

Digital Marketing

Question 2.2.3 (Word Count 1800)

Storm Digital Marketing

Storm have made a significant investment in digital marketing over the last four years to grow the team members and diversify the service offering to include consulting, inbound marketing and short form video production alongside planning, search, social and paid media services. We now operate the range of digital marketing activities mentioned in the framework.

Our digital marketing team work with a diverse range of clients across public, private and third sectors including [REDACTED], NHS, Glasgow Life, [REDACTED] and Young Scot.

[REDACTED]

[REDACTED], we are aware of the value of social marketing to effect behaviour change. As an example 919,625 people have added the [REDACTED] across both Facebook and Twitter to encourage other women to get checked early, while almost [REDACTED] people added the [REDACTED] on the 26th of June last year to show support for same sex marriage legislation in the US which passed later that day.

Full Service Model

To deliver on the objectives of a marketing campaign, we can draw upon the full range of services offered by Storm to supply skilled individuals from the following teams to work alongside our digital marketing specialists:

- Strategy
- Build
- Content development
- Data analysis

This model enables marketing planning to be considered alongside digital service development. A recent example is a digital health service we developed that is designed to increase levels of physical activity in patients with certain long term conditions such as Diabetes and high blood pressure.

It was proven independently to increase levels of physical activity by [REDACTED]% among users and is now being actively marketed through GP practices and Council leisure centres throughout NHS Lothian and NHS Highland and via partnerships with McMillan and SAMH.

Certifications

We are a Google Premier Partner for digital marketing, which requires a high standard of Google-based certification across AdWords, video, mobile and Google Analytics. All members of the team are Inbound Marketing Certified on HubSpot. We are a certified Optimizely Partner for A/B testing.

Finally, we use Google Analytics as standard for web analytics, with custom analytics managed through Google Tag Manager.

We keep certifications up-to-date and regularly attend conferences and webinars as part of systematic personal development plans with industry thought leaders (e.g. Turing Festival, Google Garage, Inbound 2016, and Accessibility Scotland 2016).

How we work

We provide input, advice and expertise on digital marketing strategy, tactics and campaign planning and implementation as required.

This will be sensitive to the Framework Public Bodies' (FPB) brand associations - including styles, fonts, colours and tone. We also note the requirement in the Digital First Standard to provide a consistent user experience.

For each campaign we will determine the most appropriate technology based on:

- The purpose of the web or mobile app (e.g. informational, transactional, etc.).
- compatibility with the technical requirements of the Framework's Digital Guidelines.
- Its support for required information standards, metadata frameworks, information rights and security models.
- support for performance, scalability and extensibility.
- compatibility with SEO best practice.
- compatibility with the digital marketing requirements.

All marketing activity should be tested and adapted in response to the performance of marketing campaigns. We will advise where further research, testing or data – user or technical - is required to undertake such refinement (including A/B testing).

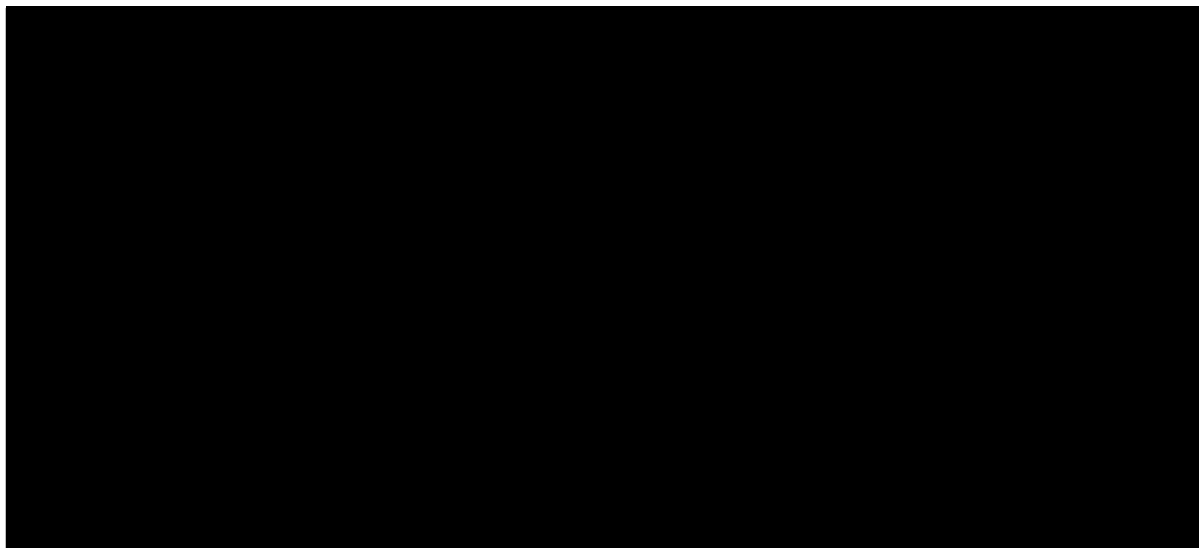
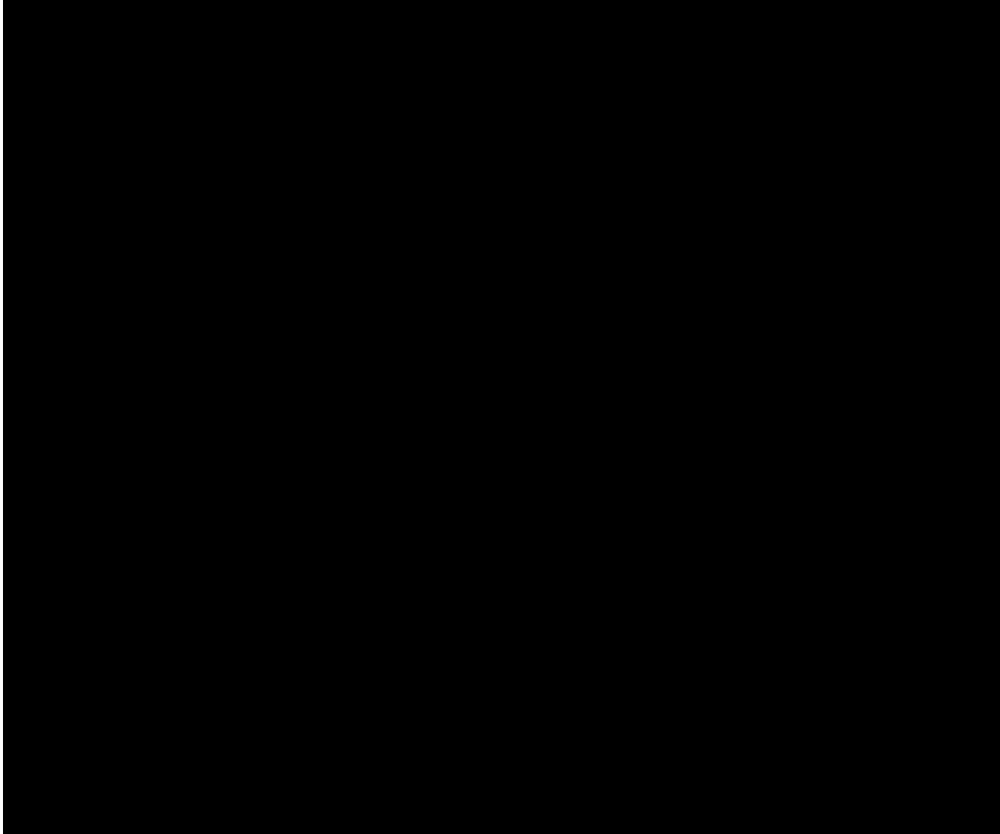
Strategy Development

There are many interesting and exciting developments in digital marketing that offer significant opportunities to the public sector.

These include:

- Inbound Marketing: the combination of both content marketing and marketing automation in order to facilitate customer journeys.
- Bots: we are developing a Bot with SQA to enable pupils to check exam times using Facebook messenger
- Live streaming content: we regularly develop short form video content for ABC Family

- Social media advertising: social media advertising is now pervasive in Framework target audiences.
- Wearable technologies and connected hardware: these offer opportunities to effect behavioural change in social care and health.



¹ <http://www.smartinsights.com/digital-marketing-strategy/sostac-model/>

Campaign Implementation

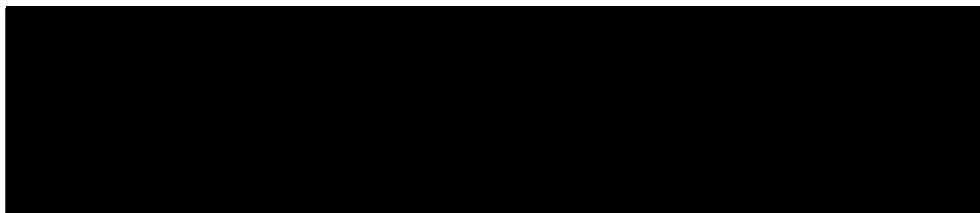
We will always employ a best practice approach that is suited best to achieve strategically defined business objectives. These could lead to campaigns aiming at:

- Extending customer journeys (e.g. SEO).
- Acquiring customers or users (e.g. PPC, social ads).
- Generating leads (e.g. inbound marketing).
- Developing brand awareness or understanding (e.g. content marketing, partnerships).
- Meeting the needs and interests of citizens (e.g. market research).
- Effecting behavioural change (e.g. content marketing).

We will use both proven and innovative digital marketing practices, as deemed appropriate during strategy development. We may, for example, recommend one or more of the following for optimised impact:

- Social media marketing (both paid and organic)
- User generated content
- Written, visual or rich media content generation
- SEO
- Paid search
- A/B testing
- Consumer surveys

For an optimised data-driven service delivery, we will use appropriate tools and are equally prepared to work with those tools already available to the FPB.



We are highly skilled in both technical and content SEO and undertake rigorous quality assurance processes prior to launch. In addition, we offer SEO monitoring, optimisation and reporting services to ensure that best practice is adhered to and that we successfully deliver service outcomes.

Where digital marketing includes email or SMS marketing, we recognise that appropriate permissions will be required in order for an individual to be contacted, and options will be available to enable users to opt-out.

Measurement and reporting

We use appropriate metrics to measure performance, these being dependent on the type of marketing activity. For example, the following campaign types might use the following metrics:

- **Acquisition:** tracking new customers created through digital marketing.
- **Leads:** leads generated through digital marketing.
- **Brand awareness:** engagement/interactions with content marketing, share of voice.
- **Behavioural change:** engagement with a public service.

We recognise that there are many metrics that we might use depending on the campaign undertaken. Metrics should always relate to the core marketing objectives, and we will align these with the **mandatory KPIs** in the **GDS Service Manual**.

Web Design and Development

Where the marketing strategy requires design and development, we will ensure this is compatible with the **Digital First Standard** and the **Framework's Digital Guidelines**.

Without limitation, we recognise that development work might include:

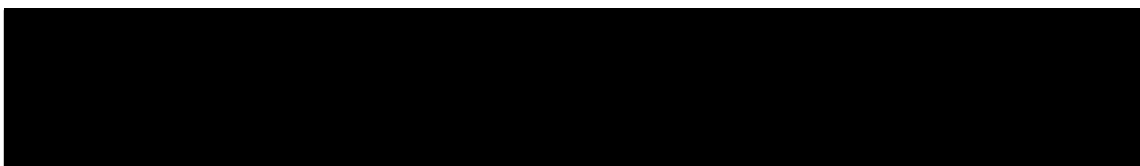
- Websites/microsites
- Mobile apps
- Bots
- Scripts/tools for data handling
- APIs
- Database and system integrations (e.g. CRM with marketing automation tools)

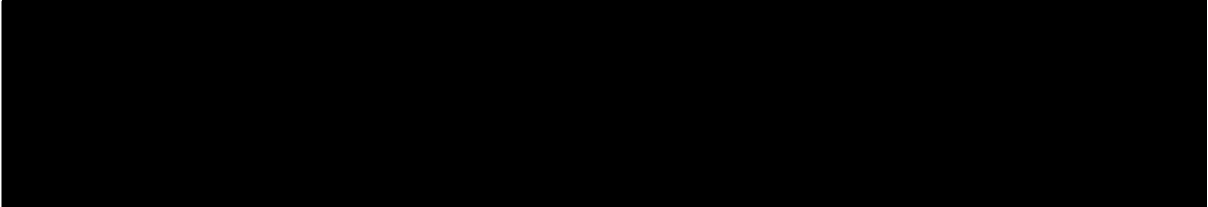
Where technical work is required, we will:

- Explore tools and developments to identify if Open Source solutions exist.
- Use Open Source code repositories to identify if suitable solutions exist.
- Use available platforms, code libraries or frameworks to support solutions.
- And, where none is available, create new Open Source code in a reusable manner.

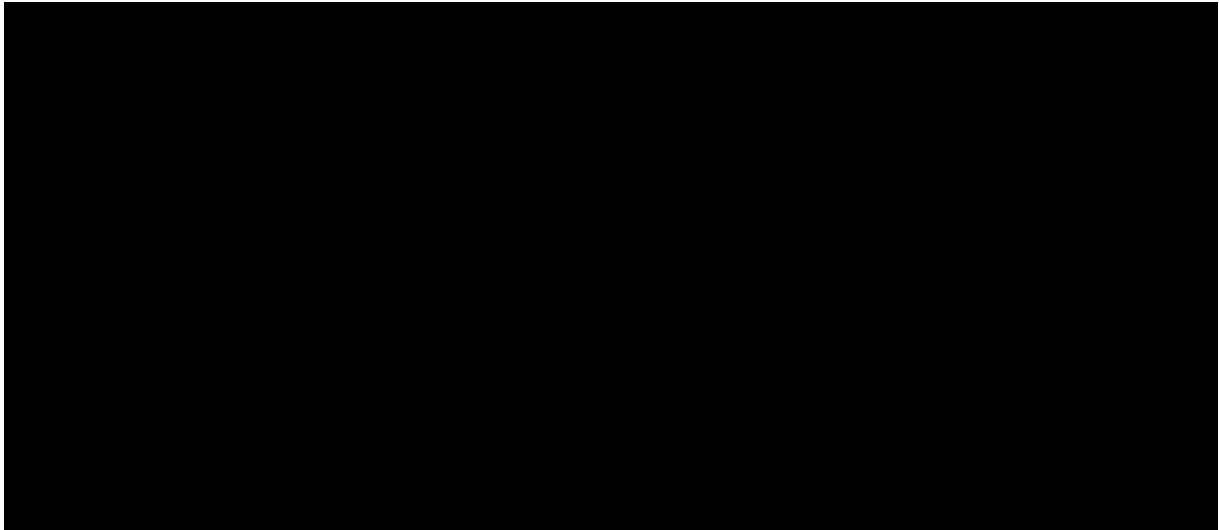
We will create websites using the Umbraco CMS, although we will use alternative platforms as required (for e.g. SharePoint or WordPress).

How we will apply this





Principles of service delivery



Search Engine Optimisation

We are very experience in delivering websites optimised for Google and other search engines.

Websites developed by Storm undergo a rigorous SEO QA process prior to launch to ensure compatibility with search engine technologies.

In addition, we offer SEO services focused on delivering excellent and consistent user journeys through search, including optimising for:

- Utility and usability
- Mobile-first search results, including AMP
- Multi-lingual support

We undertake full audit, keyword research and SEO strategy work.

Partnership Marketing

We are very experienced in working in a partnership marketing environment, for example on behalf of Young Scot, we co-designed a mobile app with Money Advice Service to help young people manage their finances.

Also, The Young Scot Rewards platform we created also involved a wide range of partners contributing encompassing local councils, retail and leisure businesses.

Where partnership marketing is required for the Framework we will undertake partner selection by assessing partner alignment with the marketing objectives of the FPB, access to key target audiences and the value delivered to the Contract.

Contractual agreements between the FPB and the partner should be specific and unambiguous, describing obligations and responsibilities with a well-established timeline for delivery and exit.

Website Design and Development Services

Question 2.2.4 (Word Count 1800)

Web Design and Development



Specialist Team	Discovery	Project Immersion	Co-Design Workshop	Content Model & IA	HTML Prototyping	User Experience Design	Alpha	Alpha Prototype Development	Alpha Use Interface integration	User Acceptance Testing	Skills Transfer/Training	Beta	Beta Functional Development	Beta Design Integration	Content migration	Testing and deployment	Live	Performance Optimisation
(x4) Digital Strategy		●	●															●
(x3) User Experience Team		●	●		●	●				●					●			
(x3) Content Team			●	●		●		●	●						●			
(x4) Creative User Interface Team			●	●	●	●			●					●				
(x2) Front-end Development					●	●		●	●					●		●		
(x2) Test Team						●		●	●	●			●	●		●		●
7) Software Application Development			●					●					●		●	●	●	●
(x2) Native Mobile Development			●					●					●			●		●
(x5) Digital Marketing Team		●	●															●
(x3) Web Operations and Hosting								●			●					●		●



Recent examples which illustrate how this approach has been successfully implemented by Storm ID include:

Project	URL
Historic Environment Scotland	https://www.historicenvironment.scot/
Scottish National Blood Transfusion Service	https://www.scotblood.co.uk/
West Sussex County Council	https://www.westsussex.gov.uk/
NHS inform website	https://www.nhsinform.scot/
The City of Edinburgh Council	http://www.edinburgh.gov.uk/
NHS National Services Scotland	https://nhsnss.org/

User Experience Design

Our design approach is geared to deliver improved access and interaction. We typically deliver:

- **User Personas / Scenarios**
Key user types and real-world situations.
- **User Needs / Expectations**
What users may be seeking and what they expect from services.
- **Journey Mapping**
Mapping how a user interacts with an organisation - online and offline.
- **Heuristics**
Evaluating a website or service against a list of UX principles, to recommend improvements.
- **User Testing Results**
Explaining how users reacted during testing.

Data Driven Design

Digital Service Design involves the rapid development and early release of web applications and is predicated on using informed decision making to design, improve and continually optimise a service.

Informed decision making is typically based on insights generated from a combination of the analysis of analytics and engaging with service users during User Experience design work streams in Discovery.

The 4 stage Digital Service Design methodology is highly iterative incorporating quantitative and qualitative feedback from user testing at multiple points through the development process as the service iterates through:

- Sketch Wireframing
- Responsive HTML Wireframing
- Alpha Prototyping
- User Acceptance Testing
- Beta Release Service Optimisation

Our design and development methodology is orientated around agile practices, which are adaptive in nature, focusing on the iterative development of a solution with a focus on regular reviewable releases.

Each release is broken into sprints. Daily stand ups with the project team maintains the flow of information allowing progress to be tracked.

Digital Marketing Campaigns

Insights driven Digital Service Design is wholly compatible with delivering performance driven **digital marketing campaigns** where user journey mapping generated from click tracking and analytics from multiple digital channels including web and social media is used to refine user engagement and ultimately provide credible data to support behavioural change.

Testing

We develop **responsive HTML** wireframes, allowing for websites, web applications and digital services to be tested in the browser across devices. This allows for quick iteration, allowing for further iterative testing with users.

We recruit test users independently or work with existing user groups. Test sessions take place in the field or in a lab setting and are typically recorded. Outputs include reports, videos and heat maps.

Content Services

We have dedicated teams to supply expert advice and services in:

- Content strategy
- Content generation (writing, editing, planning)
- Rich media production (text, visual, video)
- Project management
- Business analysis

We define an information architecture and develop a content model that describes content items, content types as well as calls-to-action.

Style, tone and presentation


All design advice and strategy that includes it will be sensitive to the brand requirements of the Framework Public Body, including references to style, tone, nature and presentation.

Maintenance and support

Our websites and applications are supported post-launch by a maintenance and support SLA.

Design Elements

Design elements, patterns and features created for prototyping and for live production undergo automated pre-compilation testing. Further testing can be undertaken with candidate website users who require use of assistive technologies.



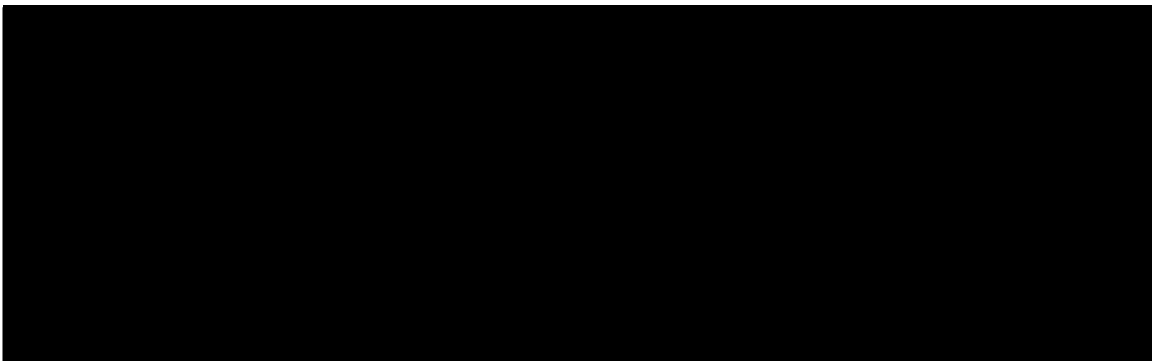
Accessibility Compliance

We are familiar with BS8878. Our design and development lifecycle considers accessibility and usability from the outset. We run workshops for staff on the importance of accessibility. Accessibility compliance testing and monitoring, and usability testing are 'designed' into our development and post production phases of projects.

For accessibility compliance, checkpoints reviews cover both automatic fails and passes as well as checkpoint warnings. This approach extends to screen reader testing using JAWS and other assistive technologies (see below), semantic and structural assessments of templates and code as well as integrating usability testing into our testing and quality assurance.

Our default is W3C WAI WCAG 2.0 Level AA. We also work to Level AAA. We provide support with the additional considerations that this compliance level demands. We follow and contribute to the work of W3C relating to future revisions and related standards.

HTML/CSS3/JavaScript



Cross browser and cross platform

We design and develop web solutions to work across different platforms, browsers and versions (see below), informed by usage statistics from existing analytics. This insight determines where effort should be focussed.

- Latest stable version:
 - Internet Explorer 9+, Edge (Windows)
 - Firefox (Mac / Windows)
 - Safari (Mac)
 - Chrome (Mac / Windows)
 - Opera (Mac, Windows, Linux)

- Mobile Safari* (iOS7+)
- Internet Explorer Mobile* (Windows Phone 8+)
- Android Browser* (Android 4+)
- Chrome (Android*)

Support for legacy browsers is dependent on vendor. Microsoft no longer supports Internet Explorer 6. For legacy browsers a minimal experience allows users to access information and perform critical functions.

Supported operating systems for native mobile apps.

- iOS7, 8, 9, 10
- Android 4+

Open standards / open source solutions

We support open standards and open source solutions, contributing our work to the community via GitHub. An example of Storm ID's commitment to open standards is Council Toolkit, an open source toolkit conceived by Storm ID to councils rapidly create responsive websites to support digital public services. It includes standards compliant templates.

<http://counciltoolkit.org/>

The screenshot shows the Council Toolkit website. The header includes navigation links: Principles, Foundation, Standards, Templates, About. The main heading is "Welcome to Council Toolkit". Below it, a sub-heading reads: "An open source toolkit that helps Councils rapidly design and build responsive websites to support digital public services." To the right, there is a "Get started now" section with a "Download Council Toolkit on GitHub" button and a "Follow @counciltoolkit" button. Below this, there are three columns of content:

- User Needs**: Council Toolkit is developed with a sound understanding of key user needs of citizens and other council users as well as a strong set of standards. [Principles](#)
- Responsive Templates**: A range of standards compliant responsive templates are ready to roll, built on a solid foundation of Bootstrap and our experience. [View the templates](#)
- With added CMS**: To speed development, use our pre-rolled Umbraco instance. Or, if you have your own CMS, you can use just our front end templates. [Coming soon](#)

Assistive technology requirements

We design and develop web, mobile and desktop solutions that consider the needs of users with assistive technology requirements for vision and hearing as well as touch.

For non-visible disabilities, we consider keyboard access, use of screen readers, screen magnification tools, touch inputs, voice commands, joysticks and manipulators.

For colour blindness, we use Colour Oracle, Coblis, Visolve and ColourBrewer to assess legibility, simulate scenarios and fine-tune contrast. For blindness, we use JAWS.

Compatibility with Digital Marketing and Advertising

All website developments are architected to support digital marketing requirements. As such will support digital marketing activity through appropriate channels, potentially including:

- SEO
- Social media
- Search/social ads
- Inbound marketing

Creation of landing pages for digital marketing activity will form part of the core requirements for any development.

SEO

We develop websites and applications in a manner compatible with best, ethical SEO practice including:

- SEO requirements during development
- Technical QA of SEO requirements pre-launch
- Inclusion of Google and Bing Webmaster Tools services

Full strategic SEO services are optionally available, including auditing, on-page SEO, off-page SEO, monitoring and reporting.

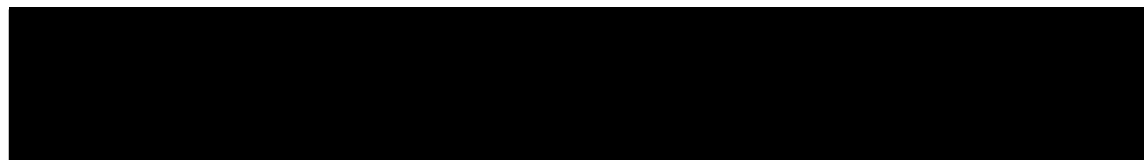
Photography and other digital assets

We will comply with the Framework Public Body's acceptable standards of photography, obtaining necessary copyright permissions for inclusion in any materials produced, including specification of any limitations of use.

All assets will be held in an agreed format. Relevant assets will be submitted to the **Scottish Government Digital Asset Management Systems (DAMS)**.

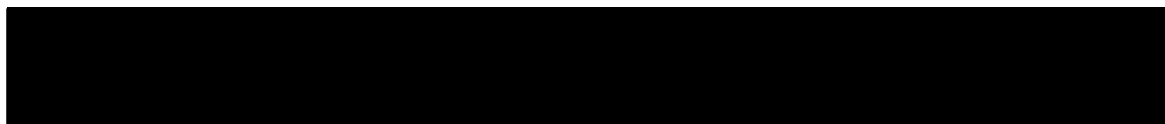
We maintain a database of all digital assets stored or produced as part of the delivery of any design or development.

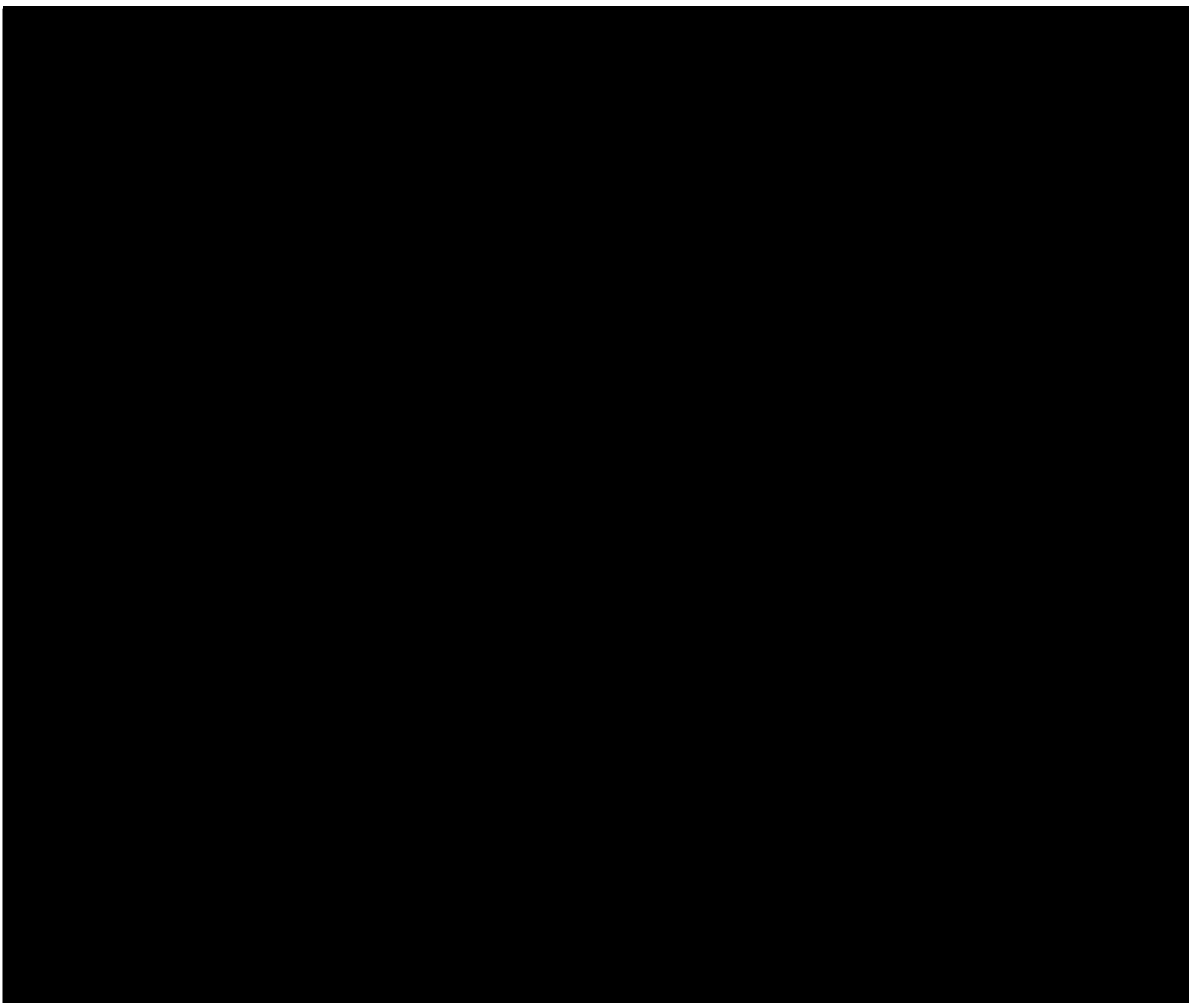
Mobile and Desktop Application Design and Development



We apply our standards to the design and development of mobile and desktop applications, referencing particular coding guidelines for iOS, Android and Windows.

Digital Technical Services





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Website Testing

Question 2.2.5 (Word Count 500)

User Experience Testing

[Redacted text block for User Experience Testing]

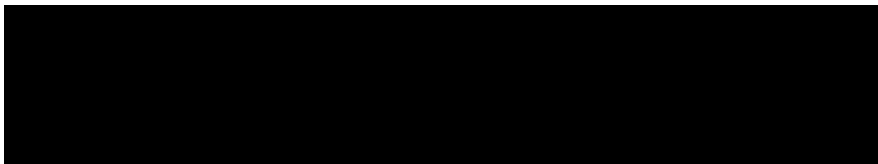
System Performance Testing

We have a dedicated System Performance testing team led by [Redacted]. Our approach to testing to ensure that any testing is aligned with original requirements and that applications are fit for purpose.

We undertake functional, browser, device, regression, load, security, end-to-end testing in-house and sub-contract penetration testing.

The following are the test deliverables which consist of test artefacts that we will produce as part of our quality assurance processes:

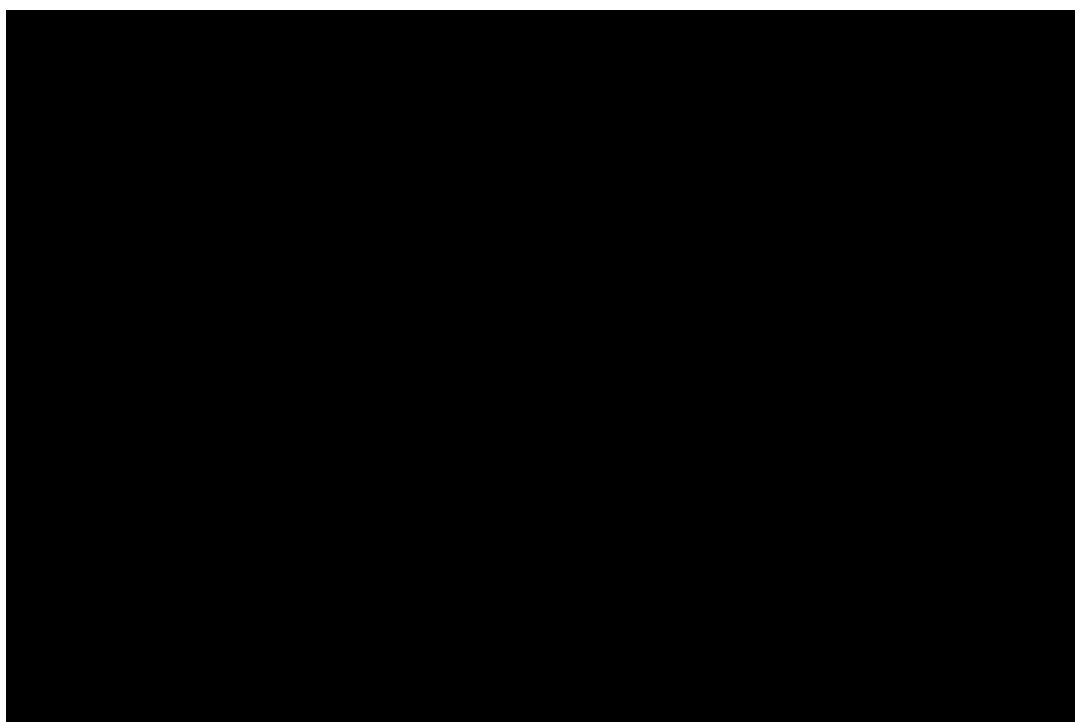
[Redacted list of test deliverables]



Security, Confidentiality, Integrity, Availability

The technical architecture of all digital services we develop requires data to be protected against unauthorised disclosure. This applies to both data at rest and data in motion.

Approaches we use to ensure data confidentiality and data/application integrity include:



Hosting Services

Question 2.2.6 (Word Count 500)

Hosting Services

Storm currently work with Iomart and are familiar with their requirements (OS/vCPU/RAM/HDD/Stack/IP lockdowns/named technical contact) to commission new hosting platforms. Any specification and commissioning of hosting resources will be done in collaboration with the Scottish Government at the outset of each project. Final set-up and configuration will be Storm's responsibility as will be sourcing any other relevant licenses.

Systems documentation will meet the required standard and will include:

- Objective
- Scope
- Compliance
- Standard and Process
- Document Owner
- Document Approver
- Effective Date
- Last Reviewed Date

Support and Maintenance

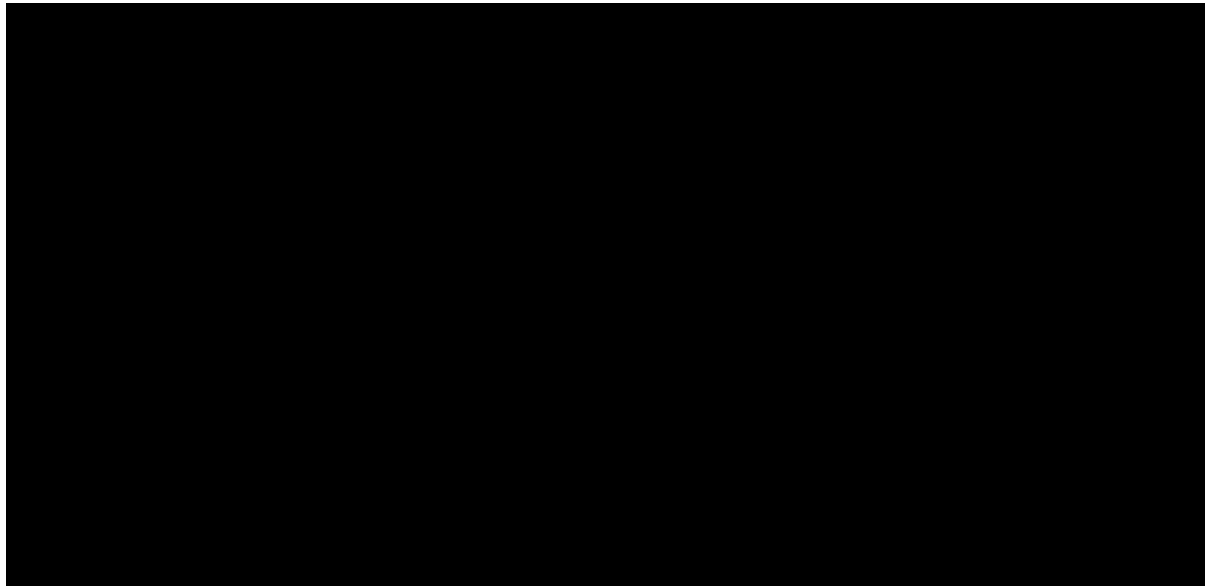
We will provide on-going support of any developed website after delivery. It will include performance analytics as well as database and data management, as part of the standard service throughout the duration of the support and maintenance agreement.

We are a Microsoft Gold Partner and Microsoft Cloud Solutions Provider. We are also a certified G Cloud Partner for Infrastructure as a Service and Platform as a Service.

[Redacted]

[Redacted]

[Redacted]



Data Migration

Storm ID will provide Data Migration services to export/import data from existing systems to any newly developed websites where required using the most suitable tools and techniques depending on the data source and destination.

For e.g. we can write custom methods to take data from sources such as Excel or SQL and import into other formats such as JSON. This can be either a one off export/import or a regular BAU task. Data will be kept secure throughout this process.

Security Services

We will provide recommendations and advice on security services for any digital assets we develop, including secure data storage, secure data transfer and secure certificates used for websites. To do this we will review the needs of the client and the web application and adhere to the required ISO27017 standards and government security classifications.

Sub-contractors

We do not use sub-contractors for these services as we have a full in-house capability.

Continuous Improvement

Question 2.2.7 (Word count 800)

Continuous Improvement Culture

At Storm ID, we're always on the lookout for ways to improve our staff and our service offering.

We have been in business for 15 years and during that time technology has advanced rapidly and consumer habits and expectations evolve quickly.

This has provided different challenges and opportunities for how public sector bodies communicate to the public and how we as an agency provide digital services.

It has been necessary for our survival as a company to continuously improve. Continuous improvement is deep rooted in our company culture

It is for this reason we have retained long term client relationships with organisations such as Scottish government (████████), NHS (████████), Young Scot (████████), SQA (████████) and continue to stay at the cutting edge of the industry, winning digital agency of the year in 2015 in the Scotland IS & Herald Digital Business awards.

Continuous Improvement Process

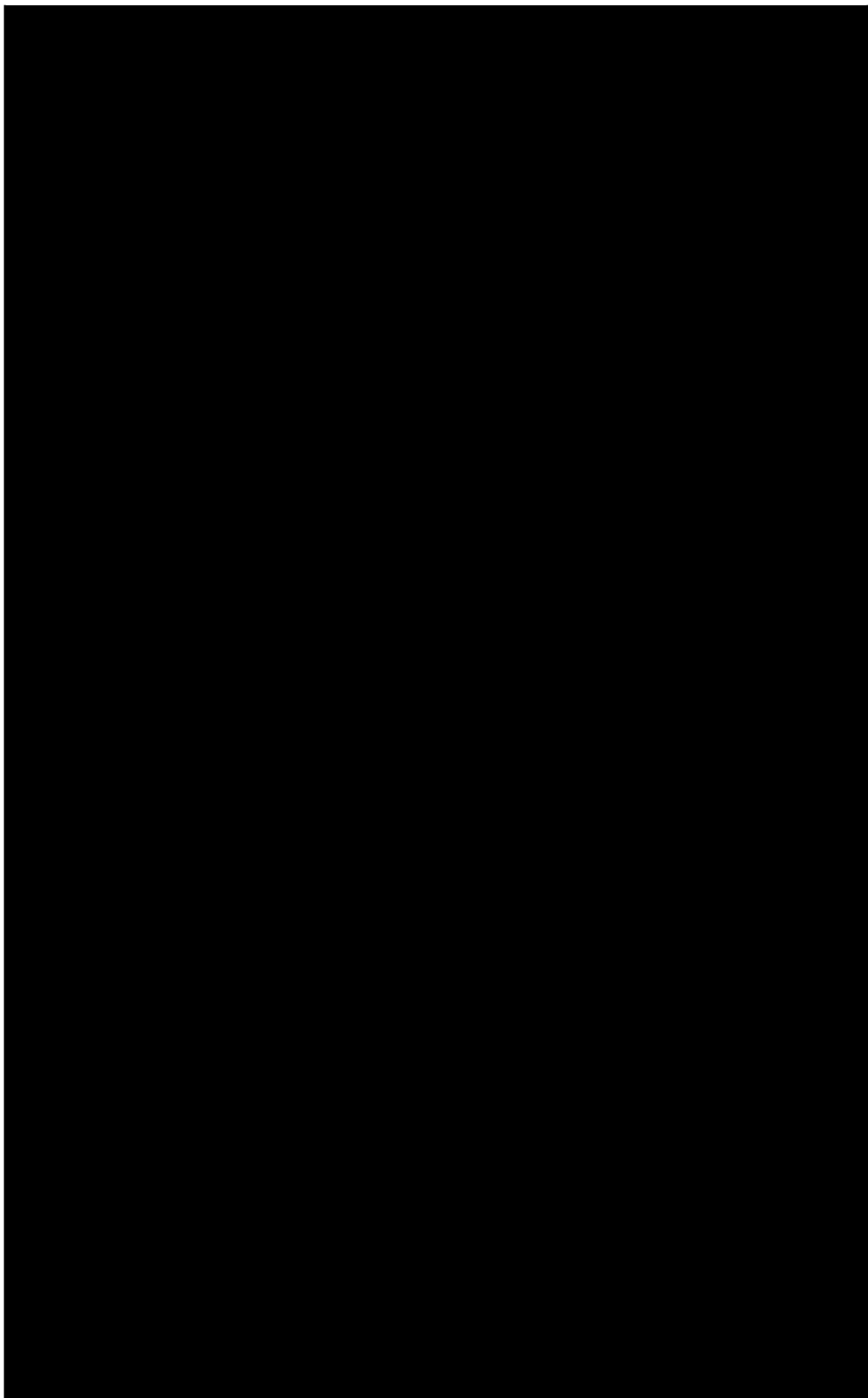
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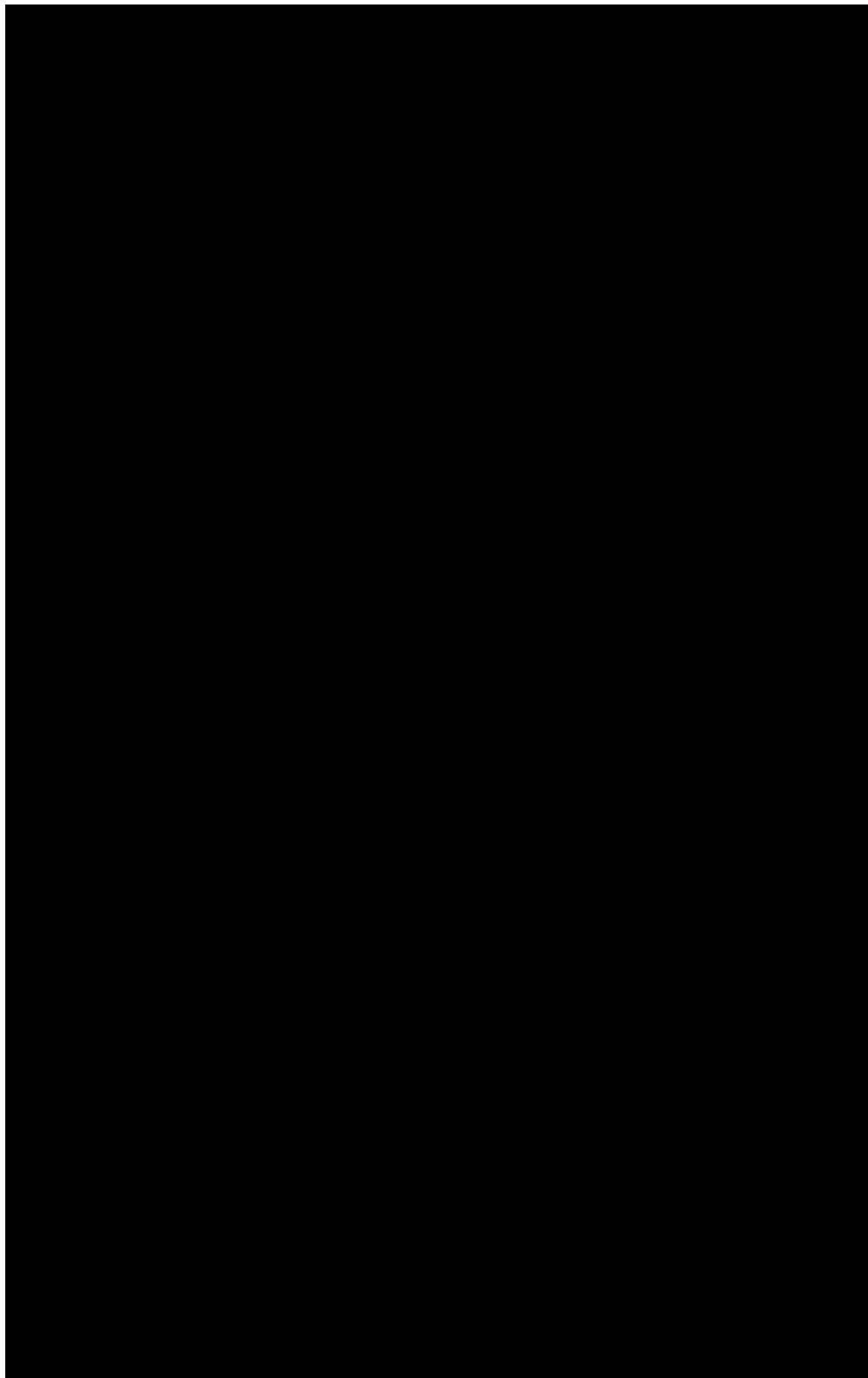
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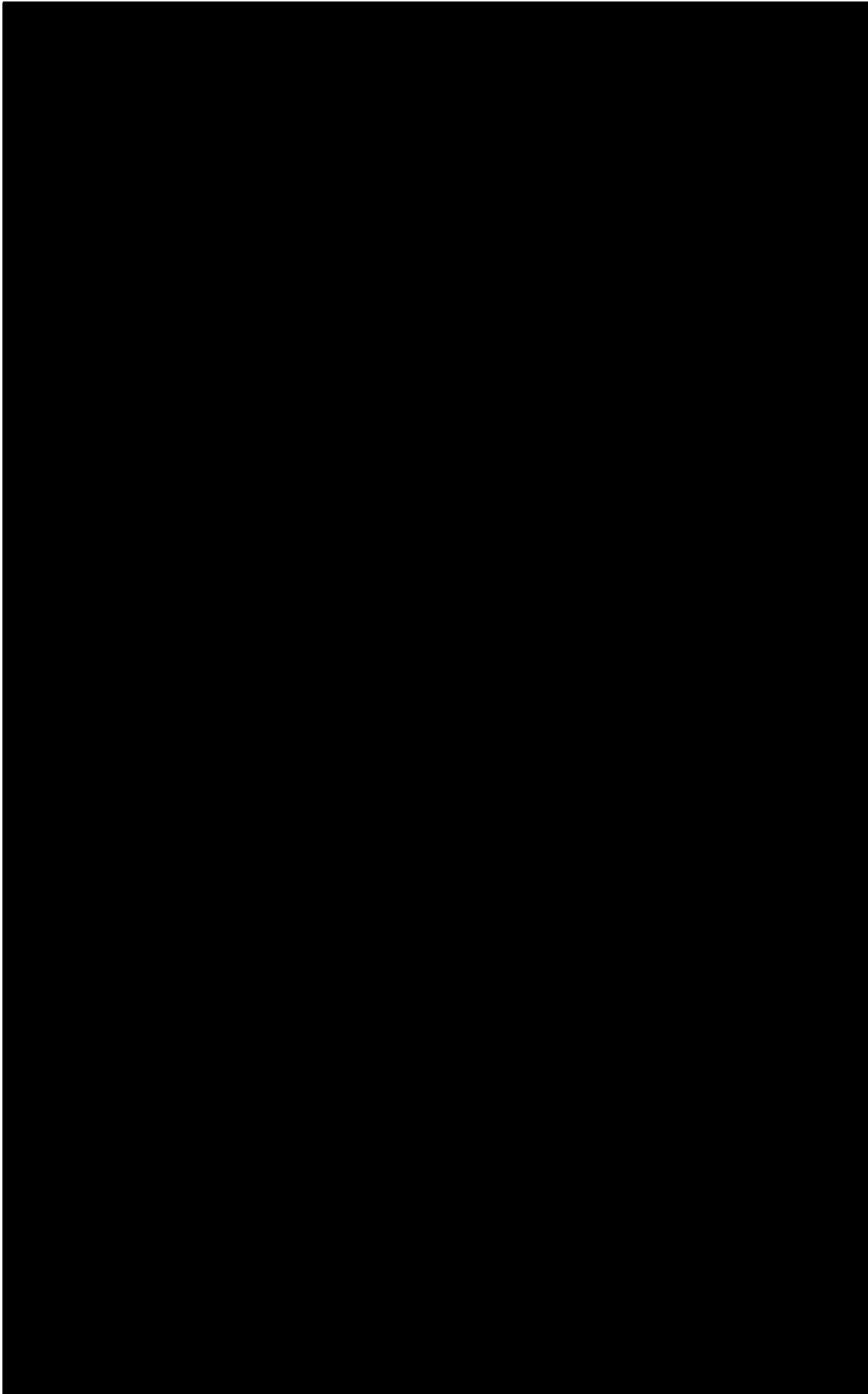
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The work steams are as follows:

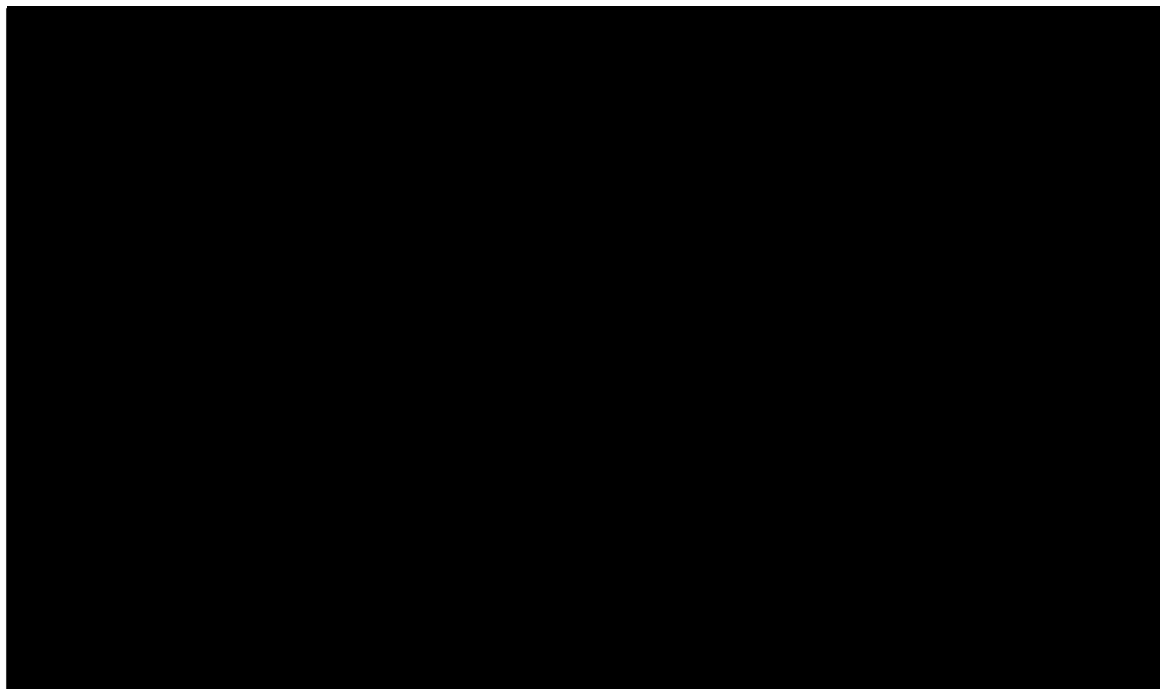
[Redacted]







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Sufficient Capacity

Question 2.2.8 (Word Count 600)

Storm recognises that providing a great customer experience is central to our value proposition, and that the following customer service principles, systems and processes fundamentally underpin our service model.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Business Capacity Planning

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Service Level Agreements

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Continuous Improvement

[Redacted]

[Redacted]

[Redacted]

Accommodating Unforeseen Requirements

Question 2.2.9 (Word Count 800)

Storm recognize the severity and impact that unforeseen or emergency requirements can have for our customers. Whether the failure of a service or an urgent response to dynamically changing circumstances we recognize that Storm's ability to rapidly assist framework partners is essential.

Storm understands that initiating support needs to be straightforward and that the service is performed to a guaranteed service standard.

Support Service Agreement

[Redacted]

Tailored Service Level Agreements

[Redacted]

[Redacted]

Reactive Crisis Management Service and Procedures

[Redacted]

During Office Hours

During office hours, (9am –5.30pm) as soon as a Code Red emergency is identified then the following process is initiated by contact with the relevant Account Director or Manager.

The first step is a CRE Briefing with either the Scottish Government and/or the appropriate Framework Public Body.

Working in conjunction with appropriate members of Storm, the Account Director/Manager will work with the relevant parties to:

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Out of Hours

As part of the SLA for the Digital Marketing Framework a contact number will be provided to be would be used by Framework Public Body in the event of a Code Red emergency. This service will be available 24/7.

At any time we have two members of the Account Management team to provide On Call cover for this service on rotation basis.

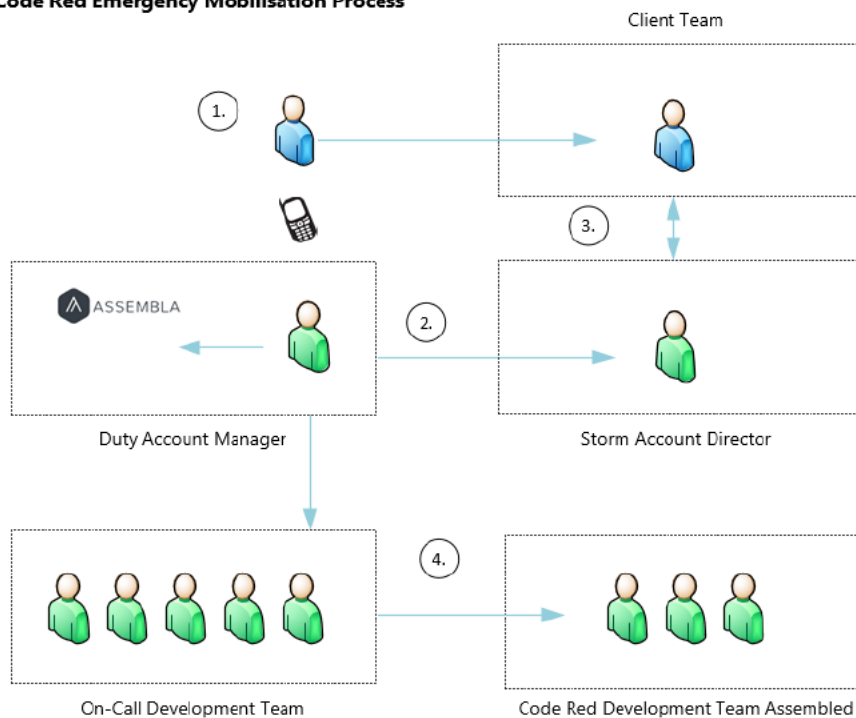
As soon as contact has been established the following process is initiated:

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Code Red Emergency Mobilisation Process**Business Capacity**

With a team of nearly ████ our size and strength in depth ensures that we have the capacity to respond to unforeseen requirements (and equally a code-red emergency) 24 hours a day, 7 days a week.

Proactive Contingency Planning

Wherever possible during the commissioning of any service we will work with the Framework Public Body to identify scenarios and develop appropriate responses depending on their risk level. We will then develop appropriate support for these scenarios by accommodating contingency support within the overall design of the particular digital service we are delivering.

Good examples of our approach to scenario contingency planning include:

- **Ready Scotland:** where in the event of extreme weather a series of pre-prepared emergency screens can be published within seconds.
- The **Scottish Referendum** web service: – where both Yes/No outcomes were explored and appropriate content developed for deployment.

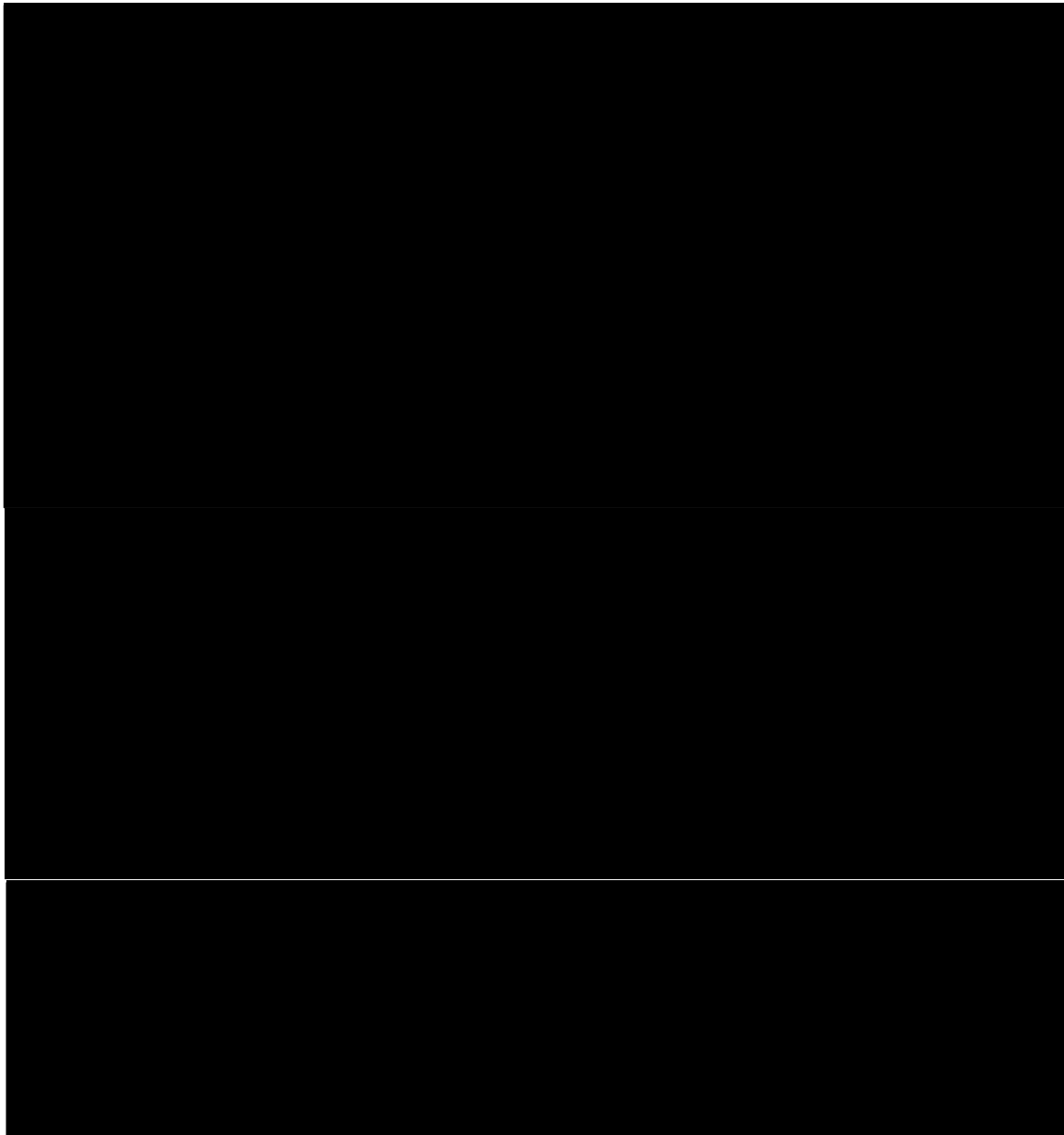
Account Management

Question 2.3.2 (Word Count 250 per CV)

Account Management Principles

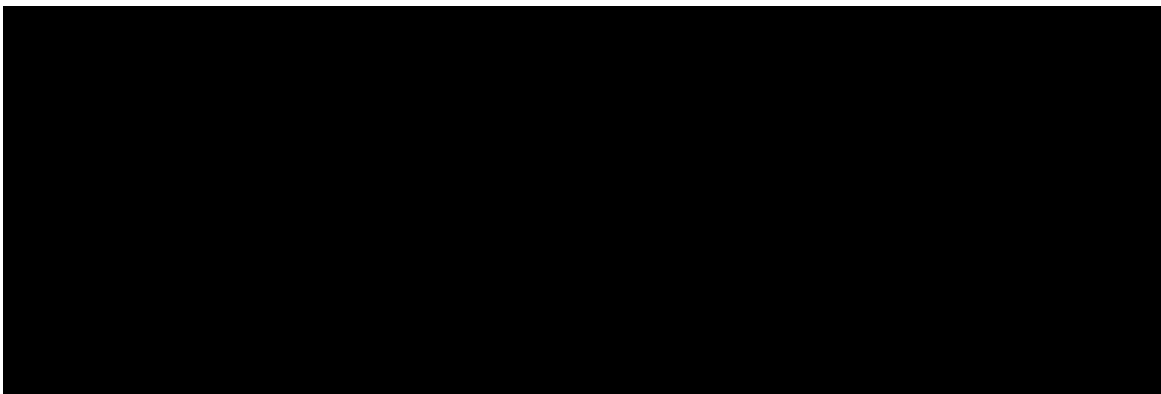
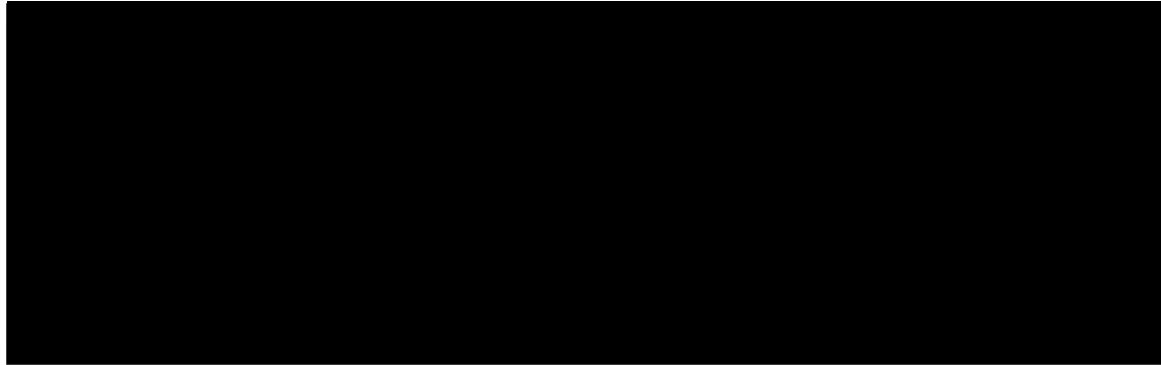
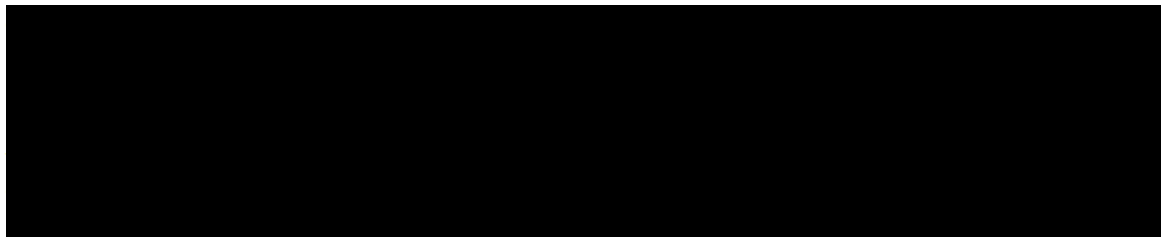
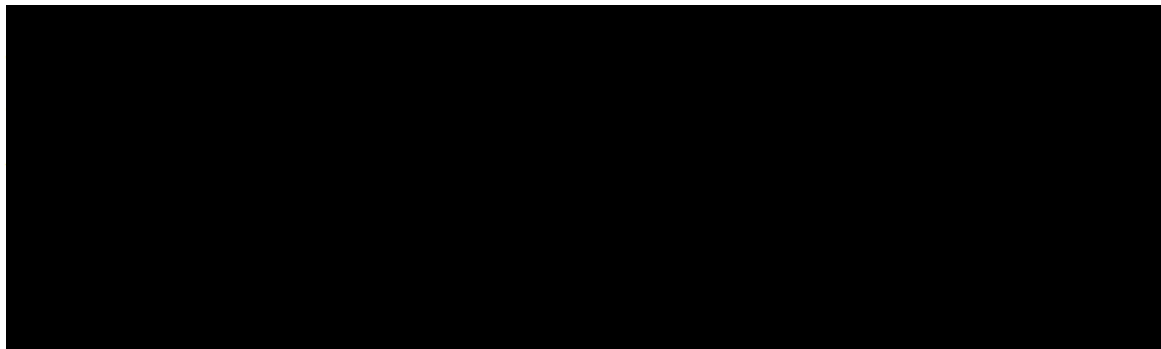
At Storm we recognise that we must provide an accurate, transparent and fully accountable account management service.

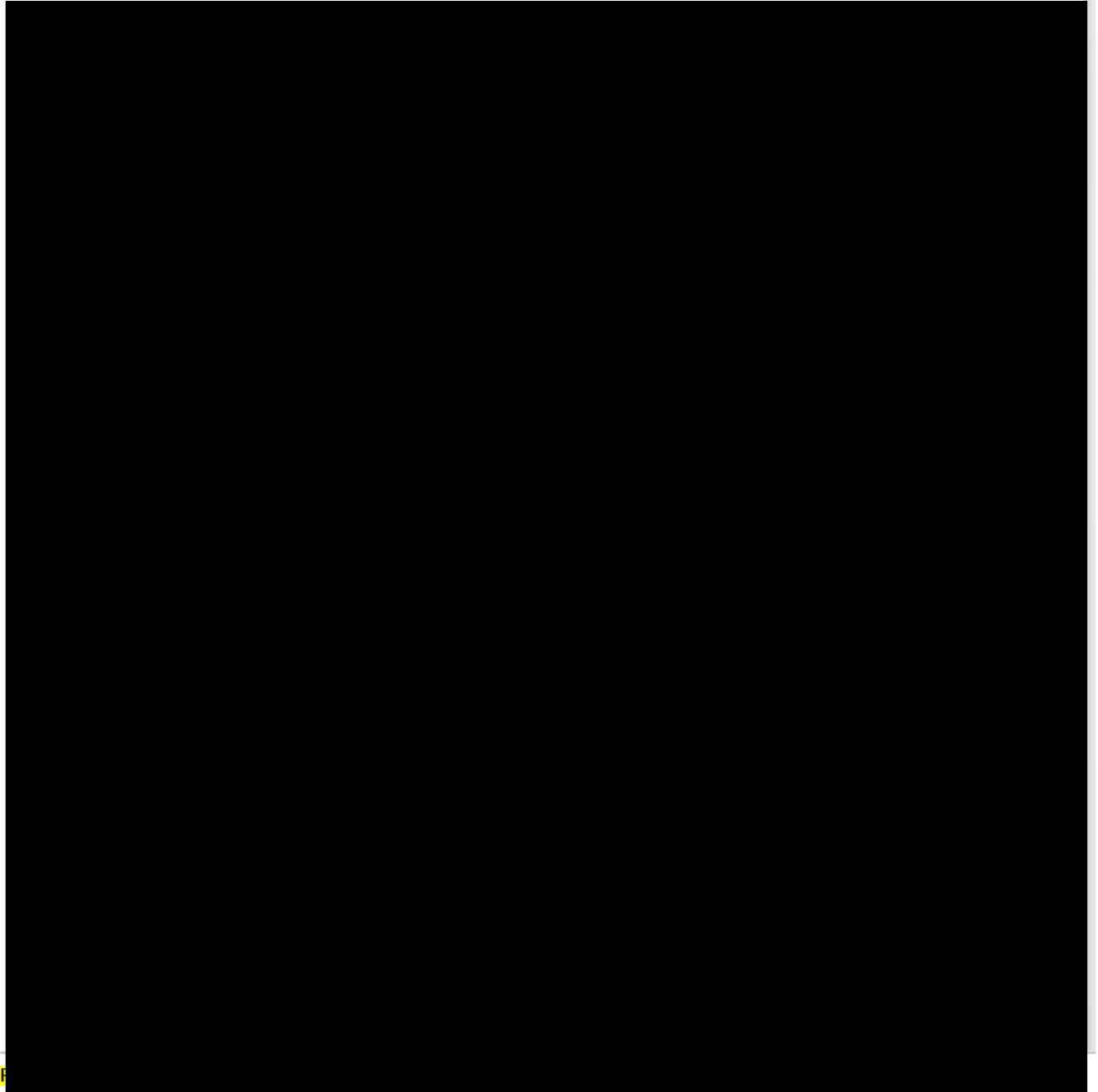
For the Framework we will uphold the following principles of service delivery:





Organisational Structure





CV's detailing the senior management staff's experience relevant to their role in the contract follow this response.

Service Delivery Processes

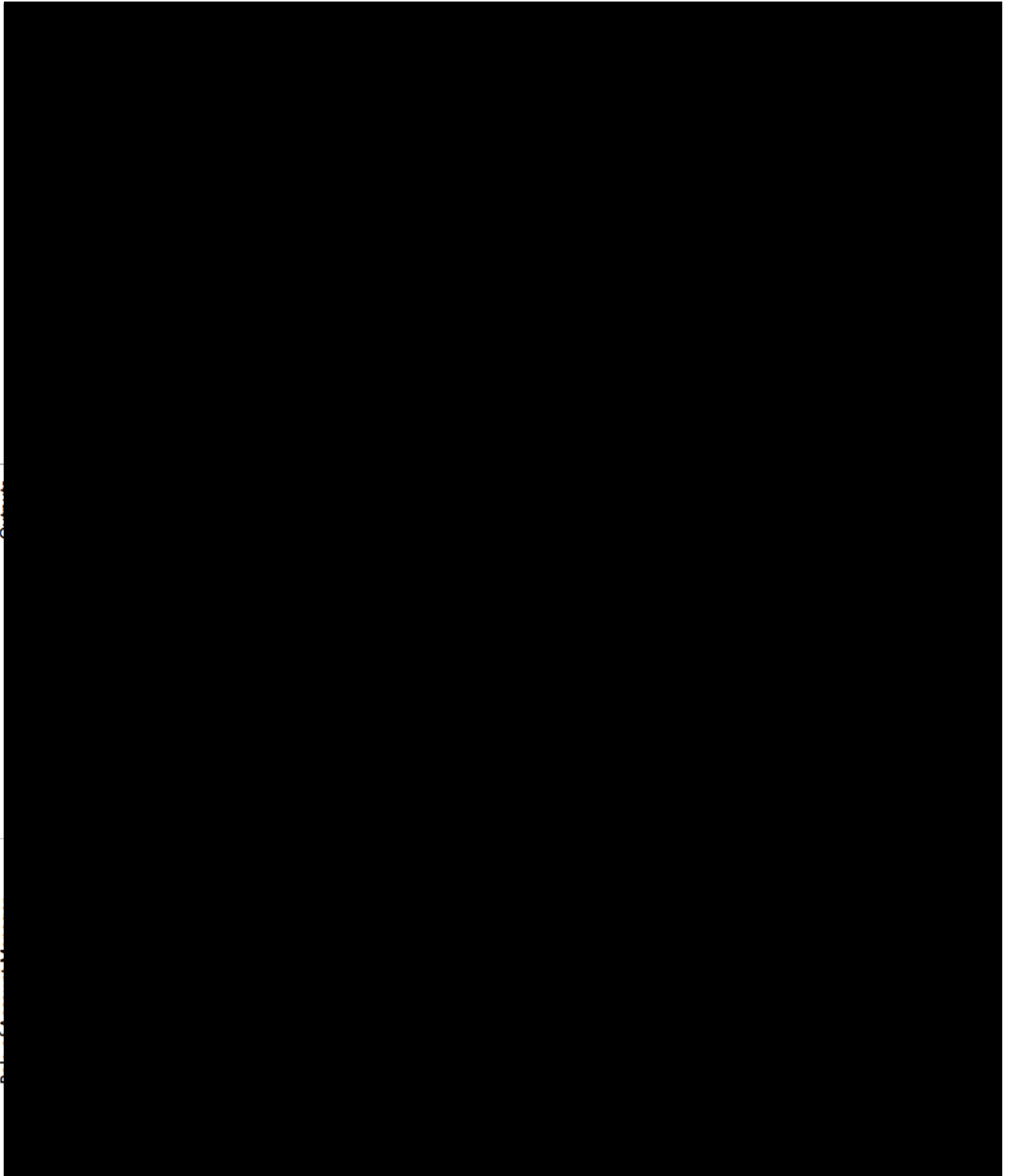
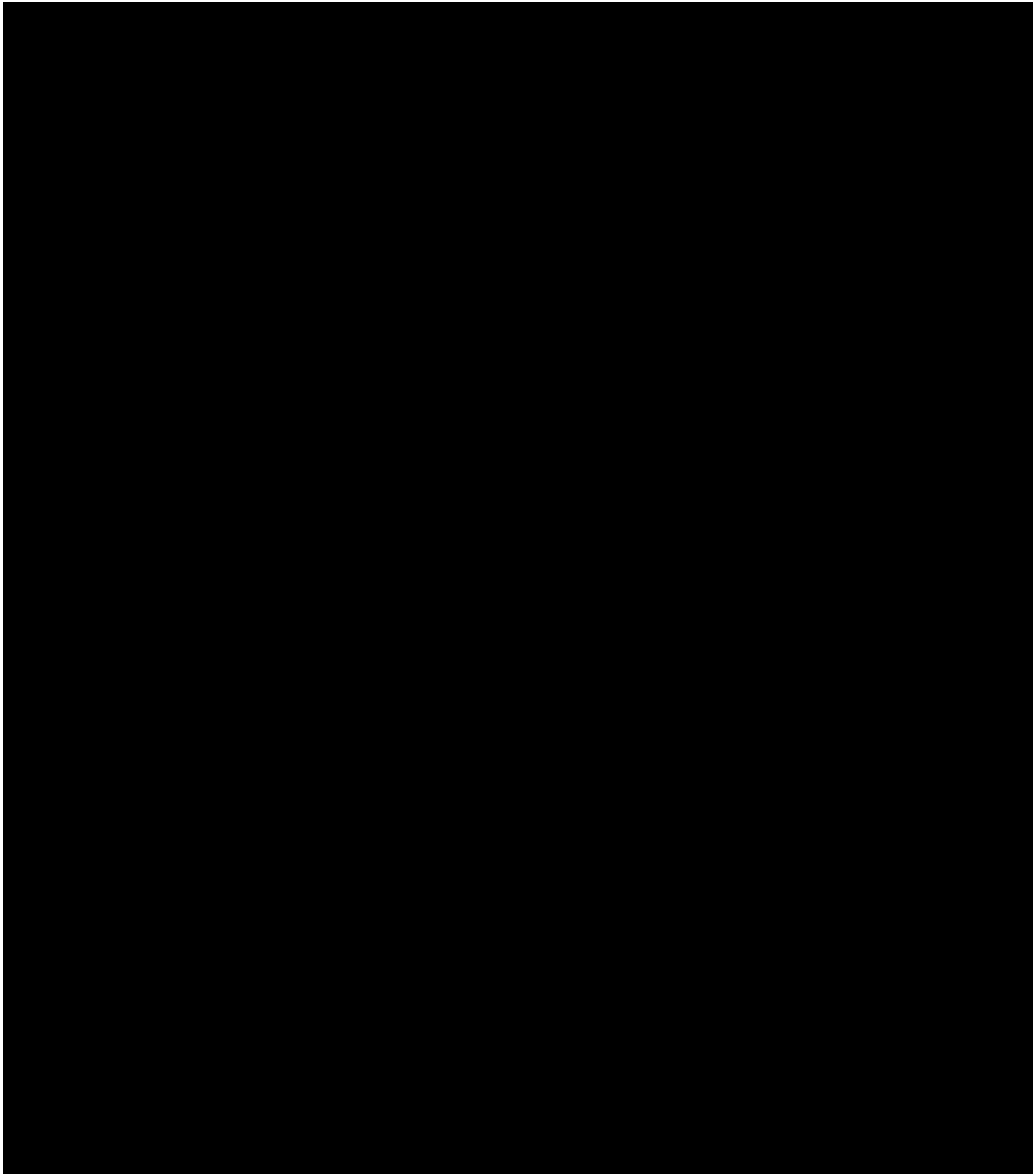


Figure 2: Service Delivery Processes

Service Levels



Formal Interfaces between Account Management and Service teams

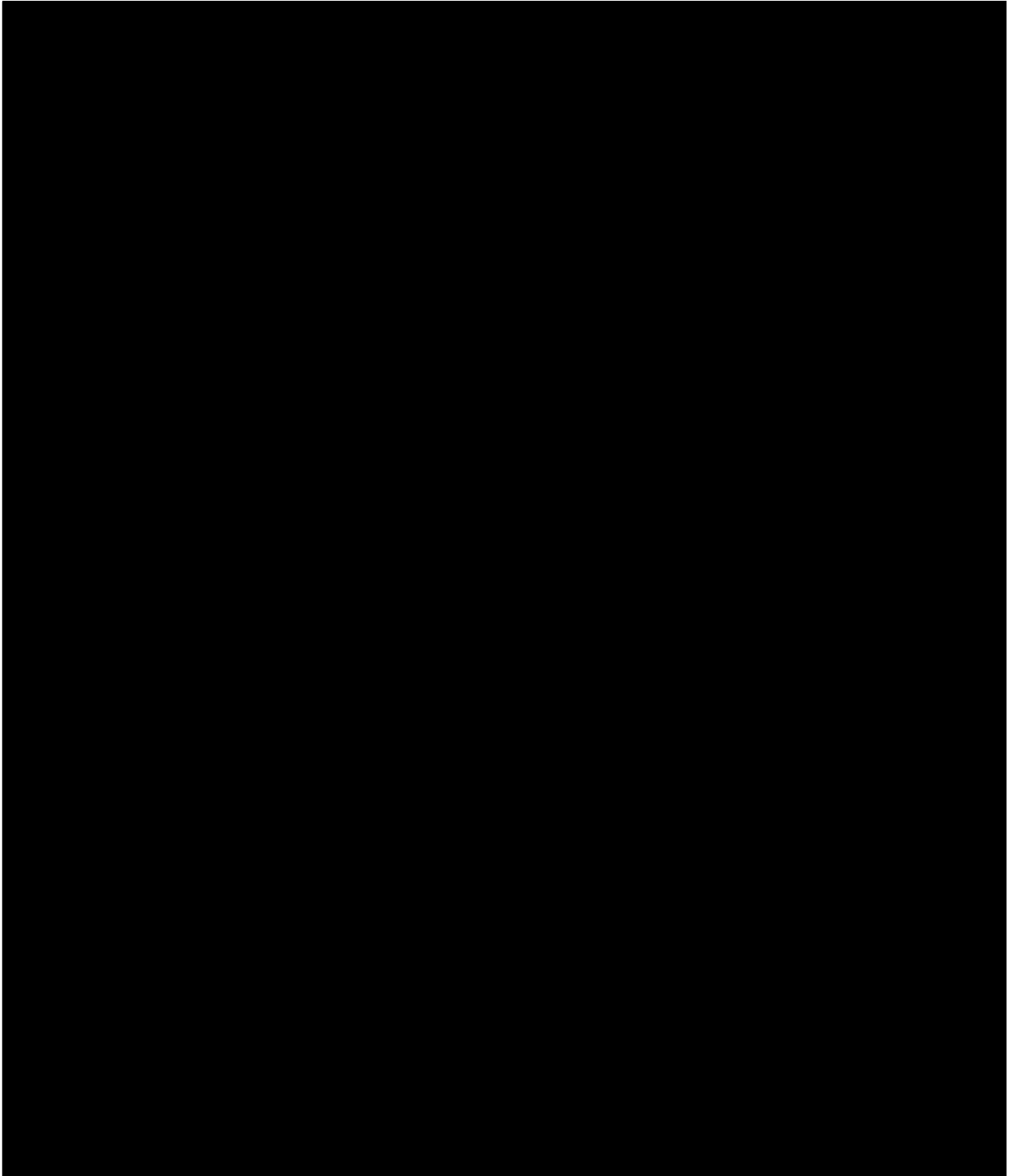


Figure 3. Account Management and Service Team Interfaces

Contingency planning

Emergency and out of hours working

In the event of an emergency - either as a result of a Framework request or a situation of our own making - we absolutely guarantee that an emergency response process will be operating and that suitable resources are available 24/7 to respond at short notice.

To raise an emergency response members of the account management will be available via mobile 24/7 in order to assemble an emergency response team. In a code red emergency, we guarantee a response within one hour, with hourly updates until the issue is resolved.

Absenteeism

Our absentee rates are way below industry averages. Our policy is that if an individual is off sick for 5 days they will be replaced on a project.

With a team of approximately [REDACTED] we have coverage to cope with loss of key staff, undertaking impact assessments to ensure that succession plans are in place.

While day-to-day we manage staff availability by the following measures:

- We cross train individuals to provide cover.
- Our Operations Director signs off all holiday requests in relation to a unified production schedule.
- Line Managers ensure that all employees undertake a full handover to a suitably skilled colleague.
- We invest in initiatives such as free flu jabs, standing desks, yoga, massage and fruit to reduce sickness

At all times we aim to provide a caring and nurturing environment at work (i.e. our Culture and Values initiative).

Project Approval and Sign-off

Storm ID uses PRINCE2 for managing project approval and sign-off.

This places emphasis on managing projects by stage reviews against quality criteria agreed in project initiation.

It is this staged process, and the approval to progress, that provide the means for controlled project approval. It continues throughout projects/campaigns until sign off.

Complaints and escalation procedure

1. If an Account Manager receives a formal complaint they will meet with the service team to agree and issue a resolution plan.
2. If the resolution cannot be achieved within agreed timescales, then a report will be supplied to the Framework Manager, who will then meet with heads of service to agree a resolution plan.

3. A report will be produced for the Framework Customer detailing how the issue is being resolved with regular updates. Internally the service team will be briefed on required actions.
4. Once the issue is resolved a team review is used to ensure learnings are carried forward.

Should a pattern of complaints emerge then the Framework Manager will discuss this with the Contracting Authority to discuss further corrective action.

Training and Monitoring of Account Managers

Performance is monitored by bi-annual performance reviews with line managers, with personal development objectives set, and training and support needs identified.

Our staff regularly take industry certifications, with digital marketing specialisms such as:

- Google AdWords
- Google Doubleclick Manager
- Scrum
- HubSpot Certification
- Google Analytics IQ
- Squared Online

The training budget also allows staff to attend industry events and subscribe to online learning courses.

Business Management

Question 2.3.3 (Word Count 1500)

Project Management Processes (for Campaigns)

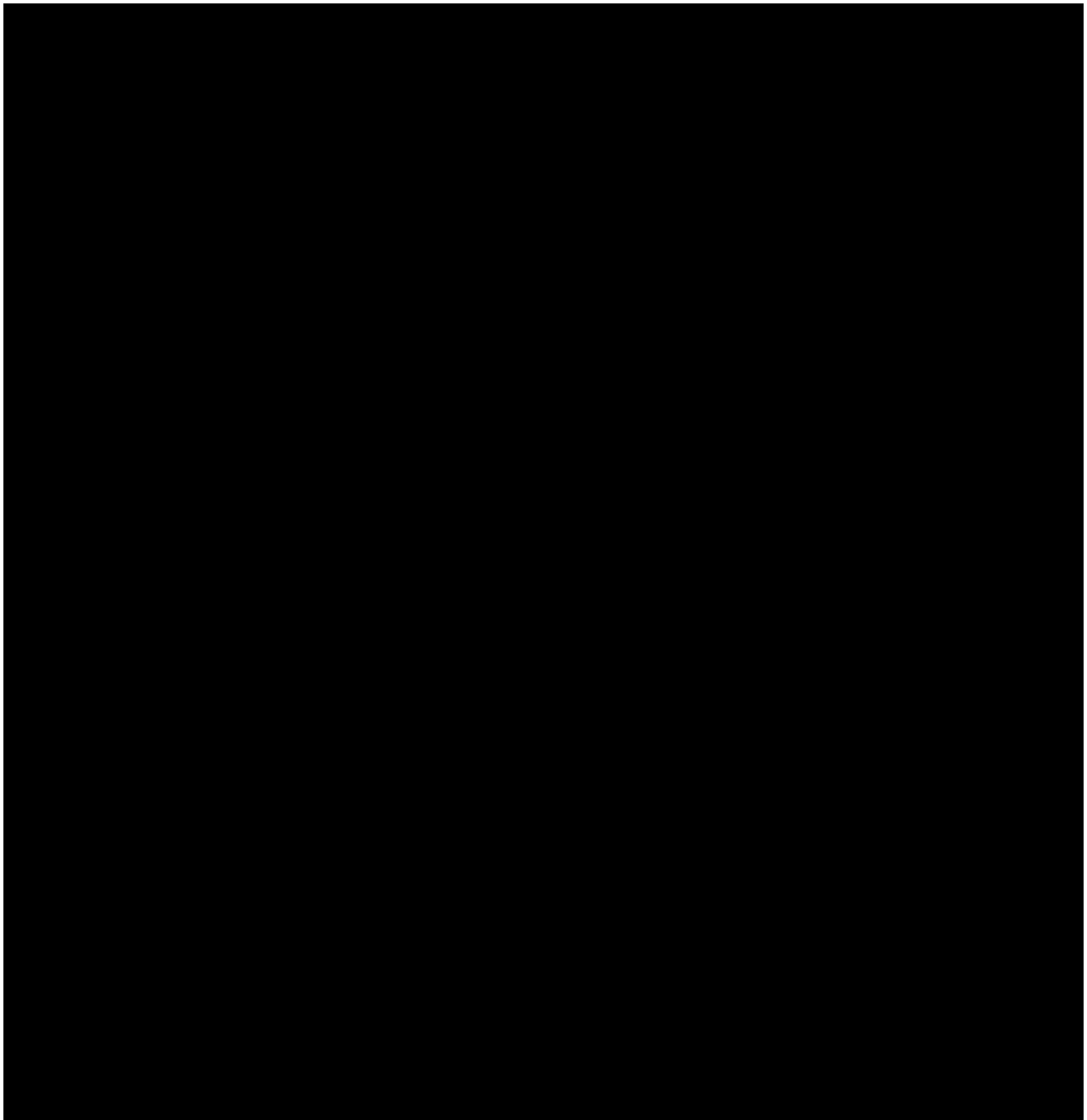
We employ flexible, yet standardized, processes for all our projects/campaigns to ensure a consistent quality of service.

We use Agile and PRINCE2 project management, supported by Assembla and Basecamp. This ensures that the required work is scheduled internally to ensure a successful outcome.

The Account Manager is directly responsible for internal delivery and reporting, with both project team and escalation points defined at initiation.



Table 2. Tools used to track, monitor and provide management information



Note: The identification of new technologies and services to support improved productivity is enshrined within Storm's Professional Development Policy.

Risk Management and Future Activities

Outputs to assist risk management are multi-faceted, as we recognise that most, if not all, the outputs of a robust project management process are critical in successful risk management.

Specifically, we operate proven risk management processes in all our projects. Without exception every project employs a risk register, alongside review and mitigation processes.

In particular, a Risk Log categorises all the risks that may occur during a project, and for severe risks we create mitigation plans to proactively manage the risk.

Within digital marketing projects the primary risk categories relate to accurate campaign set-up, management and content messaging.

A good example of a mitigating action in response to an identified risk is the creation of pre-determined scenarios for dealing with reactive updates to the **Ready Scotland** service to accommodate severe winter weather (including social media update).

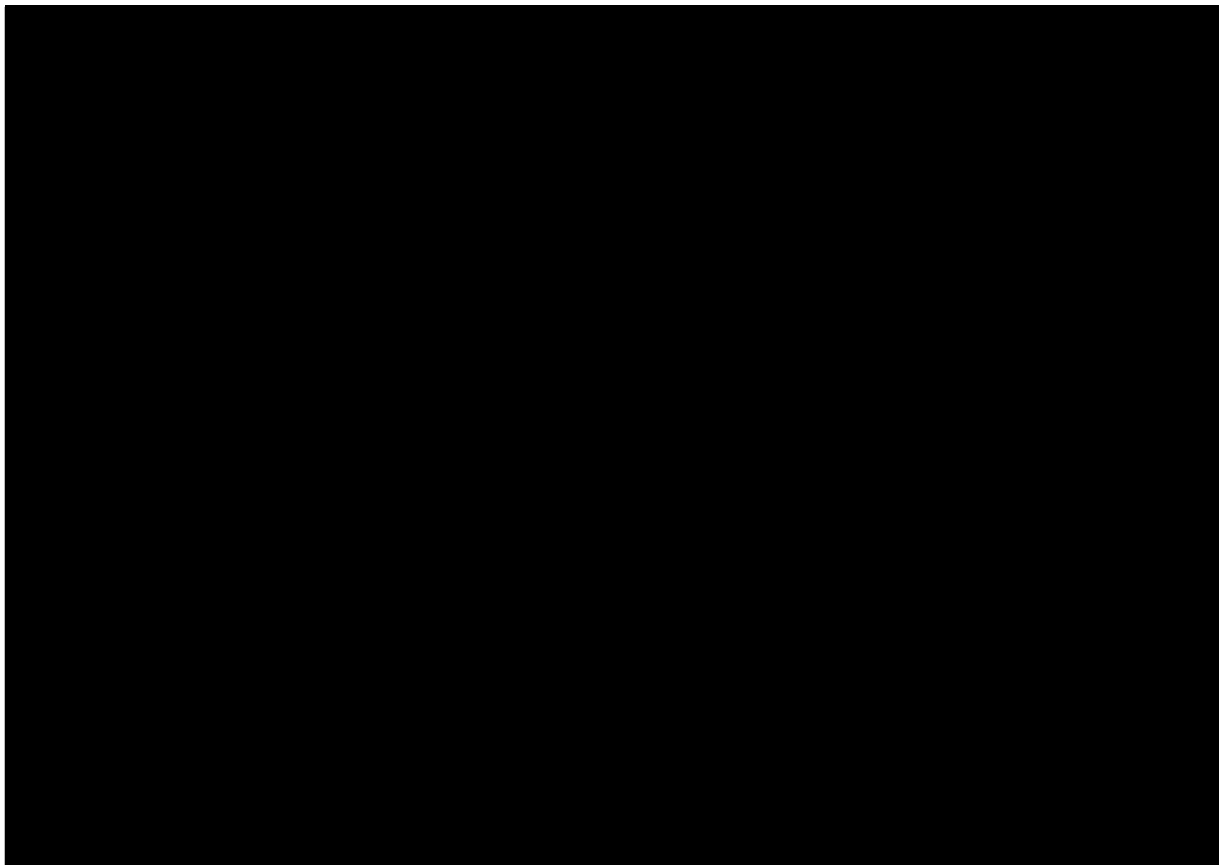
Outputs to inform future activities include harvesting lessons learnt from projects within end of stage and post-project reviews. We have clearly defined processes to run these stage reviews, including the use of agile retrospectives where applicable. Post-project reviews are used by the account management team both to improve our generic service delivery model, but equally to improve the performance of any particular account.


Addressing Service Delivery Errors

We have a formal procedure in place to rectify non-conformance to quality standards as quickly and efficiently as possible.

When issues are identified that risk compromising service compliance with agreed requirements the following procedures are implemented.

Table 3. Process model for dealing with service delivery errors





In delivering digital services we employ continuous integration and testing throughout the development process to eliminate errors and ensure the digital service is delivered to the highest standard.

Identification of errors can occur during formal software testing during production or from qualitative User Acceptance Testing of the digital service at each release stage.

Preventing Recurrence of Errors

In the event of serious issues in service delivery a detailed report is generated by the Account Manager, and this is reviewed by the Operations Director and Heads of Service.

Improvements to service processes are then introduced and tested to eliminate the possibility of recurrence.

Late/Incorrect Project Recovery

Where a service is not delivered within prescribed timescales/or is inaccurate in delivery we employ the following procedure:

1. A Board Director, the Account Director and the Account Manager and project team meet to discuss the service issue and to agree a clear and appropriate solution.
2. The project team is briefed on corrective action required, with the client informed of the process.
3. A summary report produced for the customer by the Account Manager.

Once the problem has been resolved, a post project is convened to ensure learnings are shared.

Business Continuity

We have adopted ISO27001 for information security and ISO22301 for business continuity. We also intend to become Cyber Essentials accredited in 2017.

We maintain a very detailed Business Continuity Plan that details the scenario planning and

procedures to be followed in the event of a serious emergency (for e.g. an office fire) to enable us to deliver an uninterrupted service.

This includes planning for:

- Mobilisation of BCP team
- Temporary office relocation
- Remote home working
- Access to financial reporting
- Communications, command and control procedures
- Cloud SaaS services and internet access

Emergency Procedures

We have formal procedures to deal with emergencies – whether the result of a Framework request or a situation of our own making.

In this event we guarantee that an emergency response process will be operating and that suitable resources are available 24/7 to respond at short notice. The account management team will be on call 24/7 to raise an emergency response and assemble an emergency response team.

In a code red emergency we guarantee a response within one hour, with hourly updates until the issue is resolved.

Management Information Reporting

We recognise that MI reporting is critical in providing an effective, accountable and transparent service to the Contracting Authority and the Framework Public Bodies.

At all times, we will use MI reporting to offer transparency in our service delivery model and in the performance of projects/campaigns.

Prepared by both the account management team and the Framework administration team, the Framework Manager will ultimately be responsible for MI reporting to both the Contracting Authority and the Framework Public Bodies we work.

The tables below illustrate the types of MI report required for the Framework.

Table 4. Financial reporting by FPB

Report	Description	Frequency	Tools
Financial summary for each FPB	Overview of monthly project activity by FPB.	Monthly	Freeagent
Spend by			

partner	Spend by partner	Monthly	Freeagent
Financial projection	Expected spend by partner in next month against Purchase Orders	Monthly	Freeagent

Table 5. Project/Campaign Activity Report by Customer

Report	Description	Frequency	Tool
Customer projects summary	Report on activity of live projects under development for Customer	Monthly	Assembla
Implementation schedules	Report on project activity against project stages	Monthly	Assembla
Risk register	Current status of Risk Logs for each project for Customers	Monthly	Assembla
Trends	Report on any emerging positive or negative trends across Customer s projects that may impact on service provision and a summary of how we propose to address these.	Monthly	Assembla

Table 6. Performance Report by FPB

Report	Description	Frequency	Tool
Customer satisfaction	Summary report on our performance in achieving Customer satisfaction.	Quarterly	Manual
Complaints	Complaints raised against Storm by Customer	Quarterly	Manual
Invoices	Invoicing accuracy report by Customer.	Quarterly	Manual
Corporate social	Summary report on performance against	Quarterly	Manual

responsibility	sustainability and environmental targets		
Continuous improvement initiatives	Report by Customer on service improvement initiatives: <ul style="list-style-type: none">• Value for Money• Training/development of Staff• Awards/competitions	Quarterly	Manual

Note: It is expected that Framework MI reporting to the Contracting Authority will be similar to Customer reporting, but will be aggregated across multiple accounts.

Business Continuity and Cyber Resilience

Question 2.3.4 (Word Count 1200)

Storm's Business Continuity Plan (BCP) is a carefully planned and rigorously tested incident recovery and continuity of services plan in response to an incident.

The BCP has been designed to prepare the company to manage and recover from the effects of an incident. The plan assumes an expedited return to "Business as Usual".

[REDACTED]

[REDACTED]

Our BCP is reviewed and tested regularly to maintain its relevance. This applies in particular to the supporting documentation, where details may change overtime.

In addition, as they emerge new risks are reviewed and assessed using what-if analysis with checklists, a risk matrix and a risk log to determine the potential significance of the risk, and to the help formulate appropriate mitigating actions and contingency plans.

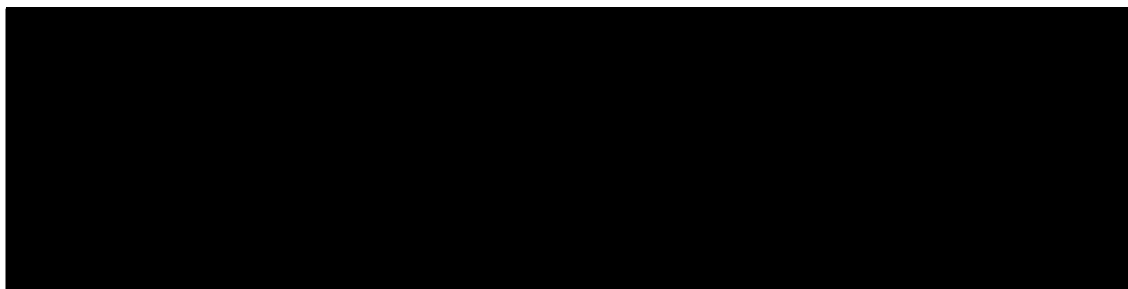
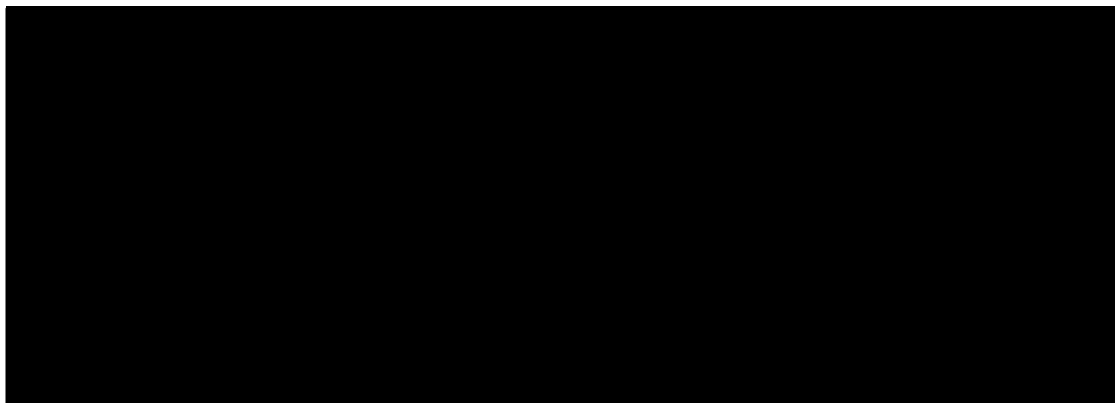
Risk Matrix

		Severity					
		Insignificant	Minor	Moderate	Major	Catastrophic	
		1	2	3	4	5	
Likelihood	Almost Certain	1					
	Likely	2					
	Moderate	3					
	Unlikely	4					
	Rare	5					

Risk Levels

Severe	Immediate mitigating action required. Contingency plan required
Significant	Mitigating action required. Contingency plan required
Moderate	Attention/monitoring required. Contingency plan required
Minor	Implement measures to control and monitor

The Risk Log contains the following information:



Tests of Disaster Recovery policies and procedures are carried out every February and July, and can last between a few minutes and a number of days depending on the nature of the incident being tested.

Incident Recovery

[REDACTED]

[REDACTED]

All staff members have the capability to work from home should the need arise.

Information Security

Our policy is to ensure that information will be protected from a loss of:

- Confidentiality: i.e. information is accessible only to authorised individuals.
- Integrity: i.e. safeguarding the accuracy/completeness of information and processing methods.
- Availability: i.e. only authorised users have access to relevant information as required.

The Operations Director reviews and makes recommendations on our security policy, standards, directives, procedures, incident management and requirements for awareness and education.

Full regulatory, legislative and contractual requirements are incorporated into the Information Security Policy.

The requirements of the Information Security Policy are incorporated into our operational procedures and contractual arrangements.

[REDACTED]

[REDACTED]

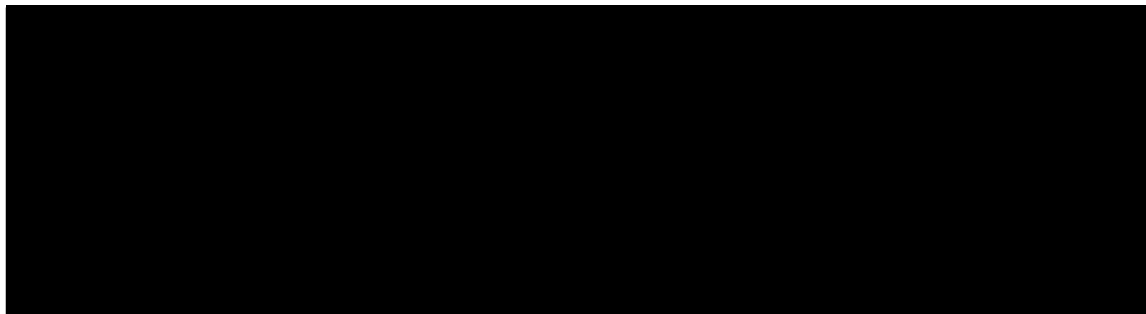
These policies are reviewed annually (or as required); for example, when new threats or vulnerabilities are identified.

Cyber Security

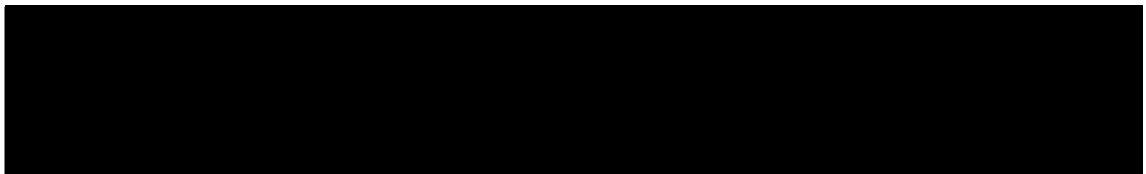
We have an Infrastructure Hardening Policy in place as part of the Information Security Policy.

Firewalls

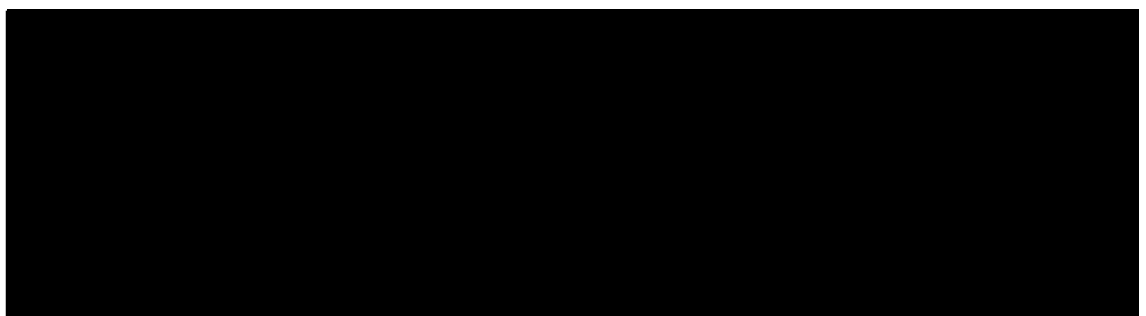
We have boundary firewalls and gateways in place at all endpoints including our on-premise network and networks on our hosting environments. All firewalls and gateways have:



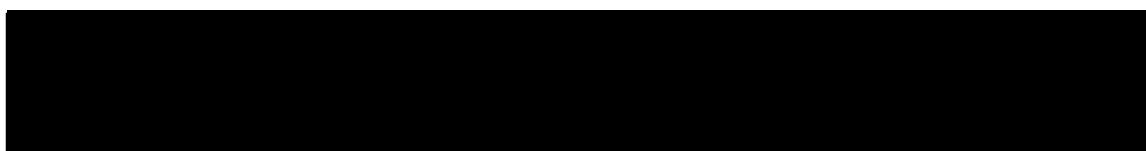
Secure Configuration



User Access Control

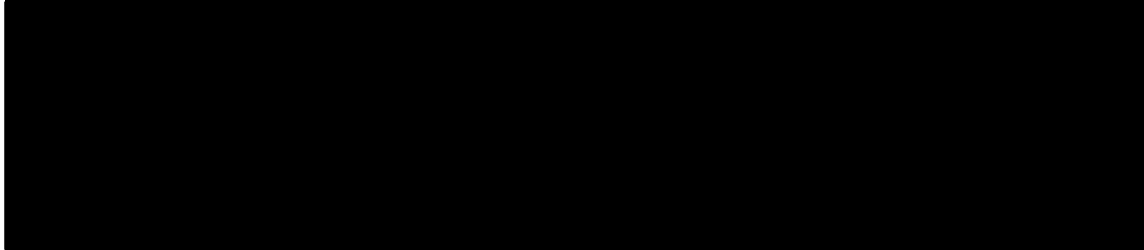


Malware Protection





Patch Management



Standards

We follow the ISO20000 standard for ITSM, ISO27001 standard for information security and ISO22301 for business continuity and plans to work towards achieving accreditation in these standards in the coming year. We plan to become Cyber Essentials accredited in 2017.

Corporate Social Responsibility

Question 2.4.2 (Word Count 100)

Storm confirms that we support and uphold the Scottish Ministers policies on Corporate Social Responsibility (CSR) in delivering the service required by this Framework.

We are a committed CSR employee and we strongly support the National Outcomes specified by the Scottish Government with regard to ethical, legal and social business and employment practices.

To comply with CSR legislation, we maintain a wide range of CSR business and employment policies and practices. These are published on our Intranet for full access by all our staff.

We support the Scottish Government's environmental policy by minimizing the carbon footprint of our service delivery.

Workforce Benefits

Question 2.5.2 (Word Count 800)

Storm ID have always recognised the importance of attracting and retaining skilled staff. Our ambition is to become the employer of choice in our field.

Storm also recognize the need to ensure that we operate within the organisation an effective Corporate Ethics Policy.

Storm Culture and Values

Over the last 12 months we have been working on an employee performance management framework which tied in with performance related award payments at the end of the financial year

We define culture as the way that we talk to each other, treat each other, and make our most important decisions. We believe its culture that differentiates our clients experience and therefore their choice of Storm as their digital partner.

As such we have sought to define our values in the following statements:

- We operate sound and ethical business practices for us and our clients
- We have a commitment to flexibility
- We are committed to high standards and continuous quality improvement
- We will always share good and best practice
- We will be open and transparent at all times

Storm have a number of policies which enshrine our commitment to fair working practices.

These include:

Flexible Working Policy: provides a method for applying for flexible working. We also ask that all employees only commit to working core hours of 10am-4pm with flexibility to start earlier or later as required.

Equal opportunities policy: Our commitment that no employee, sub-contractor or job applicant is discriminated against, either directly or indirectly, on the grounds of gender, gender re-assignment, sexual orientation, race, social class, age, parental status, religious beliefs or disability.

Ethical policy: This policy ensures that both its organisation and its suppliers conduct their business in accordance with Industry and internationally approved Standards of good ethical, employment and environmental practice. This includes adherence to the specific requirements for social accountability as laid

out in the International Standard - Social Accountability 8000 (SA8000).

Human rights policy: Our commitment to respect the human rights of our employees and sub-contractors as established in the ILO's Declaration on Fundamental Principles and Rights at Work, including non-discrimination, prohibition of child and enforced labour, and freedom of association and the right to engage in collective bargaining.

Training policy: our commitment to provide financial support necessary for staff to undertake qualifications and training programmes.

Salaries, Training and Career Development

The salaries we offer, the training and clear career development pathway are fundamental to attracting and retaining the caliber of personnel we aim to have at Storm.

- We operate in a highly competitive sector and as such the salaries we offer are inline with market rates and often higher.
- Every employee within Storm receives an annual Performance Related Bonus (PRP tied to profitability of Storm).
- The value of the PRP bonus is linked to the performance of the employee who has two Performance Reviews a year.
- Training and Development is a key element of our Performance Review process.

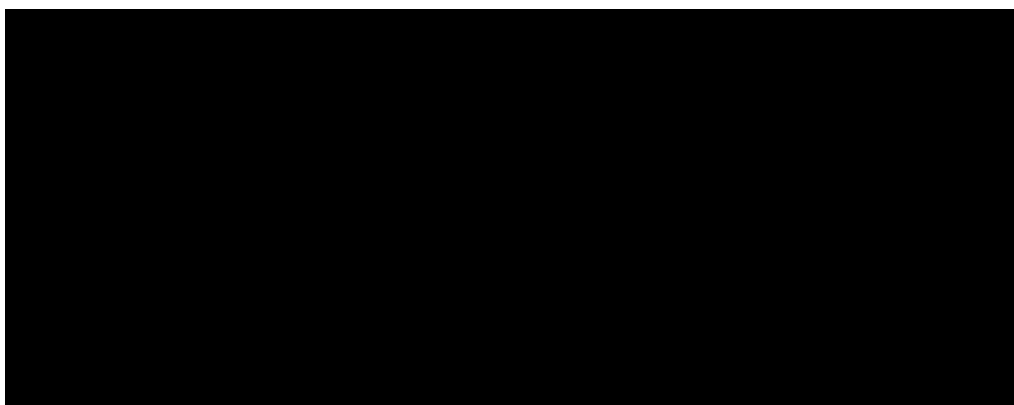
Career Development

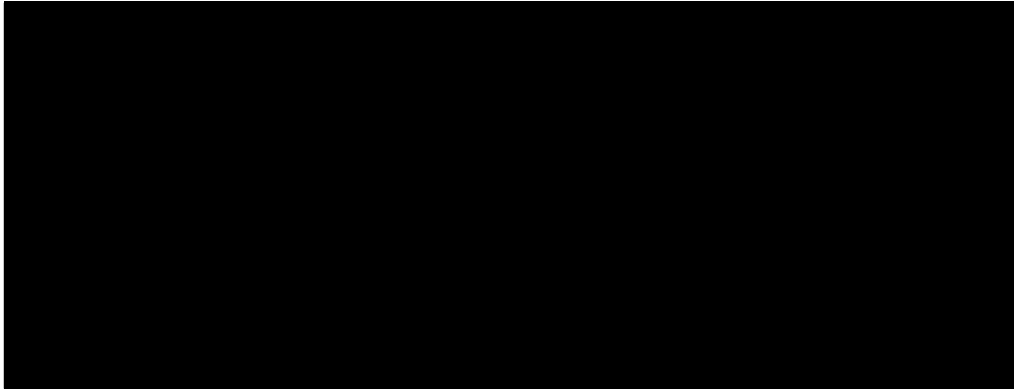
Storm have worked hard on the structure of teams to ensure there are clear opportunities for each member of staff to develop their career with Storm.

Employee Share Scheme

Over the last 2 years we have initialed a Employee Share Scheme which will in time allow everyone who works with Storm to share in the fortunes of the organisation.

Initiatives we have we have introduced to help operationalize our culture and values include:





Reporting Tangible Measurable Examples

Storm will be happy to report to framework as part of ongoing contract management Storm's ongoing compliance with best practice workforce policies.

The Scottish Business Pledge.

Question 2.5.3 **(Word Count 100)**

Storm ID Ltd is committed to work towards creating a fairer Scotland through more equality, opportunity and innovation in business. We can confirm that Storm ID Ltd have signed up to the Scottish Business Pledge.

Scottish Living Wage Accreditation

Question 2.5.4 **(Word Count 100)**

Storm ID Ltd has committed to becoming an Accredited Scottish Living Wage Employer and support the principle and values of the Living Wage Foundation.