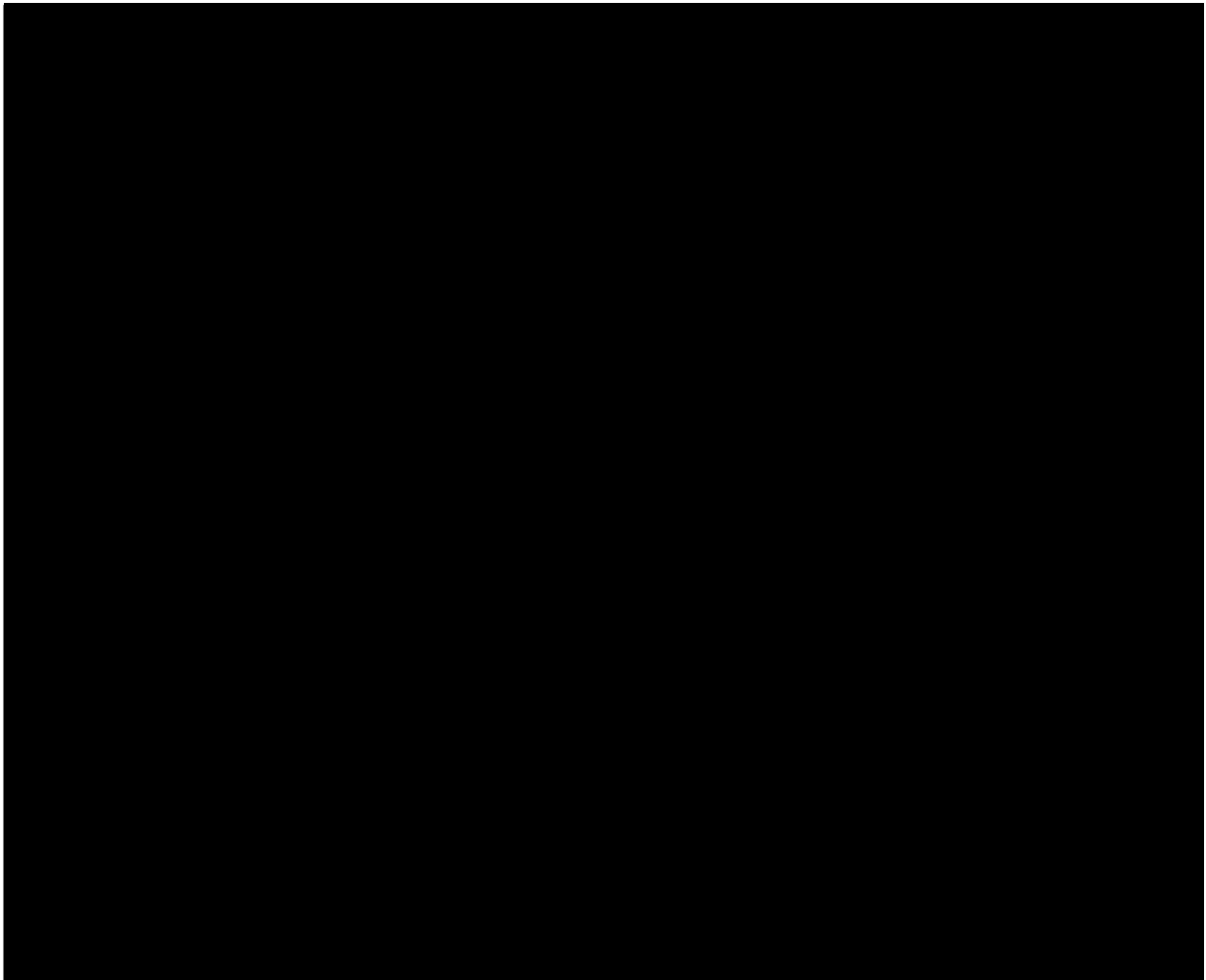
Training and development

We are active members of the IPA, and have staff who sit on the IPA Account Management Working Group. Our IPA membership is dependent upon mandatory achievement of an audited standard for Continual Professional Development (CPD).   This ensures:

- Every staff member has a job description outlining roles, responsibilities and competencies

- All account managers complete the relevant IPA qualifications at every grade

- An appropriate induction programme is in place

- CPD of staff is in line with objectives and the needs of our clients

- All staff maintain a learning log and achieves minimum hours

- All staff have at least one formal performance review per year

- The agency has in place a satisfactory appraisal system

In addition to formal training, we support on the job learning through project reviews, secondments and "wash-up" sessions. We also run an in-house training and innovation programme, led by our Head of Planning.

Performance management

Every member of staff receives an annual 360-degree appraisal system, facilitated by a pro-forma review template.   In this process we seek input from those clients using the framework agreement so specific feedback or development needs can be incorporated into reviews and PDPs.

Digital Marketing Services – The Gate Worldwide – Question 2.3.3

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.
- 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.
- 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.

Tracking and delivery
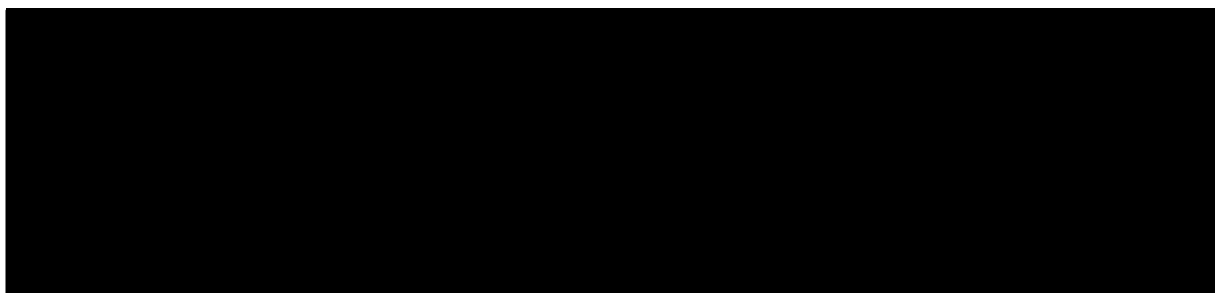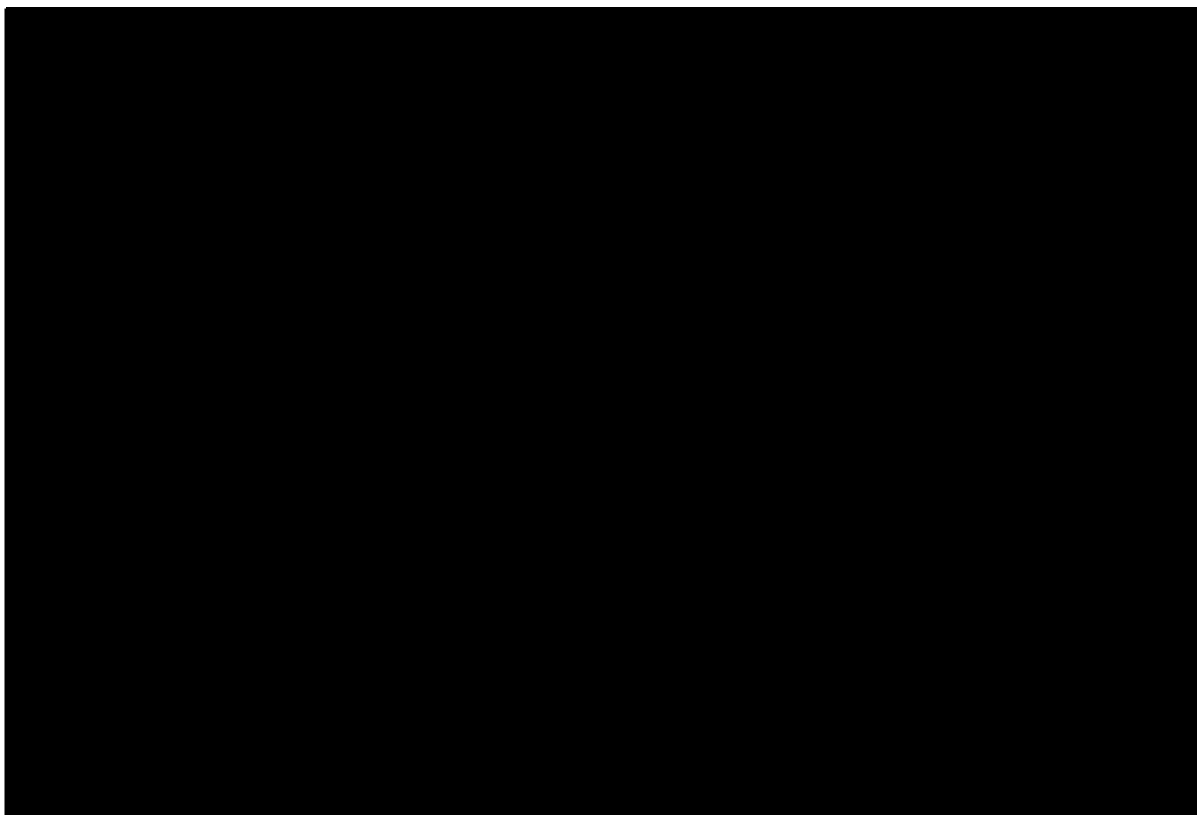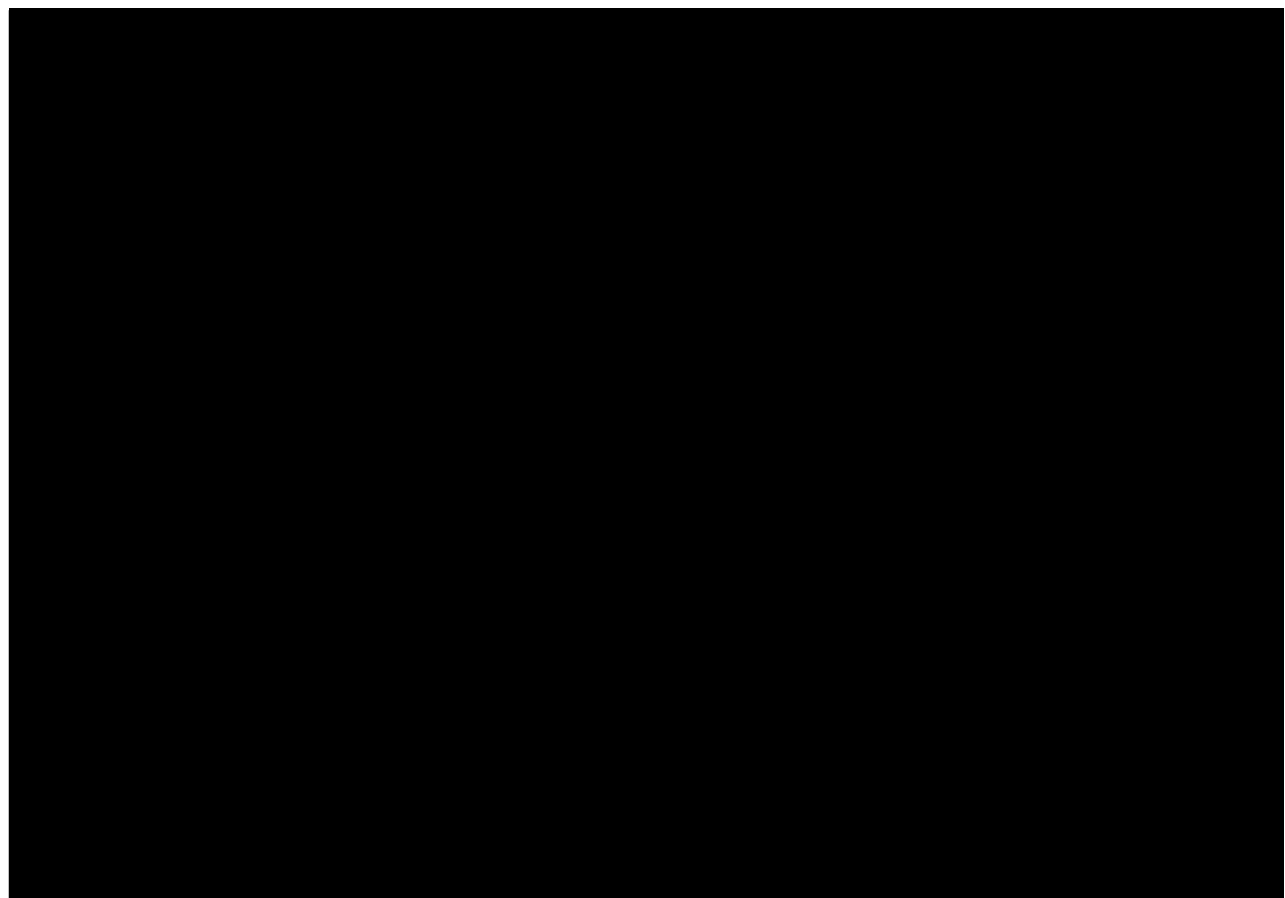
Keeping abreast of developments

We keep a keen eye on new tools and technologies to improve effective delivery. Responsibility for this sits with our traffic, IT and finance functions who read blogs, subscribe to newsletters, contribute to forums and seek out and share technology developments from our industry bodies and within our wider MSQ group. Although we have explored and trialled new technologies, Synergist remains the UK's leading project management system for agencies and Basecamp the No1 web-based collaboration tool for digital development projects.

Task monitoring reporting

A range of management reporting will be used to monitor the progress of project related tasks ensuring delivery on time and within budget. The majority of these reports are produced within the synergist system but a number are bespoke created and uploaded and stored into the system, for example the project risk report.
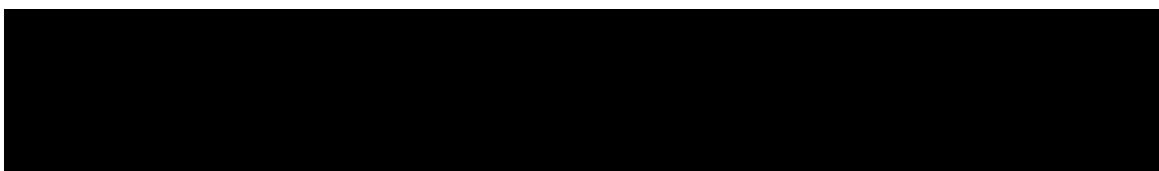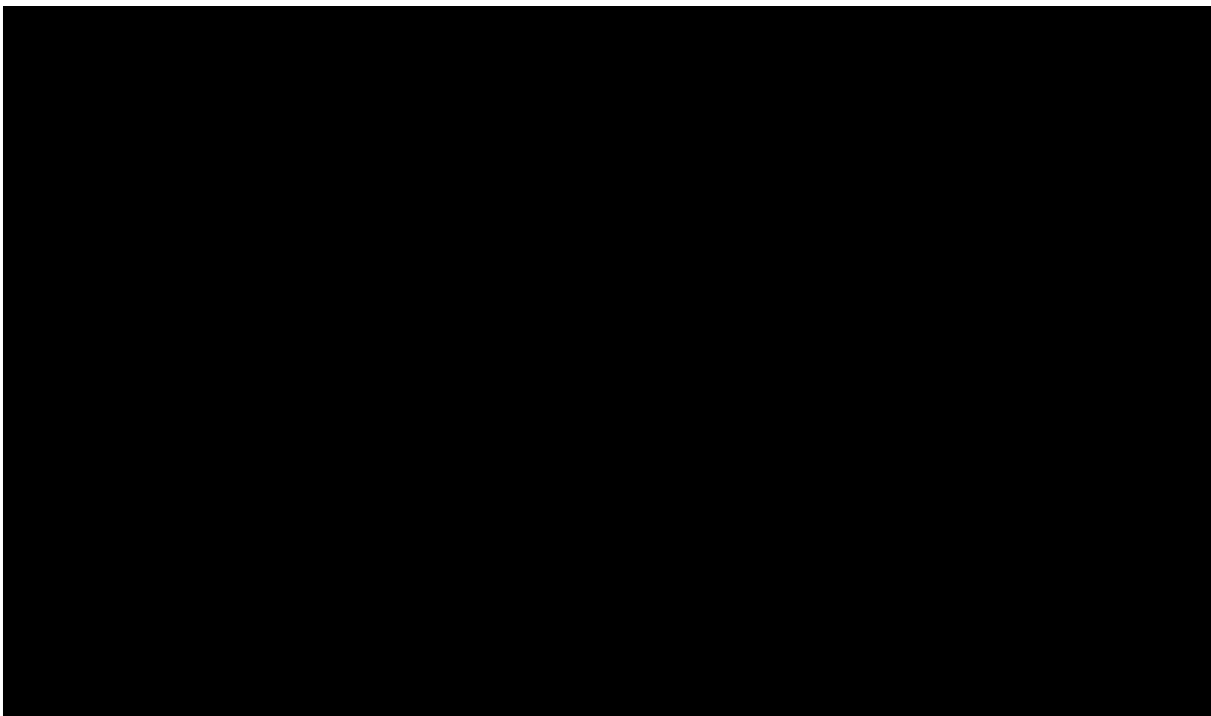
Contribution to risk management

By ensuring that a risk management report (identifying future scenarios) is in place at the outset of every project and updated as the project progresses, risks can be avoided, or minimised through preparation of recovery plans.

Project documentation and reporting are also important means of identifying risk. For example, the process of developing a project plan, which looks at resource allocation and dependencies, can identify likely risks before a project starts.

Other regular reporting can also highlight risks. Project expenditure reports can flag if a project is going over budget and task exception reporting will identify if deadlines are

missed bringing a risk of late delivery. Early risk identification of this sort allows for risk to be assessed, communicated and responded to accordingly ensuring a successful result.

By recording risks, their causes, impact, associated tasks and recovery actions in a risk report, we gain valuable insight that will inform future activity and mitigation strategies. These insights will enable us to better identify future risk, continuously implement improvements to minimise risk and better manage projects going forward.

Identifying and addressing errors
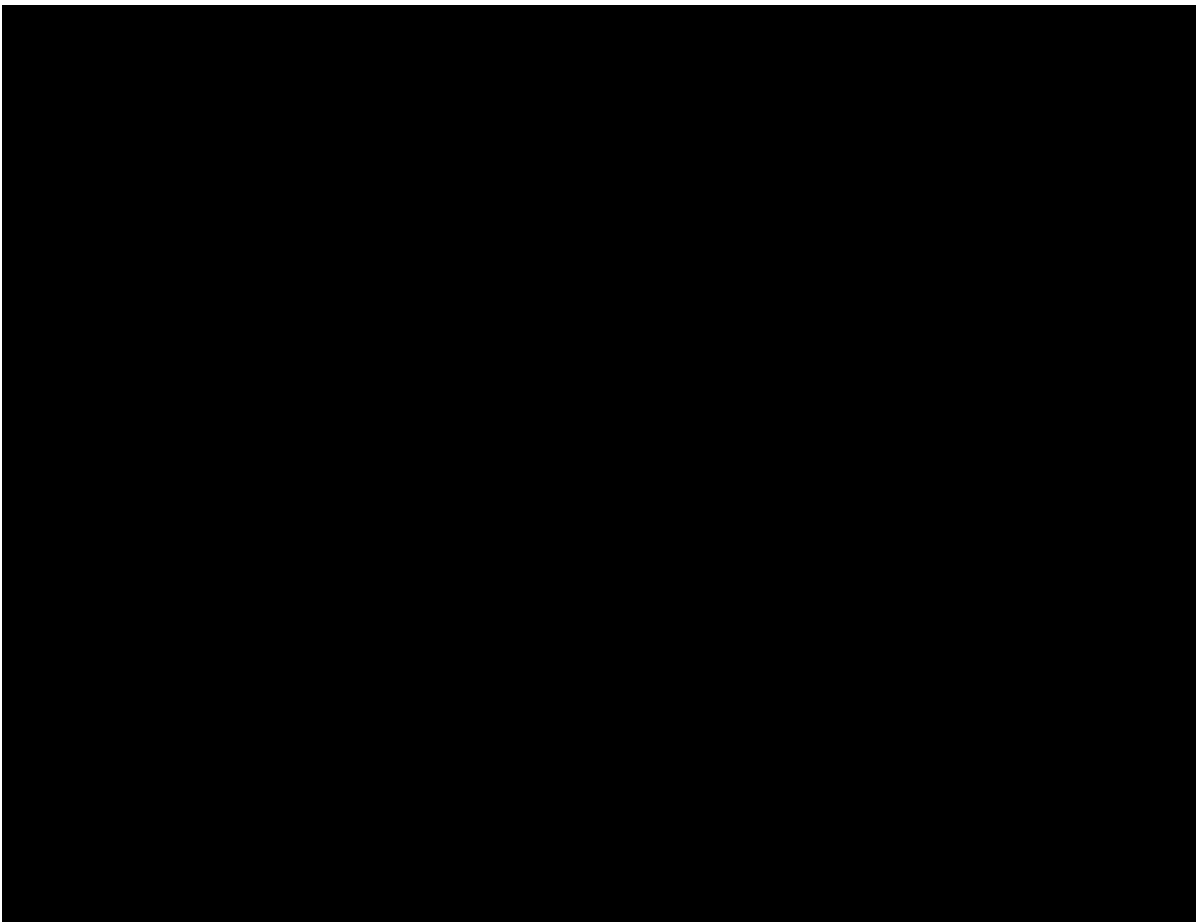
If the error is going to impact on service delivery in any way the client is immediately informed and kept abreast throughout the problem resolution process. A written exception report will be produced with the aim of minimising the risk of re-occurrence.

Problem resolution

A detailed documented procedure exists to ensure that all staff are aware of how to register, investigate and resolve an issue or complaint. A summary of the key actions points are detailed below.

- Problem reported and documented
- Immediate solution sought or problem escalated
- Contact client and confirm actions and next steps
- Investigate problem and identify cause
- Identify solutions, seek approval and implement
- Conduct cost / damage audit
- Review timescale impact
- Procedure review and report
- Corrective action is monitored

Management information reporting framework

Management reporting ensures the right information is available to help both agency and client monitor and improve performance. Our standard processes for reporting performance fall into the following 4 categories:

- Financial performance
- Project performance
- Account performance
- Business performance

Examples of the management information we propose can be seen in the table below. In most cases, the information will be used as the basis for discussion with the purpose of continuous improvement.

The information also acts as a benchmark to ensure consistent performance across the framework, and to seek additional efficiencies. By comparing information in central dashboards it can help drive performance forward across all framework bodies.
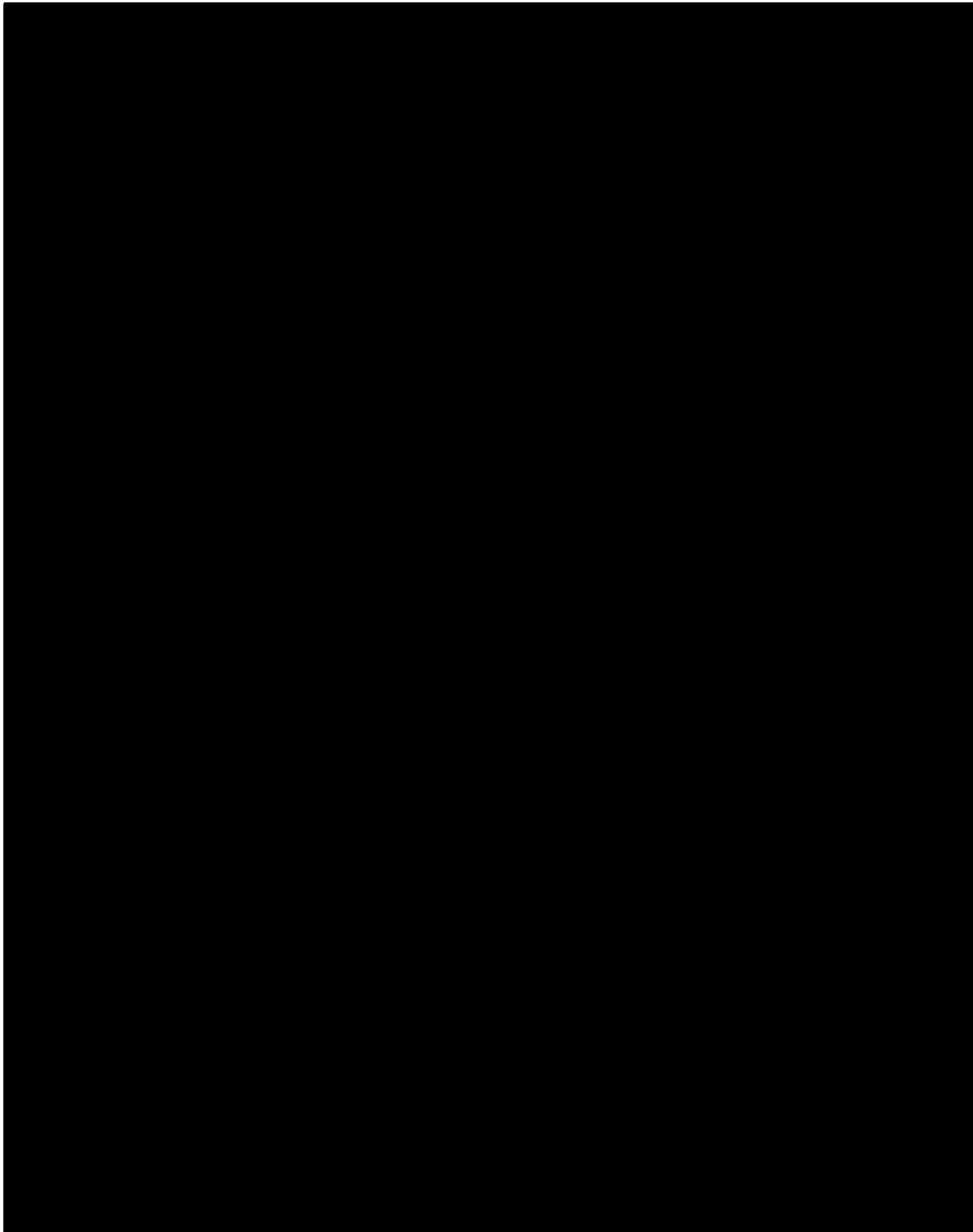
Tailored Requirements

Tailored management information requirements can easily be met. For example, in contract with Scottish Enterprise we have commitments to implement community benefits which are dependent on spend threshold. This requires an additional, bespoke layer of management reporting.

For digital, and integrated projects, consolidated performance dashboards are usually preferred, bringing together performance across channels (See Illustration 3). This kind of
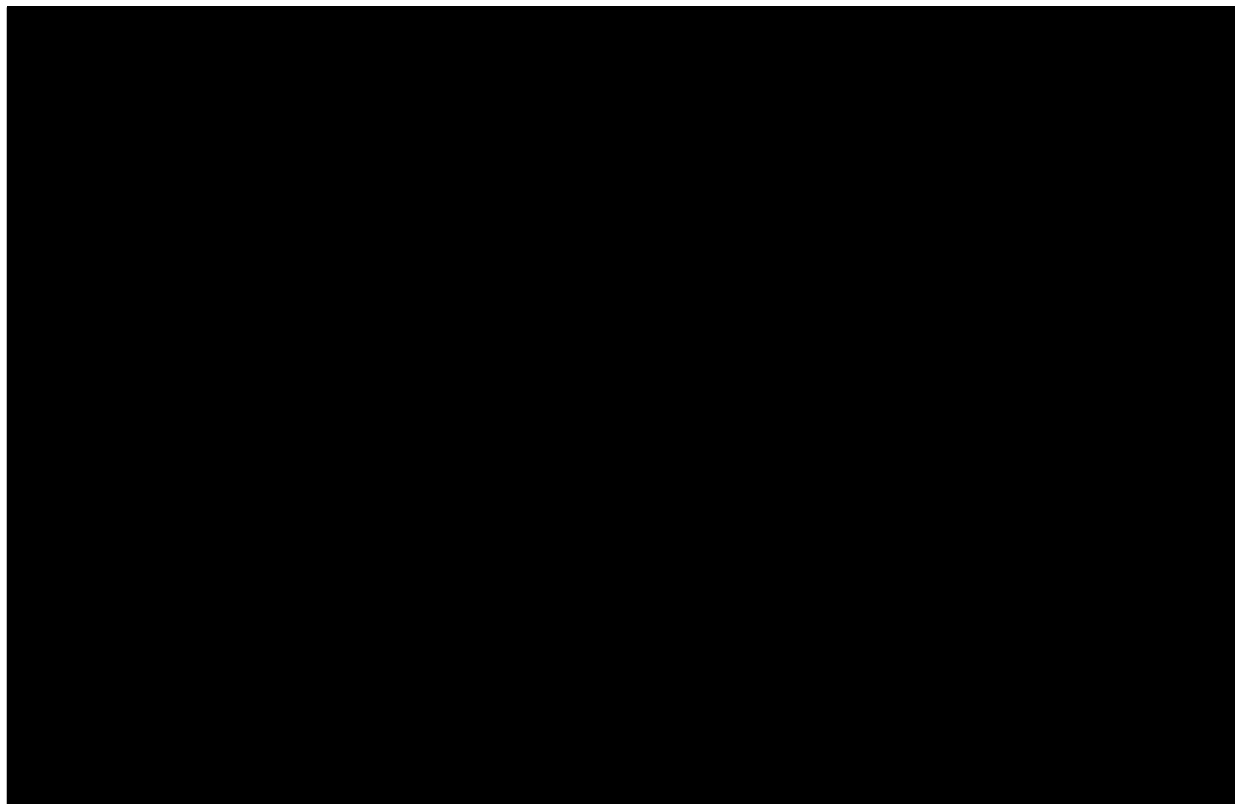
reporting provides at a glance channel performance and can be accommodated with SLAs.

Business continuity planning

The Gate has a comprehensive Business Continuity Plan that is available for review. Our Business Continuity Planning Programme is a co-ordinated function encompassing the areas of health, fire protection, environmental control, security, training, public affairs, communications, quality control, maintenance and operations.

The programme provides an effective state of readiness to respond to, prepare for, mitigate, and recover from a range of credible or potential emergencies or disasters at our offices. Our Business Continuity Planning procedures provide a clear, concise description of the overall emergency response required. They designate responsibilities, demonstrate interface between organisations and describe notification procedures necessary to cope with all aspects of disasters.

In its entirety, the overall plan provides a roadmap for a quick start to continued operations, possibly at alternative Group premises, pending reinstatement of the damaged location and equipment. Those members of staff who have a role to play in the Business Continuity Plan

are fully aware of their responsibilities and play a part in the plan's test and review each year.

Digital Marketing Services – The Gate Worldwide – Question 2.3.4

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 270B01, 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.
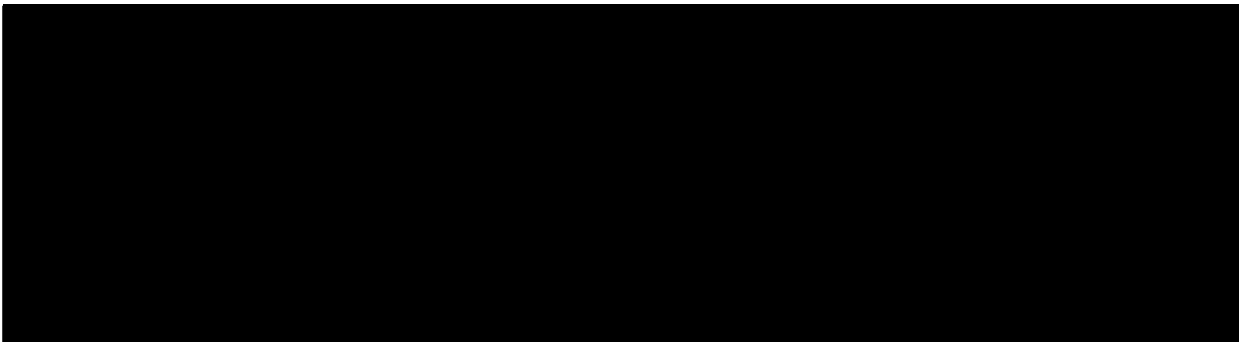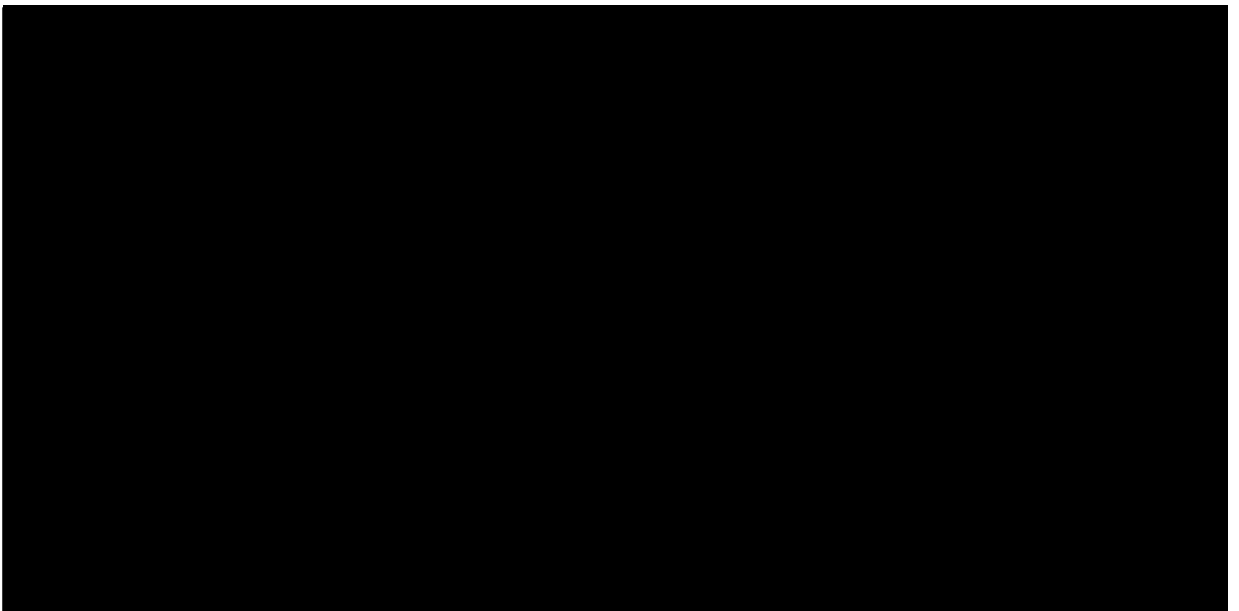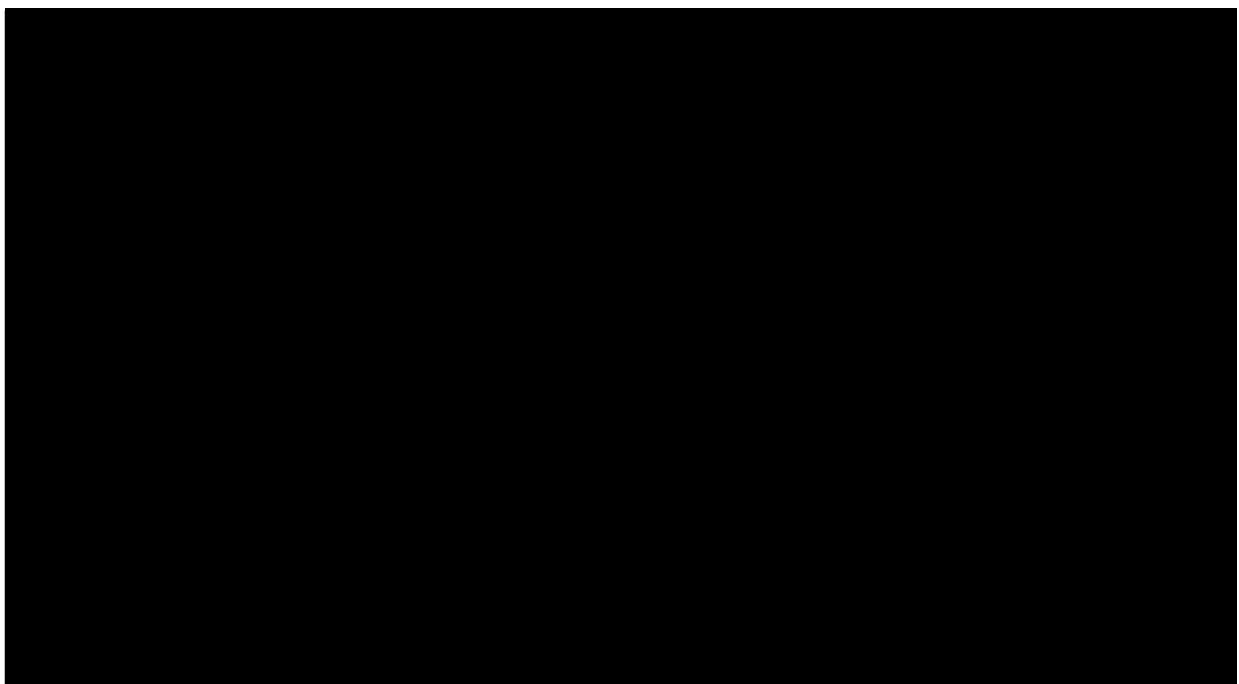
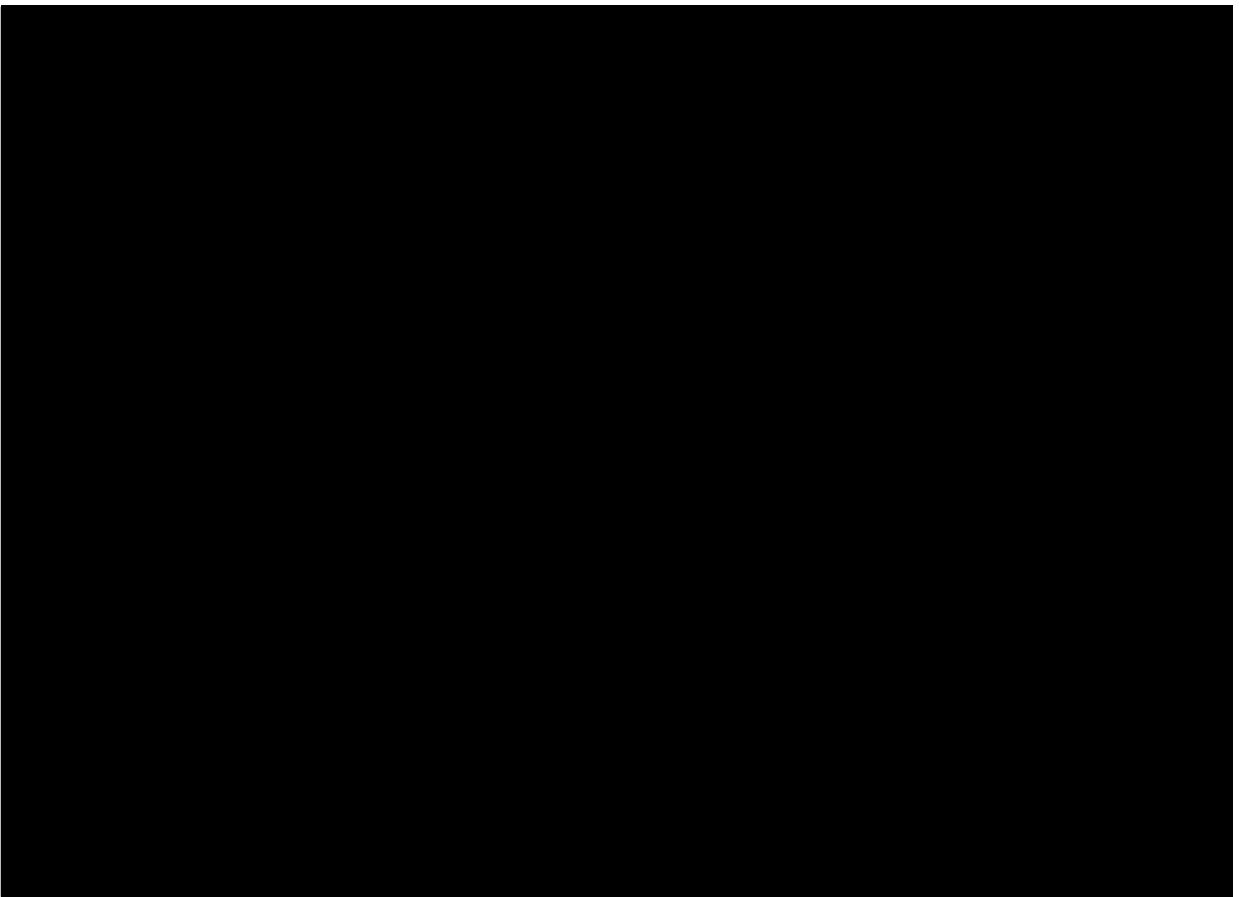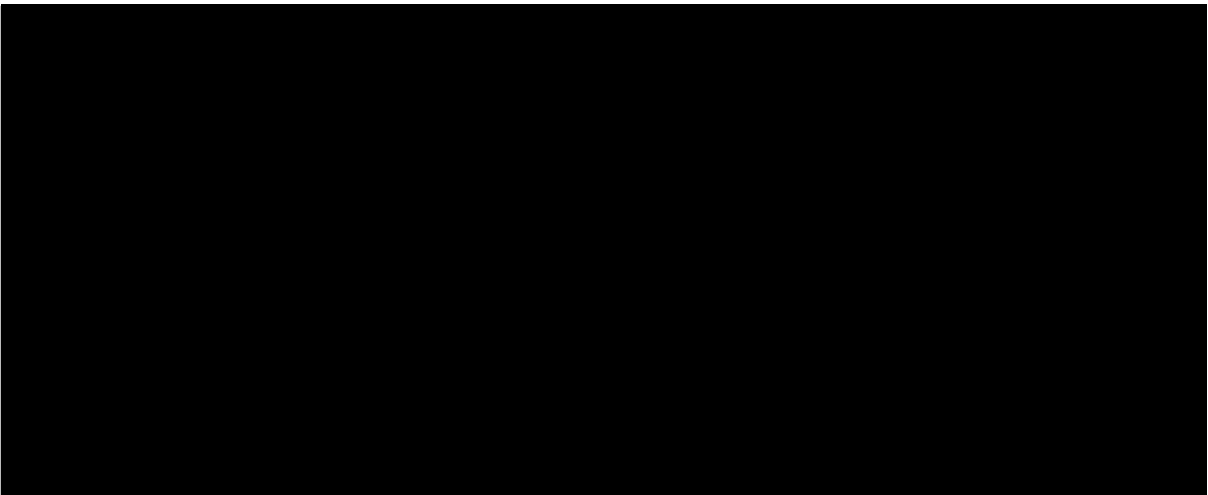# Digital Marketing – The Gate Worldwide – Question 2.4.2

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

Having reviewed the Scottish Ministers objectives on sustainability, we believe that we can assist the Scottish Government in achieving their published targets through the implementation of our own environmental policy and action plan. We confirm that, where appropriate, we will meet the Scottish Ministers objective on sustainability in the delivery of the service we are to provide.

Digital Marketing Services – The Gate Worldwide – Question 2.5.2

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.

Best practise employer

We are already committed to being a best practice employer and recognise the need to look after, reward and develop our staff accordingly.   This is evidenced by:

- Our CPD accreditation with the Institute of Practitioners in Advertising
- Being the first agency in Scotland to achieve the Investors in People Standard
- Being one of the first signatories to the Scottish Business Pledge
- Being an accredited Living Wage employer
- Our pledge to Mind the Gap Scotland to support and encourage diversity
- A Scottish Business in the Community award for contribution to the community

And supported by active employment policies which include:

- Equal opportunities and Dignity at Work
- Slavery and Human Trafficking
- Health and Safety
- Freedom of Association and Collective Bargaining
- Community and Social Benefit
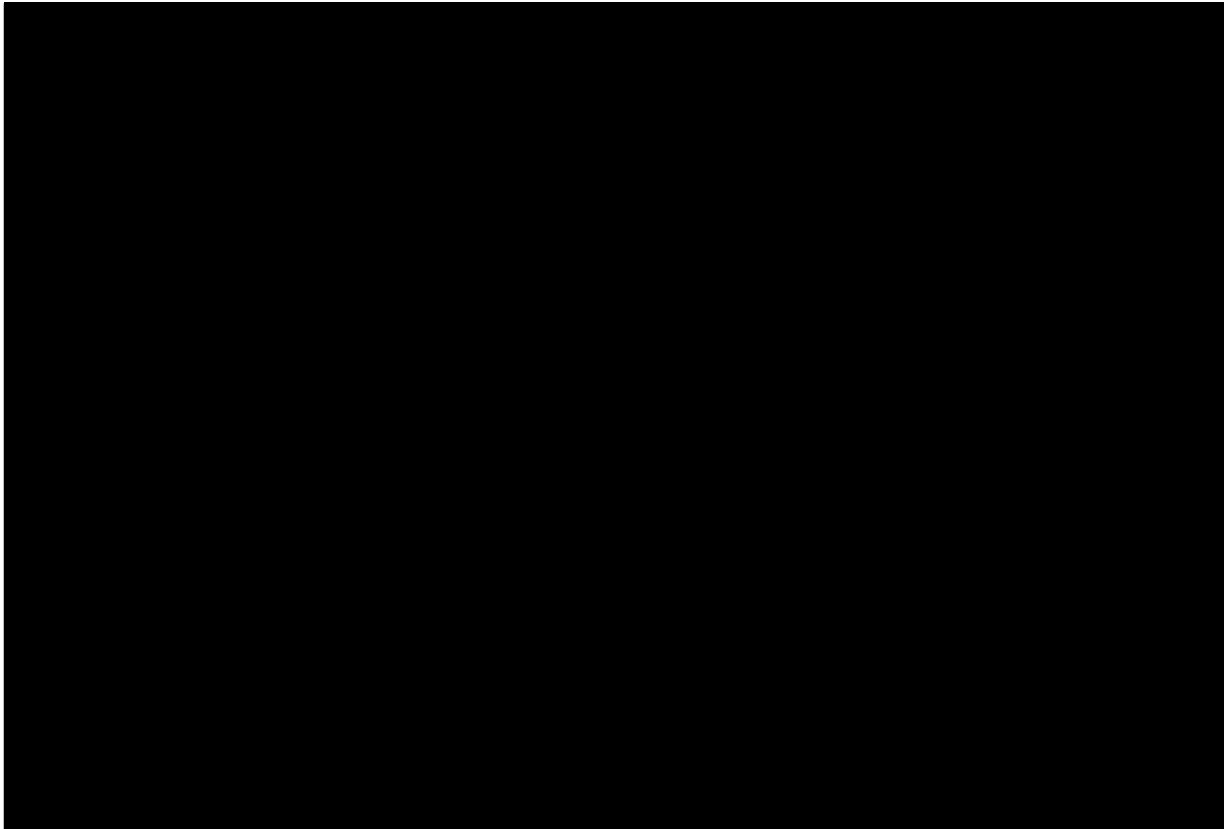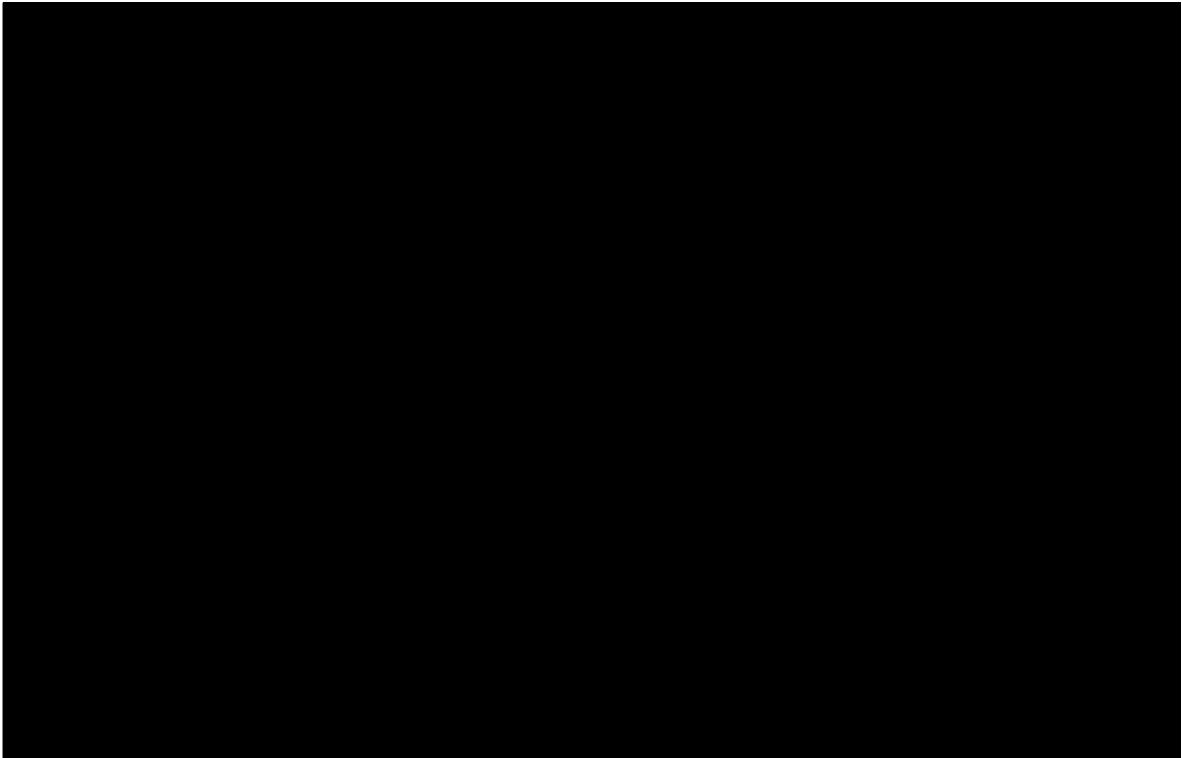
Staff development and empowerment

CPD of our staff is part of our culture. We believe that to support, empower and motivate staff they need to understand how their role contributes to the broader business objectives. That encourages self-development, empowerment and team working.

Staff are encouraged to take a keen interest in their own training and development, how we spend our training budget and to play an active role in the business.

Our CPD programme is audited and accredited by the Institute of Practitioners in Advertising. This means:

- Every staff member has a job description outlining roles, responsibilities and competencies
- All staff maintain a learning log and are supported to achieve minimum hours
- All staff have formal development plans, reviewed twice yearly
- All account managers complete the relevant IPA qualifications at every grade
- An appropriate induction programme is in place for all staff
- CPD of staff is in line with objectives and the needs of our clients
- All staff have at least one formal performance review per year with mutually agreed development objectives
- The agencies appraisal system is satisfactory and meets best practice standards

In addition to formal training, we support on the job learning through project reviews, secondments and "wash-up" sessions. We also run an in-house training and innovation programme, led by our Head of Planning.

Monitoring and reporting

We recommend the following are monitored and measured annually as part of Framework reporting:

- Institute of Practitioners in Advertising (IPA) CPD accreditation
- Individual learning logs and learning hours
- Staff satisfaction benchmark results
- Community contribution and value
- Reporting of hours spent on pro bono work / volunteering
- Compliance with employment and related law

Digital Marketing Services – The Gate Worldwide – Question 2.5.3

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.

We confirm that we are signatories to the Scottish Business Pledge and were one of the first companies to sign up. We meet all of the criteria, we:

- Pay the Living Wage
- Have an Innovation Programme aimed at growth
- Actively pursue international business opportunities
- Have no employees on zero hours contracts
- Have a 50/50 gender balance on the board and a diversity strategy
- Have an active Youth Investment Programme
- Have formal systems for workforce engagement and development
- Play an active role in our community and support local charities
- Support small business by paying promptly

Digital Marketing Services – The Gate Worldwide – Question 2.5.4

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.

We confirm that we are an accredited living wage employer and pay the living wage to ALL our staff regardless of age.