

2.2 Service Delivery and service Body – section weighting – 65%

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 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

2.2.3. ACCURATE DELIVERY OF SERVICES#

To accurately deliver the services (Schedule 1/1A) we offer the fundamental ; for excellence in digital marketing:

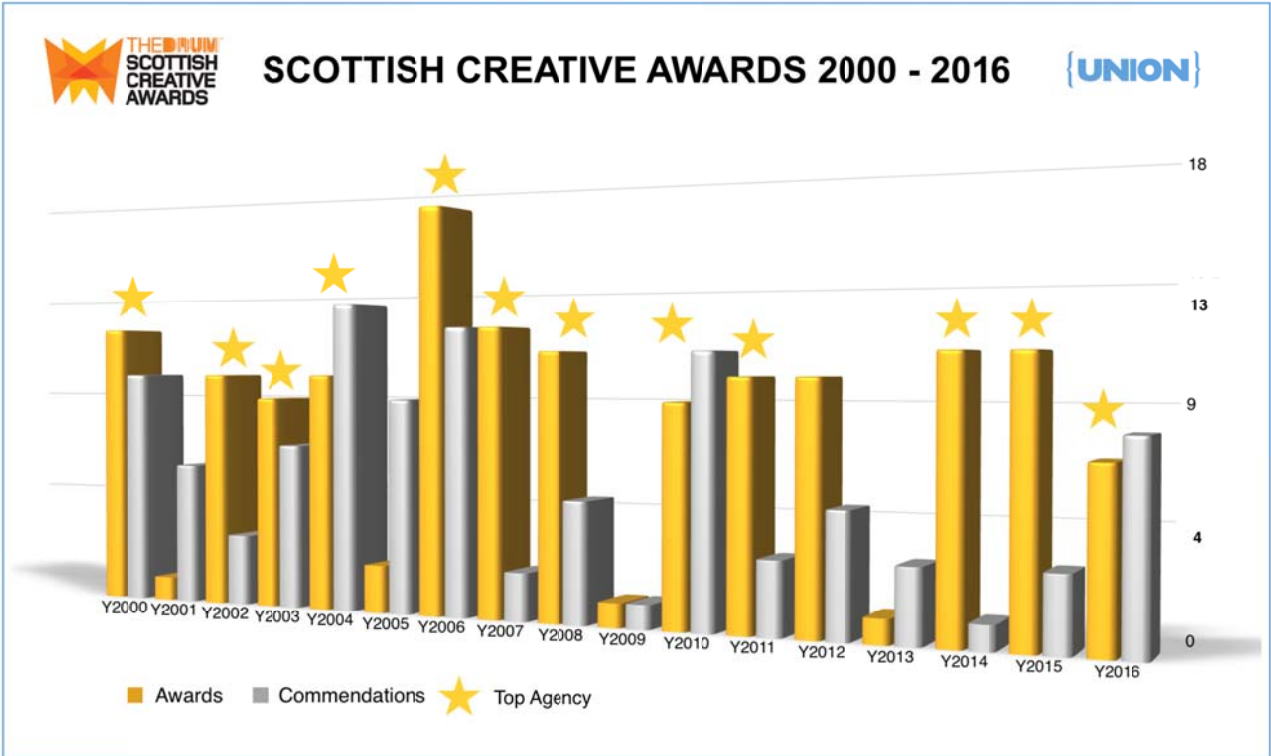
PEOPLE: Skills/expertise of ■ talented staff - trained to IPA standards.

PROCESS: Adherence to service processes. IT/management systems - software (JIRA, Synergist, Resource Guru.)

CLIENT SERVICE: 20 years of providing high quality client service. Adherence to best practice, PRINCE2/SCRUM/IPA/Google/ DMA training.

ETHOS: Invest heavily in staff motivation. Staff turnover 10% p.a. less than IPA UK average.

BENCHMARKING: Marketing Society Star Scottish Creative Awards – recipients of c.200 creative awards and c.60 effectiveness awards in the last ten years. A market-leading performance.



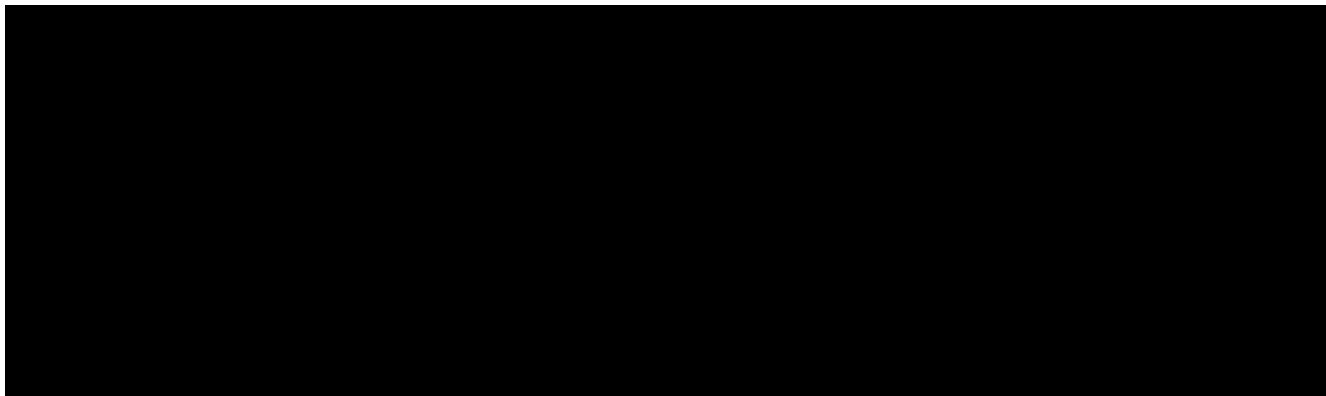
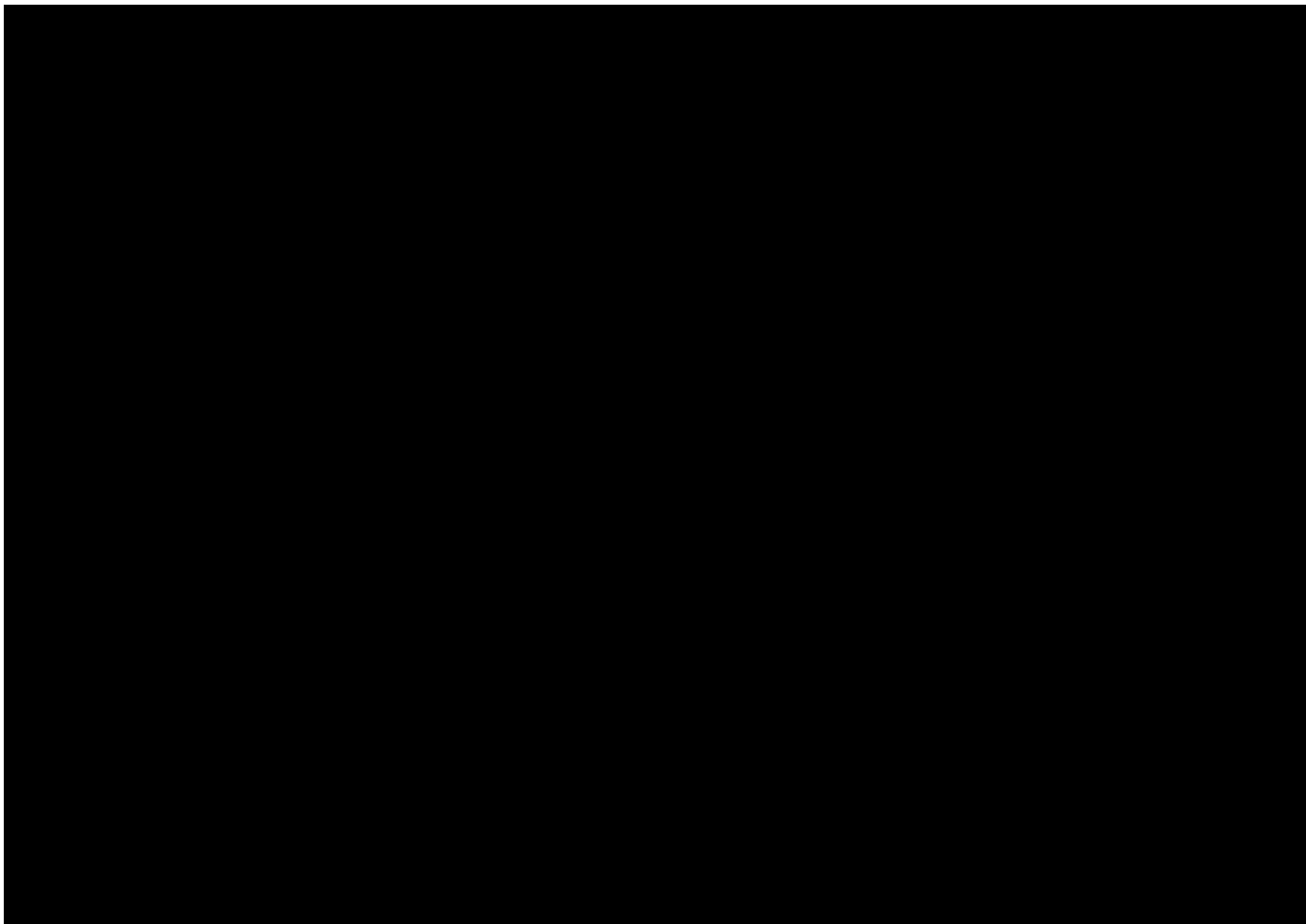
Scottish Creative Awards - top agency 12 times.

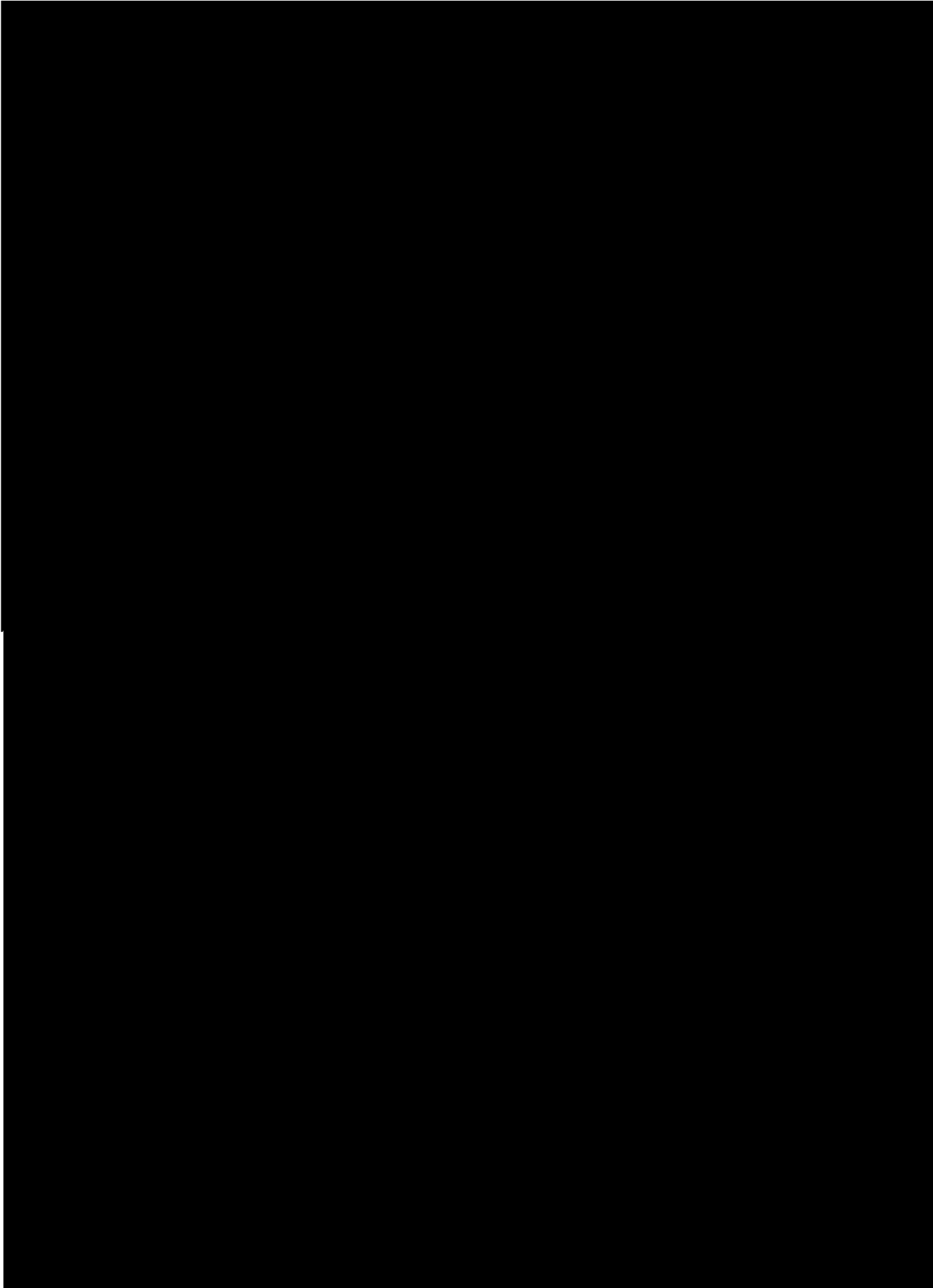


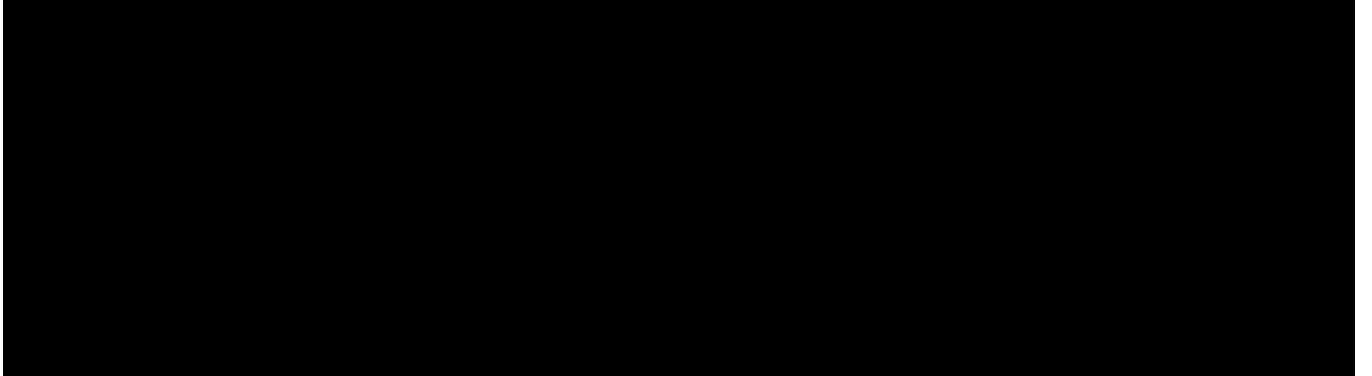
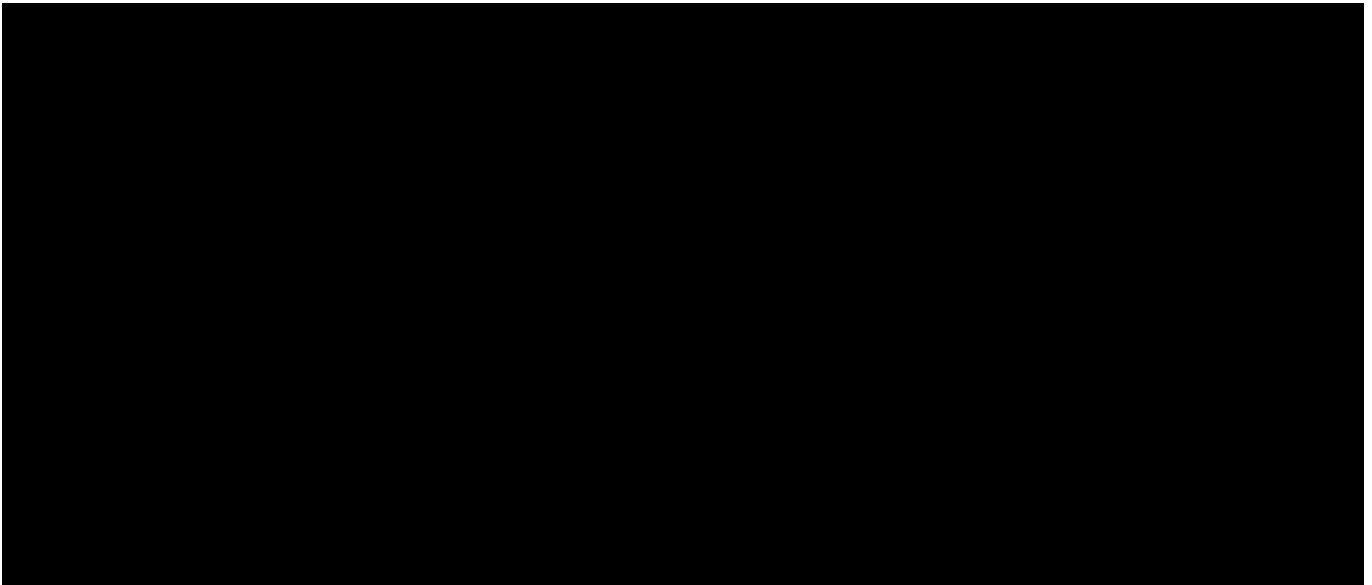
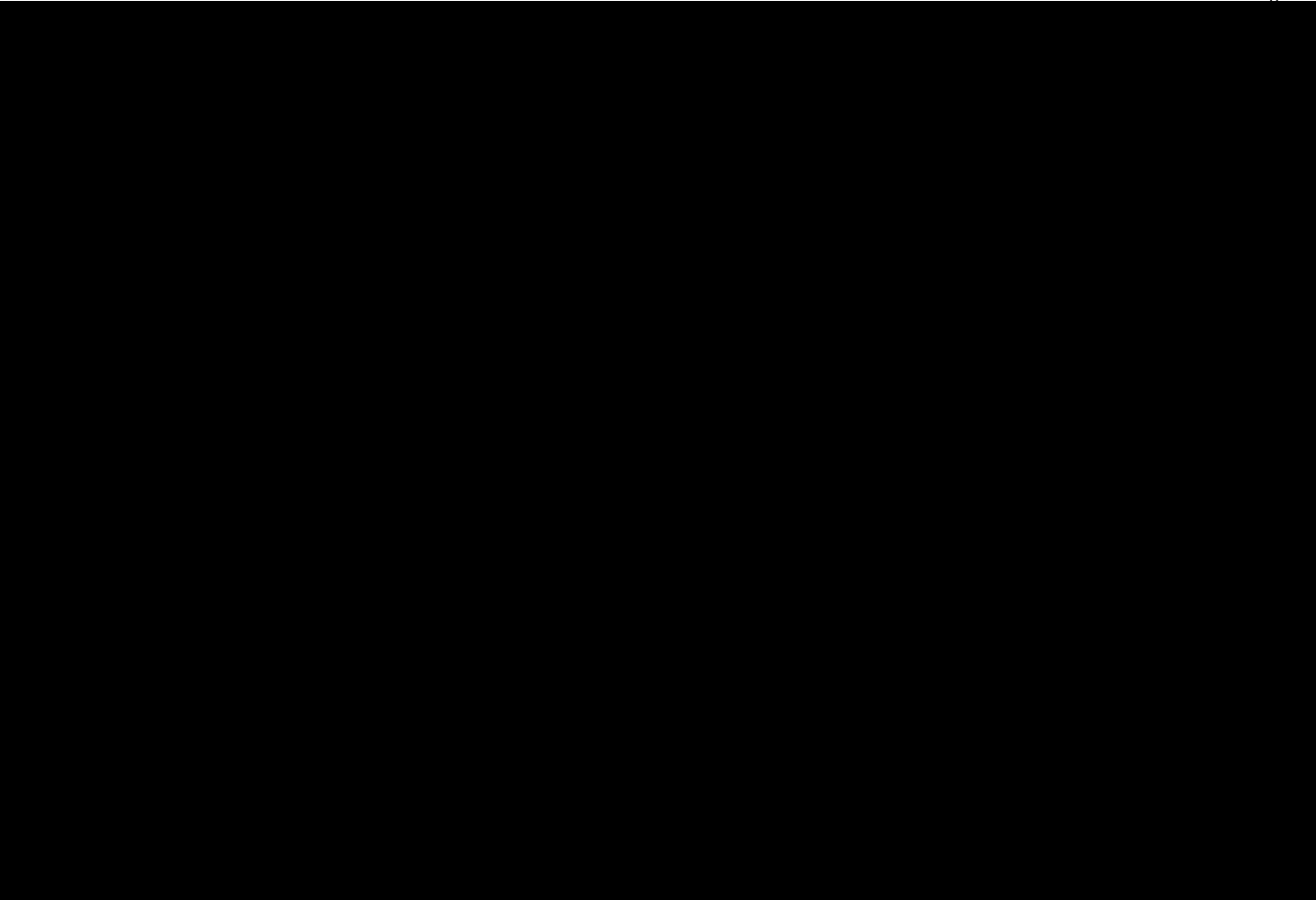
Constant benchmarking – Star Agency of the Year 2015.

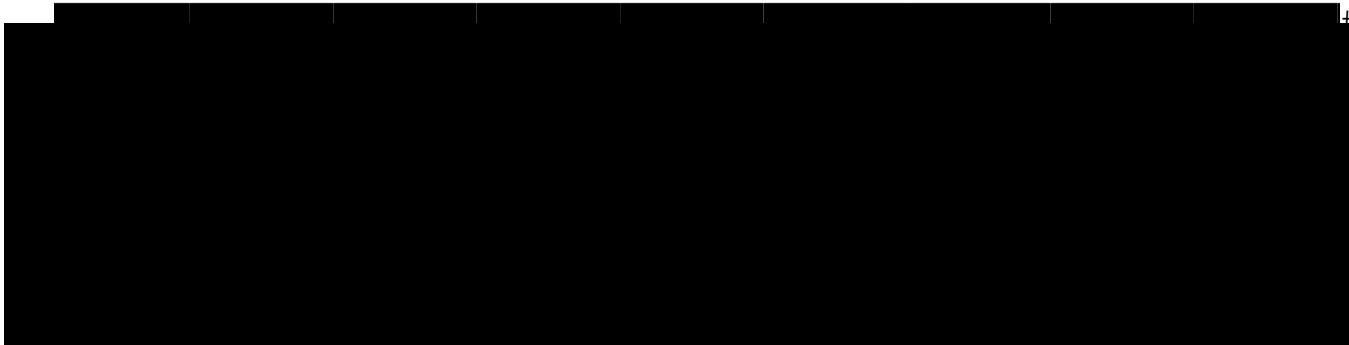
ACHIEVI IG THE SERVICES

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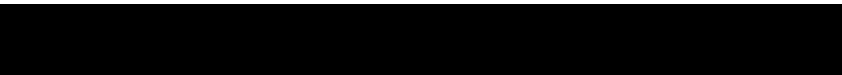


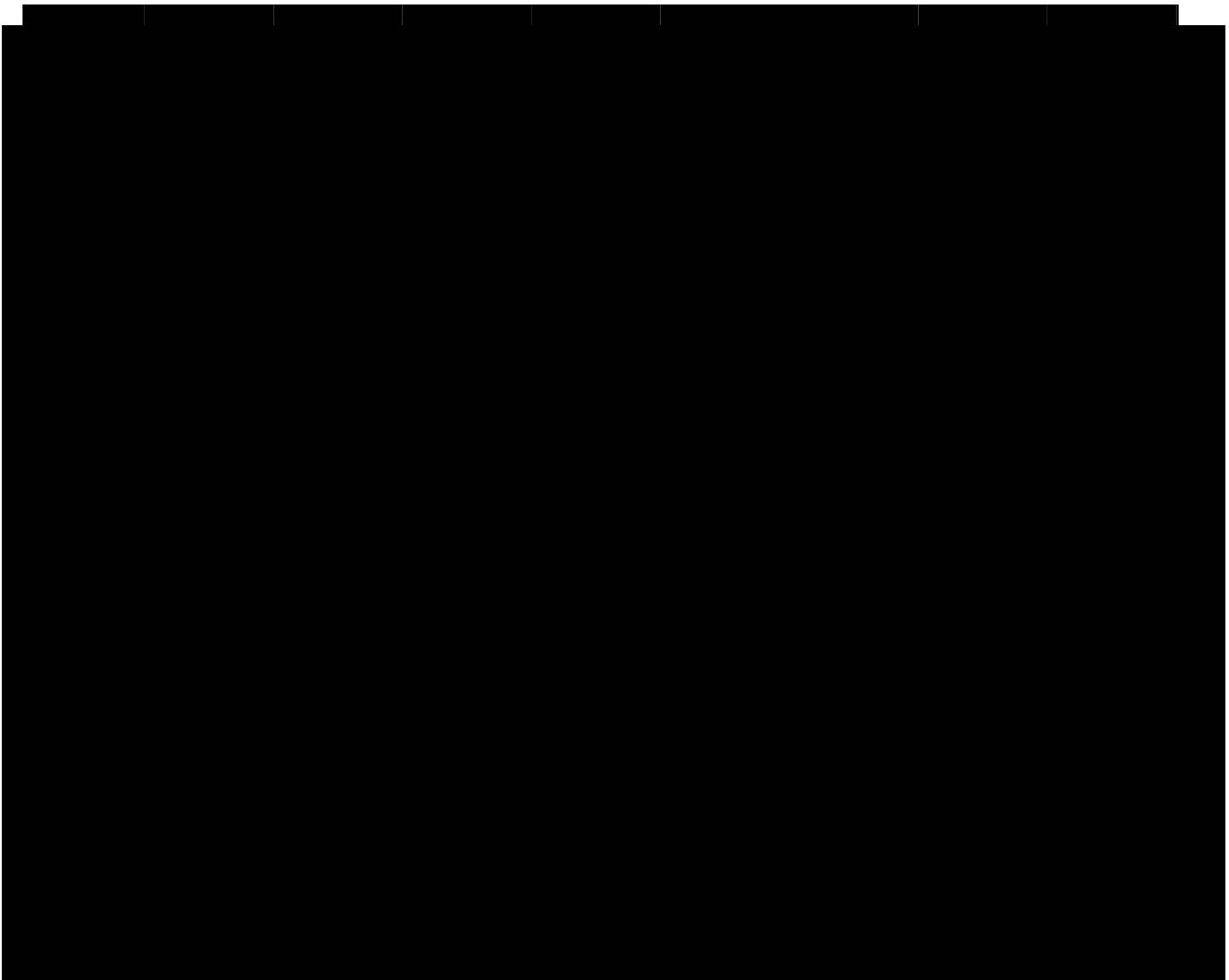


DIGITAL MARKETING STRATEGY

Our digital/content marketing has many roles:

- **Proposition:** Core statement which creates cohesion across digital marketing ecosystem - with tone of voice/messaging.
- **Messaging:** Align the proposition with the variety of needs and behaviours of the target audiences.
- **Personalising:** Ensure that audiences are communicated with in personal way, by messaging, targeting and using predictive personalisation technologies.
- **Measurement:** Specialist tools used to measure the effectiveness of user-journeys.





SOCIAL MEDIA

We provide social community management. We execute social community plans (e.g. Heineken) - where we are on call 24/7/365 - or we provide advice/technical support on campaign targeting and strategy (e.g. Sterling Furniture).

Reach of posts is now limited by Facebook and others - however important to maintain content for followers. We develop based on:

- a) clear proposition/messaging hierarchy
- b) imaginative content creation, using the full range of media
- c) content calendar - using events, anniversaries/topical news



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SOCIAL MEDIA COMMUNITY MANAGEMENT

facebook

Star Pubs & Bars
Published by Megan Coombes on 11 November 2018 at 5:45pm · 0

Our latest pub to let, Mango in Falmouth, is looking for a new operator. This venue would ideally suit someone who has experience in a late night venue-style operation with some catering experience to enable a daytime opportunity through developing a good food offer.

If Mango's has captured your interest, check out our website for more details.

Mango Falmouth
Coming Soon - Subject of a proposed refurbishment, the Mango's holds a busy high street location in Falmouth benefiting from a prime location within the centre of Falmouth and is a single bar young...

Star Pubs & Bars
1 hr · 0

The 7 Saints, Bar and Burger Kitchen in Prestwick is set to open on Christmas day but they won't be making a penny. Instead licensee, Nick Livingstone, and his staff have committed to donate all the day's income and their wages at double time to local children's charities.

Read the full article on our website.

Prestwick bar keeps the Christmas spirit alive | Star Pubs & Bars
"Christmas is a time for giving and we wanted to give something back to the area we serve. Christmas is a special time for children so supporting th...

Star Pubs & Bars Retweeted

We're looking for someone to take charge of our latest acquisition, the Raven in #Abercrombie. Find out more: [only 2/18/0000000m](#)

Star Pubs & Bars Retweeted

If you have experience in a food-led, community pub, the Gun Inn could be perfect for you! [only 2/18/00000000](#)

Star Pubs & Bars Retweeted

Congratulations again to all of the winners & finalists at this year's #StarPubAward! Fantastic effort by all!

LinkedIn

Star Pubs & Bars Happy December everyone, Christmas is just round the corner! Make sure you check out our article on how you can make the most of your Christmas decorations! [https://lnkd.in/g/18yT8T](#)

Deck your halls! | Star Pubs & Bars
#starpubs.co.uk With Halloween all wrapped up and Guy Fawkes Night behind us, it's time to accept the inevitable and begin your Christmas preparations.

Star Pubs & Bars We have a job to let in Easter for an experienced food operator! If you are capable of developing a good food offer and maintaining high standards, we would like to hear from you. The Cowick Barton holds a number of traditional features including lightstone floors and an open fire, and is well known for its Sunday carvery. If you would like to find out more about this job, visit our website! [https://lnkd.in/g/18yT8T](#)

Cowick Barton Easter
#starpubs.co.uk The subject of a proposed major refurbishment, the Cowick Barton is an imposing building located in the densely populated residential area of St Thomas. This is an excellent food led destination...

YouTube

Instagram

Social community management for Hei Ieken.

To access specific audiences, we deliver paid social, which targets by characteristics such as age/gender/geography/interests. This can be tracked by creative/audience/format/cost. For example, we delivered this for Miller Home and SHYA Hostelling Scotland.

SHYA Hostelling Scotland Sponsored

If you're an adrenaline seeker you don't want complimentary chocolates or scented bubble baths, just simple, full-free accommodation in some of Scotland's most stunning locations. Visit [www.shya.org.uk/nofrills](#) to find out more.

ROOM SERVICE
WASLES & BUBBLES AT THE SERVICE WILL.

No-Frills Thrill Seekers
Looking for your next adrenaline rush? Find your thrills at one of our amazing locations.

SHYA Hostelling Scotland Sponsored

If you're an adrenaline seeker you don't want complimentary chocolates or scented bubble baths, just simple, full-free accommodation in some of Scotland's most stunning locations. Visit [www.shya.org.uk/nofrills](#) to find out more.

YOU DON'T WANT ALL THE WANT HERE FOR FLUFFY SLIPPERS

No-Frills Thrill Seekers
Looking for your next adrenaline rush? Find your thrills at one of our amazing locations.

SHYA Hostelling Scotland Sponsored

Show your friends what they could experience this weekend with a trip to one of our youth hostels. Book your Scotland stay at [www.shya.org.uk/nofrills](#)

UNLIMITED USE OF OUR OUTDOOR POOLS

No-Frills Thrill Seekers
Looking for your next adrenaline rush? Find your thrills at one of our amazing locations.

SHYA Hostelling Scotland Sponsored

Searching for your next adrenaline rush? Visit [www.shya.org.uk/nofrills](#) now. Visit [www.shya.org.uk/nofrills](#) to find out more.

IF YOU WERE A BATHROBE YOU'D BE WEARING A WETSUIT.

No-Frills Thrill Seekers
Looking for your next adrenaline rush? Find your thrills at one of our amazing locations.

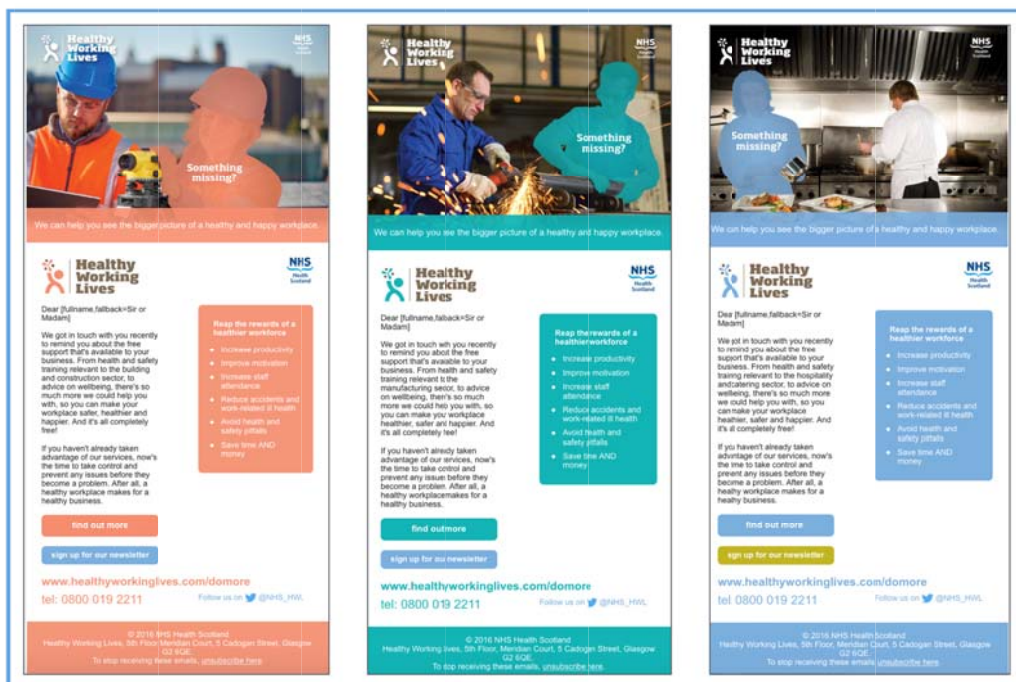
Our paid social campaign for SHYA.

DATA, SEGMENTATION, TARGETING

To successfully inform content/refine targeting, we apply data analysis/segmentation to generate insight, inform content, develop personas, capture responses, and refine targeting. Internal 'owned' data is the starting point. External data is critical in driving insight that can make a real difference.



will use his 20 years' experience in data analytics to lead a team of 90 data specialists at D IT, our data specialist partners.



Campaign for Healthy Working Lives.

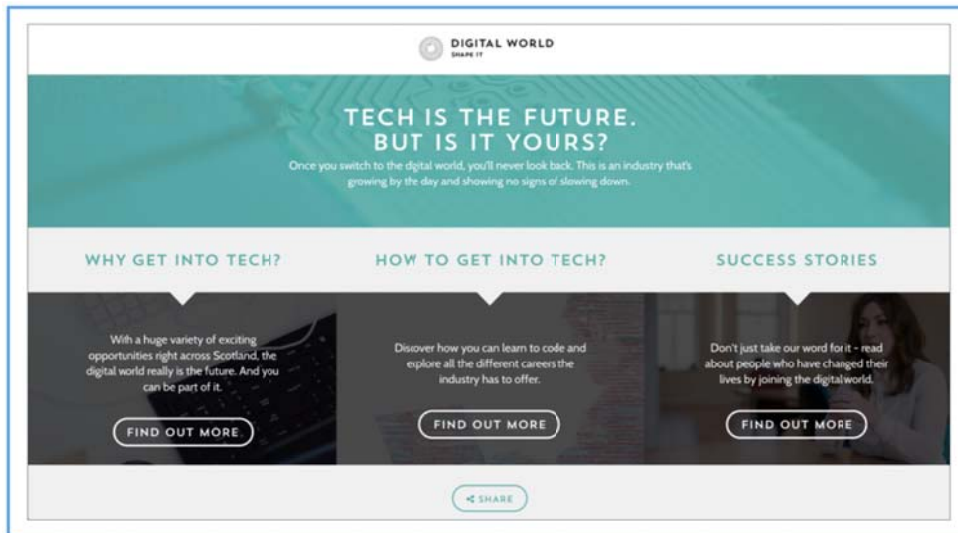
For Healthy Working Lives, we delivered a multi-channel data/targeting strategy that increased warm contacts by +30% over 3 years.

ONLINE LEAD GENERATION, NURTURING, SCORING

Experience (across public/private sectors) shows conversion to a sale/lead/enquiry ranges from as little as 0.1% up to 10%. (Children's Hearing Services Scotland (CHS) - conversion is over 10%.)

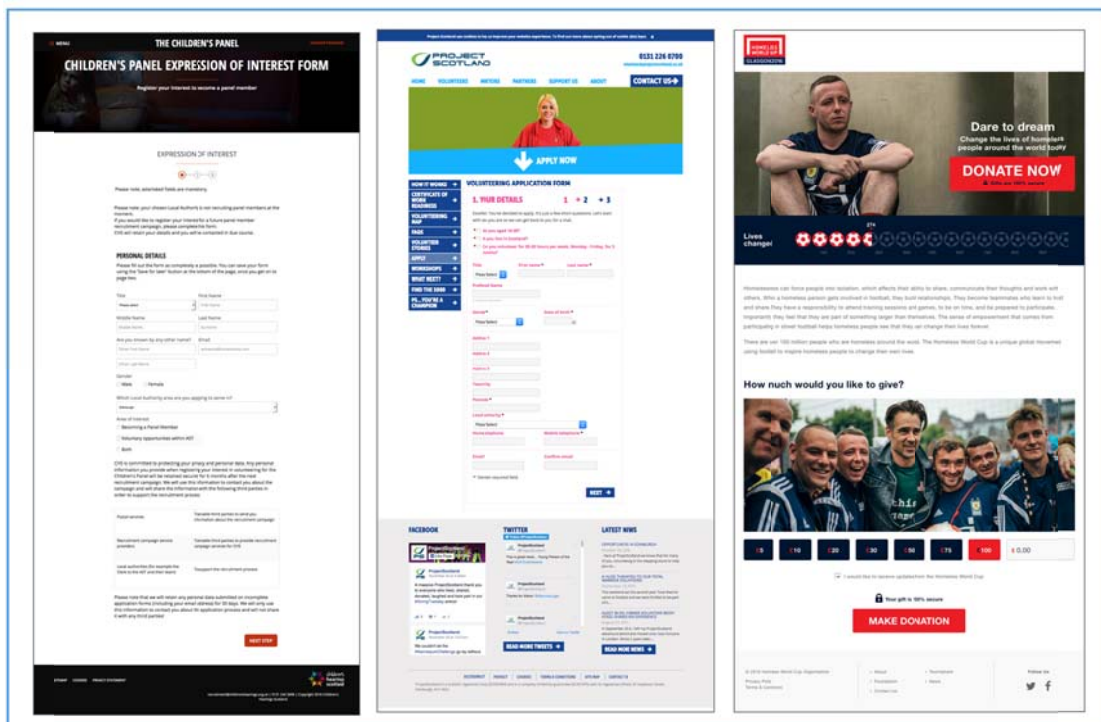
Generating leads (interest to action); nurturing (Customer Relationship Management); and Scoring (attaching values) are essential to capitalising on investment. Our approach:

Effective landing pages: Landing pages must be inviting and compelling, and content needs to be relevant to the target audience - e.g. our work for Skills Development Scotland (SDS).



Example of landing page – SDS Digital World.

Effective data capture: Forms must be simple/involve minimum effort. We have improved capture by up to 43% (e.g. CHS and Project Scotland). Data-capture is key to UX.



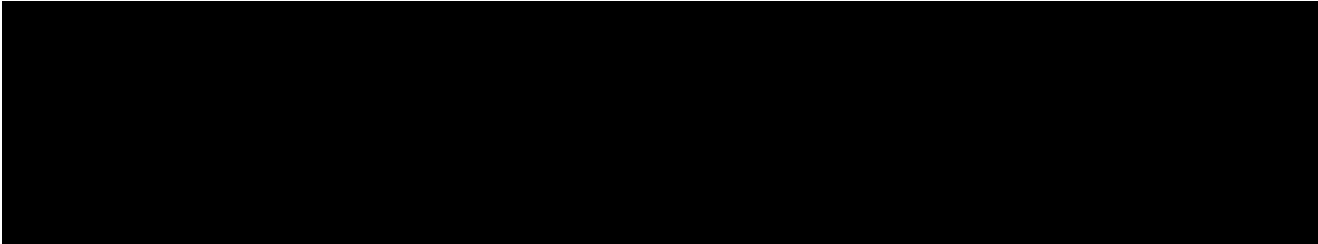
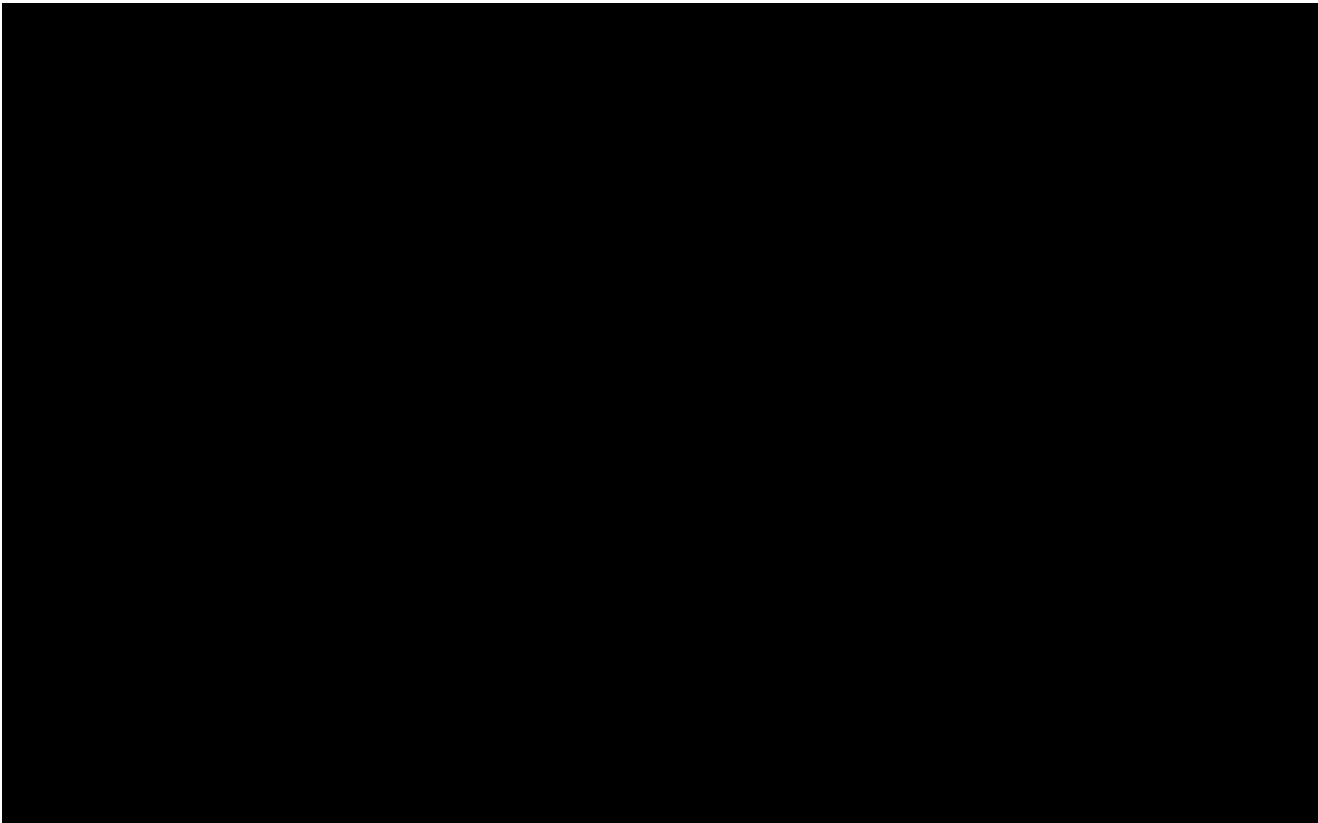
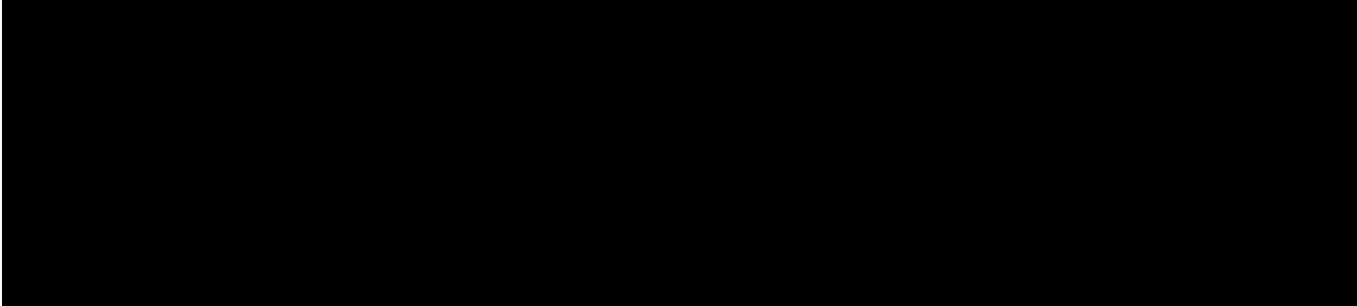
Example of our data capture forms: CHS, Project Scotland, Homeless World Cup.

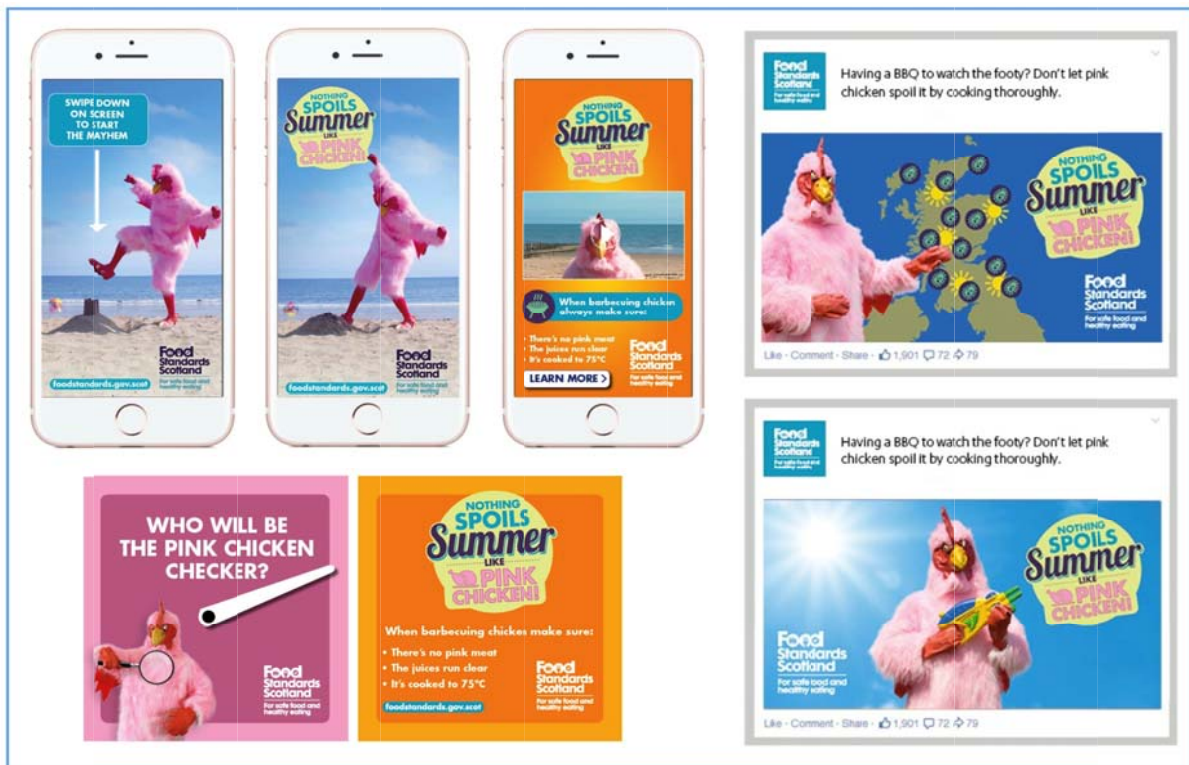
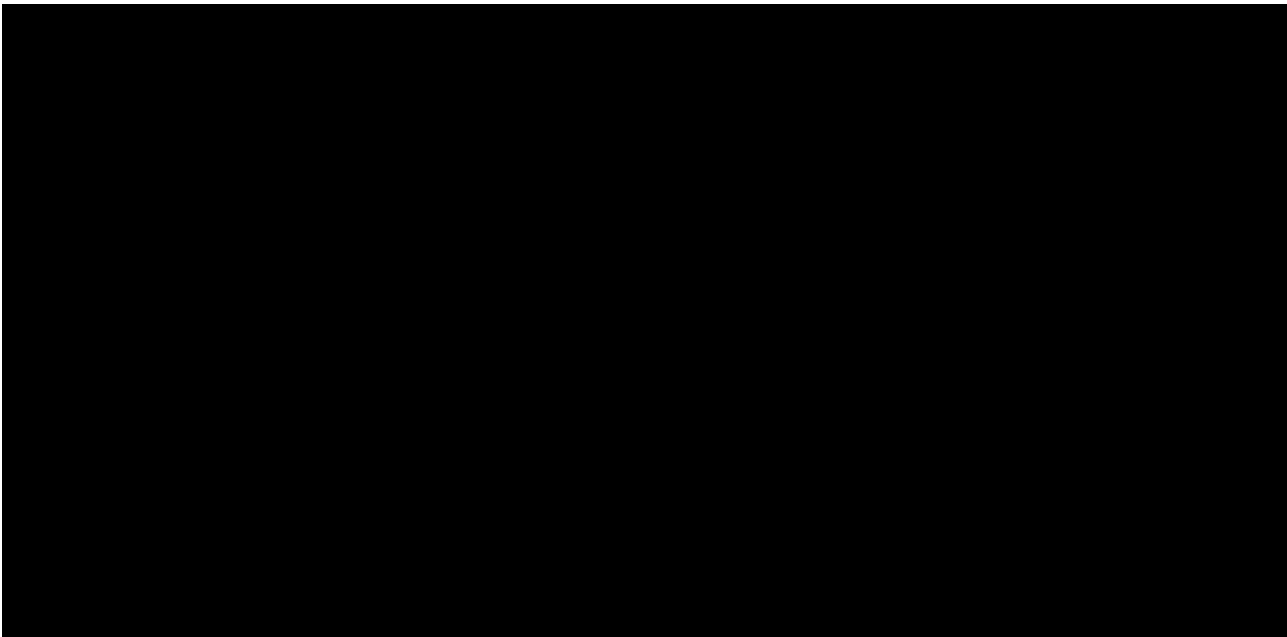
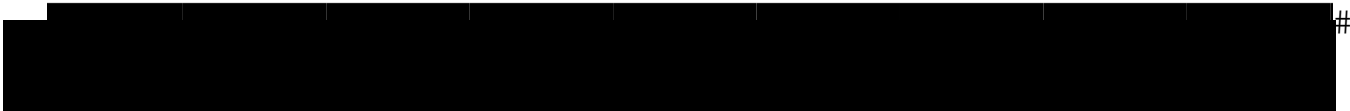
Engagement strategy: Once captured, customers are on-boarded. Activity needs to comply with data protection - c.f. GDPR changes planned for 2018. Strategy must ensure customers are maintained in 'warm' state to improve effectiveness.

Customer scoring: We deliver data scoring, applying predictive models to data. Past projects include Worldwide Cancer Research and Scottish Widows.

CONTENT MARKETING/DEVELOPMENT

We are experienced content marketers: e.g. Scottish Government, VisitScotland, Food Standards Scotland (FSS), QMS and SDS.





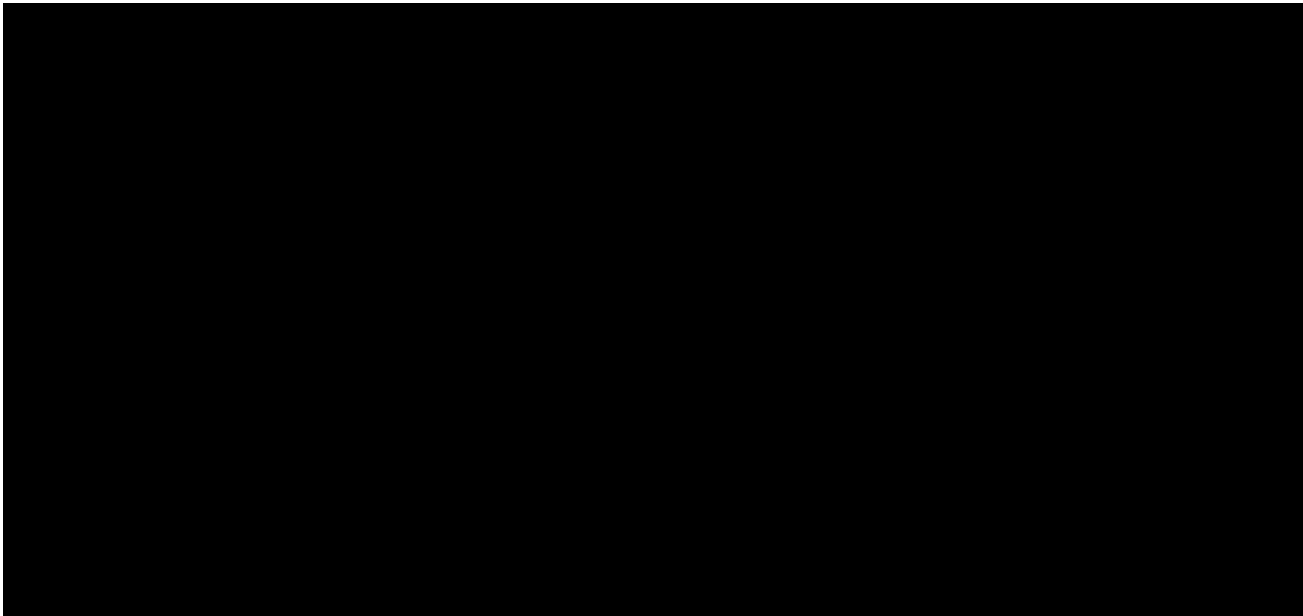
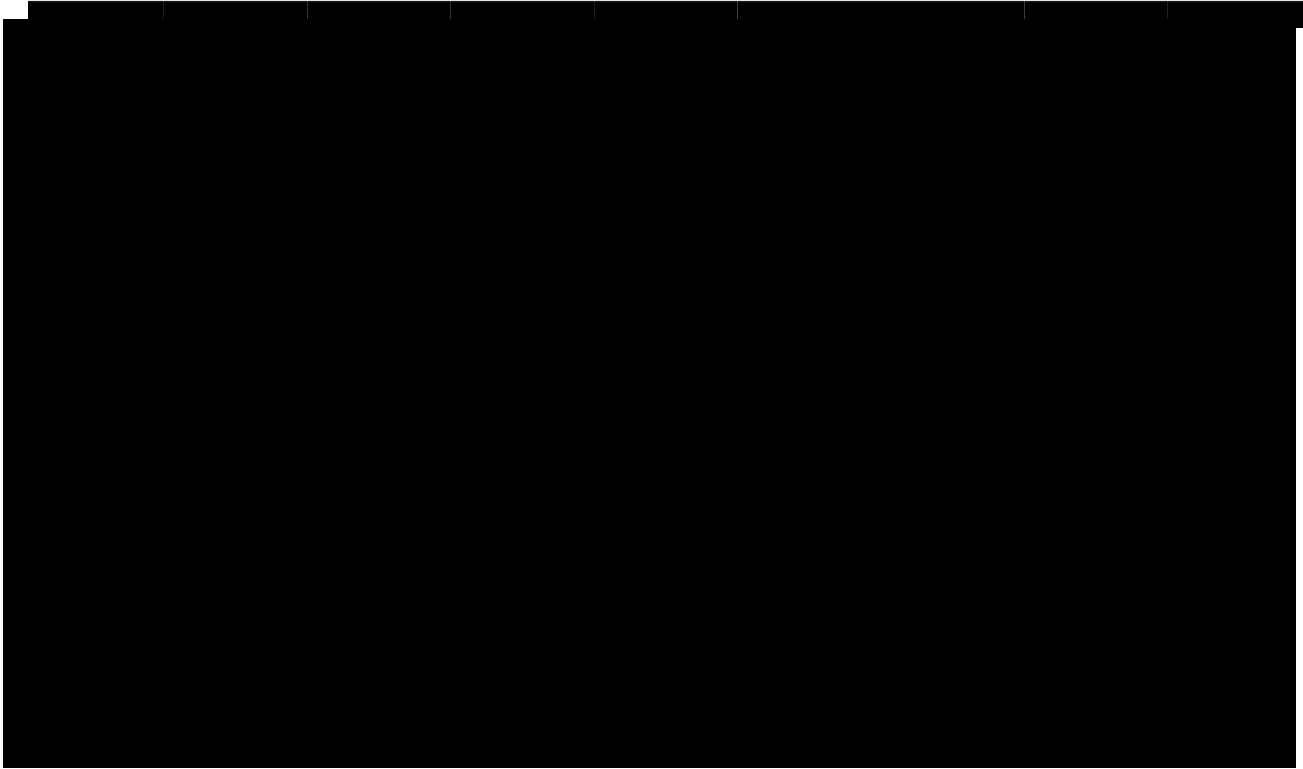
Our award-winning content for FSS.

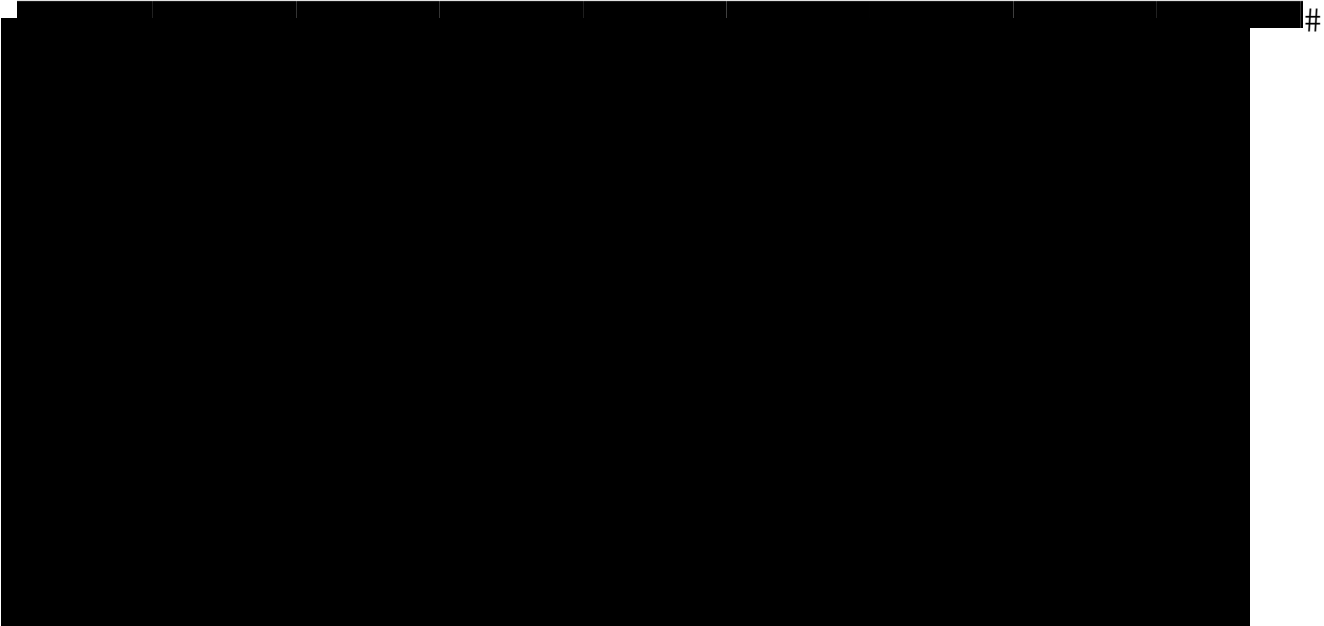
CONVERSION OPTIMISATION

Conversion Rate Optimisation (CRO) is the process of maximising the volume of leads/conversions from users or visits to a website.



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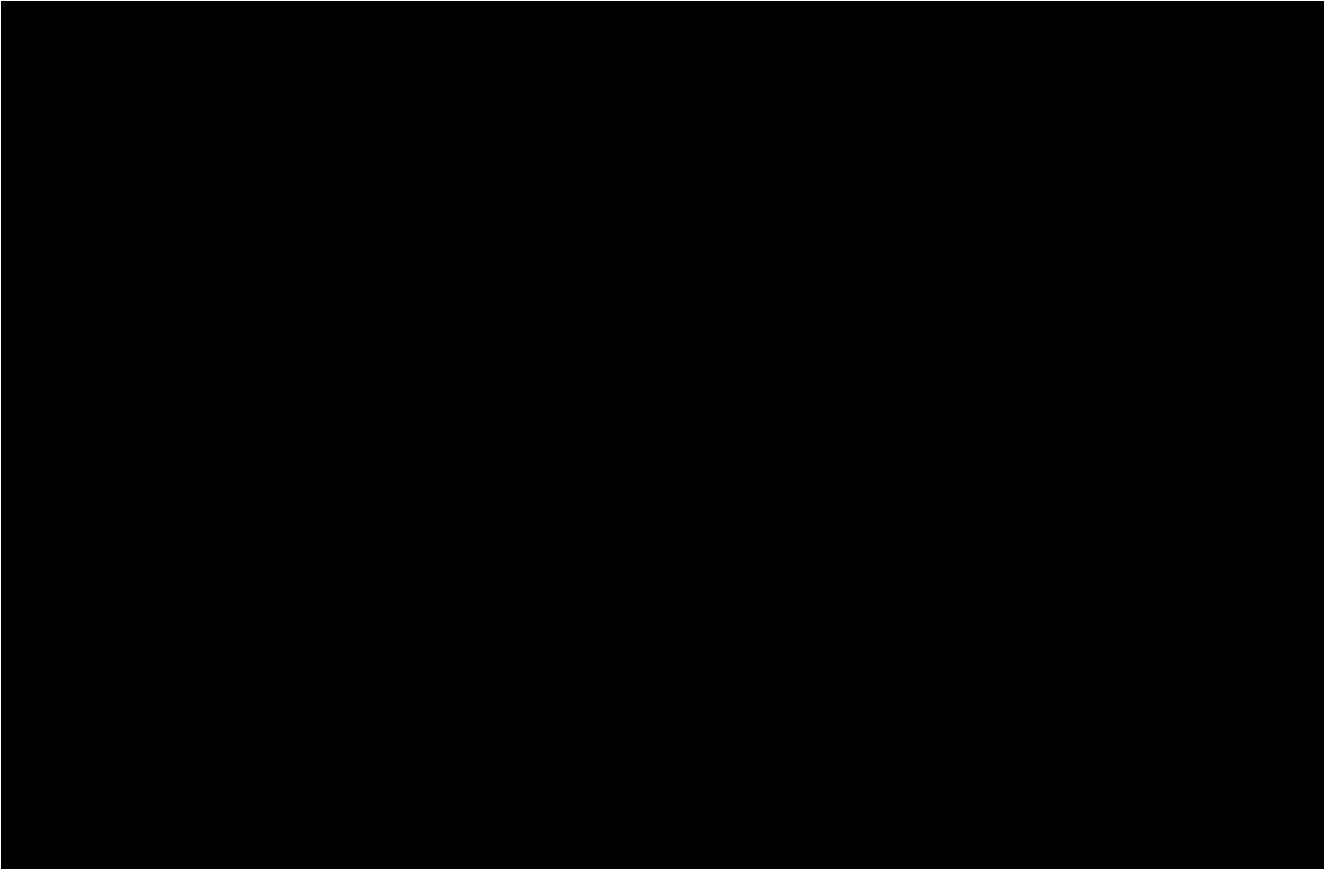




SEO

Over 66% of all click-throughs will come via the top three organic search results - unless you feature in top three organic results effectiveness is greatly diminished.

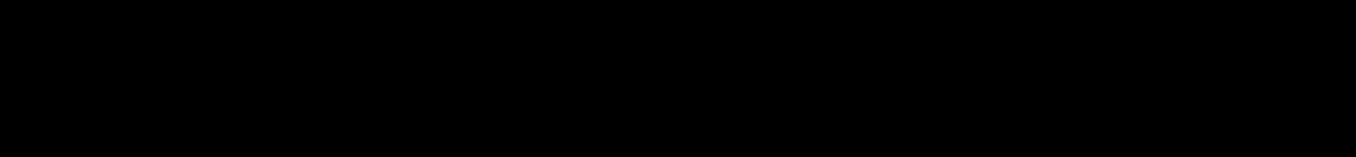
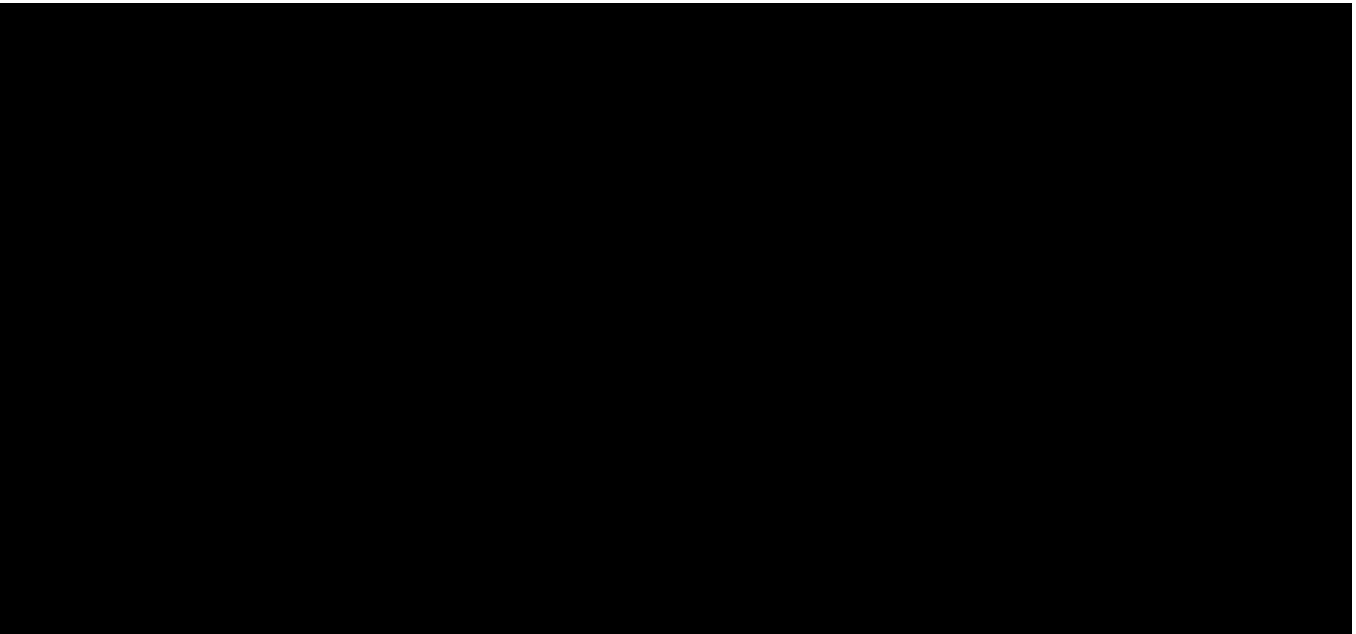
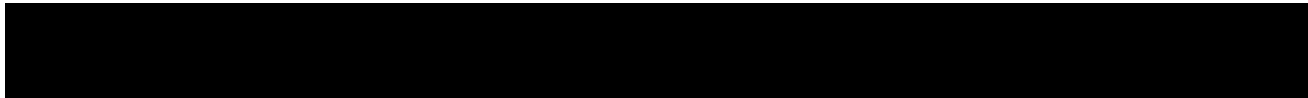
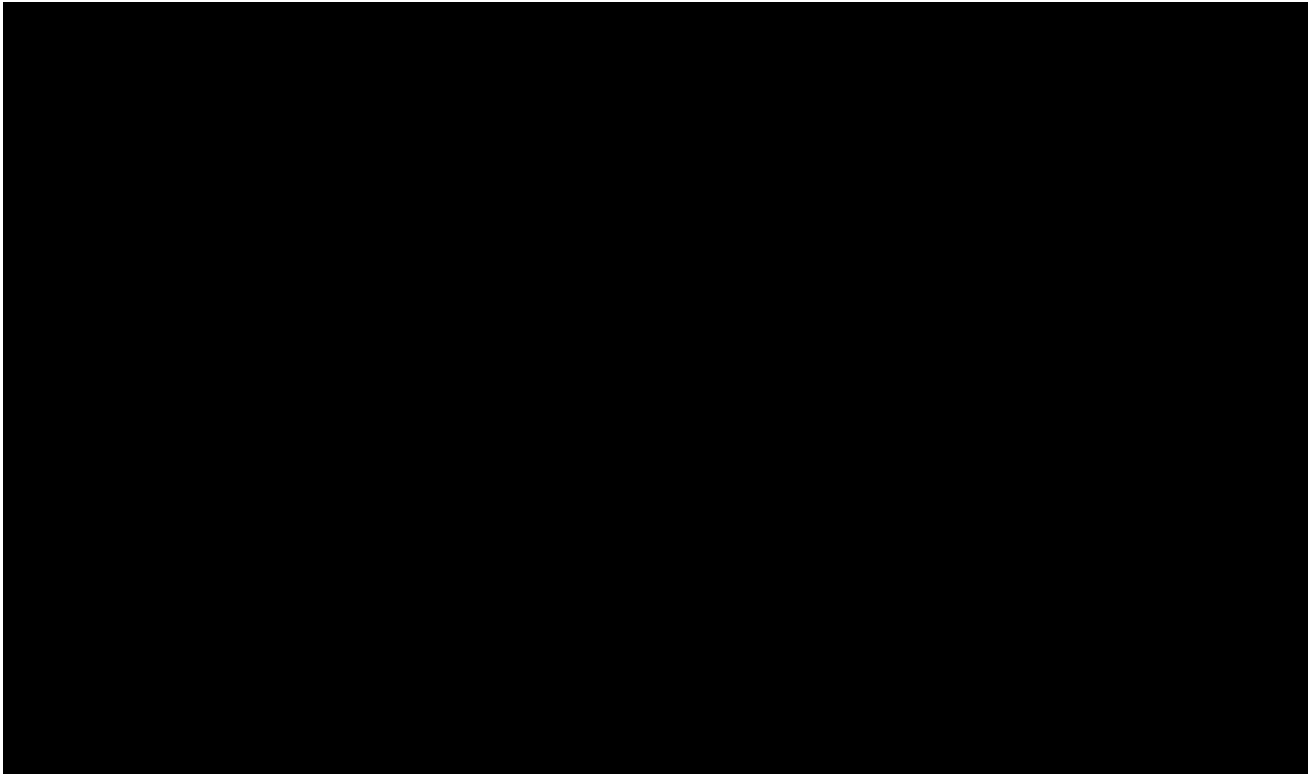
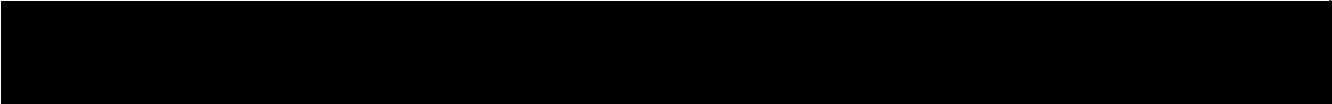
Our team has SEO background - Bigmout rmedia/QueryClick/A lbergreen/Civic. We work on SEO projects (e.g. Len's Self Storage, Merchiston Castle School, National Records of Scotland).



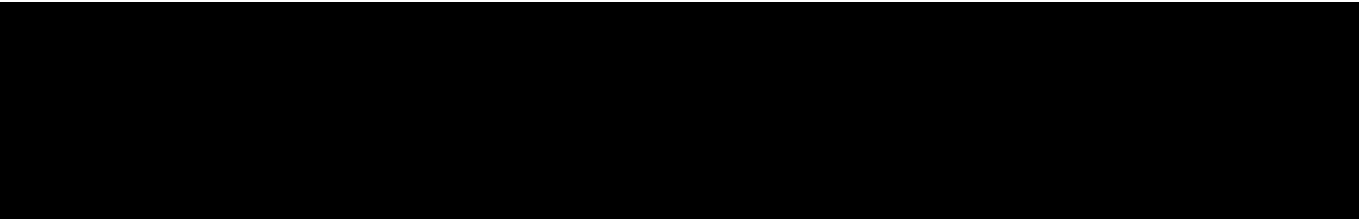
Our methodology:

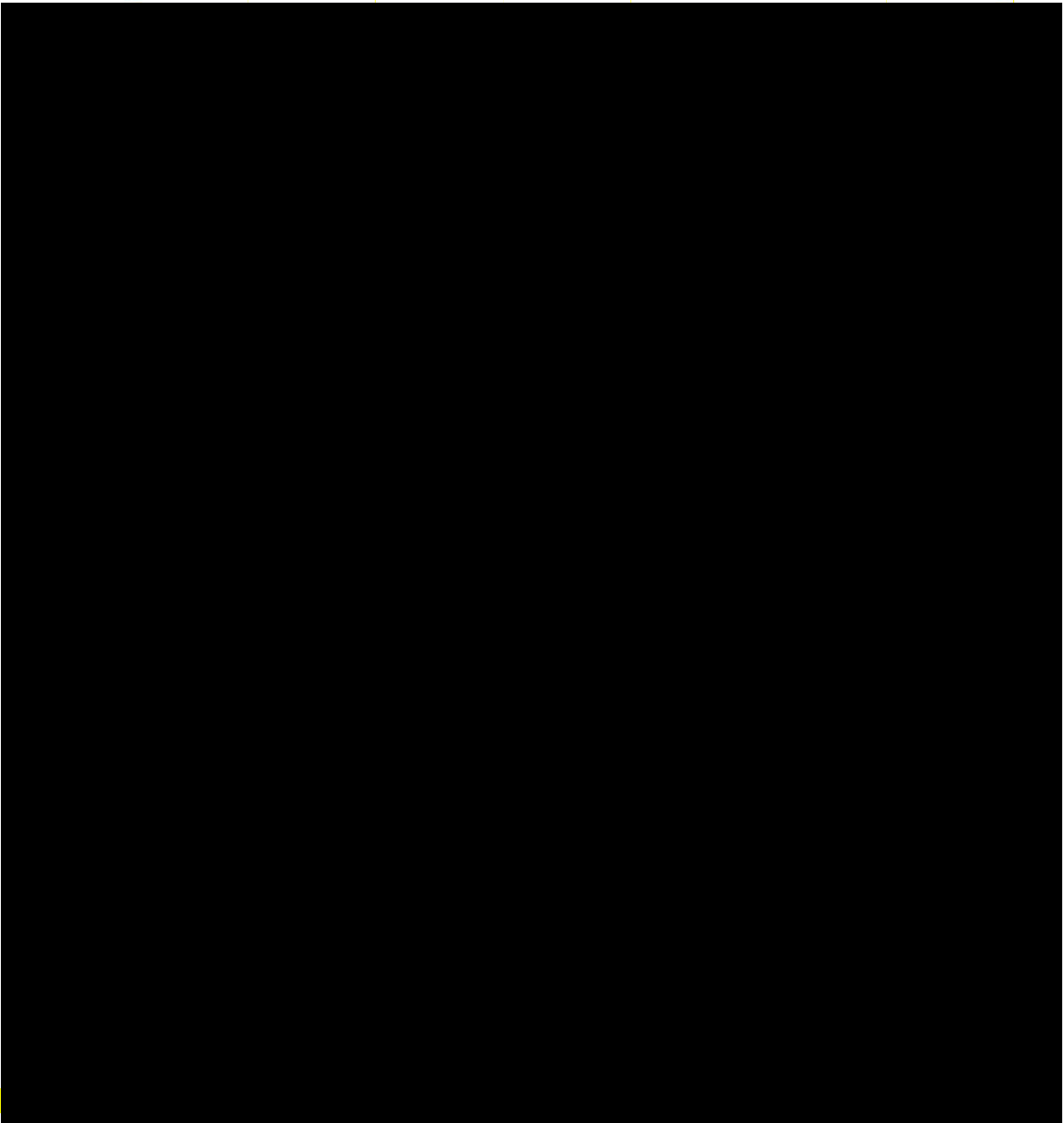


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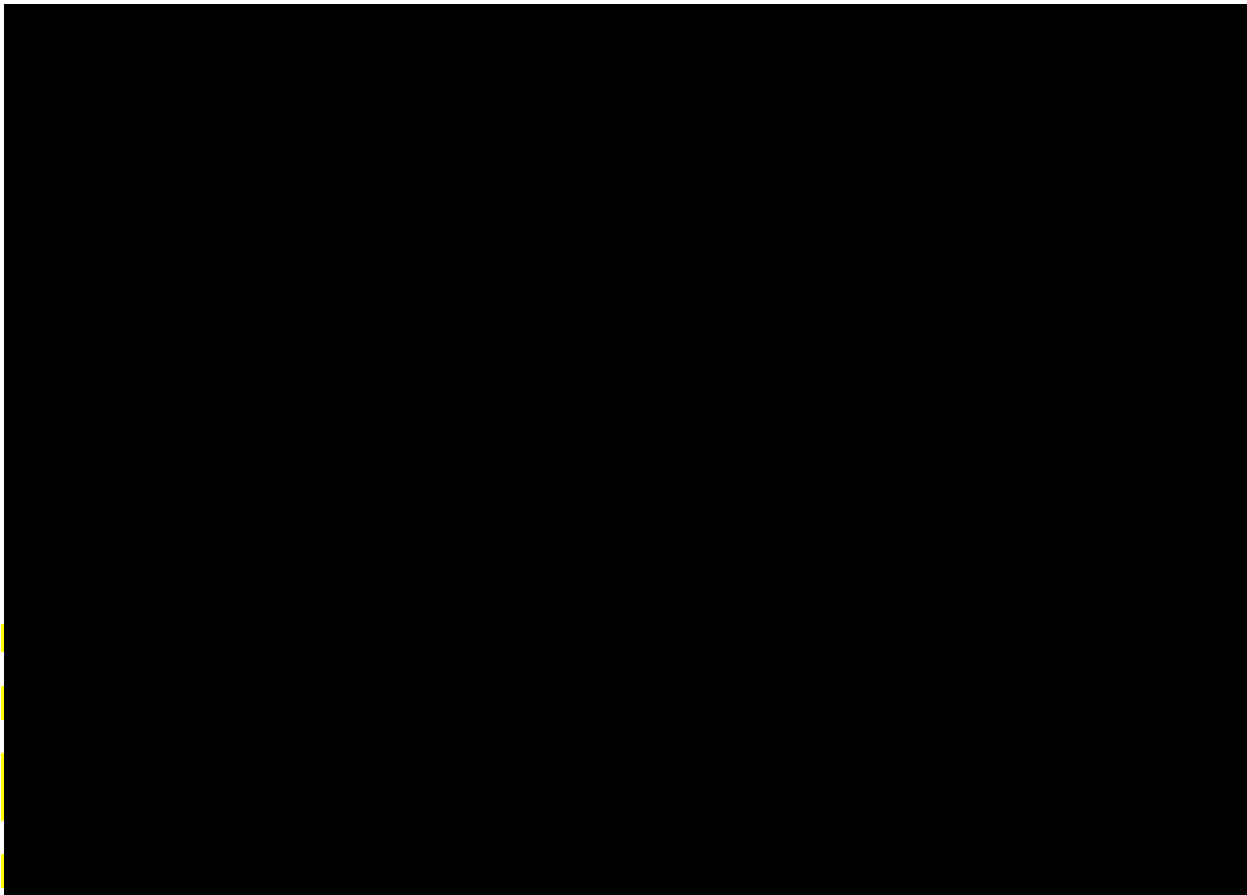
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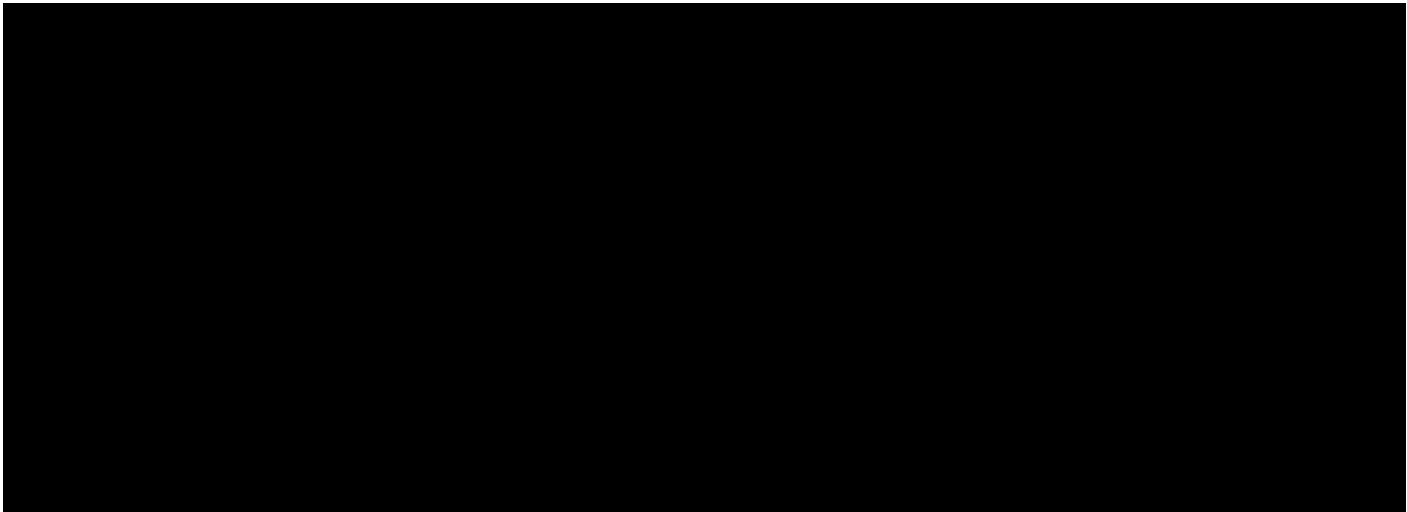


PARTNERSHIP

Our Union Connect division is one of Scotland's leading partnership specialists. We were responsible for the Scottish Government's first-ever marketing partnership in 2007, and since then we have worked continuously across PSB topics.



Eat Better Feel Better partnerships delivered ROI of £27:1.



[1,782]

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Question 2.2.4 (Weighting – 20%) (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:

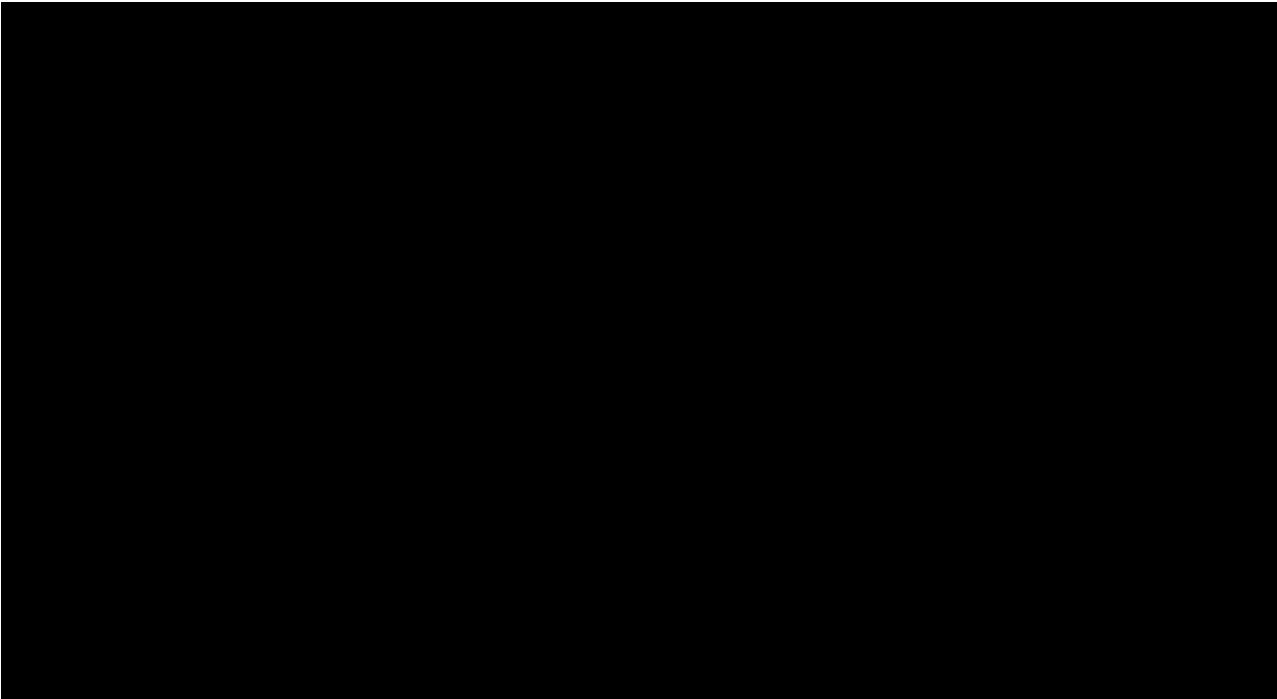
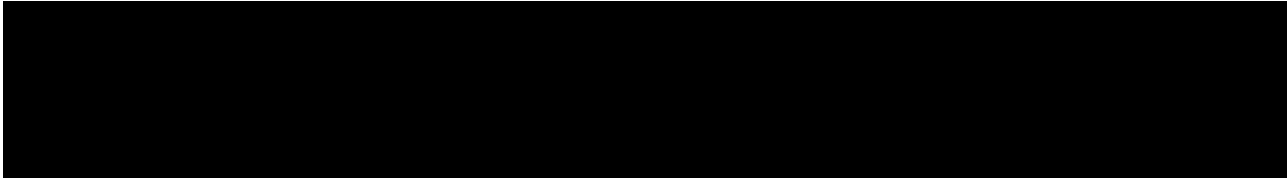
- *website development across multi-platform including standard desktop and mobile operating systems;*
- *how web based applications will comply with World Wide Consortium (W3C) Web Accessibility Initiative standards to WCAG 2.0 level AA (or any equivalents) and any future revisions;*
- *your organisations ability to use style sheets (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.

2.2.4. WEBSITE DESIGN AND DEVELOPMENT SERVICES

INTRODUCTION

The Union uses differing models of project management/web development depending upon the [REDACTED] in our project management processes.



Our Account Managers are trained in these methodologies, either through official certification (or training for certification) for traditional Waterfall projects, and SCRUM/AgilePM certification for Agile projects.

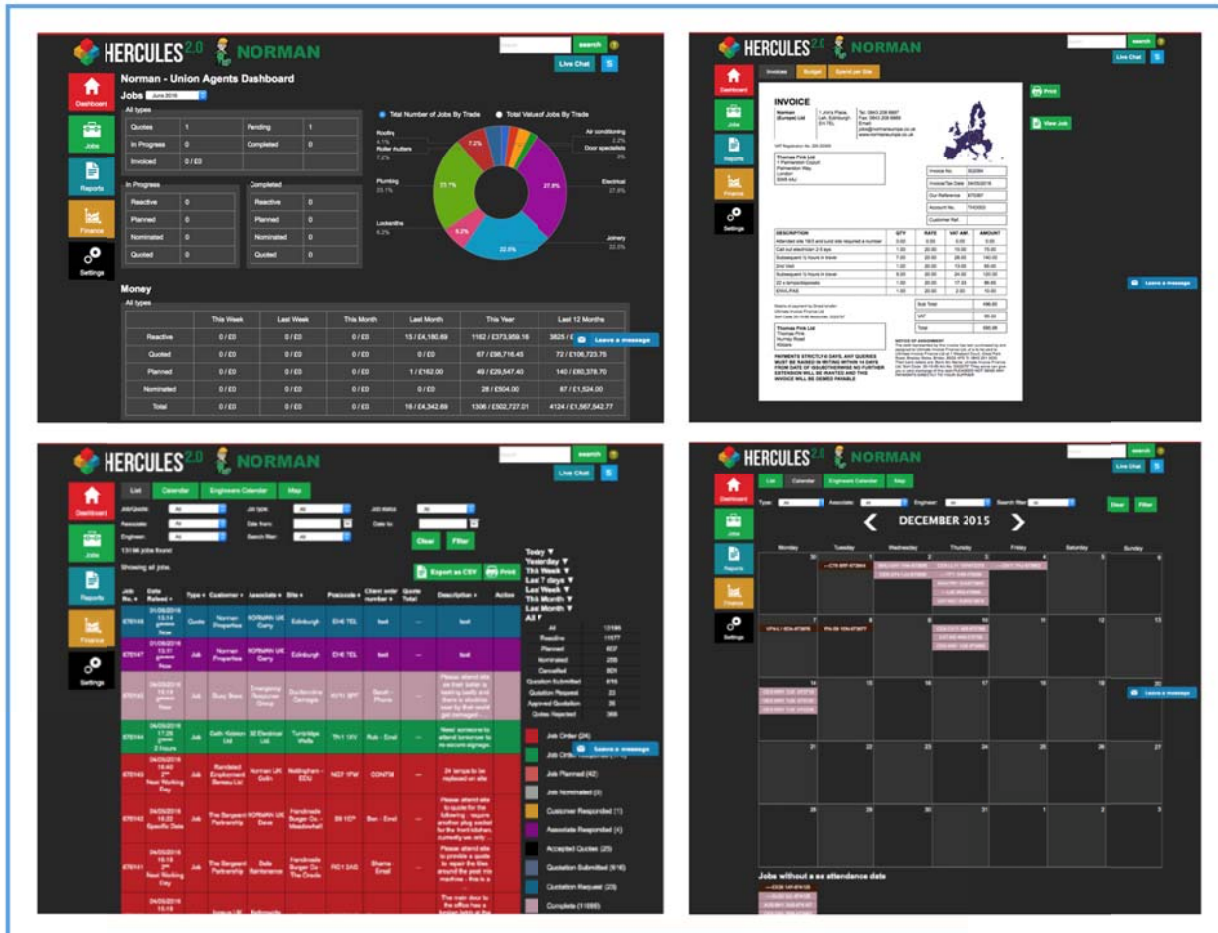
PRINCE2 is another approach, for which we have certified managers [REDACTED]. This may be used for large projects.

Our digital design processes create all templates in industry standard programs from the Adobe Creative Suite - Photoshop, Illustrator, After Effects, Premiere, InDesign and Lightroom. All Designers are proficient in their use and in the specific design requirements inherent to web, mobile, app, and desktop app development, integrating closely with Developers and Project Managers.

DIGITAL TRANSFORMATION

For larger digital transformation projects, i.e. updating and improving current and legacy Government service design projects, we favour an Agile or Hybrid approach. The core focus of these methodologies is to provide continuous improvement of the product, team interaction and input, and scope flexibility in order to delivery a quality solution. This is particularly important when

working on Government projects, as one of the three key elements of a project (delivery date/budget/scope) is often unalterable. User-centred design is essential for transformative projects. A process of constant iteration and presentation of different prototypes and/or minimum-viable-products is necessary to ensure that the project is as useful to as wide a selection of the Scottish public as possible.



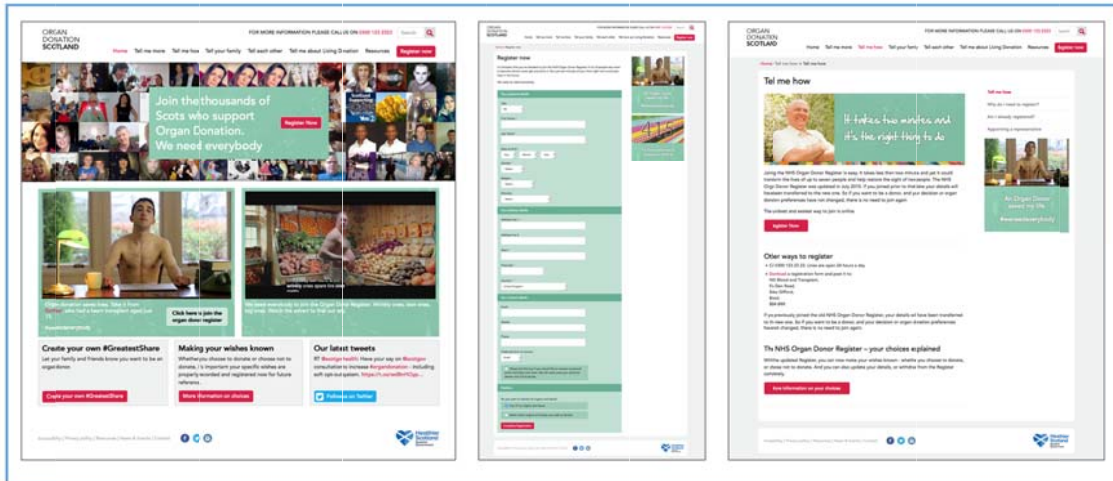
Union transformation project for Norman. Company project management/financial operation given a web interface for staff/suppliers/clients.

We have wide experience of digital transformation projects working with clients such as Scottish Athletics (CRM database interface); Norman Europe (facilities management and finance site); and Homeless World Cup (tournament/member ship/fundraising).

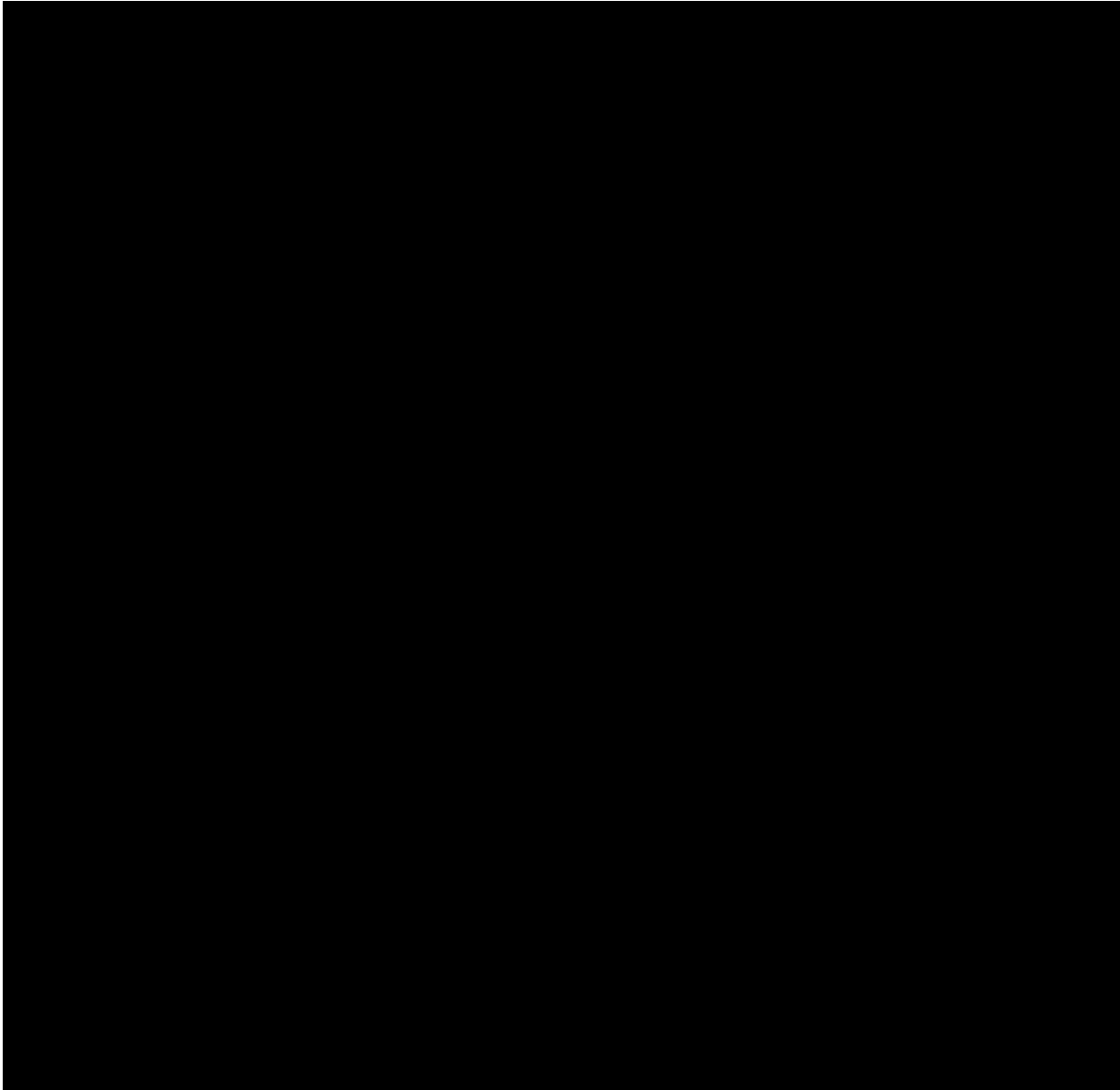
WEB APPLICATION DEVELOPMENT

To provide the best maintainability and the least technical debt (extra cost/work incurred in the longer-term by using short-term solutions) we provide web application development in an open source framework, using PHP and either Drupal/WordPress and associated PHP frameworks such as Laravel.

We are able to provide any type of web application build, ranging from simple calculators to complex database-driven sites with restrictive and complex data protection requirements; interacting with many parts of the public sector – such as the Organ Donation Scotland site we currently manage and maintain.



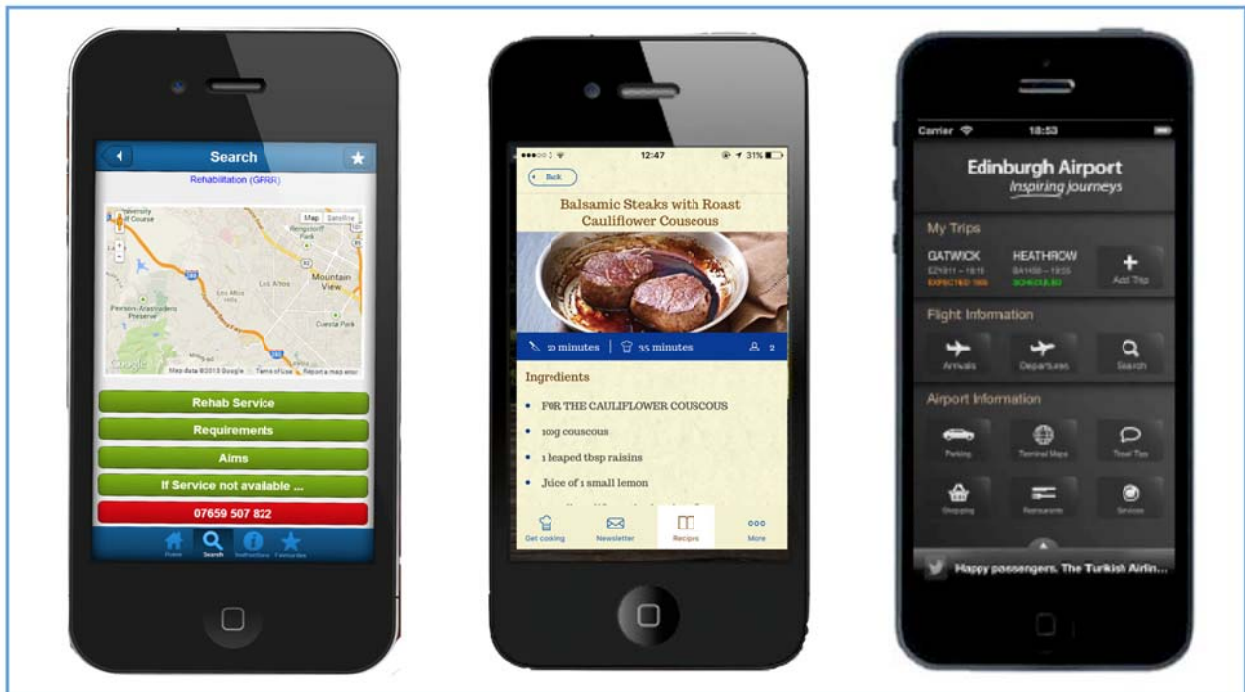
We manage the Organ Donation Scotland site.



To reduce code bloat and improve speed/availability, all of our code is created by hand from scratch rather than using templated or “bundled” frameworks such as Bootstrap.

MOBILE APPLICATION DEVELOPMENT

When creating mobile applications, we design/create apps using a cross-platform mobile application environment such as SAP or Sencha. This saves significantly on costs - rather than creating multiple distinct applications and codebases, we can create apps which require less translation from Android, iOS and Windows mobile.



Some mobile apps developed by The Union: NHS G&C, QMS, Edinburgh Airport.

We have strong experience in mobile app design, development and release on all major platforms. Our work includes projects such as the flight information app for Edinburgh Airport, the QMS ‘Perfect Steak and Roasts’ app and the NHS G&C Community Health app.

DESKTOP APPLICATION DEVELOPMENT

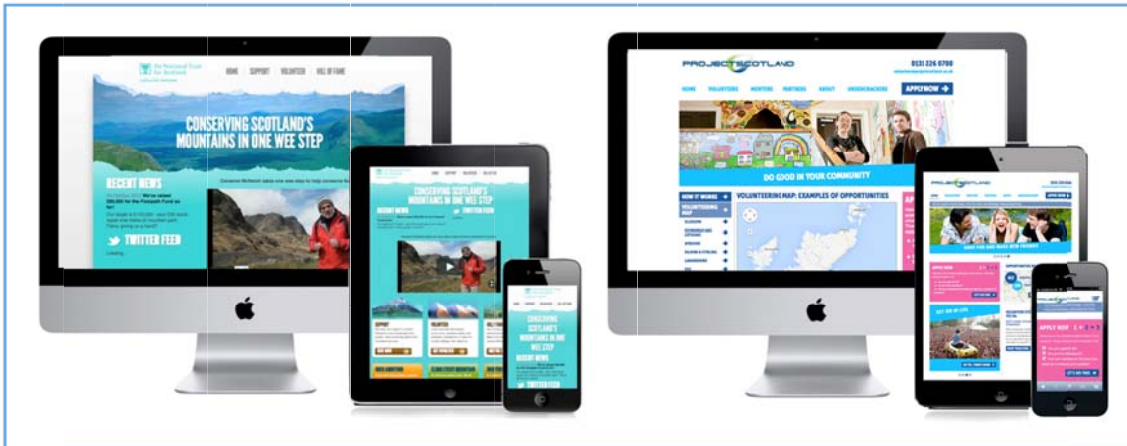
We create desktop applications and other functionality-based applications – such as web scripts for automating tasks, spreadsheets with macros for data processing, and full-featured desktop applications. We use languages such as Java, C, JavaScript, PHP depending upon requirements, but always use to open source software.

We prefer using a cloud-based system, so that there are as few barriers as possible to installs; many Government services have strict IT requirements, thus simple installs and maintenance are paramount.

RESPONSIVE AND MULTI-PLATFORM DESIGN

Union builds websites, products and apps with a mobile-first approach. Mobile traffic has now overtaken desktop – therefore, building usable, lightning-fast, accessible mobile optimised sites is critical for the public sector.

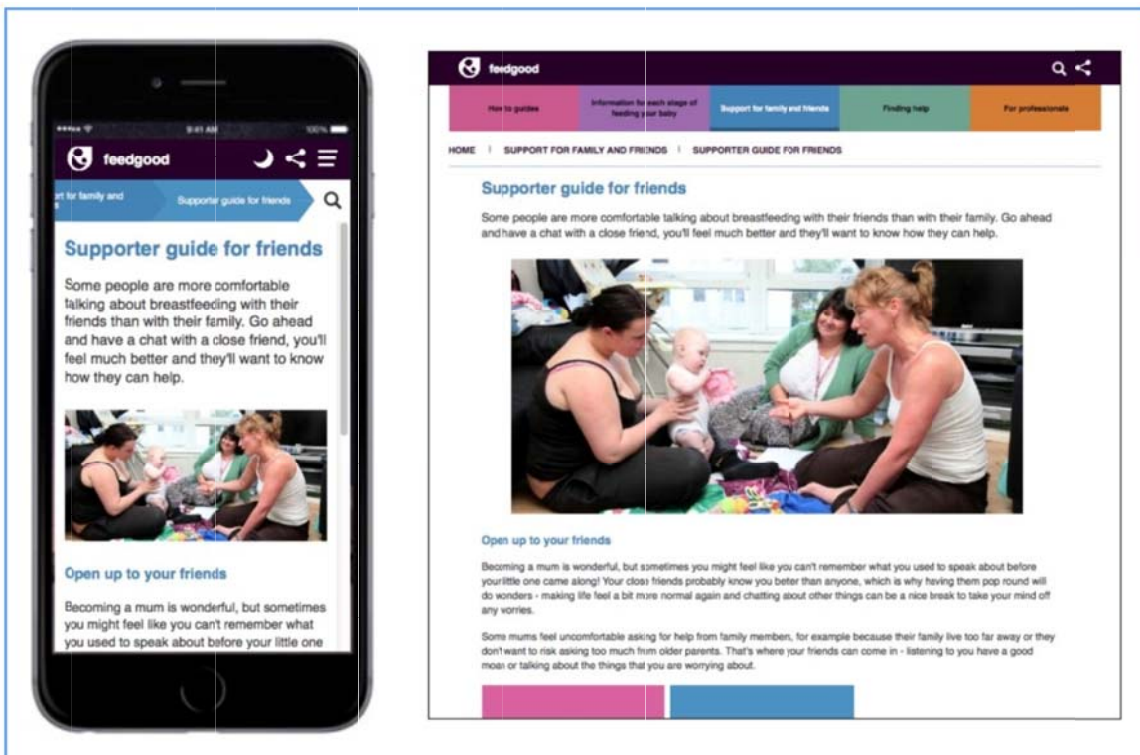
We think about how the site will work on mobile first, before considering desktop designs/wireframes for web applications. This is especially important for interacting with harder-to-reach C2 DE demographics who may not have access to a standard desktop.



Two examples of our responsive design: National Trust for Scotland and ProjectScotland.

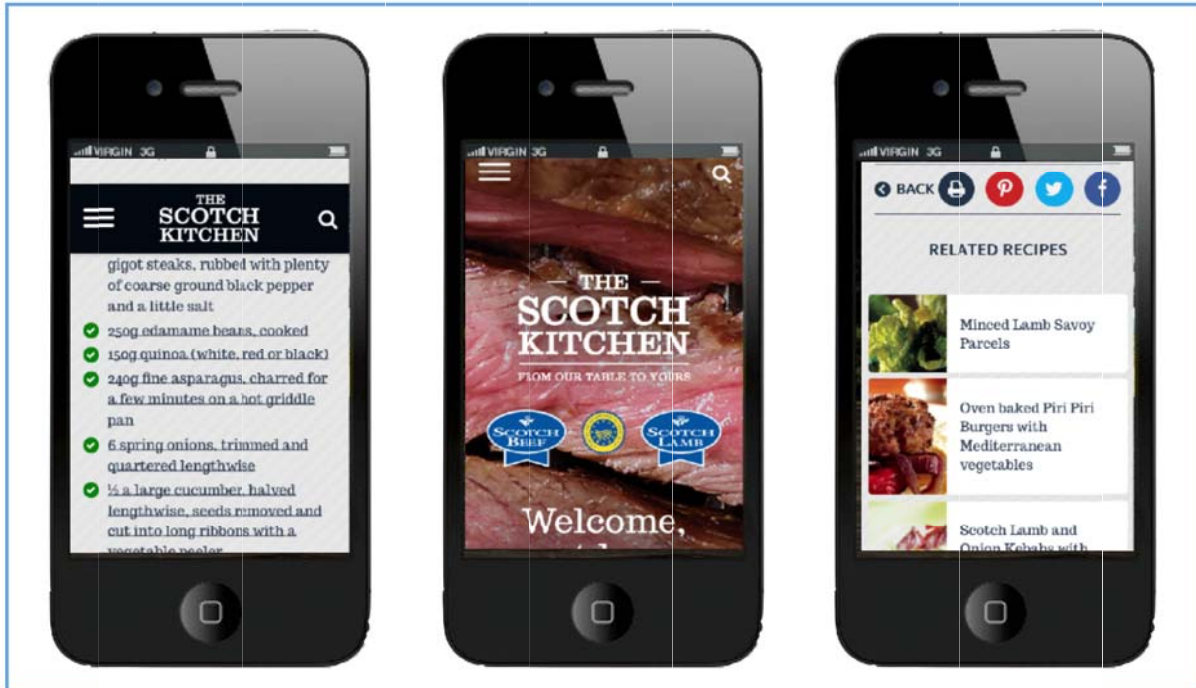
What this means is that the on a low-end broadband connection or 3G phone anything we build should load in under 2 seconds, ensuring that the user do not bounce off the page/application.

Speed is also critical for usability, accessibility, and SEO purposes. We design for desktop, tablet, and mobile browsers, and we test performance with online tools such as Browserstack as well as with physical devices and operating systems.



Example of mobile-first design for www.feedgood.scot.

We ensure our designs operate across every common screen resolution, desktop or mobile OS.



New Scotch Kitchen website for QMS is fully responsive.

W3C ACCESSIBILITY COMPLIANCE

We build all websites/web applications to meet standards outlined in WCAG 2.0 level A+. We meet level A and level AA level accessibility standards across all builds. If necessary, we build a site to AAA standards for users with extra needs.

All Developers are trained in accessibility standards using a checklist to reduce the need for revisions later in the project. We ensure that colour palettes meet accessibility standards (i.e. contrast/readability guidelines) during design phase.

We audit all current sites against any new guidelines when there is a major update of a website.

STYLESHEETS AND CODING STANDARDS USING FORMAL GRAMMAR

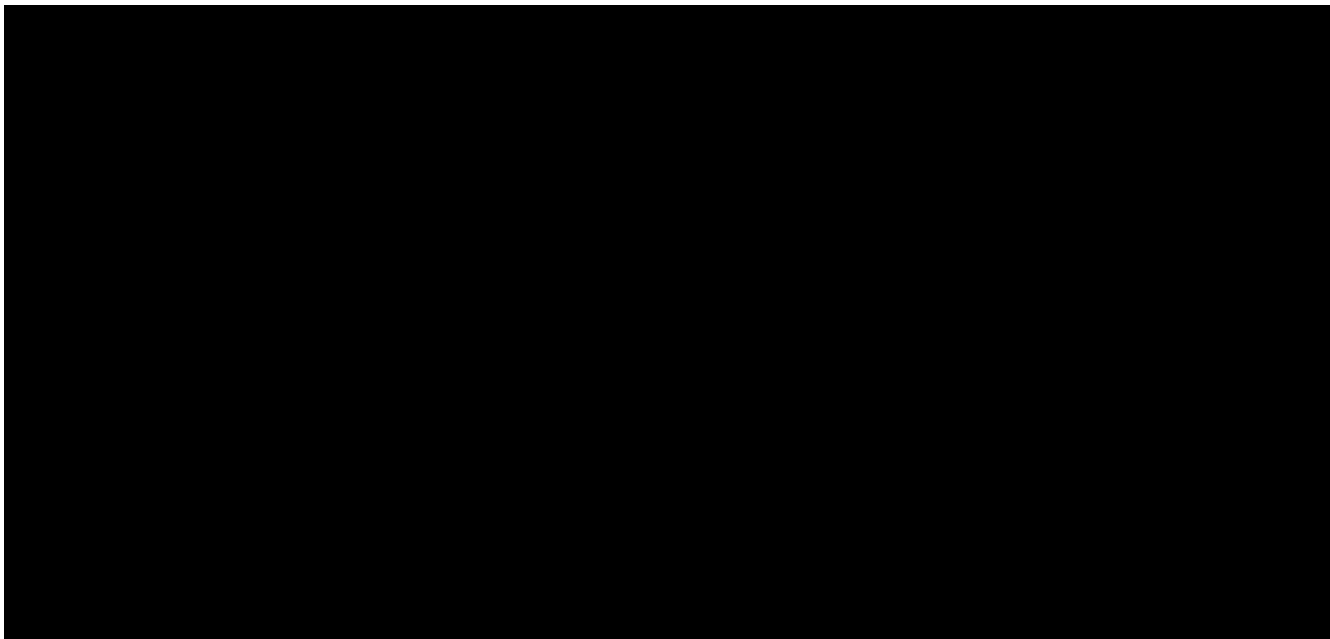
We use the most up to date HTML5 and CSS3 standards for markup, adhering strictly to them, with fallbacks to previous standards such as HTML 4.01 Transitional or XHTML 1.0 where needed.

We ensure markup complies strictly to W3C guidelines by using online testing such as <https://validator.w3.org/>. However, where suggested changes conflict with usability, accessibility or speed, we always prefer the solution which puts the user first.

RESPONSIVENESS AND BROWSER TESTING

We perform functional, system integration, and non-functional (UI) tests on all our projects. This encompasses browser compatibility testing (*Internet Explorer, Chrome, Safari, Firefox, Opera and Edge*) and performance testing, which ensures sites are compatible with all devices and browsers as well checking that the output is responsive and stable.

We use unscripted exploratory tests to uncover defects that may otherwise not be detected, and this is carried out by users, clients, and Union staff.

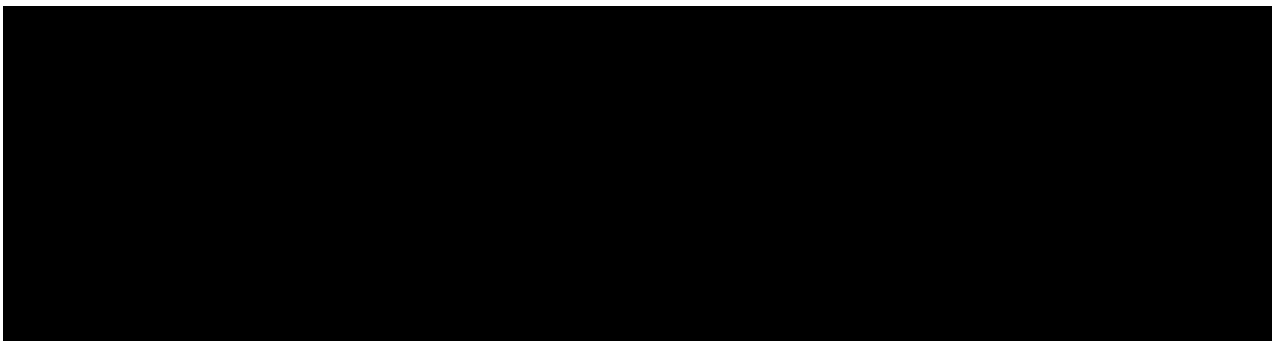


This accounts for over 98% of the current IT landscape. If required due to legacy Government/public sector requirements, we test and build any website or app to work with deprecated/legacy versions of Internet Explorer, Windows, or other browsers or operating systems.

DEVELOPING FOR OPEN STANDARD AND OPEN SOURCE SOLUTIONS

Union is familiar and conversant with the relevant frameworks laid out in the Digital First Service Standard (<http://resources.mygov.scot/standards/digital-first/>) and High Level Operating Framework (<http://www.gov.scot/Topics/Economy/digital/digitalservices/HLOF>). We meet these standards set out when working on all public sector work.

We train all relevant new staff on this (in bi-yearly workshops) during their induction period, and provide annual refresher training to all staff.



as necessary. We do not use any closed source or proprietary solutions, in line with the Digital First Service Standard.

ASSISTIVE TECHNOLOGY REQUIREMENTS

When developing for any public-facing web service, we ensure that at minimum the site is suitable for both screen readers, screen magnifiers and text-to-speech services. This functions as part and parcel of VCAG 2.0 AA accessibility work.

The Union has consulted with R NIB and other stakeholders on accessibility of digital resources for our work in Smarter Scotland: Digital Participation. We are familiar with various alternative and augmentative communications (AAC) requirements through our marketing strategy work for the NHS Education for Scotland AAC project.

For any complex requirements, we would consult directly with users needing assistive technology requirements. For instance, we have recently worked with Euan's Guide, a website and app specifically dedicated to assistive technologies and accessible spaces for disabled people. We ensure that differently abled users are engaged as stakeholders throughout the entire process.

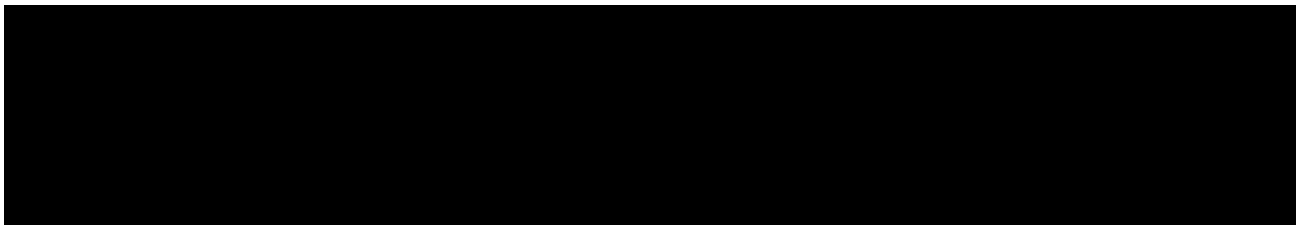


Example of The Union's work on the Digital Participation campaign.

We continually keep astride of developments in the field, working with other stakeholders and HCI (human computer interaction) specialists as appropriate, to ensure we always deliver the best possible service for users with extra needs.

OUTSOURCING

For continual control, we don't outsource Government/public sector sites with complex data protection requirements.



#

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.

#

#

2.2.5. WEBSITE TESTING#

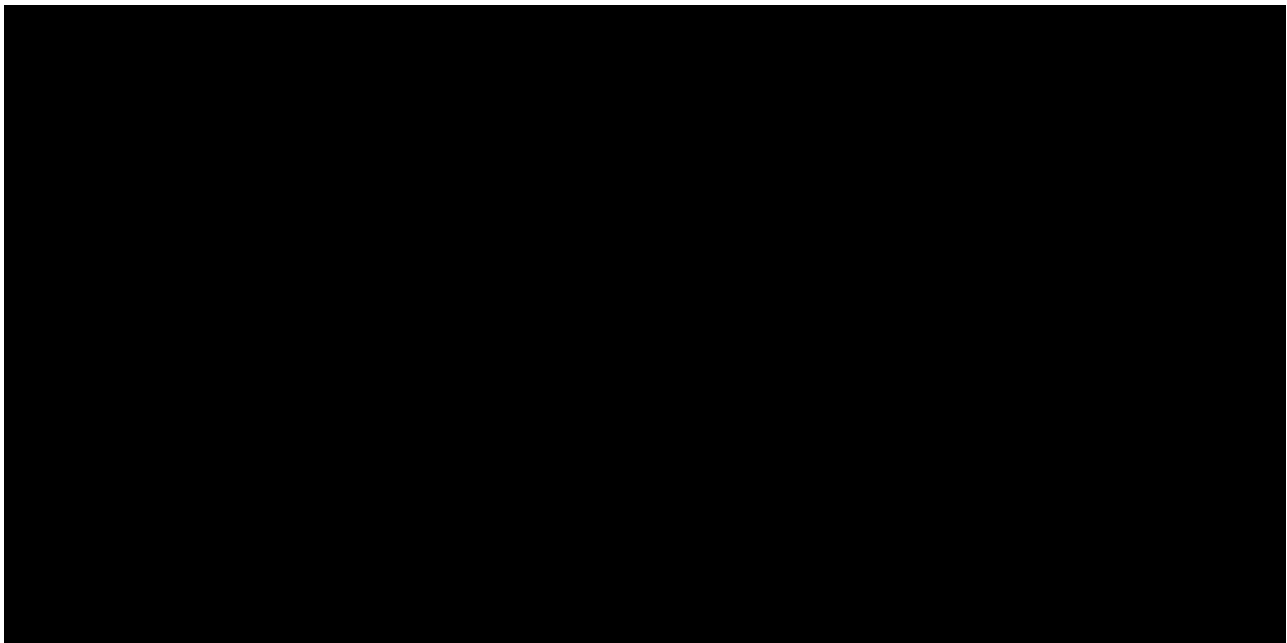
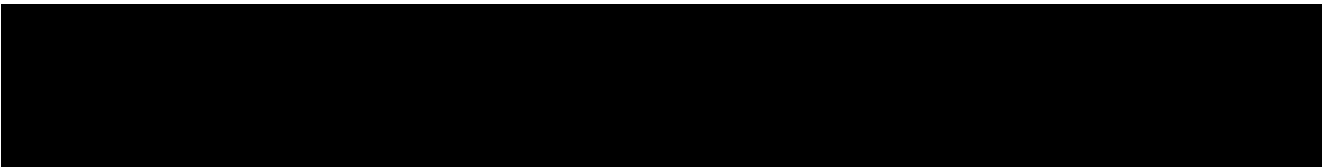
#

INTRODUCTION#

#

We undertake development testing throughout the build process; and quality assurance testing at the end of the phase for Waterfall projects, and at the end of every sprint for Agile projects.

The product first undergoes internal User Acceptance Testing, which includes functional and non-functional tests, system integration tests, performance testing, and browser compatibility testing. Once this stage is completed and internal issues raised are fixed, this is followed by Client Acceptance Testing.



#

The Kanban board allows all stakeholders access to the status of every issue with an easy and intuitive user interface.

#

UX TESTING#

#

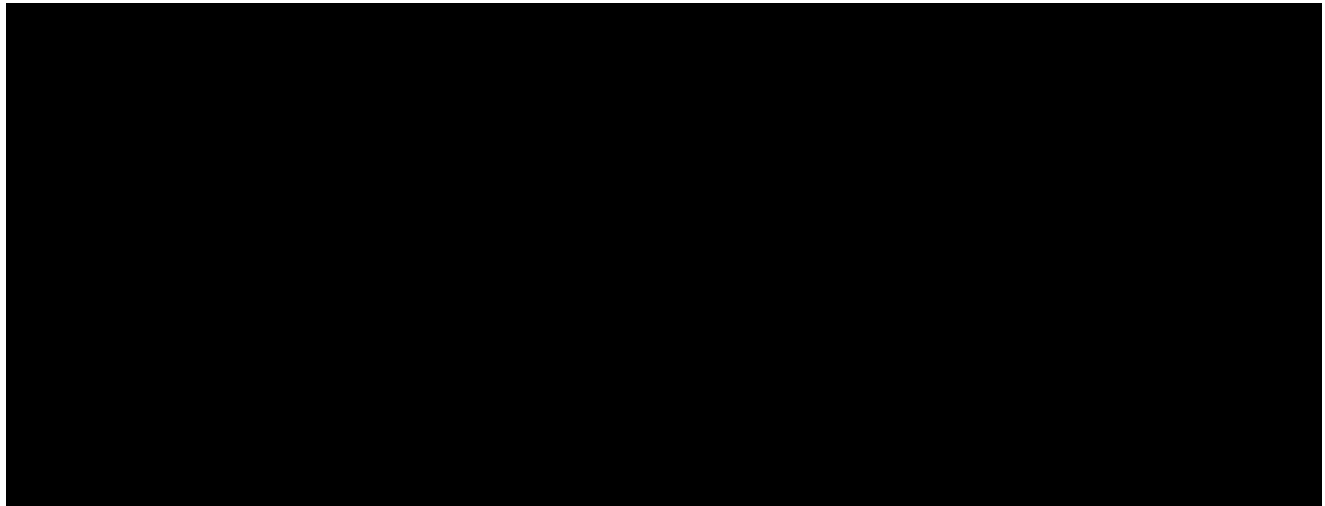


#



Clients who have used our UX testing service.#

#

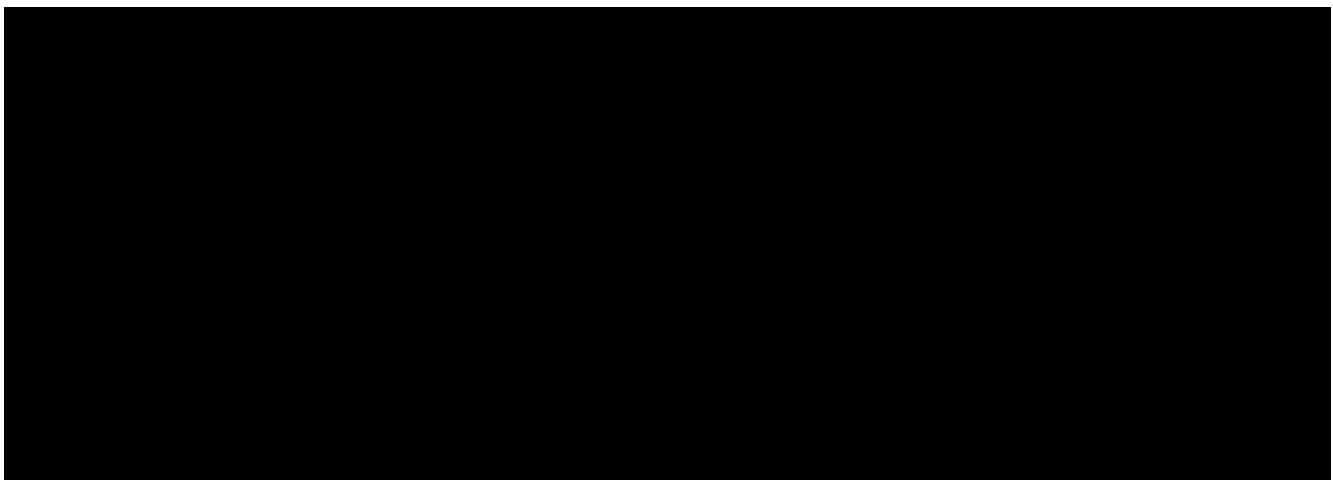


#

SYSTEM PERFORMANCE TESTING#

#

To ensure applications are fit for purpose and meet original requirements specifications, we undertake performance testing using tools such as Loader (<http://loader.io>). This helps understand system parameters including responsiveness/stability under various workloads (site traffic).#



#



#

SECURITY REQUIREMENTS AND TESTING#

#

[REDACTED]
when new releases are available. Server software on Rackspace is automatically updated, and AWS servers are set to auto-apply security updates.

#

We comply fully with The Data Protection Act 1998 and I keep monthly back-ups of all databases and sites. We use automated tools to comply with PCI DSS compliance.#

#

For continued control over security during testing, we never use sub-contractors at this stage.

#

[500]#

#

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

(Revised question from Circular Advice Note 2)

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

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

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

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).

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 standard ;
- 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.

2.2.6. HOSTING SERVICES

SUPPORT AND MAINTENANCE

We provide 24/7/365 support/maintenance with a rota of three Directors on call, as well as group email for key staff. Support is initiated via mobile phone/email. Response guaranteed within 30 minutes.

Rackspace provides a fully managed service for our dedicated server:

- Server monitoring/active response
- 24/7/365 telephone and ticket support from engineers
- 14 day backup (weekly full + daily incremental)
- Regular update of operating system
- 100% Network Uptime guarantee.

We provide managed support for AWS servers through Rackspace.

Passwords/account information stored in a 128-bit AES-compliant encrypted database accessible via individual user accounts, which can be locked down to specific entities.

Individual identifiable information is encrypted in a compatible format.

PERFORMANCE/MANAGEMENT REPORTING

Servers are monitored for service availability, hardware faults and vulnerabilities. Two external server monitors regularly check for service availability for each of the sites we host, the primary monitor is displayed on a projector in the developer team's room and automated notifications are sent both via email and via our messaging system so any event can be investigated immediately.

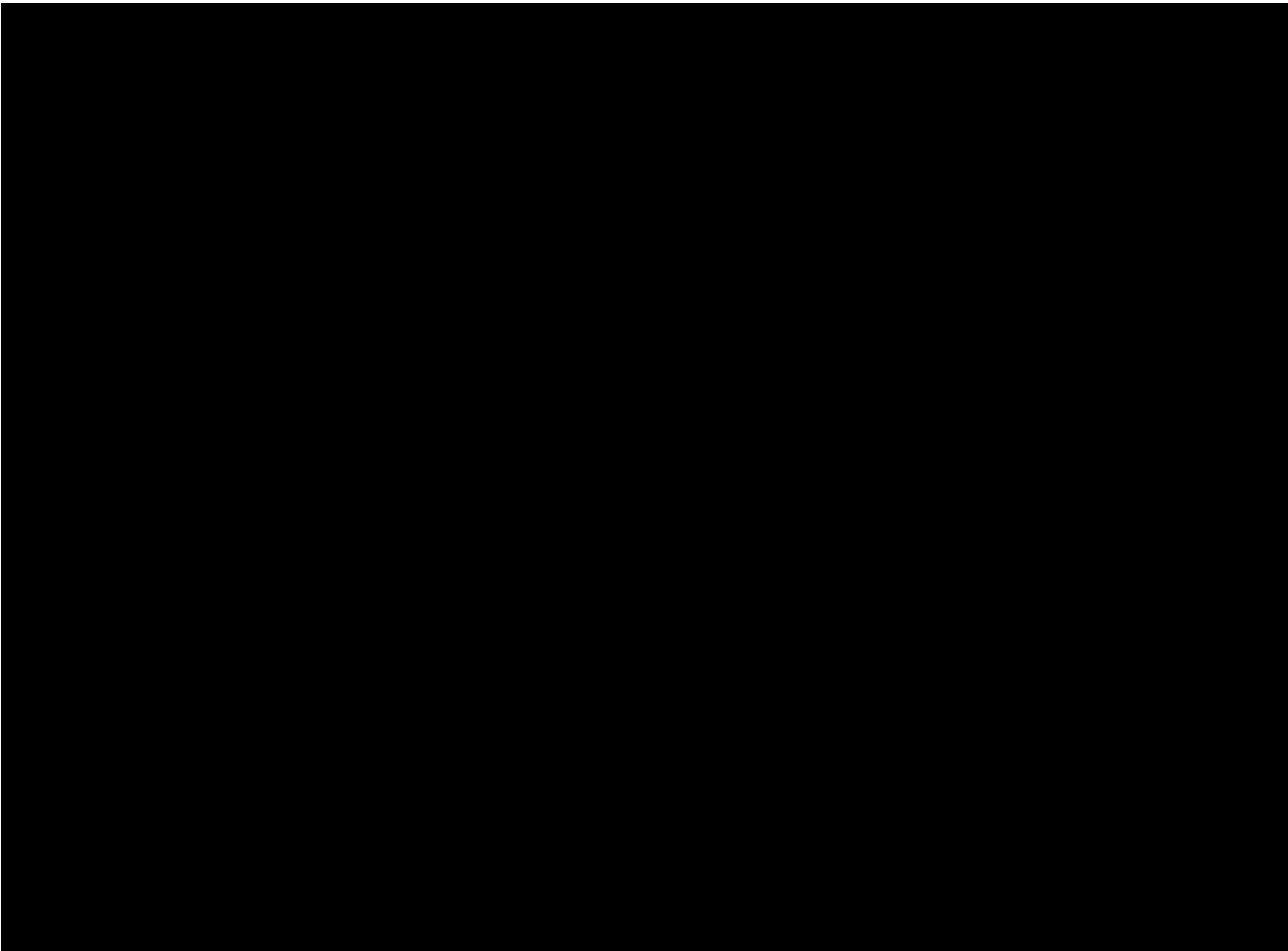
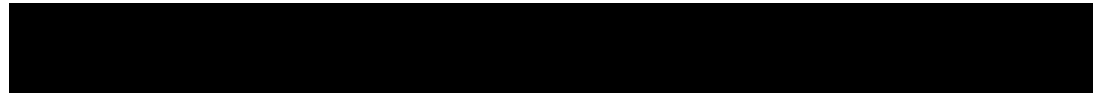
DATA MIGRATION

To migrate like-for-like installations, we export the database/archive the related assets.

Depending on type of data, we migrate using:

- CSV – 1D/2D data
- JSON/XML - structured data

HOSTING SERVICES



To provide secure shared hosting, we use Rackspace for our dedicated hypervisor server, running five virtual servers. For high traffic/segregated sites we use Amazon AWS.

SECURITY

Servers are protected by a firewall, which sits between servers/the outside world and controls flow of network traffic, allowing us to determine which connection types to allow. Delivery of secure hosting services involves the following:

- Rackspace - uses physical Cisco ASA firewall administered via securecontrol panel - locked to specific users
- Rackspace certified to security standard ISO 27001
- Rackspace provide proactive fully managed intrusion detection service
- A /S - provides "security groups" which function as firewall
- Block SSH, FTP and admin control panels from anyone other than Union and authorised clients/third parties
- Servers patched against latest known vulnerabilities through automatic security updates

NETWORKING FACILITIES

Rackspace provide:

- 10 Gigabits/second network speeds, load balancing, advanced IDS/WAF appliances from AlertLogic/Imperva
- High-performance bandwidth, ensuring fast and stable network traffic
- Multiple network providers, for multiple redundancies which will help ensure server availability
- Multiply redundant internet lines

DOCUMENTATION STANDARDS

Specification is provided that describes aspects of the product and will ensure that applications achieve the desired tasks. It also aids future developers - conveying the intent of features/code.

For server management/deployment, our process document describes steps to manage these securely.

ISO 27001 & ISO 27017

Rackspace and AWS certified for ISO 27001 and AWS for ISO 27017.

We use Rackspace for dedicated servers and AWS for cloud hosting.

GOVERNMENT SECURITY CLASSIFICATIONS

All classified official information provided by PSBs will be handled/processed in conformance with our Corporate Information Security Policy.



[500]

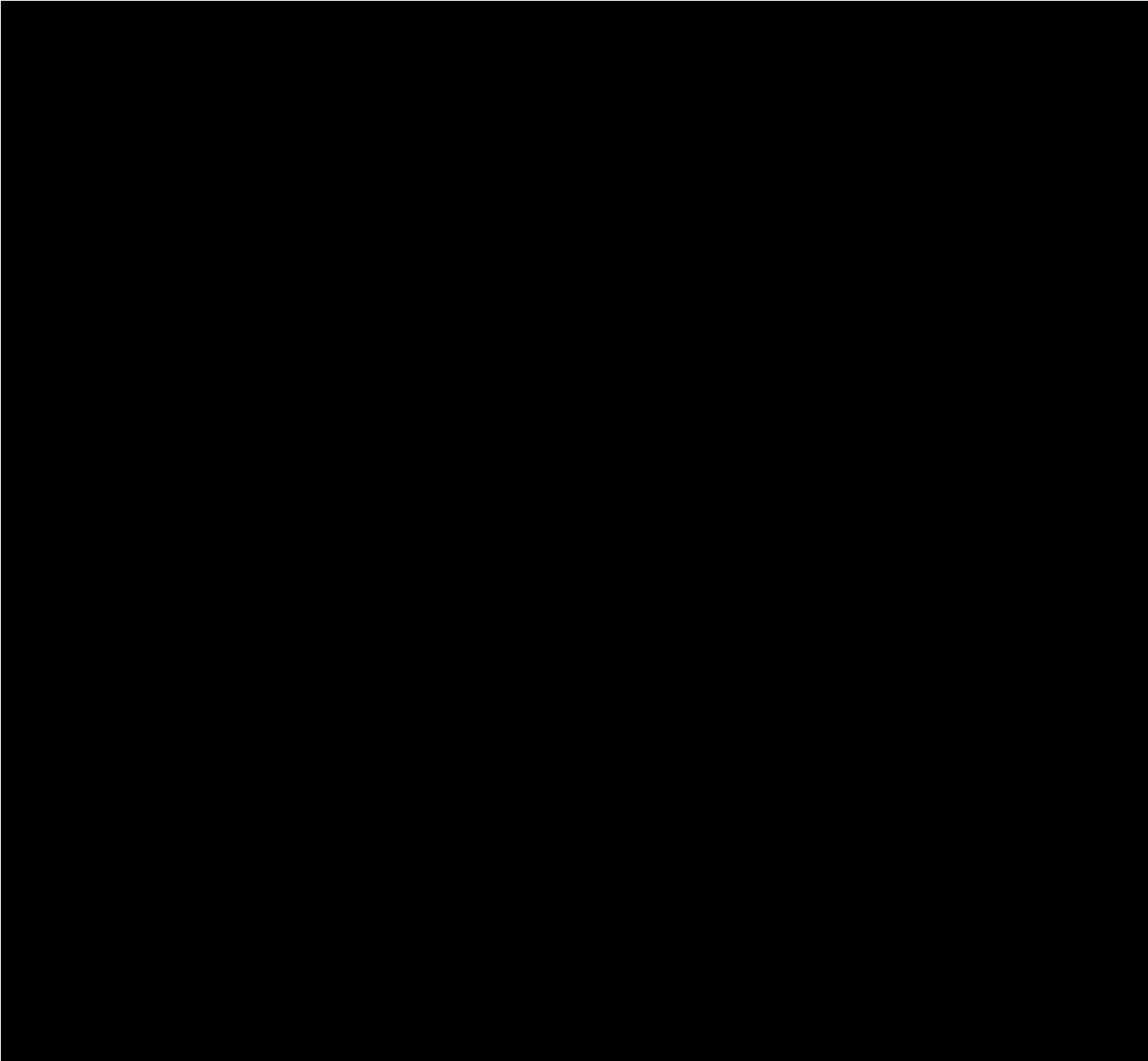
Question 2.2.7 (Weighting – 10%) (Word Count 800)

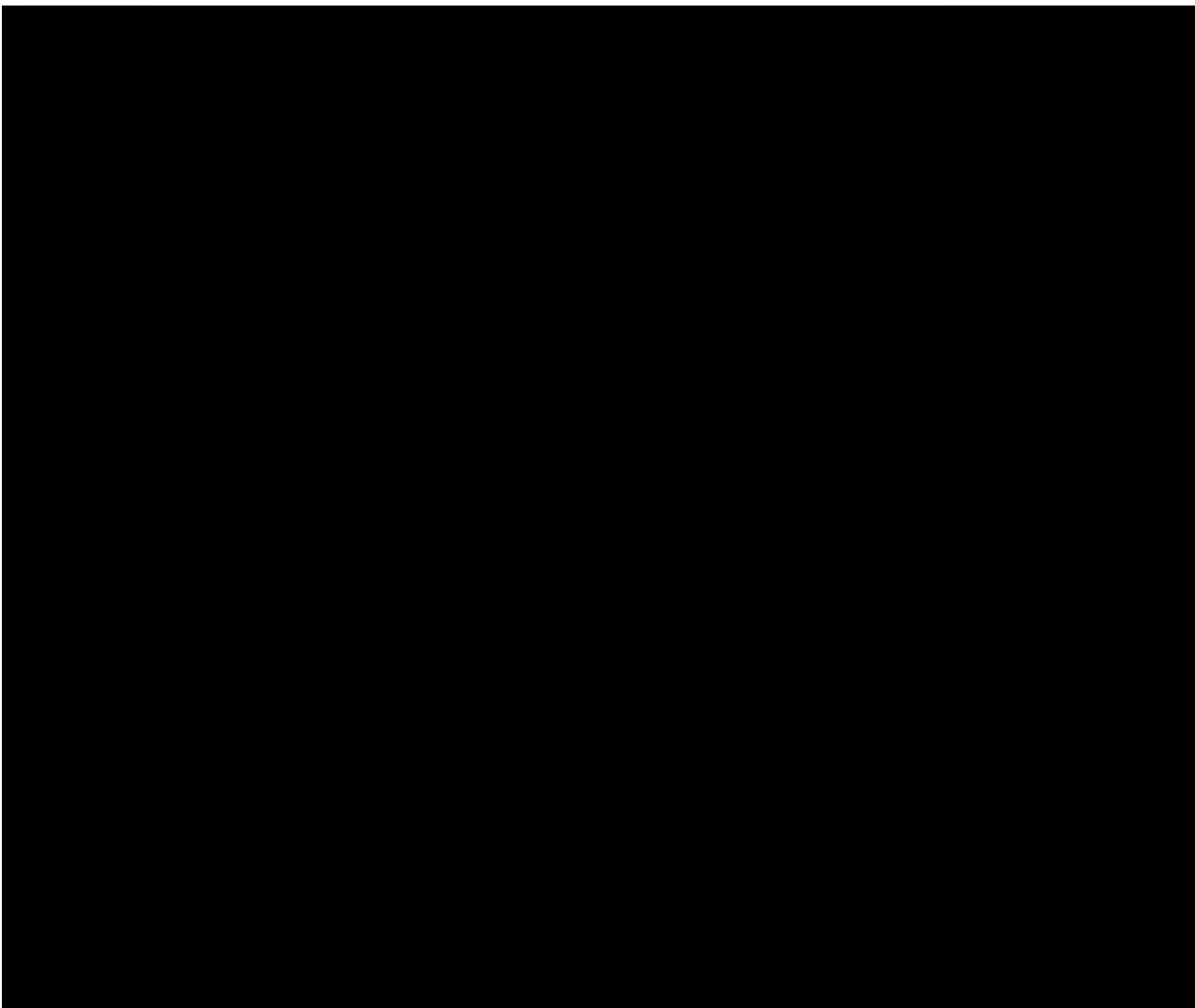
Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

- how you will 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.*

2.2.7. CONTINUOUS IMPROVEMENT

OUR PROCESS





TRAINING AND DEVELOPMENT: PSB'S ORGANISATION/CULTURE

On joining, each staff member is given a full induction on the PSB's business by the Account Director. This is followed by personal learning – website, publications, news articles.

Crucial are our campaign evaluations, which provide thinking, implementation, and recommendations for improvement.





Evaluation documents are invaluable for learning.

Account Directors are responsible for disseminating information on developments in PS3 clients and impacting policy changes.

We monitor:

- Developments/news
- Sector trends/forecasts
- Legislation change
- Scottish /UK/worldwide Government policy

To obtain more effective news on policy, we recently implemented a plan to disseminate information from the ScotGov email alert.

TRAINING AND DEVELOPMENT: BEST PRACTICE, MARKET DEVELOPMENTS, EMERGING TECHNOLOGIES

To ensure best practice we are a member of the Institute of Practitioners in Advertising (IPA), Institute of Promotional Marketing, Direct Marketing Association and The Marketing Society.



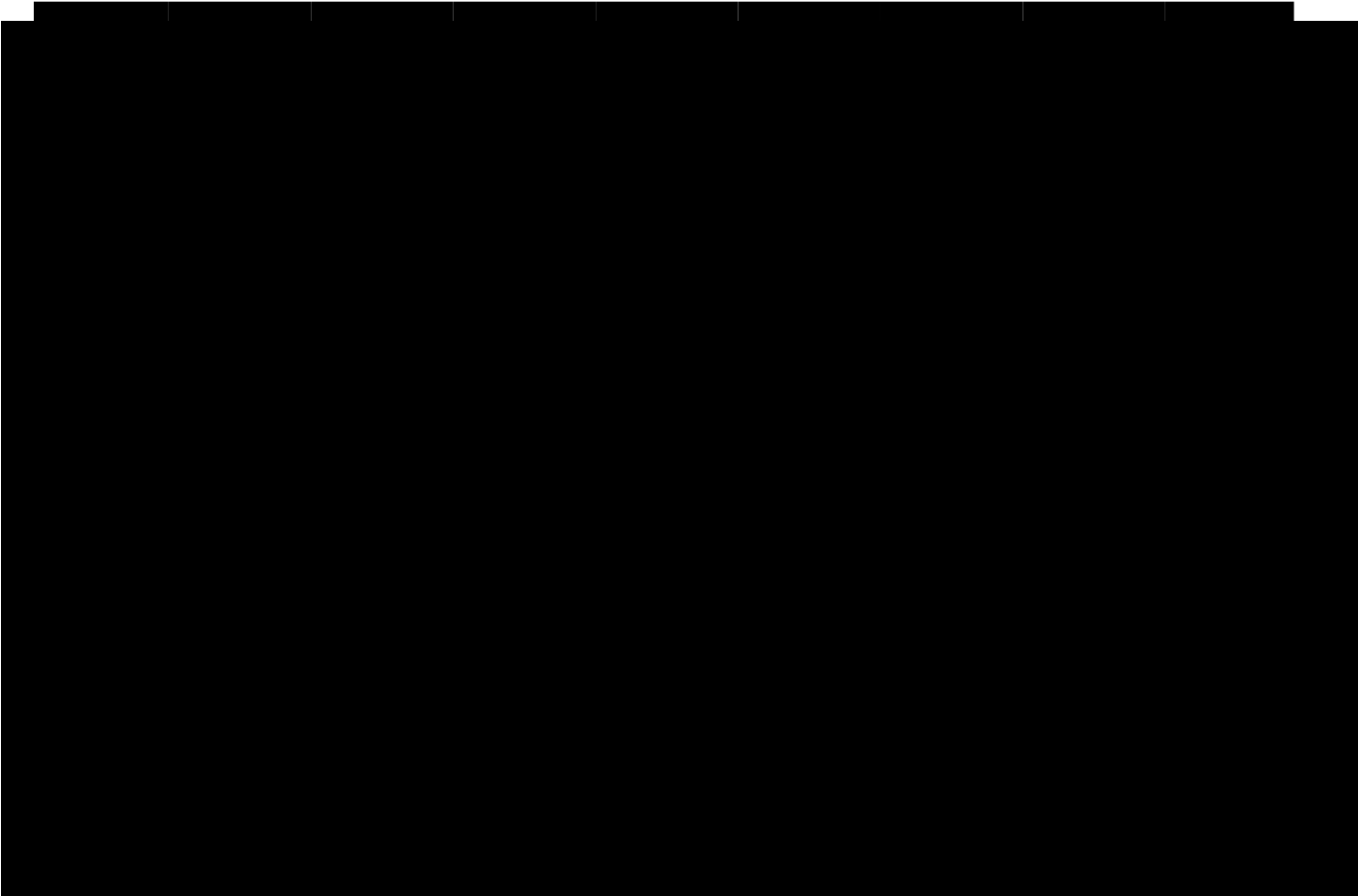
Best practice through membership of industry bodies.

We access best-in-class training programmes. Account Managers sit the IPA's Search/Foundation/Commercial Certificate and Legal Regulations Exam, and Google Analytics/Adwords. Promotional specialists sit the IPM Diploma.

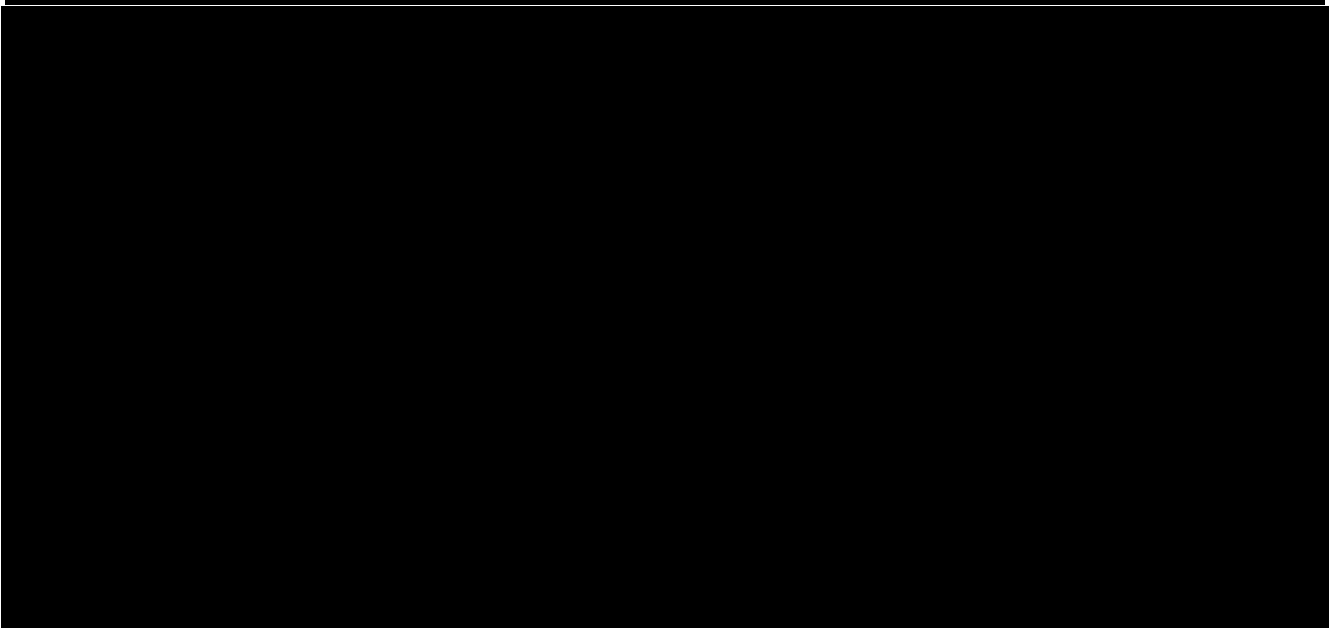
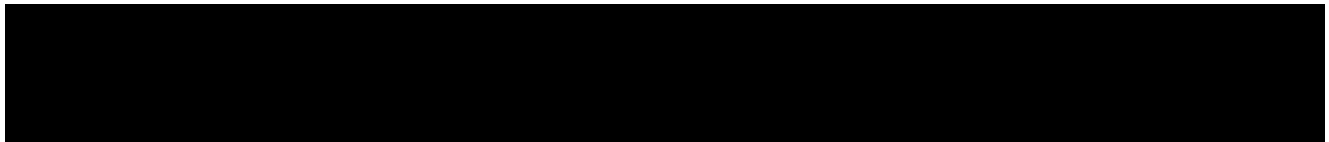
Led by M) Kyle Hardie, we implement training by:

- Reviewing courses available/continually monitoring new offerings
- Using previous feedback/identified knowledge gaps to create needs-based training
- Investing (over £15k annually) in formal training/cascading knowledge internally
- Measuring outcomes through KPIs/surveys/appraisals
- Using learning to improve future training.

This process has enabled us to pass the IPA's Continuous Professional Development programme every year since its 1999 inception. We are currently working towards Gold certification.



As evidence of providing an innovative service to PSB clients, to learn the latest thinking on behaviour change, we attended the Behavioural Exchange 2015 conference and cascaded learning internally and to clients.



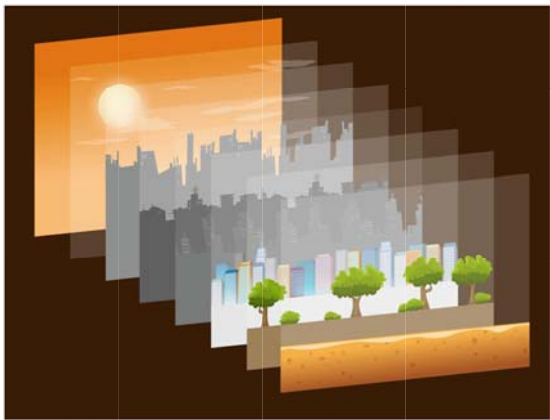
[REDACTED]

#

[REDACTED]

[REDACTED]

PARALLAX VIDEO FROM STILL PHOTOGRAPHY



Emerging technology Parallax delivers a stunning 3D effect.

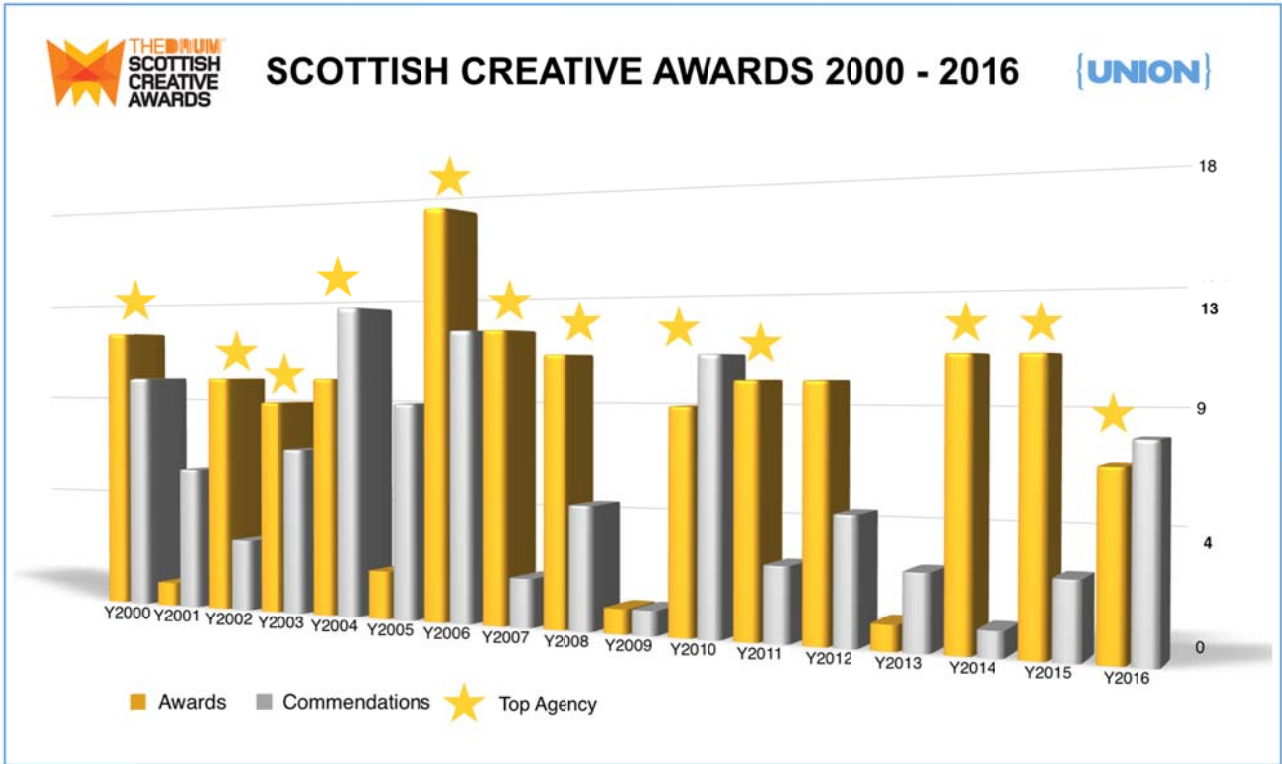
MONITORING AND IMPROVING ON-GOING SERVICE

Our Directors review all feedback - positive or negative - and incorporate it into our continuous quality improvement strategy. Directors keep in touch with senior clients at all PSBs, regularly meeting to discuss areas for improvement.

To implement any lessons learned, plans are communicated to account teams through on-going training and feedback sessions.

Our continuous improvement procedures help us maintain a market leading position in creative output (Scottish Creative Award) and industry effectiveness (Marketing Star/IPA Effectiveness).

#



Top agency 12 times in the past 17 years.

[800]

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.

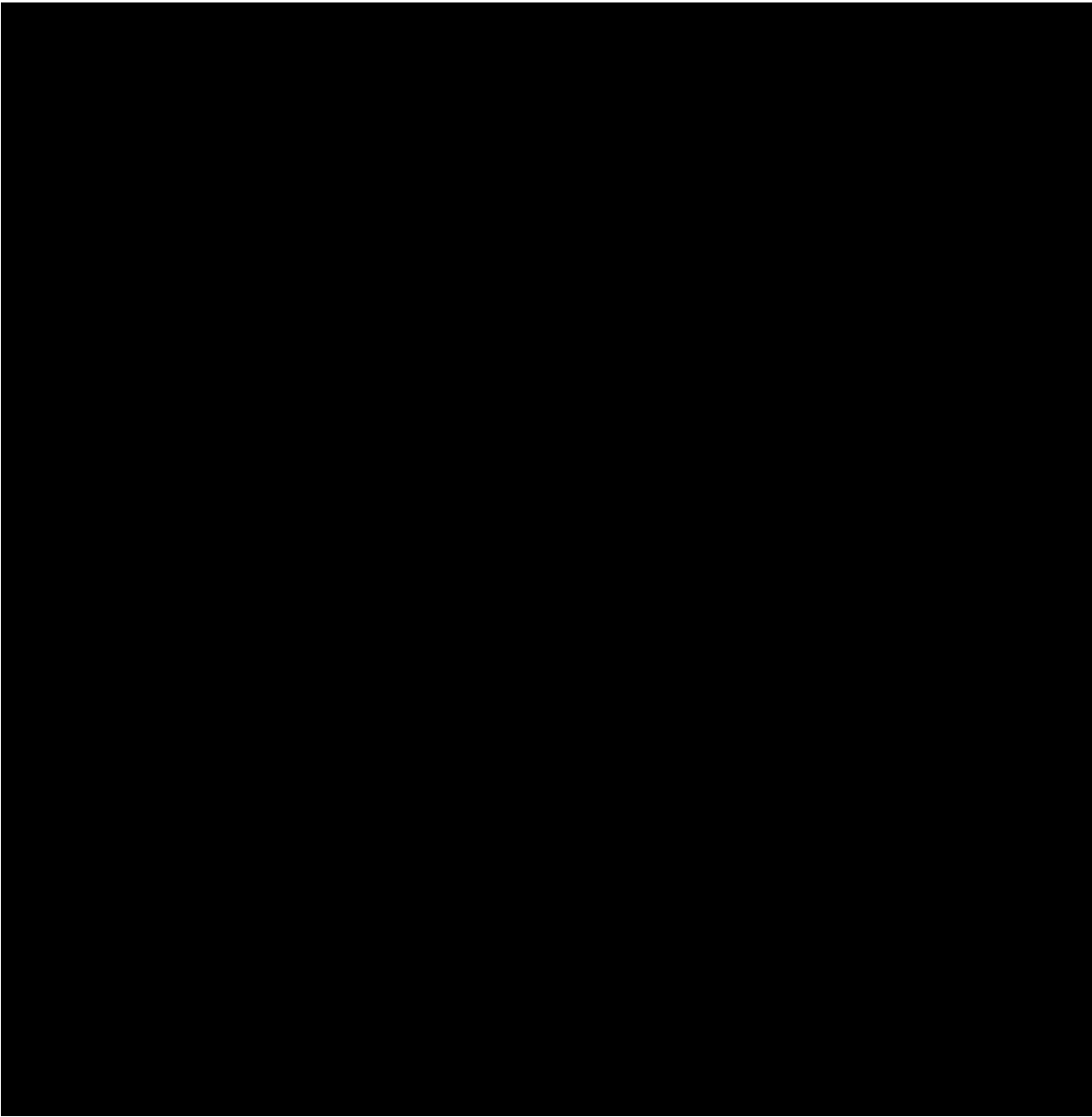
2.2.8. CAPACITY

To ensure we continually have the capacity to deliver this Framework, including transition and periods of high demand, we follow capacity planning processes, which are as follows:

- Robust demand forecasting
- Continuous evaluation and management of capacity
- Contingency processes for exceptionally high demand/capacity shortage.

DEMAND FORECASTING

To provide appropriate resource, we forecast demand during weekly/monthly/annual management meetings. We base forecasts on previous demand, industry trends, dialogue with clients and key dates for Public Sector Body (PSB) contracts, including any repeat requirements (e.g. seasonal campaigns - Food Standards Scotland).

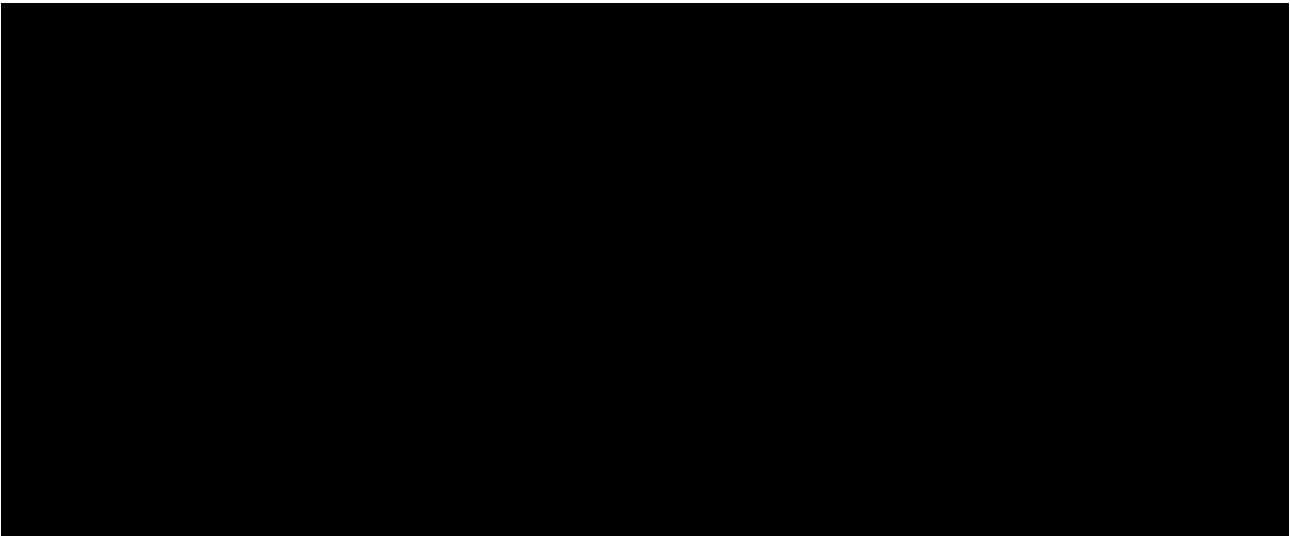
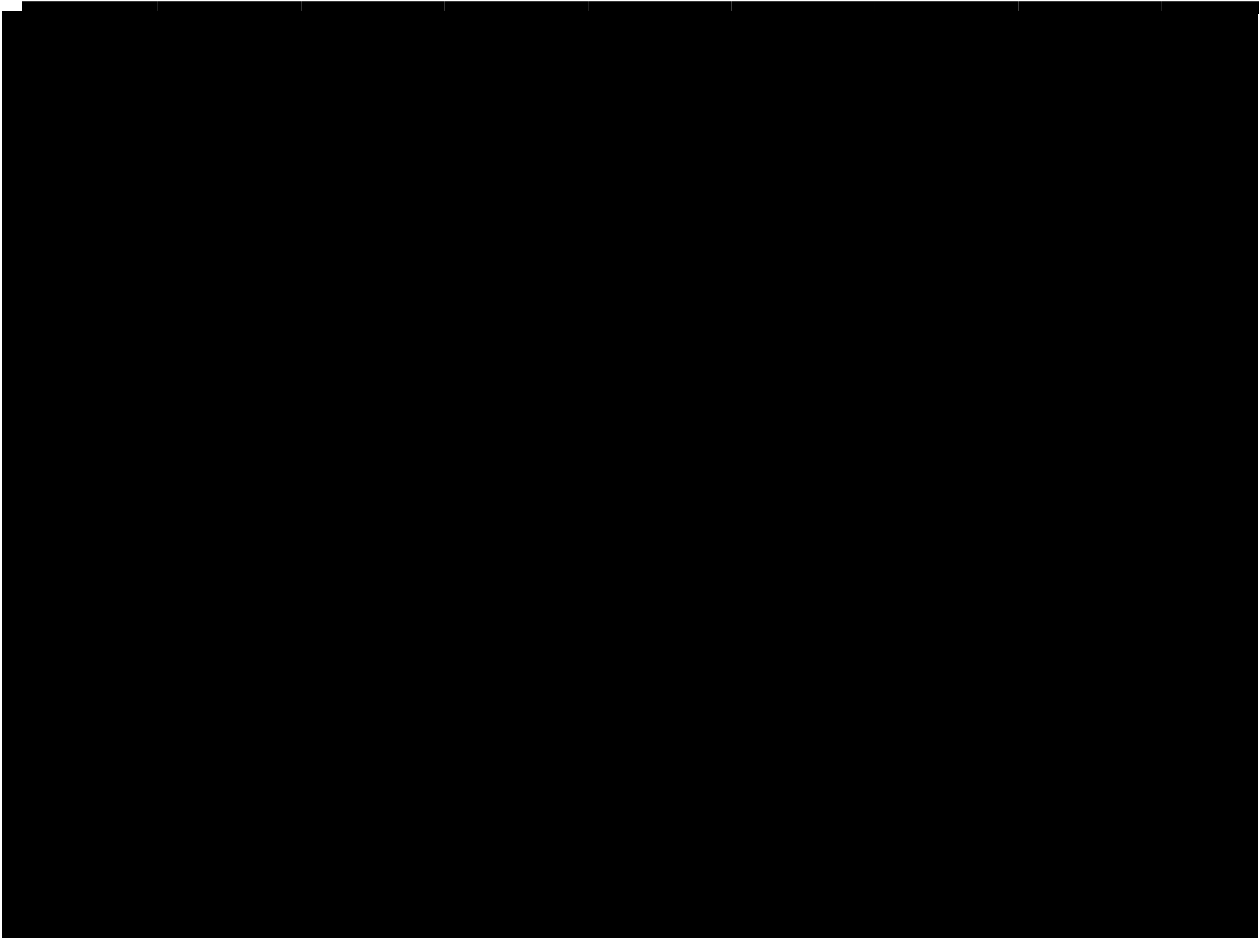


MANAGING ONGOING CAPACITY

Providing extensive capacity to this Framework, we maintain a workforce of [REDACTED] people at our Edinburgh office across all required departments.

Each client has a dedicated team headed up by an Account Director and has consistent points of contact.

Our Head of Digital works closely with Account Directors, allowing quick re-assignment of staff to help the core team deal with excess demand.



To continually meet PSBs need , regardless of their spend/geographical spread, we maintain a flexible, floating resource of [REDACTED]. This ensures that we can mobilise on new business and large projects at short notice, often critical for PS 3s. We have done this recently for Scottish Government's Parental Influence and Skills Development Scotland's Digital World (SDS) campaigns, both of which required full multi-channel campaign development within short timeframes.

In 2015/16 this flexibility allowed us to launch a global multi-channel campaign for VisitScotland whilst simultaneously completing substantial projects for Scottish Enterprise, Scottish Development International and SDS.



VisitScotland's Global 'Spirit' Campaign.

- 2 UK TV adverts
- 85 TV adverts across international markets
- 13 online films
- 376 digital executions
- And much, much more...

2 CAMPAIGN PARTNERS AT HOME
 Scotland, Home

4 NEW CONTENT PARTNERSHIPS
 the guardian, M MEDIA, NBC

65M VIDEO VIEWS

150K VIDEO LIKES ON FACEBOOK

232K SHARES OF #SCOTSPIRIT

841K FANS ↑ 39%

231K FWS ↑ 45%

258K FWS ↑ 143%

45-54yr olds exposed to the Spirit of Scotland videos were **48% more likely** to consider Scotland for their next holiday.

Age	AD RECALL	INTENT
35-44	10%	43%
45-54	12%	46%
55-65	20%	59%

Legend: Control (Grey), Exposed (Pink)

Award-winning global brand campaign for VisitScotland.

CONTINGENCY PLANNING

Responding quickly and effectively to unforeseen circumstances is an accepted part of working with PSBs. For example, we stepped in at short notice to assist a website launch for National Records of Scotland.

To maintain service quality while responding to increases in demand, we can use our network of 10 freelance designers. We can scale up further by:

- Re-allocating resource from our Leeds office;
- subcontracting resource from our worldwide Partner agencies in England/Northern Ireland.

ENSURING CONSISTENT LEVELS OF SERVICE

Focusing on maintaining consistent levels of service for each client, we will ensure:

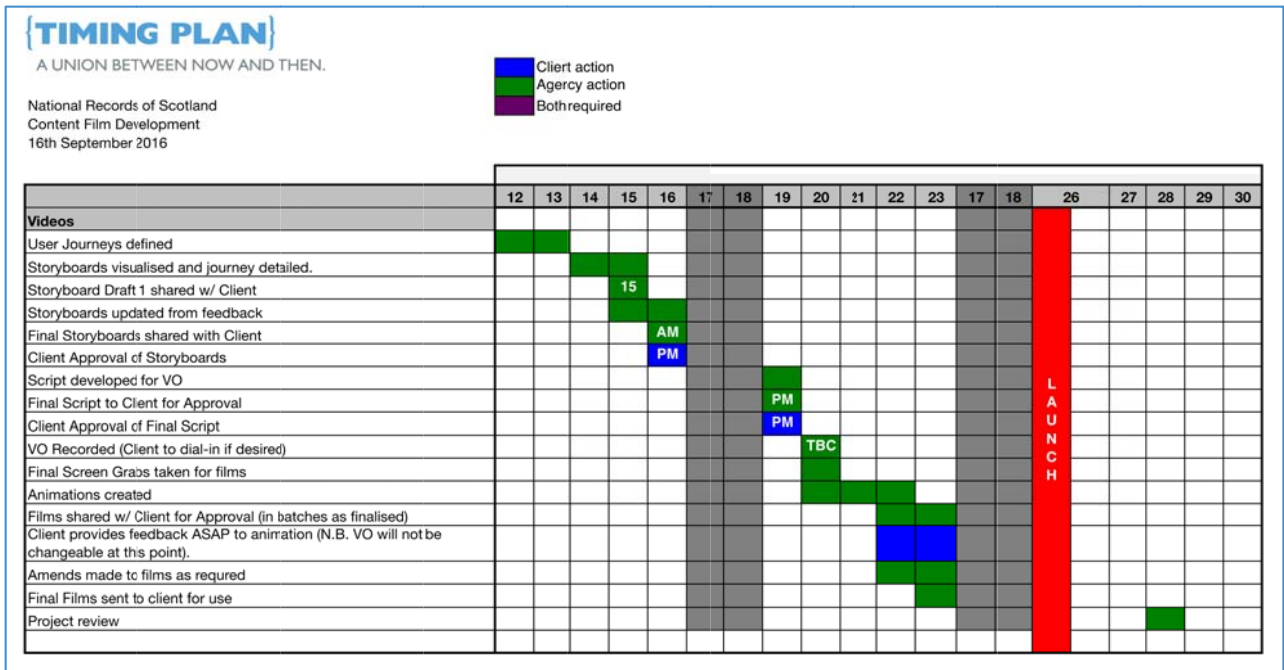
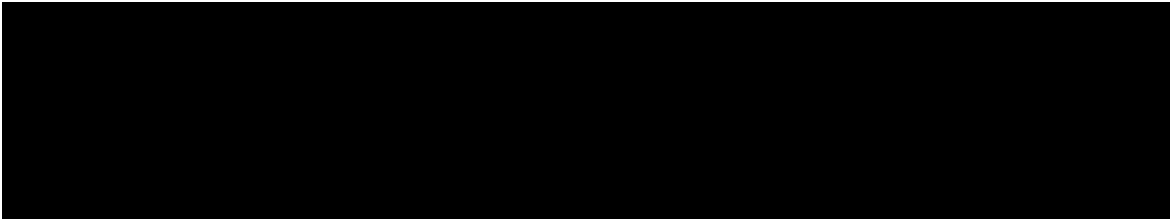
- They are of consistent high quality
- Consistency of service in the event of absence or leave
- Allocation of deputies for each member of team at contract commencement.

Technical infrastructure:

- To p quality IT infrastructure (e.g. superfast internet/video conferencing), business travel accounts and well-equipped meeting spaces ensure we can communicate seamlessly with clients.

Core and more:

- Core team delivering campaigns on a daily basis
- Back-up support team across disciplines
- Key contacts assigned for accounts to ensure familiarity.



Example rapid response timing plan.

These processes ensure a consistently excellent level of service for all PSBs, regardless of size/spend, upholding our reputation of delivering excellence.

[600]

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.

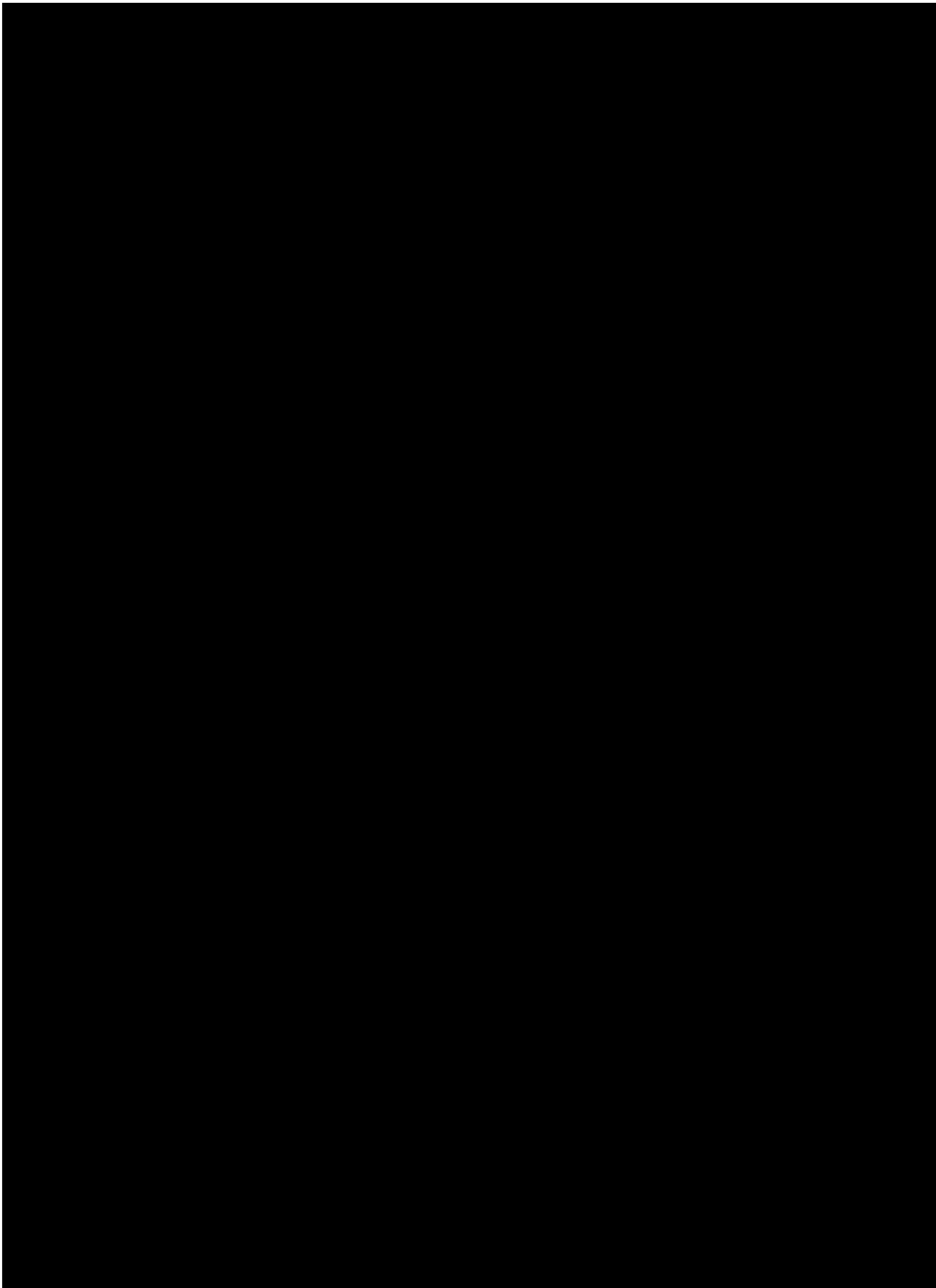
2.2.9. ACCOMMODATING UNFORESEEN REQUIREMENTS AND PROPOSED FORMAL PROCESSES

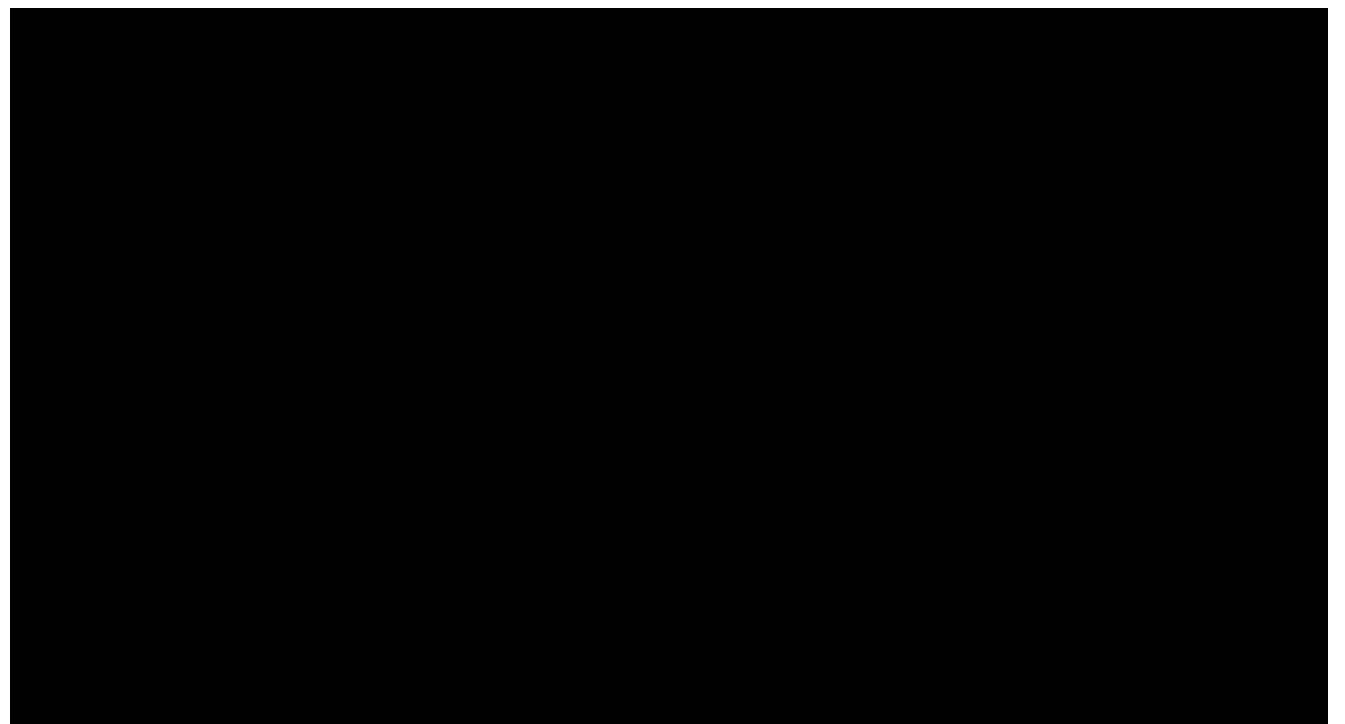
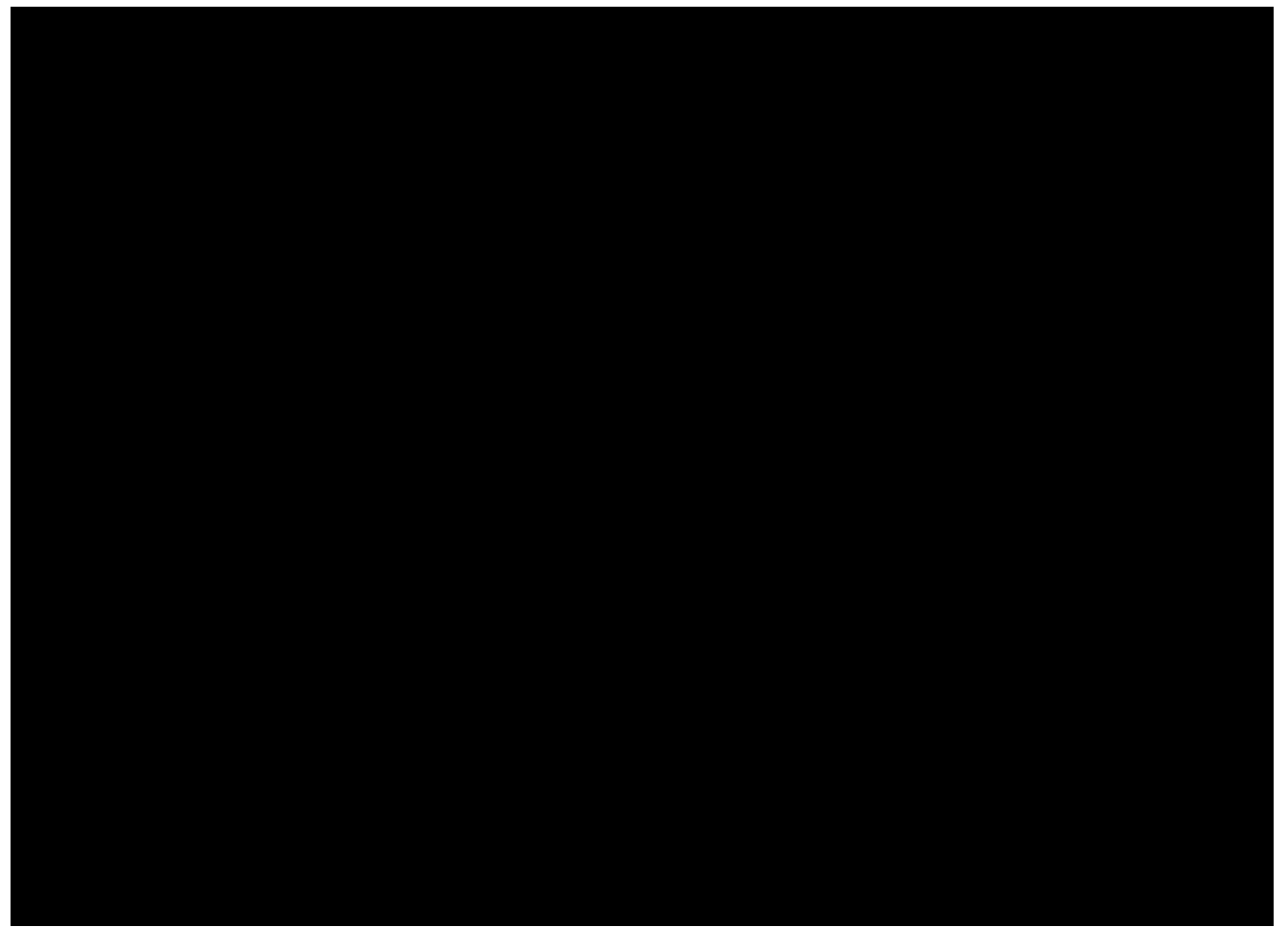
EMERGENCY PLANNING

Our staff are experienced in helping clients through emergency challenges, and we have a formalised a process and policy. This policy is updated annually in line with best practice by Senior Management, and shared throughout the agency.

The Union has experience of crisis management with a range of clients. For example we:

- Worked for QMS during the 2001 Foot and Mouth crisis by immediately preparing an emergency team to ensure important campaign messages were agreed and disseminated in the right way, at the right time
- Assisted Food Standards Scotland during the reaction to a perceived controversial health campaign by working with client and agency legal teams to provide the appropriate response swiftly and effectively.





[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Question 2.3.2 (Weighting – 6 %) (Word Count 1800) + (Word Count 250 per CV)

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 service); 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).*
-

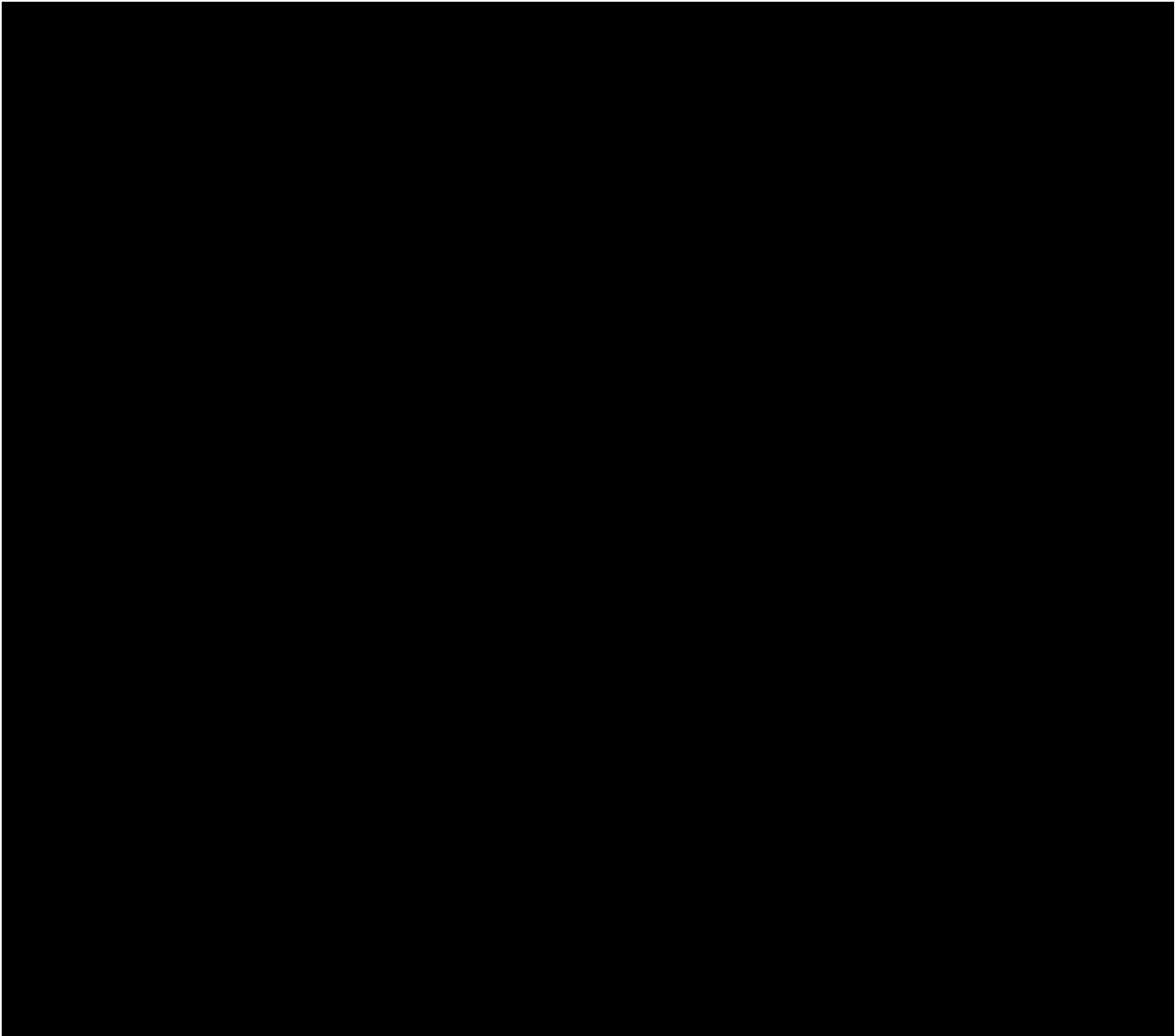
2.3.2. HOW THE SERVICES WILL BE DELIVERED AND MANAGED

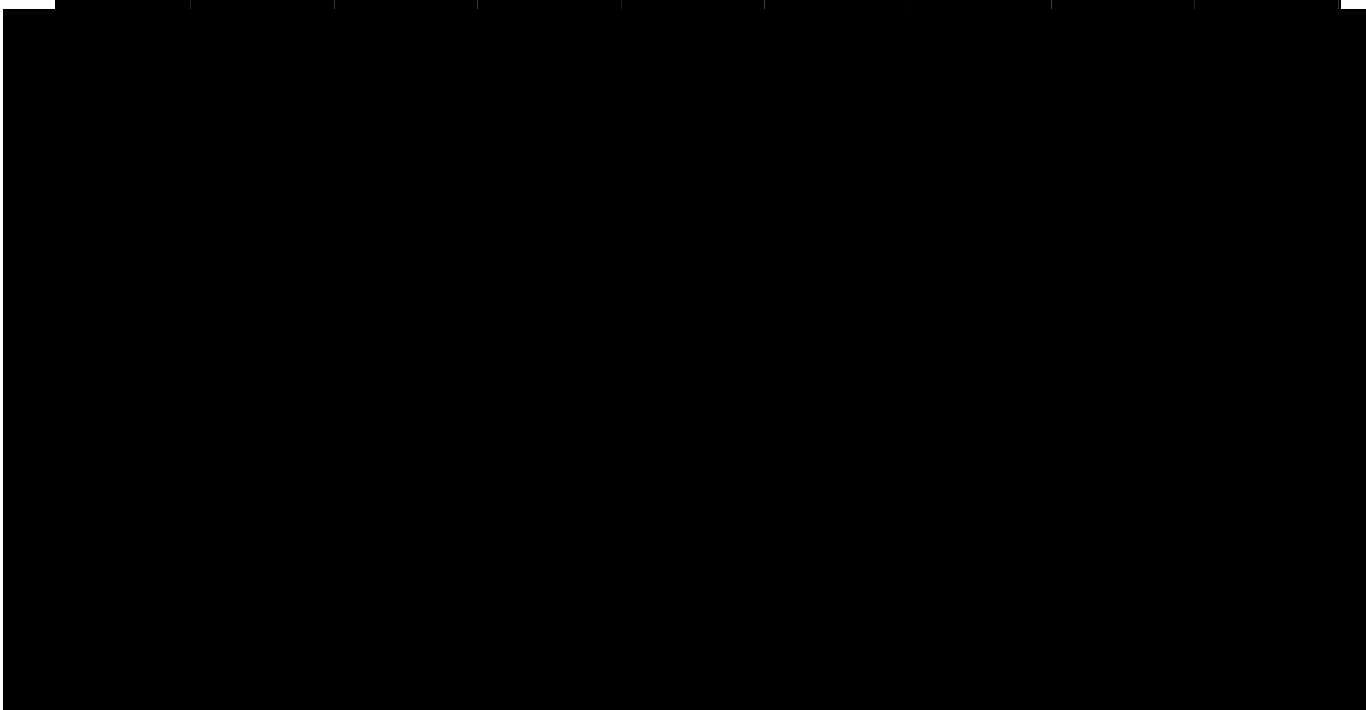
GEOGRAPHICAL LOCATIONS

We will deliver the services based from our offices in Edinburgh – where our staff across all disciplines are based. We have access to meeting/business spaces in all Scottish cities – through Clydesdale Business Banking. We recognise the need to service Public Service Bodies (PSBs) throughout Scotland and will use video-conferencing/phone/email when appropriate. Outside Scotland we can service clients through our Leeds office, and through World wide Partner Inc. (WPI) agencies in Belfast and London. For international delivery we will work with our WPI network, with 65+ agencies in 50 markets.

ACCOUNT ORGANISATIONAL STRUCTURE

To deliver a service relevant to the requirements (Schedules 1/1A), we will draw on the specialist skills of a team drawn from The Union. We will provide a seamless service led by Union





To ensure a collaborative/joined-up approach across all disciplines our staff are all based in our Edinburgh office.



All services from a team under one roof.

Our organisational structure ensures:

- **Clear accountability:** Public Sector Bodies (PSBs) are assigned a Board level contact with ultimate responsibility for service delivery
- **Simplicity of communication/management:** Named day-to-day contact per engagement/campaign
- **Integrated thinking:** Joined-up digital planning including brand and data
- **Budget:** Streamlined process by deploying right resource at right time avoiding duplication - saving PSBs time/money

We take pride in providing best-in-class Account Management to deliver a service relevant to the requirements through strong leadership, trained staff, effective procedures and dedication to continuous improvement.

Last year we achieved the highest possible score for Account Management for VisitScotland's Relationship Management programme; and were ranked No.1 across Lloyds Banking Group roster portfolio of 15 agencies.

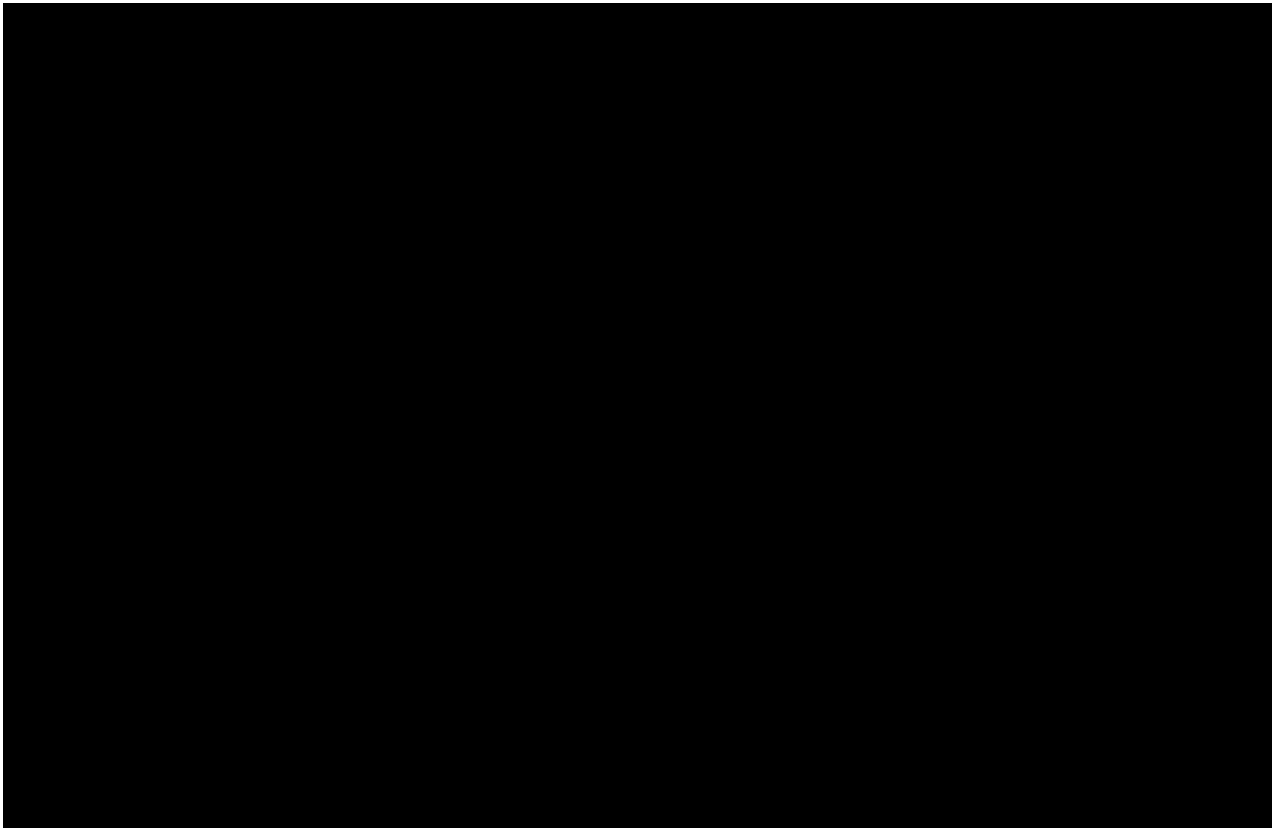
CUSTOMISED SERVICES

To deliver excellence in Account Management and client service we are organised in six units customised by project, and based on disciplines required:

- **Direct**: responsible for service delivery
- **Planning**: responsible for strategy
- **Project Management**: responsible for campaign delivery
- **Creative/Design**: for concepts/design/content
- **Development**: for technical delivery
- **Analysis/Online Marketing**: for online analytics/social media/SEO

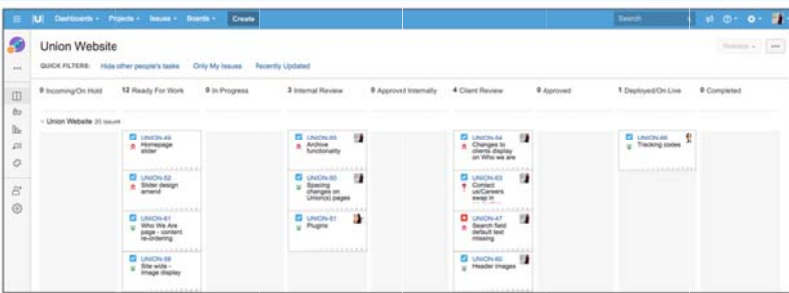
PROCESSES TO DELIVER THE SERVICE

TE-




We also ensure that all projects are effectively tracked/monitored and reported on.


- So everyone is fully aware of deadlines - we produce a **Project Timing Plan** indicating key milestones/responsibilities.
- This builds in time for **Client/Stakeholder approval**. For example The Scottish Government requires policy approval, whereas QMS may have to gain approval from Rural Payments Agency.
- Each campaign is itemised with a **Job Number** on our Synergist platform.
- Each step in the campaign process is formally initiated/tracked by **Briefing Forms**.
- Following each meeting/call, project actions are documented and circulated in a **Contact Report**.
- All **Quotes/Estimates** are formally submitted - requiring written approval.
- Weekly **Status Reports** track all jobs and next actions.
- Digital projects are carefully documented with **Statement of Work/Technical and Functional Specifications**.
- Web design/build projects are set up in **Jira** system, using a Kanban board to track progress/issues/bugs.
- Clients are provided with feedback/web/data with weekly/monthly **Dashboards** and **Google Analytics**.



JIRA KANBAN BOARD & GOOGLE ANALYTICS



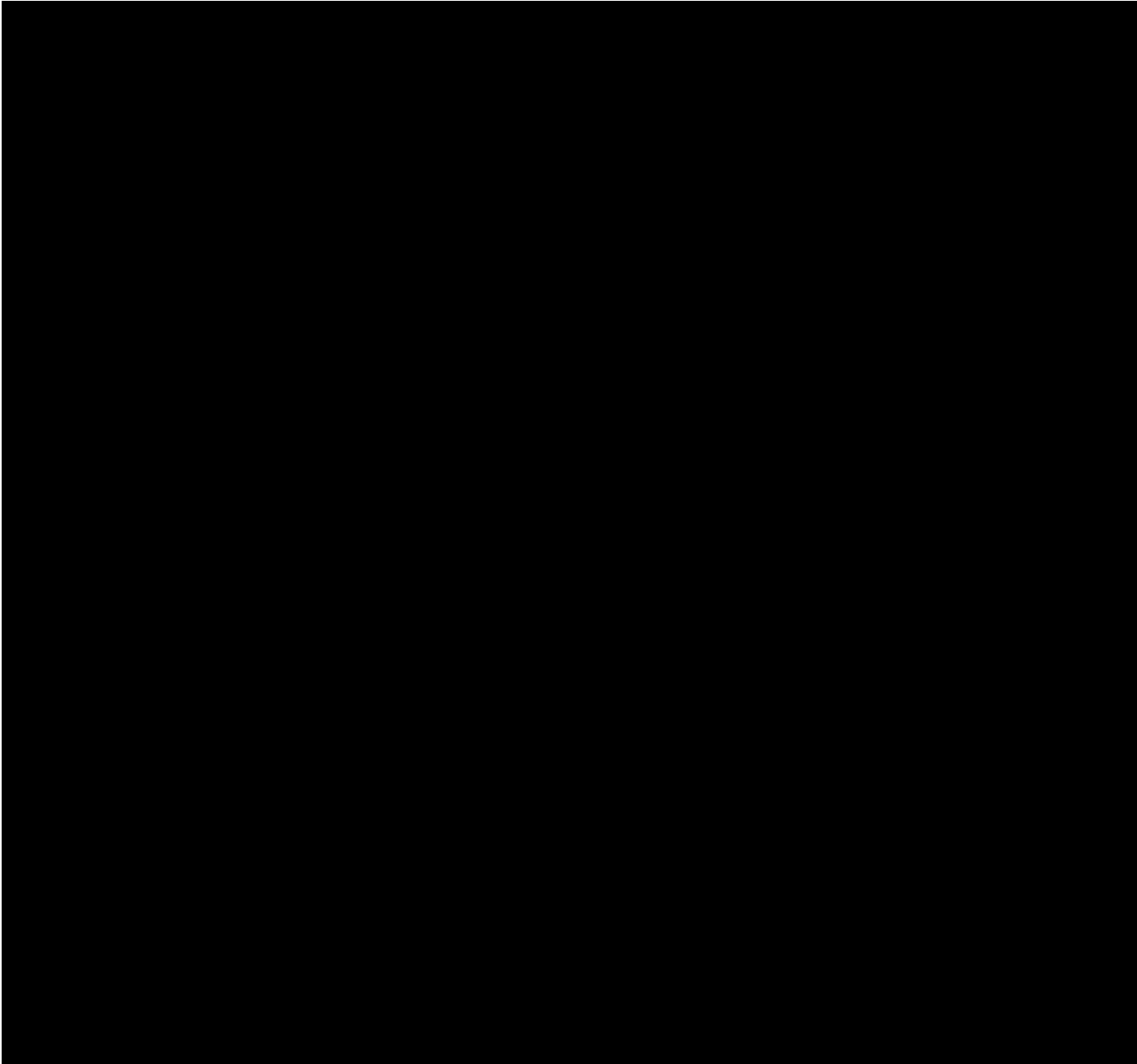
CUSTOMISED DASHBOARD REPORTING



Key reports/tools for digital projects.

EXTRA RESOURCE FOR HIGH DEMAND

As added value we offer additional staff - should extra work be required. Details below:



MECHANISM FOR APPROVAL OF A CHANGE

In the unlikely event that we are required to change staff, we follow this procedure:

1. **Advise** framework clients of change immediately
2. **Propose** a replacement staff with CV and recommendation
3. Arrange **meeting** between staff member/client if necessary
4. Seek **approval** to implement change
5. Address **concerns** raised - if necessary, seek alternative solution.

We offer additional reassurances to mitigate the impact:

Notice Periods: Minimum period of three months - six months for senior/key staff.

Market Intelligence: We monitor marketplace for a pipeline of candidates.

Succession Planning: We identify 'high potential' individuals and ensure they receive appropriate training so they can take on additional responsibility should the need arise.

Crisis Planning: In the event of staff leaving at short notice, we use resource from our trusted freelancers.

OUT-OF-HOURS WORKING

We seek to provide a positive work-life balance for employees whilst delivering against client expectations. We proactively schedule project completion times against resource availability/client deadlines – this ensures we are able to minimise out-of-hours working. Where necessary to complete urgent tasks/meet deadlines, we offer time off in lieu/bonus for staff.

BUSINESS CONTINUITY

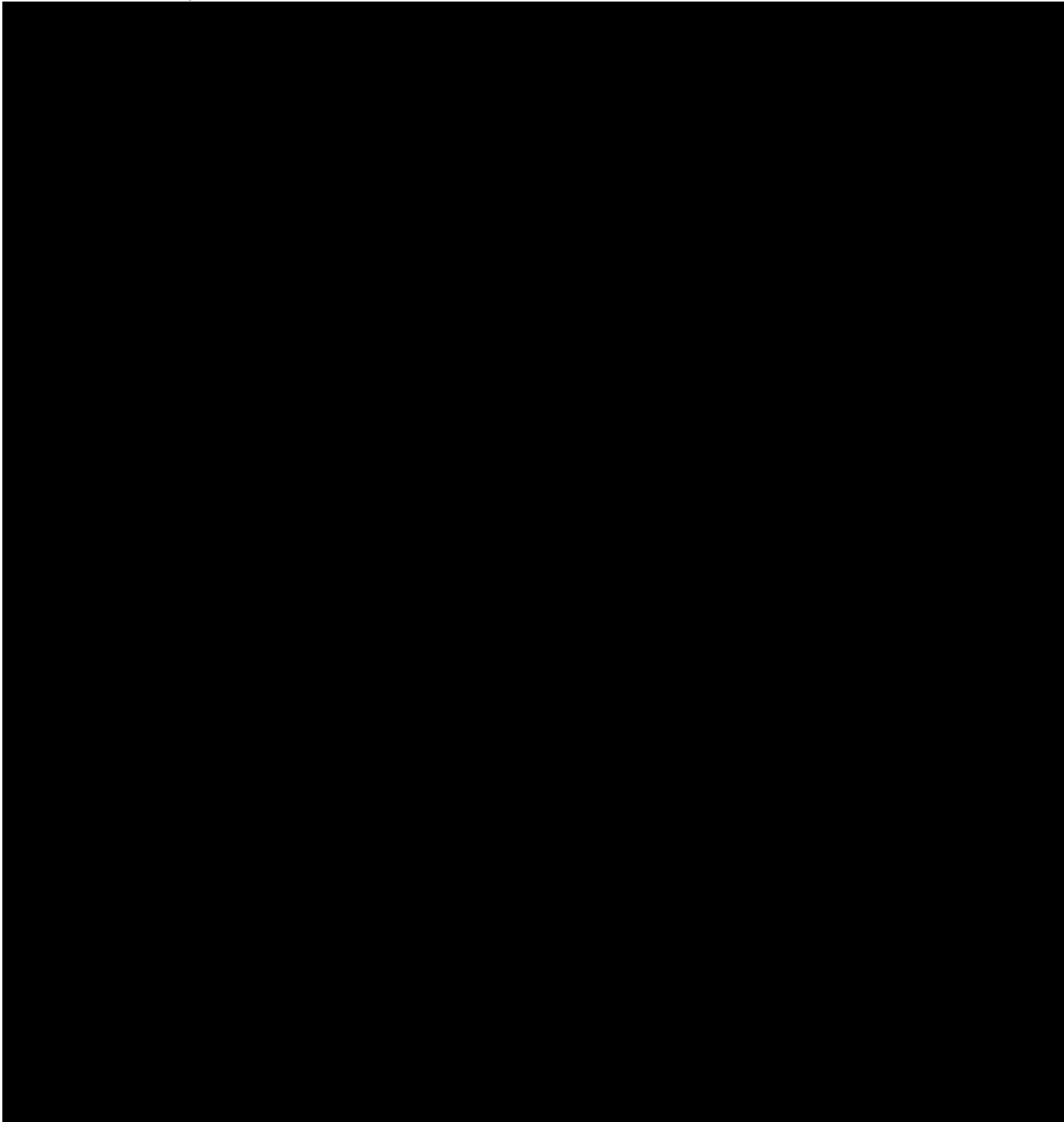
Our large team ensures we have capacity to ensure business continuity in the event of absenteeism through holidays/sickness/key staff leaving. Our procedure:

REQUIREMENT	INTERNAL SYSTEM	BACK-UP
ANNUAL LEAVE	<ul style="list-style-type: none"> Centralised leave diary aids resource planning Structured holiday request process Maximum one person in each account team on leave at once Formal written project handover to designated stand-in 	Large/trusted bank of freelancers
SICKNESS	<ul style="list-style-type: none"> Staff communicate absence by 8.30am, to allow for cover/re-allocation of briefs/tasks to take place 	
STAFF TURNOVER	<ul style="list-style-type: none"> Minimum notice period of 3-6 months, allowing time to recruit - a full handover to take place Capacity to temporarily re-structure departments until replacement found 	
EMERGENCY ABSENCE	<ul style="list-style-type: none"> 24/7/365 contact Staff home/mobile phone numbers stored in centralised system for emergencies Key personnel mobile numbers given to clients Teams can be coordinated at short notice to meet with client/hold conference call 	

Contingencies for planned and unforeseen absence.

FORMAL INTERNAL INTERFACES

To ensure seamless project delivery our internal interfaces facilitate clear communication across multi-disciplinary teams and with the client.



INTERNAL STANDARDS AND SIGN-OFFS

Our sign-off procedure ensures the highest quality outputs:

- All creative/design briefs approved by Digital Account Director/Creative Director
- Statement of Work, Technical and Functional Specifications signed off by Digital Account

Director/Technical Director

- All digital projects tested/approved by Technical Director, Head of Digital Design and Digital Account Director before going to the client for testing

Sign-offs are recorded onto our Synergist project management system – so all team members can access and check.

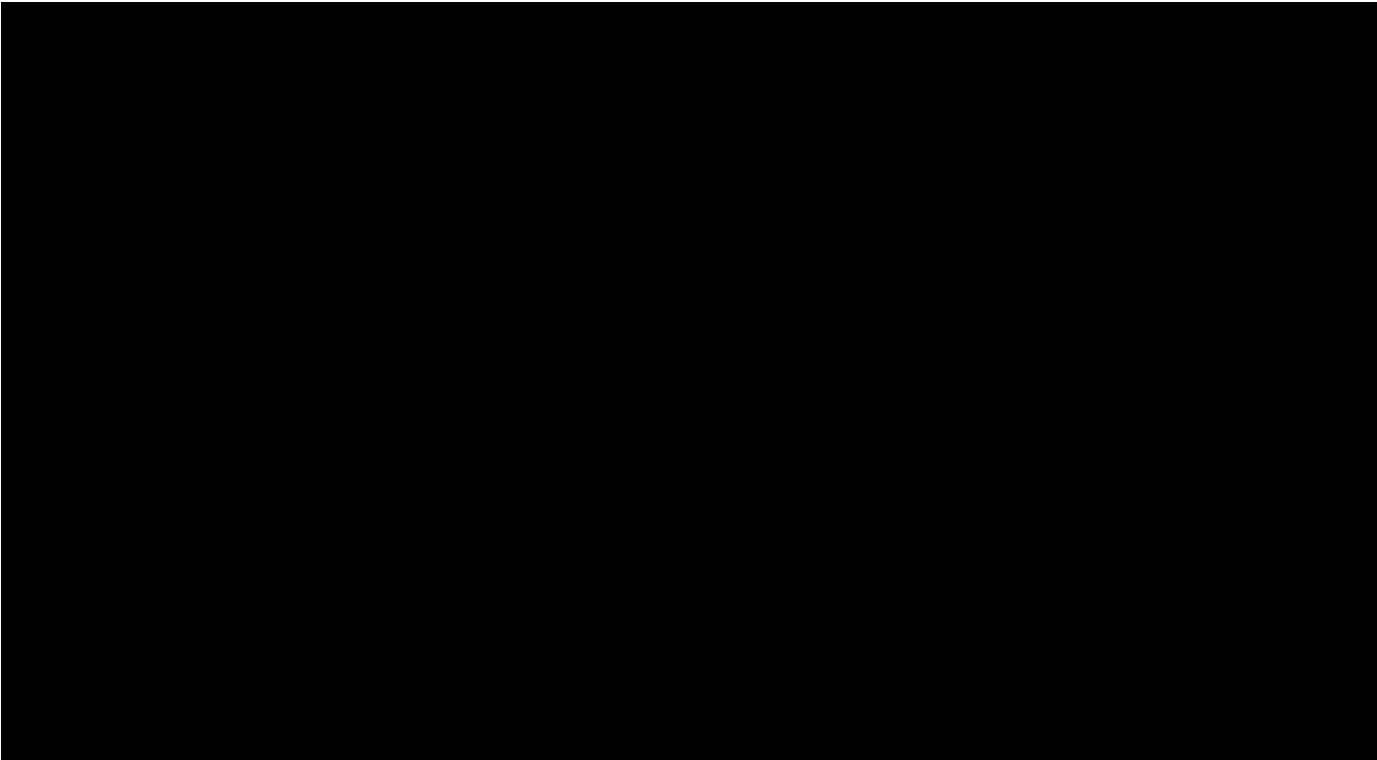
Formal client approval is sought (in writing) at key stages:

- Strategy
- Timing
- Budgets
- Statement of Work
- Functional Specification
- Technical Specification
- Photography/Illustration
- UX Testing
- System Performance Testing
- Go-Live

These are logged onto Synergist by the Account Director/Manager for the relevant project.

COMPLAINTS / ESCALATION PROCESS

Our procedure ensures swift, appropriate action from Senior Management when a project deviates from the project schedule or fails to meet client expectations. To implement any lessons learned, outcomes are communicated to the team and incorporated into on-going training.



If, for any reason the team/client are unable to resolve, [redacted] authority to resolve any client issue immediately and is available 24/7/365 to speak to clients.

STAFF TRAINING

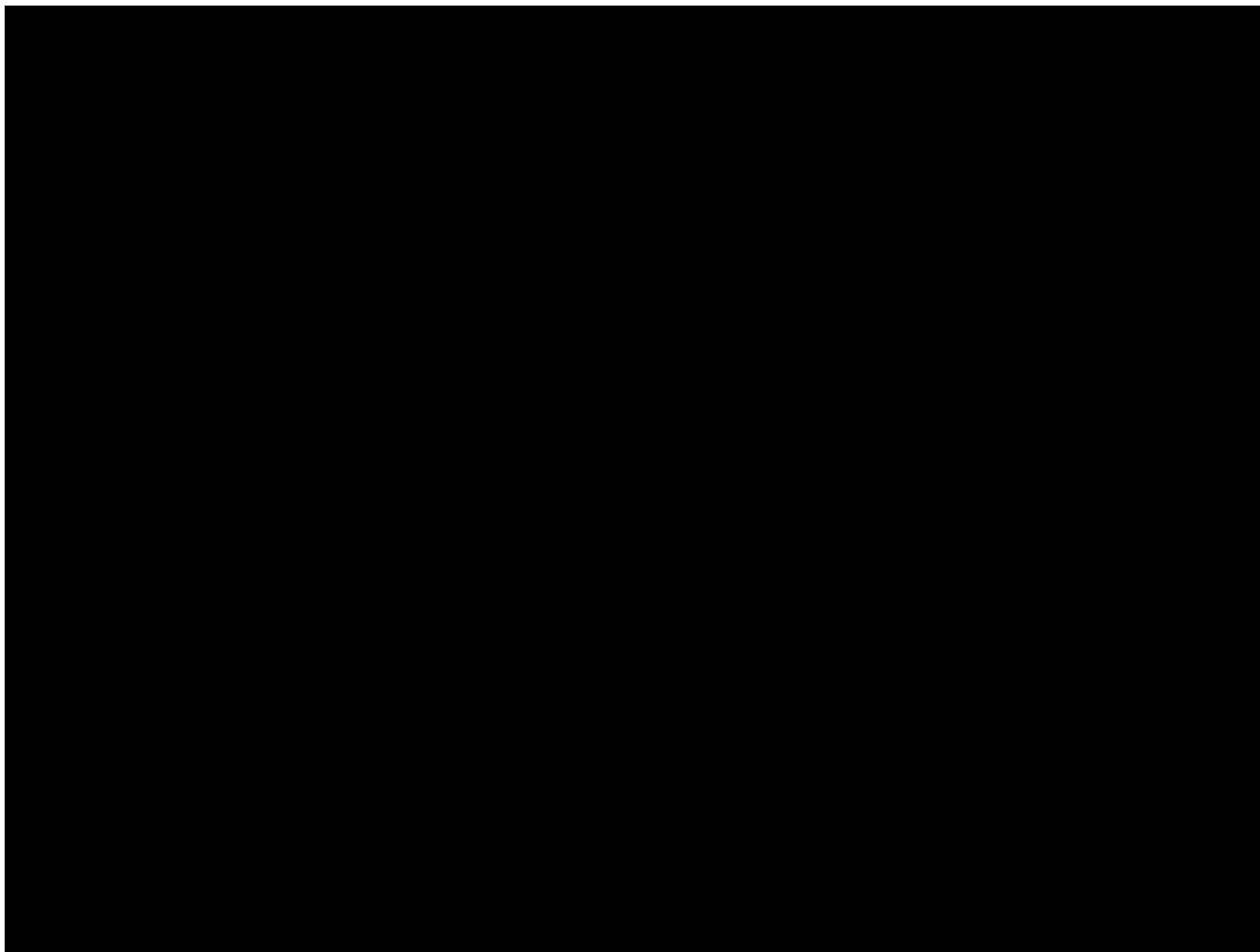
As an active member of the Marketing Society, IPA, IPM and DMA we are committed to building a highly skilled, world-class creative services workforce.

We use the IPA's CPD (Continuous Professional Development) programme to promote a culture of continual learning and personal development. For example, [REDACTED] recently completed the IPA Search Certificate to address a particular gap in expertise.

Having successfully achieved accreditation in each of the last 15 years, we are aiming for Gold categorisation (awarded only to leading agencies across the UK).

All our Account Directors/Managers sit the IPA's Foundation Certificate and Legal Regulations exam, which mitigates risk during project management.

We invest heavily in staff training with attendance at external seminars, conferences, workshops and courses - which are shared internally at agency 'show and tell' sessions.



PERFORMANCE MANAGEMENT

Staff performance is monitored on an on-going basis through weekly 1-2-1s, an annual appraisal and a mid-year interim review with Line Manager. Feedback is gathered from colleagues and clients. Purpose is to monitor/give feedback on performance/progress/personal development, as

well as providing objectives to help further their development goals.

[1,800]

~

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;*
- *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.*

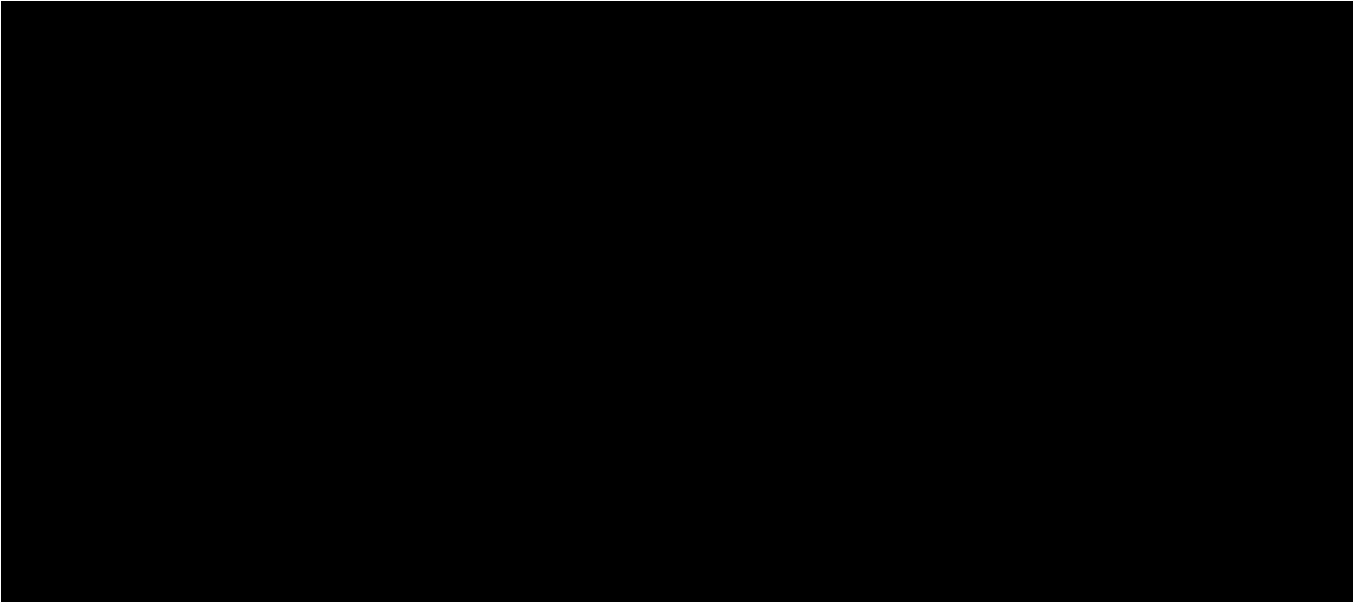
2.3.3. BUSINESS MANAGEMENT**TOOLS AND PROCESSES**

To track and report on the progress of tasks we have robust tools and processes.

Our Synergist project tracking and reporting tool logs all tasks and assigns a unique reference. Staff time and production fees are allocated, generating a Timing Plan and Cost Estimate.

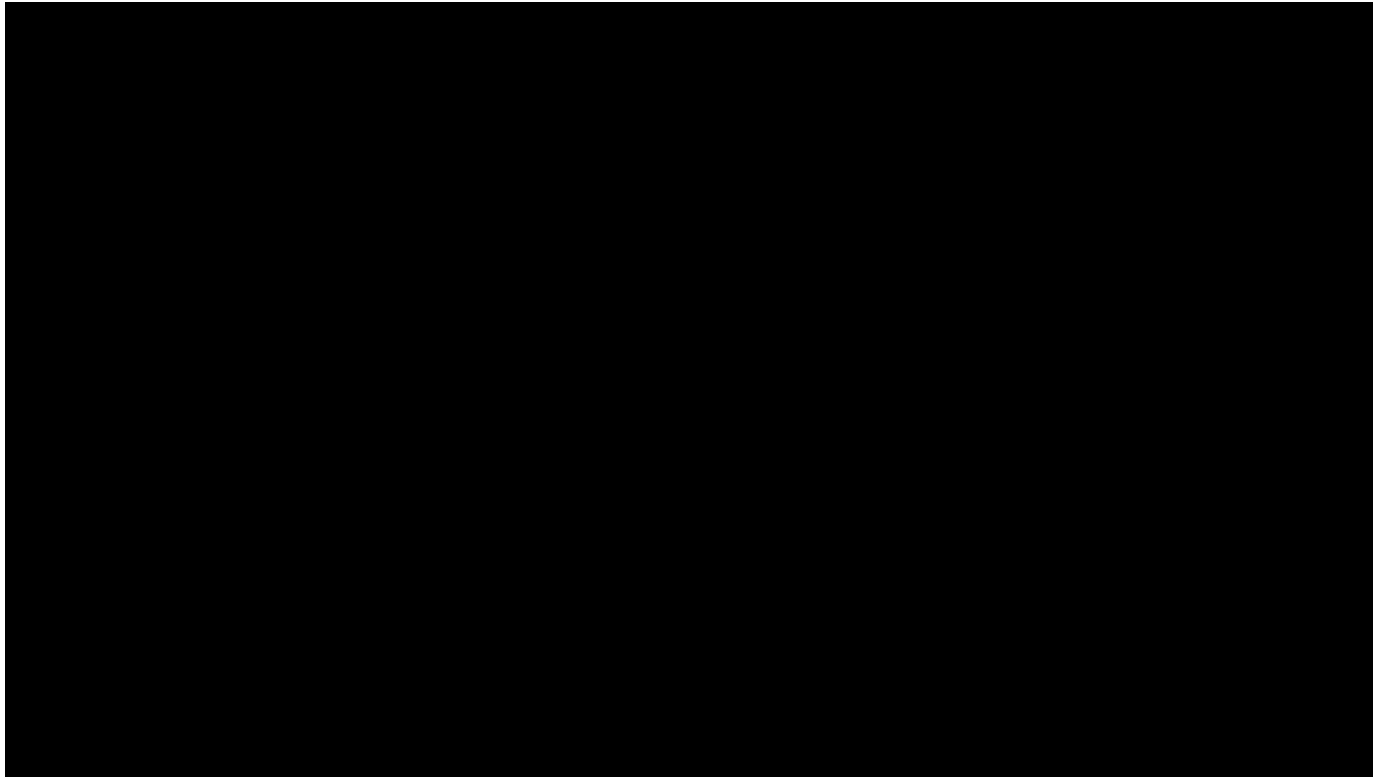
The tool allows for information management, resource scheduling and finance integration, ensuring all tasks stay on time and budget. Specifically:

- How a task is progressing against time and budget
- Who has, is and will be working on a task
- Which tasks are due to hit which department and when
- The status of tasks.



Traffic Manager, [REDACTED] chairs weekly Production Meetings with Account Directors to assess progress of existing tasks/ensure resource. Daily meetings are held to ensure that new tasks are allocated resource.

Head of Digital (HoD), [REDACTED] chairs Monday morning Development Scheduling meetings to allocate projects and review resource. We use [REDACTED]



We keep abreast of the latest tracking and reporting tools and technologies.

Member access to the IPA Advisory Service provides us with bi-annual information on market dynamics, including reporting tools.

Our IT Manager, [REDACTED] monitors [REDACTED] performance, providing monthly reports for the Board.

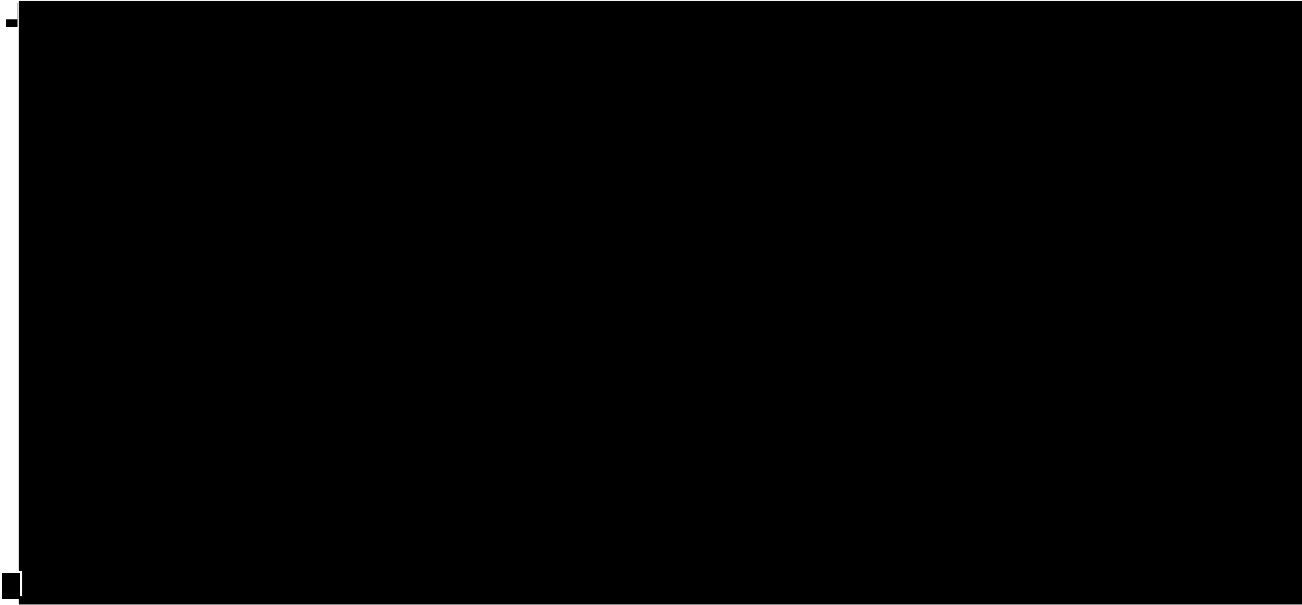
MANAGEMENT REPORTING

The Union has a number of management reporting arrangements in place.

The Digital Account Director/Technical Director/Lead Digital Strategist report formally to HoD on project KPIs and client service/performance, based on statistical performance/client feedback. HoD also seeks direct feedback and disseminates this through internal meetings.

We report/analyse on digital/web project to clients using [REDACTED]

[REDACTED] which allows us to identify areas for improvement, and for performance issues to be rectified.

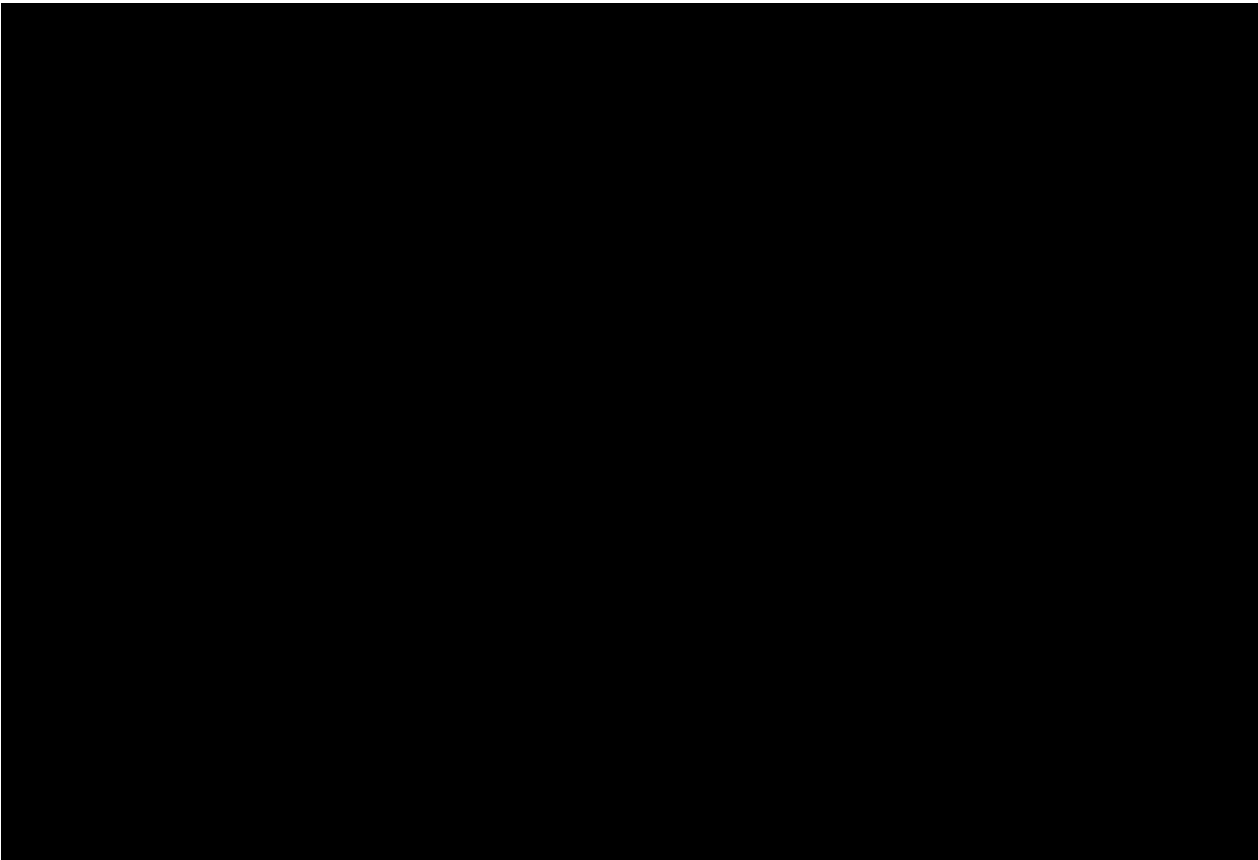


Board meetings have an agenda item, 'Client Health', based on our 'Traffic Light' report. Escalation procedures are enacted where appropriate.

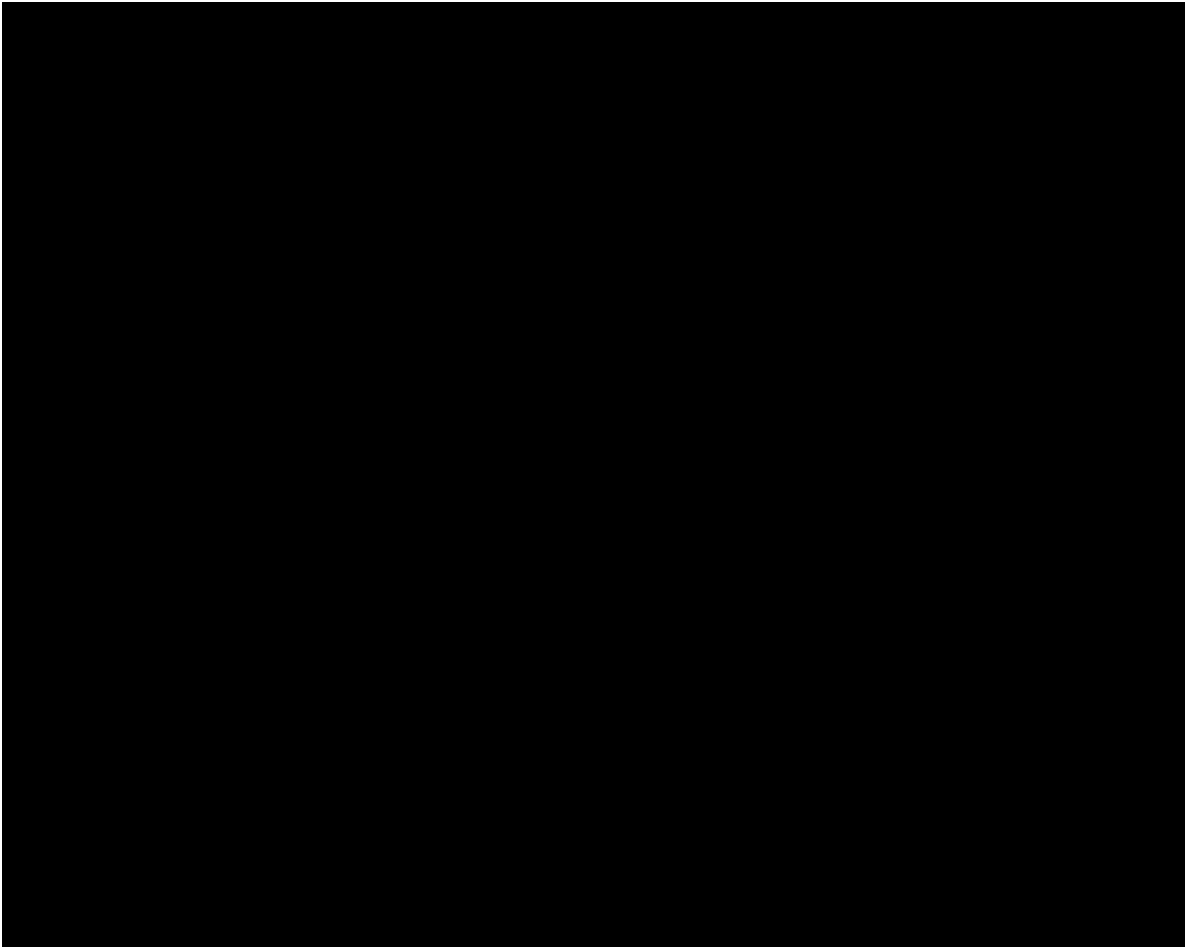
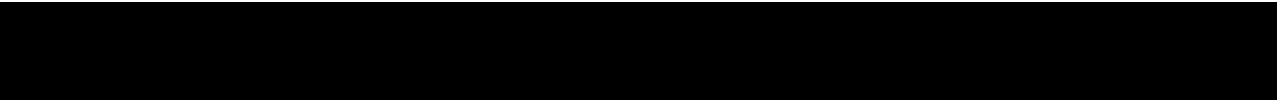
We review the performance of sub-contractors annually, identifying areas for improvement.

On-going project metrics - response/click-through rates/competition entries - provide 'real time' performance. For example, where a particular creative treatment/website might not be effective, we can respond immediately.

ROI analysis is a key discipline, allowing comparisons with similar activity.



MANAGING RISK



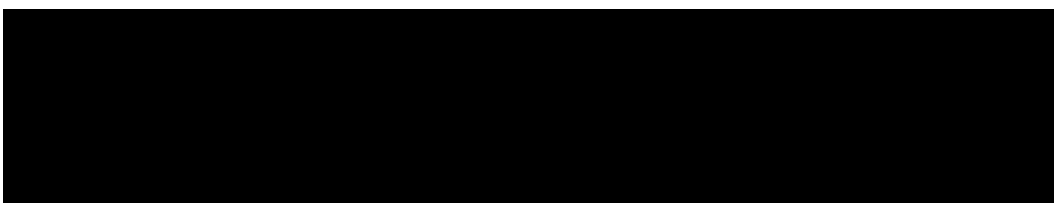
This process allows us to:

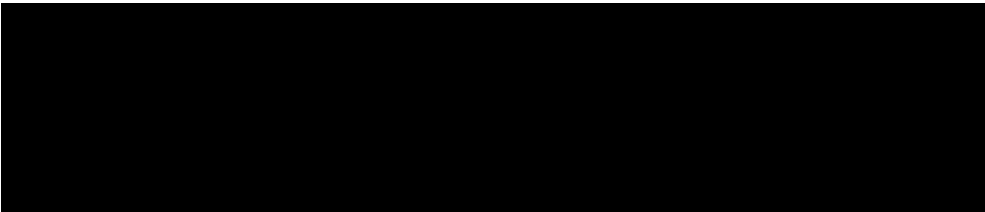
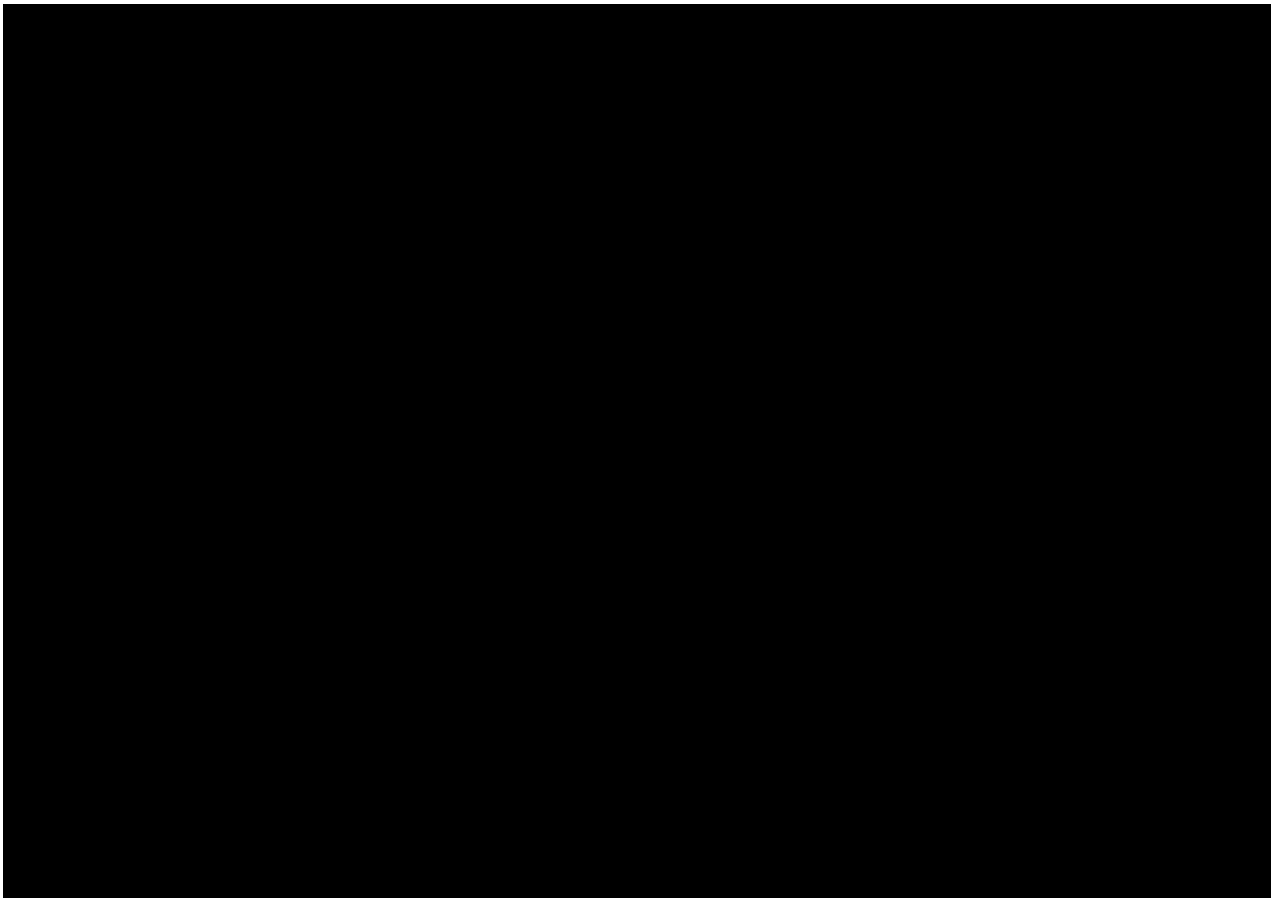
- Identify potential risk through data or observation
- Assess risk – seriousness/likelihood
- Plan for specific scenarios
- Implement actions to prevent occurrence/acting if it can't be prevented

At its heart is communication - to staff and sub-contractors. Senior Management take responsibility for client tasks, and disseminate to team members as appropriate.

INFORMING FUTURE ACTIVITIES

The information ensures Continuous Quality Improvement (CQI), allowing us to meet or exceed the expectations of clients. Our CQI follows a structured process:

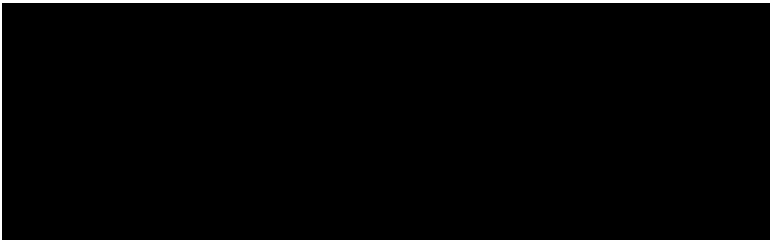




We interweave CQI it into everyday work. Staff are encouraged to feedback their own views and empowered to develop processes to improve future tasks. Senior Managers then ensure that new processes are implemented.

PROCESS FOR IDENTIFYING ERRORS/UNDER DELIVERY

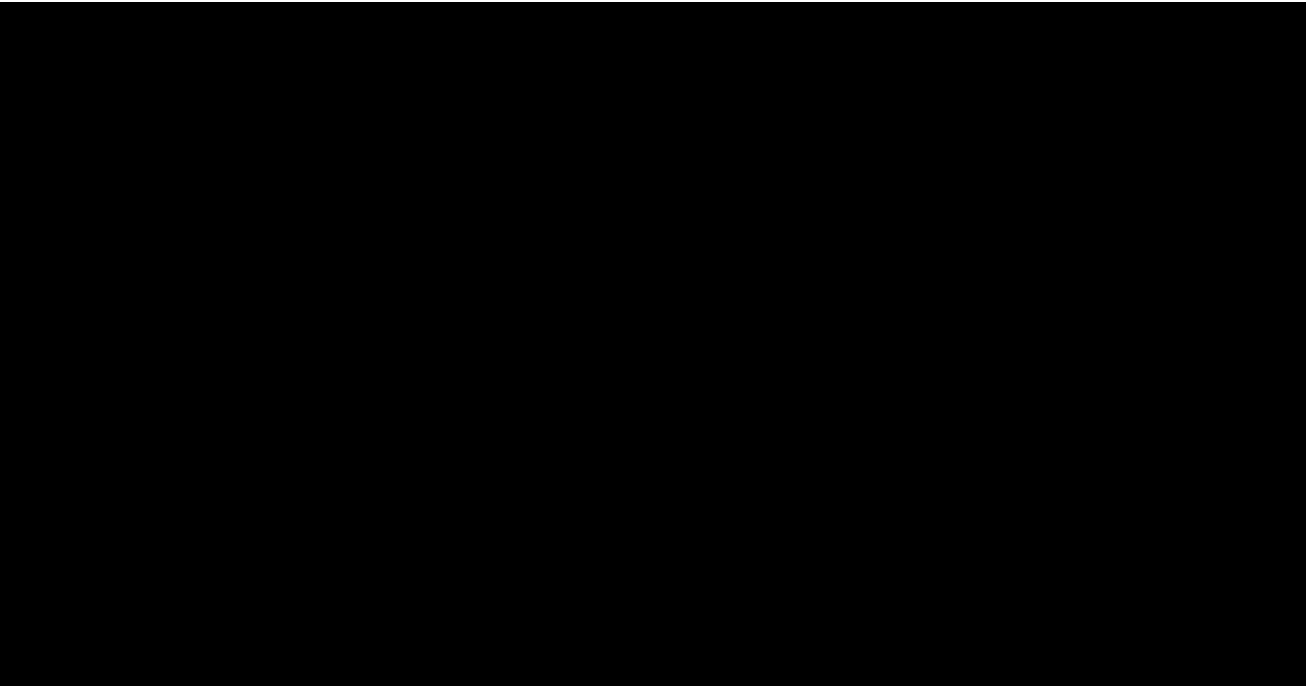
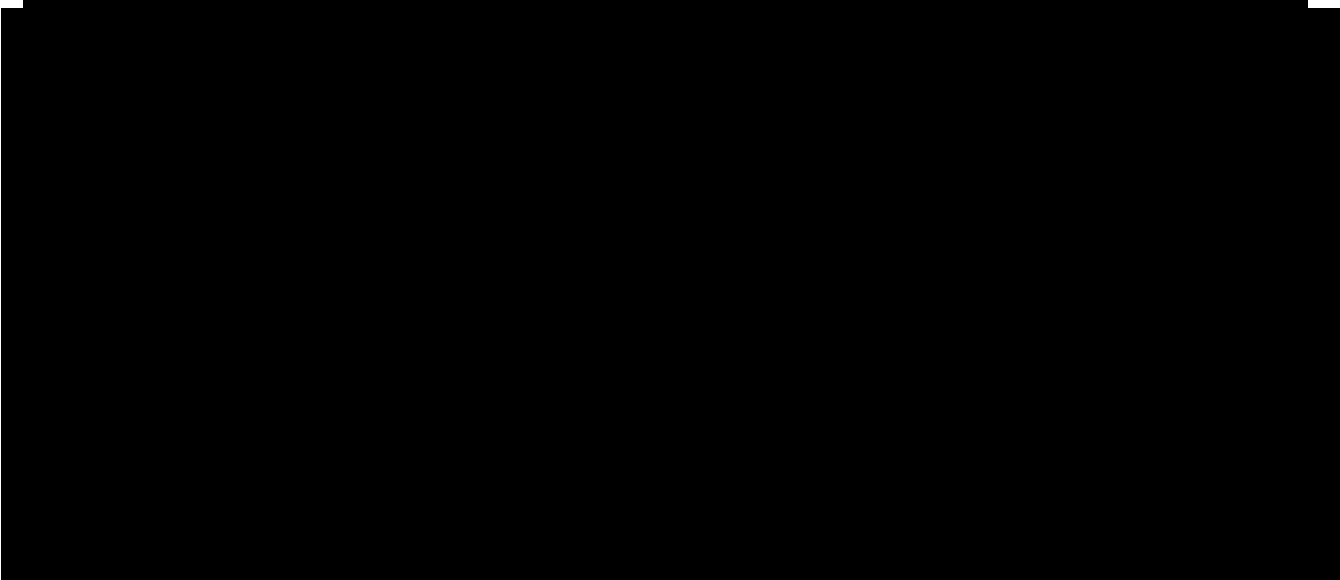
The Union’s formal process to identify errors or under-delivery is based on the measures through Synergist, Jira, management reporting, project data, and client interaction. For example:



ADDRESSING ERRORS/UNDER DELIVERY

To address errors or under-delivery we deploy our Escalation Process:





EXAMPLES OF MANAGEMENT INFORMATION

The Union provides regular management information to clients throughout the course of a task.

Timing plans are prepared and circulated to the client from the outset. This gives an at-a-glance view of project delivery and key milestones. It also facilitates easier transfer of projects between team members at the PSB when required.

A Cost Estimate is provided to the client at the beginning of a task, based on the agreed Framework rate-card, proposed Media Plan if applicable, and any external production costs. We provide consistent estimates based on the amount of hours we expect a task to take and the production requirements. This provides complete transparency on all aspects of the project budget.

We will provide weekly Status Reports to ensure all parties are aware of what stage the project is at and can highlight any delays that may arise.

These are referred to at Status Meetings, the regularity of which is agreed with the client. For short lead-time projects, meetings tend to be more frequent.

Our ethos is that communication is key to a successful relationship, thus regular day-to-day contact will be maintained through telephone and email.

Finally, a Contact Report will be provided following any detailed call or meeting that has clear actions, allowing all to be aware of and the timings associated.

ESTIMATE
A UNION BETWEEN HOW SOON AND HOW MUCH

Scottish Government
Digital Participation
Job No: 20457
4th January 2016

Account Management & Strategy
Account Director 488 hours @ £250/hr
For overall account management and input into campaign strategy. For client liaison and attendance at meetings.
Account Manager 488 hours @ £250/hr
For creative briefing and all account administration including client and creative team liaison and attendance at meetings. Also includes attendance at 1 x TV shoot and production liaison.
Senior Planner 488 hours @ £250/hr
For insight gathering and strategic input in delivery of campaign across all media.

Creative Development
Creative Director 488 hours @ £250/hr
For overview of all creative output across the campaign.
Art Director 488 hours @ £250/hr
For development of creative direction across print advertising. For creative direction of photography and attendance at photography shoot. Also includes attendance at 1 x TV shoot and production meetings.
Copywriter 488 hours @ £250/hr
For development of copy and headlines across the campaign inclusive of print and social media. For the development of an outdoor TV script and attendance at 1 x TV shoot and production meetings.

Production
One full shoot day and one day retouching for final 48 images for use across all print, outdoor and online display as per media plan. Includes on-site hair, wardrobe, styling, 4 x revised backgrounds, prop/location rental and set rental.
Usage term one full year from 20.02.16 - 20.02.17

TOTAL COSTS EX VAT £4,000.00
VAT @ 20% £800.00
Total inc VAT £4,800.00

CONTACT REPORT
A UNION BETWEEN NUTS AND BOLTS

CLIENT: National Records of Scotland
JOB NO.: 34253
SCOTLAND/People

PLACE: New Register House
DATE: 6th April 2016

PRESENT CLIENT: Anne Slater
PRESENT AGENCY: Graeme Davies
FURTHER: Bob Cook (Agency)
DISTRIBUTION: Kyle Hawkins (Agency)
PUBLISHED BY: Graeme Davies

Website updates

- Client allowed Agency around the current homepage and the prominence of the search messaging and functionality, including Advanced Search option.
- There will be single, multi database search functionality across all records.
 - Results will be summarised into 5 categories (for the different databases) and how many results exist within each.
 - Upon Login, a user will also be able to filter results further, and see the list of records available (not imaged) without payment.
 - Once images are paid for, it will load within a framework that allows for zooming, cropping, saving etc.
- The 'Like' login will capture basic data (name, email address) for on-going marketing.
 - The contact strategy/plan outlines how these individuals will be marketed to, using Adextra, which currently does not happen.
- The top elements of the Homepage will be constant, but do if it will inform the content in the lower 'boxes' of the homepage, relevant to the location of user.
- There is a fairly standard 'My Account' section top right of the site, which allows access to:
 - your details, newsletter preferences etc.
 - family trees that you have built - these in turn can then be shared on social platforms etc.
 - Saved searches
 - Timelines that you have added records into (e.g. if you add a record to a specific names 'Timeline', you can look at a summary of these records for a specific time period, i.e. all records during one decade).

Actions

- Agency to revert with proposal on content optimisation.

STATUS REPORT
A UNION BETWEEN PROOF AND PROMPT

CLIENT: Cycling Scotland
PROJECT: DECIS
DATE: 6th April 2016

PROJECT ELEMENT	STATUS	NEXT ACTIONS	BY WHOM	WHEN
Approved campaign	TV and VOD approval and booked	Agency to advise copy instructions	Union	Mid April
TV	Media deadline: 20th April	Client has advised of potential additional budget and targeted banners are being looked at	Client	mid April
Print	Media deadline: 20th April	Union has sent over model options for the 48 sheets and bus backs	CS	mid April
Signage	Media plan to be agreed upon to include key local authority areas	CS to advise on which 4 models are to be used for the bus backs	CS	20th/16
Display	Media plan to be agreed upon to include key local authority areas	Agency client approval	Union	mid April
Dispatch deadline: 27th May	CR has approved the Instagram video	Union to package up Instagram video and research	CS	mid April
		Client to provide details of interesting checkboxes for 'turns on laser'	CS	mid April

TIMING PLAN

Timeline showing tasks from November 2015 to January 2016. Key tasks include: Approved campaign, TV and VOD approval, Media deadline, Client approval, Agency client approval, and Client to provide details of interesting checkboxes for 'turns on laser'.

ESTIMATE

CONTACT REPORT

STATUS REPORT & TIMING PLAN

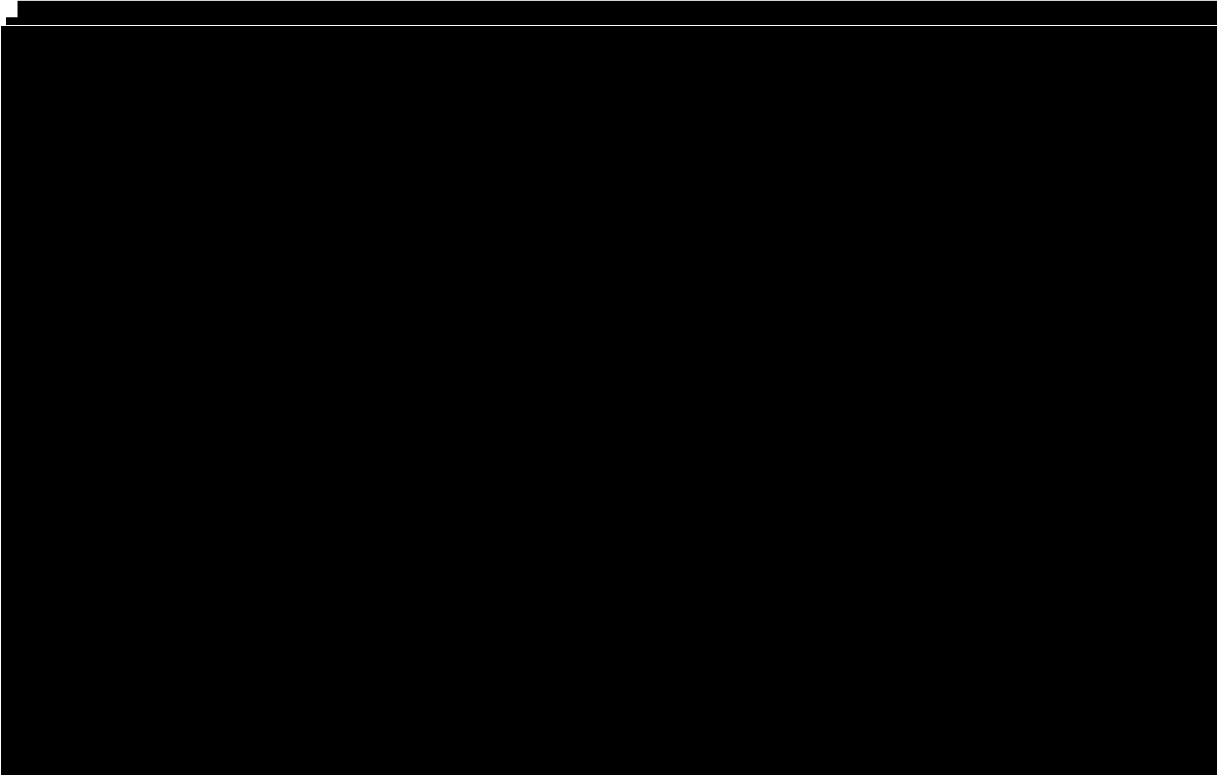
Reporting and management information templates.

This gives both agency and client visibility of agreement and allocation of tasks, as well as providing on-going information to the project team.

Ongoing data and metrics is also supplied and visible to the client through dashboards, Jira software and Google Analytics as described above.

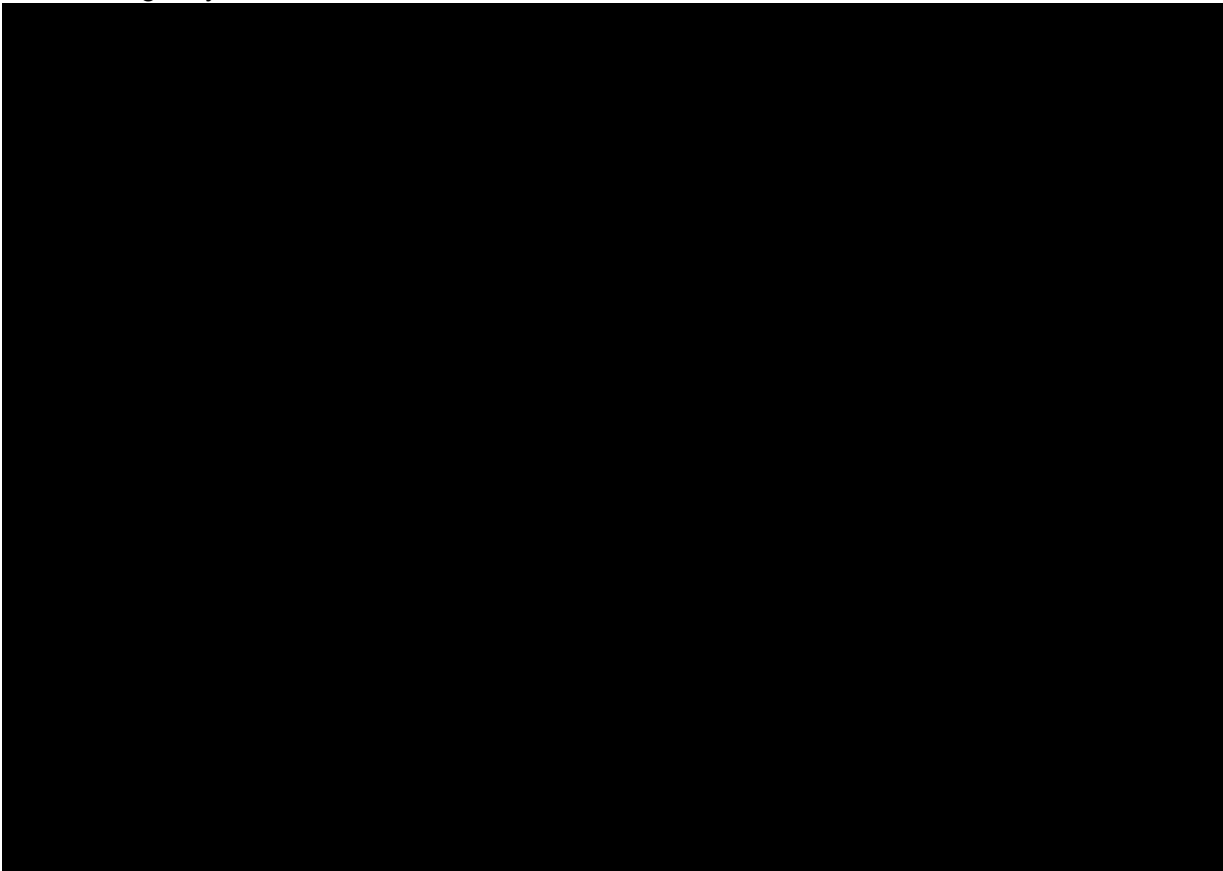
BUSINESS CONTINUITY MANAGEMENT

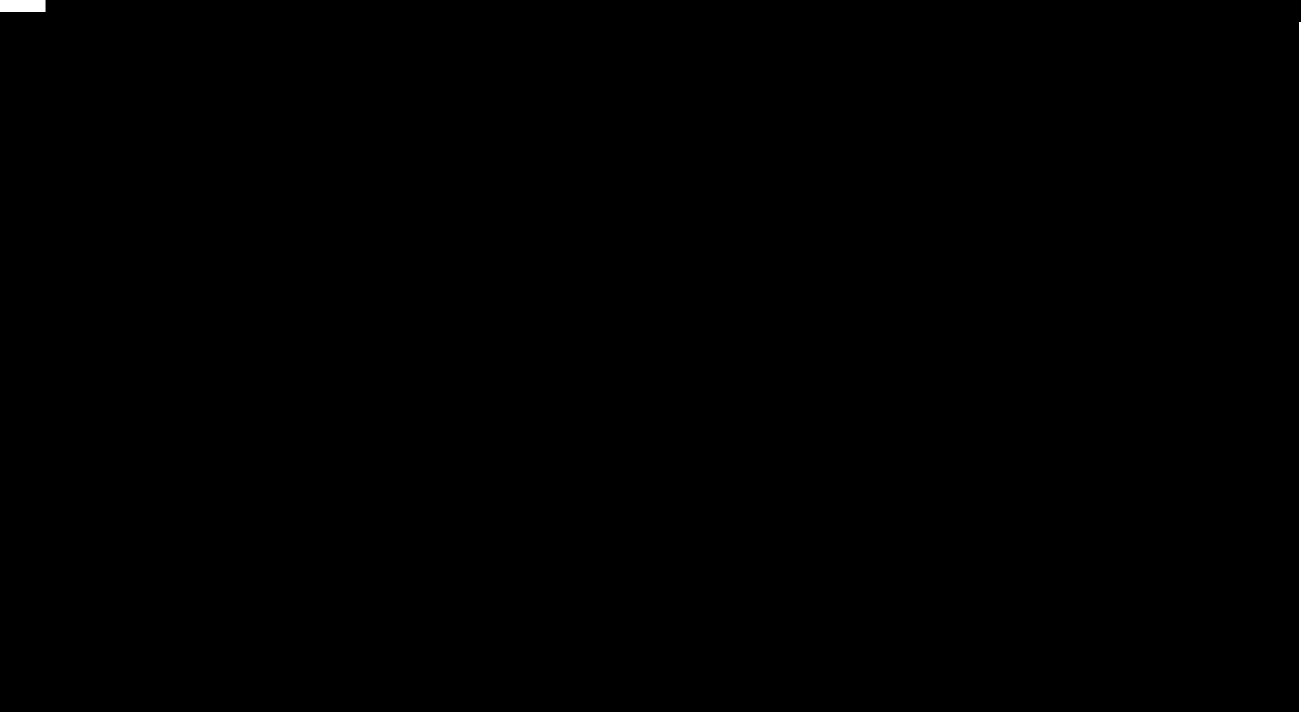
We follow the principles set out in ISO 22301 when developing and maintaining our Business Continuity Plan (BCP), which lists all possible threats to the agency, potential losses incurred, and processes, procedures and standards to mitigate against causing disruption to business.



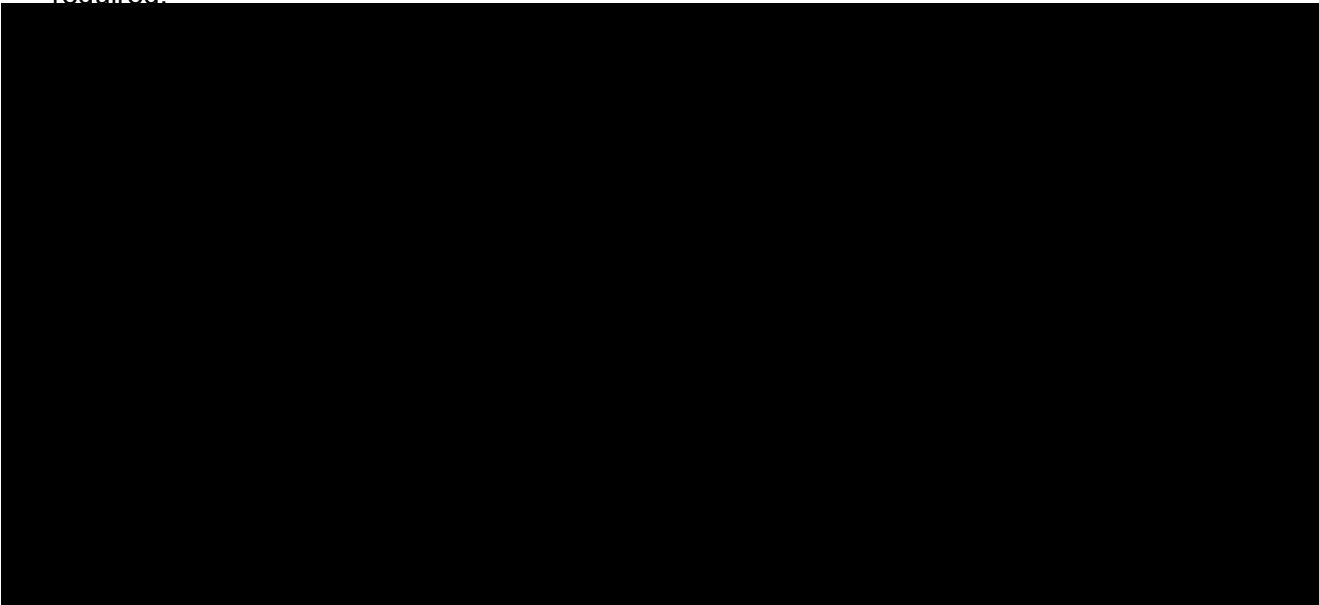
EMERGENCY SITUATION PROCESSES AND PROCEDURES

Through the BCP The Union has a clear process in place to ensure service delivery in the event of an emergency situation.





We have a data backup structure – internal and external so we can access all task files as required.



With no physical access to the office, all clients and suppliers are provided staff mobile numbers, stored on two external FTP servers.

If an alternative office location is required, all telephone traffic is forwarded onto numbers at the temporary location. In the event that there is no access to servers/desktop machines, devices would be rented through Hamilton Rentals, with software pre-installed, allowing work within 24 hours.

We have alternative instant office availability across the UK with Clydesdale Bank, or our Leeds office.

[1,456]



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 Government's 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.

2.3.4. HOW WE ENSURE BUSINESS CONTINUITY AND PROTECTION AGAINST CYBER-ATTACK ;

To ensure continuity of service we follow the principles of **ISO 22301** and have designed our **Business Continuity Plan** in line with this. We aim to have full **ISO 22301** certification in 2017.

In order to mitigate against Phishing and Hacking we follow the recommendations of **HM Government Cyber Essentials Scheme**. Our application for this is currently with the certification body for approval.

We have identified the likelihood and potential impact of factors which may disrupt the business. Critical business processes have then been identified, as have the assets required to deliver these processes.

Every effort has been made to ensure that adequate financial, organisational, technical and environmental resource is available. The safety of staff and systems has been placed at the heart of this process. Adequate insurance is in place to cover any potential risk, and funds would be available to hire equipment and relocate the company to work from serviced offices in Edinburgh should the need arise.

DISASTER RECOVERY PROCESSES TO ENSURE CONTINUITY OF SERVICE

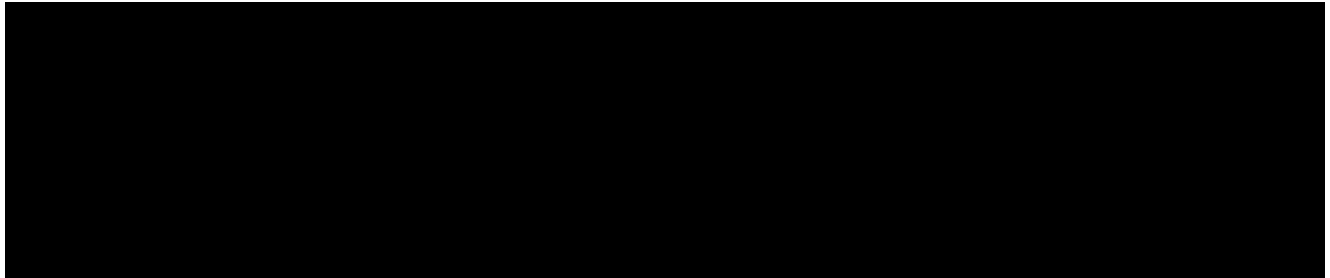
Assessing future risks

We continually review and assess the business continuity risks. Any changes are implemented and staff are informed and trained on these changes at Union Academy sessions.

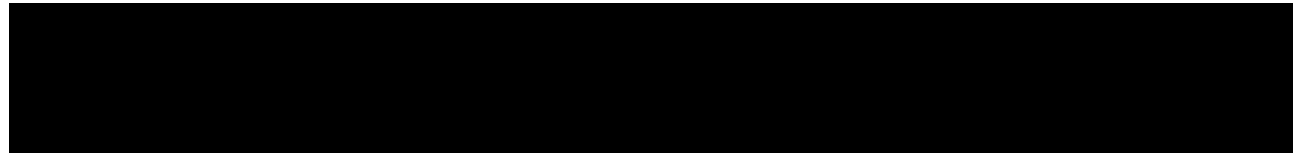
Testing of Disaster Recovery policies



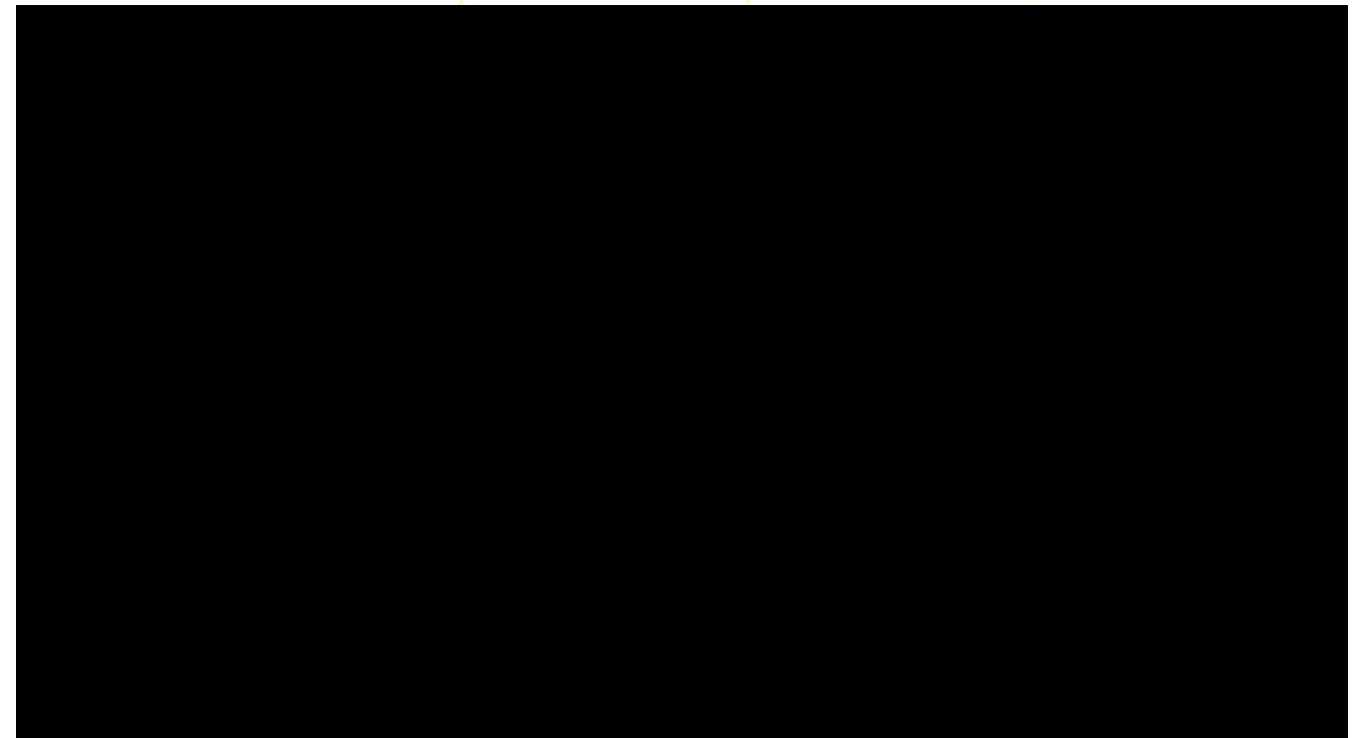
Mitigating against data loss

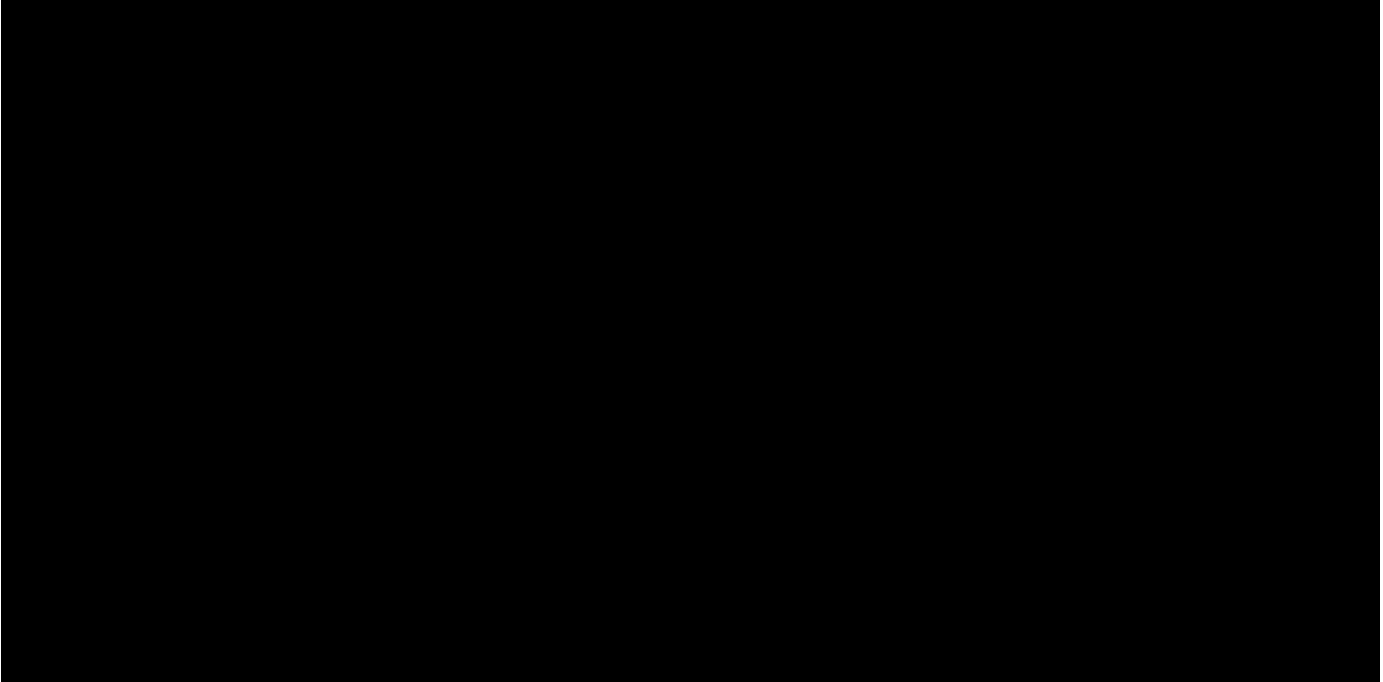


BACK UP SYSTEMS TO ENSURE CONTINUITY

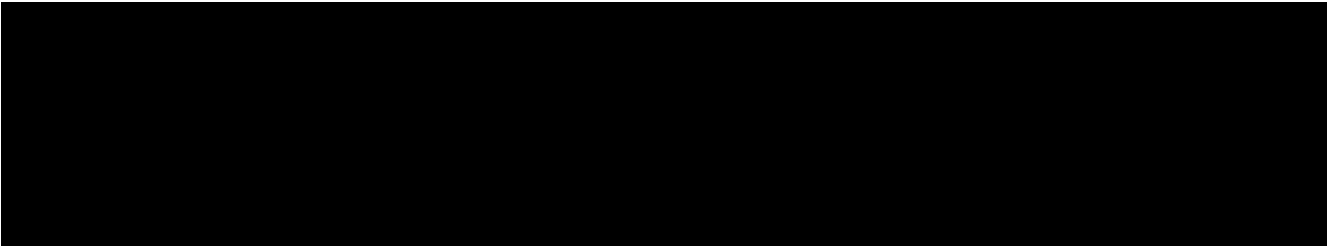


BACKUP SCHEDULE

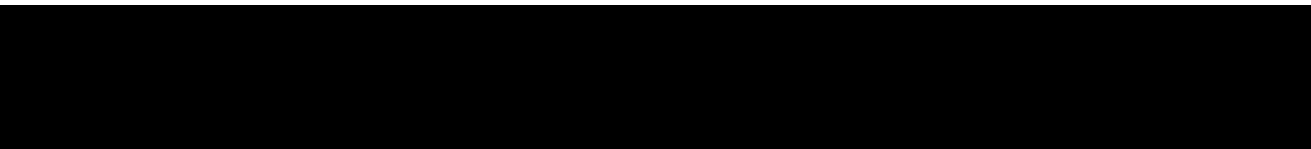




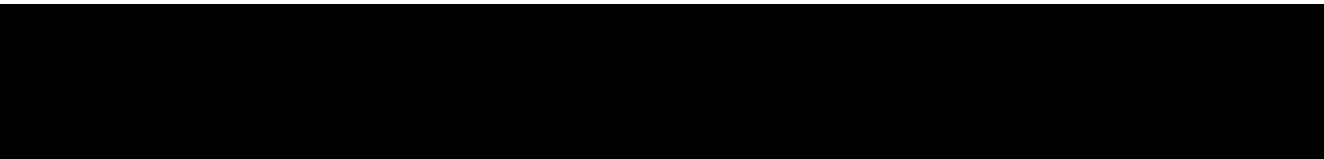
Offsite storage



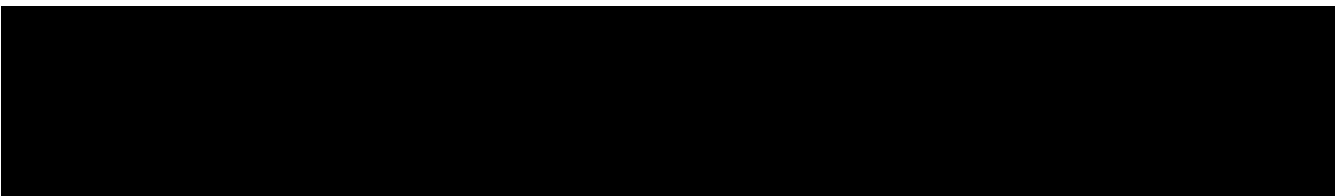
Mitigate power failure



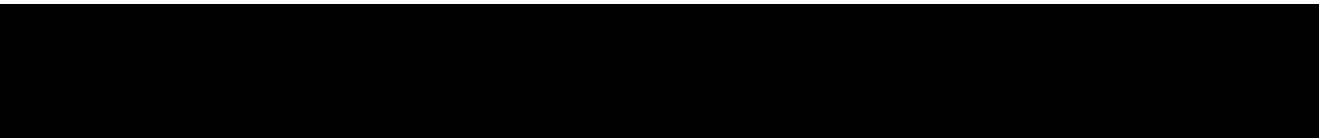
Remote access to servers



Maintain communications

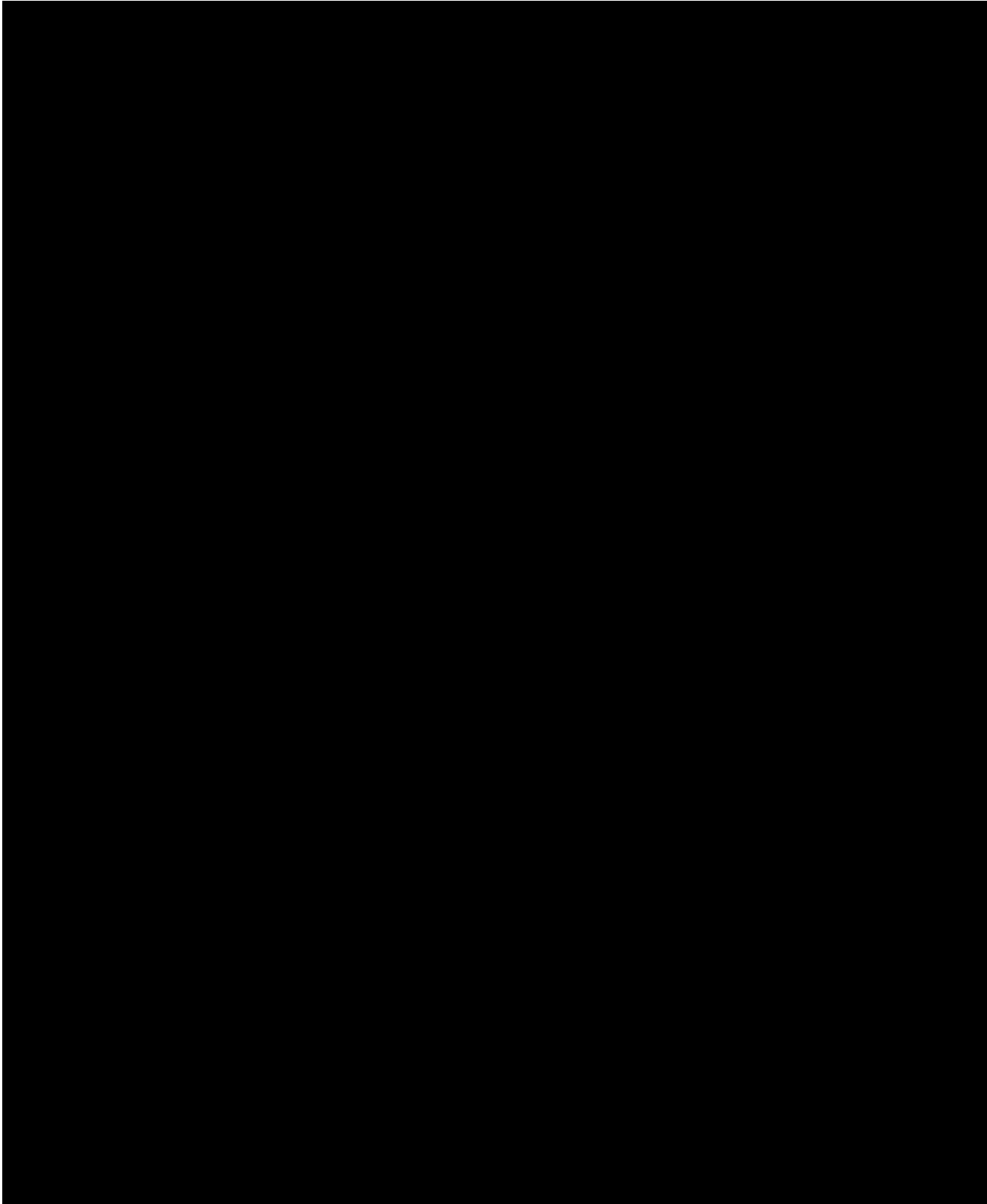


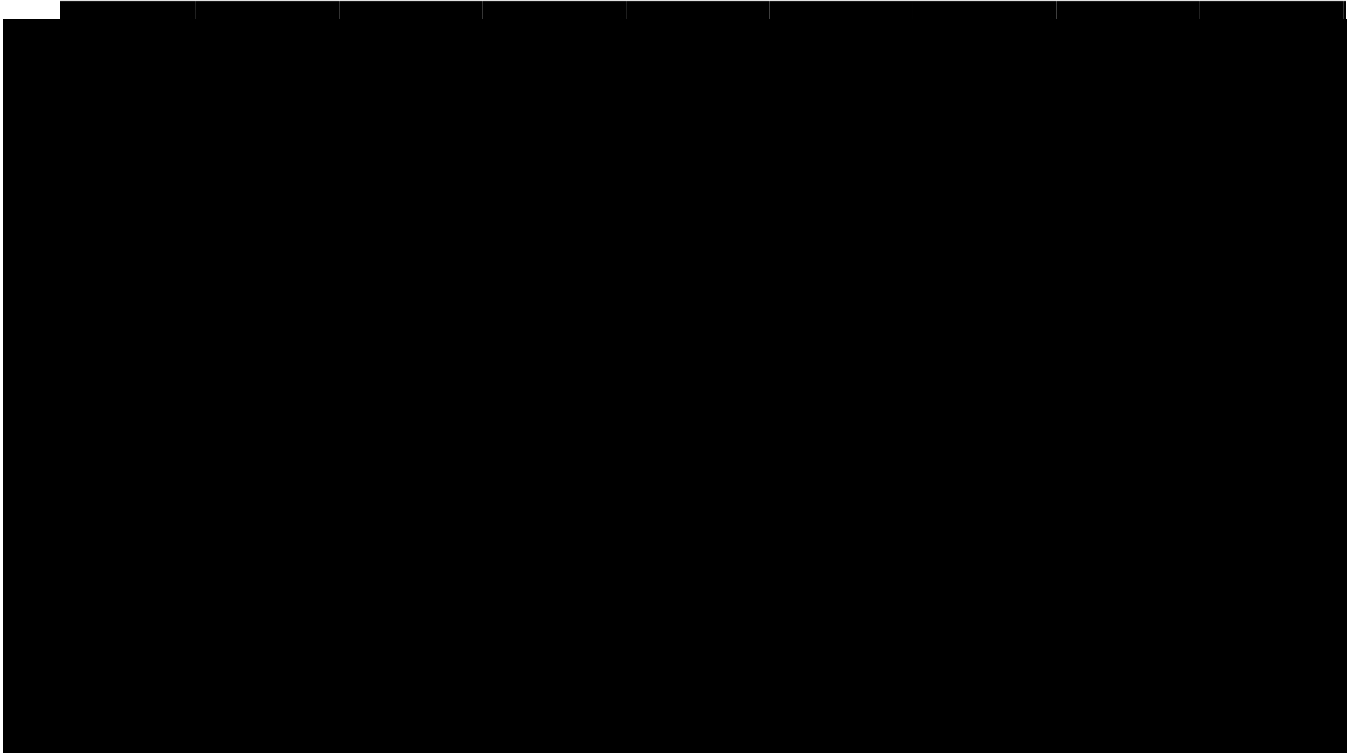
Equipment rental



METHODS TO MITIGATE AGAINST CYBER ATTACKS

The methods we use to protect against these types of attacks are:





[1,197]

2.4 Sustainability/Corporate Social Responsibility (Weighting 0%)**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.

2.4.2. SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

Sustainable procurement is defined as: "A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment". - Scottish Sustainable Procurement Action Plan, October 28, 2009.

The Union confirms that we will support Scottish Ministers' policies on Sustainability and Corporate Social Responsibility in delivering the Framework contract.

We have a strong track record in this area, and will continue to support the Scottish Government in its CSR objectives.

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.

2.5.2. WORKFORCE BENEFITS

As a best practice employer, we have a range of policies and procedures focused on engaging with and empowering each member of our workforce with positive employment terms and conditions. Our policies are aligned with the Scottish Ministers' workforce policies and the Fair Work Convention. This will continue through the duration of the contract, and we will monitor and report on it.

ENGAGING AND EMPOWERING STAFF

Our board members have an 'open door' policy, aiding transparency and allowing staff to communicate their needs.

We encourage a growth mindset where people are empowered to influence agency life. We adopt 360-degree information exchange through a Staff Survey and twice yearly appraisals that highlight successes and opportunity for development.

Staff meetings are held monthly.

REWARDING STAFF

All of our employees were paid the Living Wage well in advance of its implementation. We are an Accredited Employer. We have amended our contract with our cleaning company to ensure that everyone working in our building is paid the Living Wage.

The Union Advertising Agency
Award-winning advertising & digital agency.
Address: Union House, 18 Inverleith Terrace, Edinburgh, EH3 5NS
Telephone: 0131 625 6000
Web: <http://www.union.co.uk/>

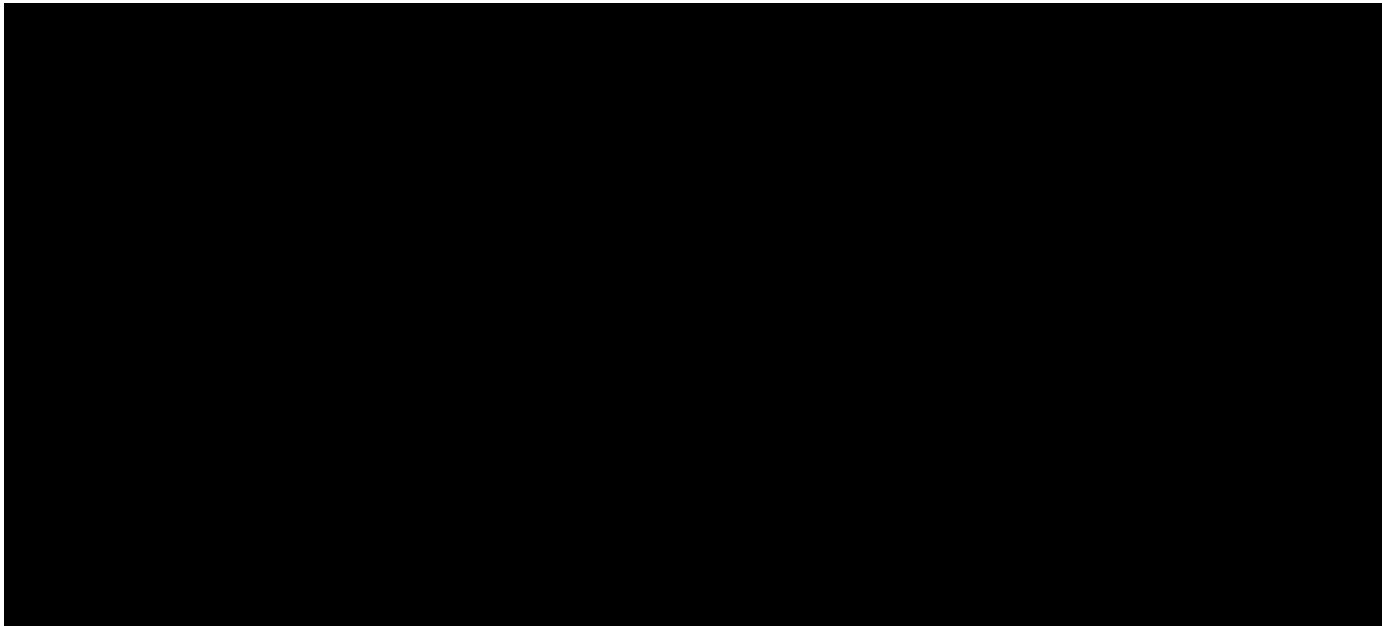
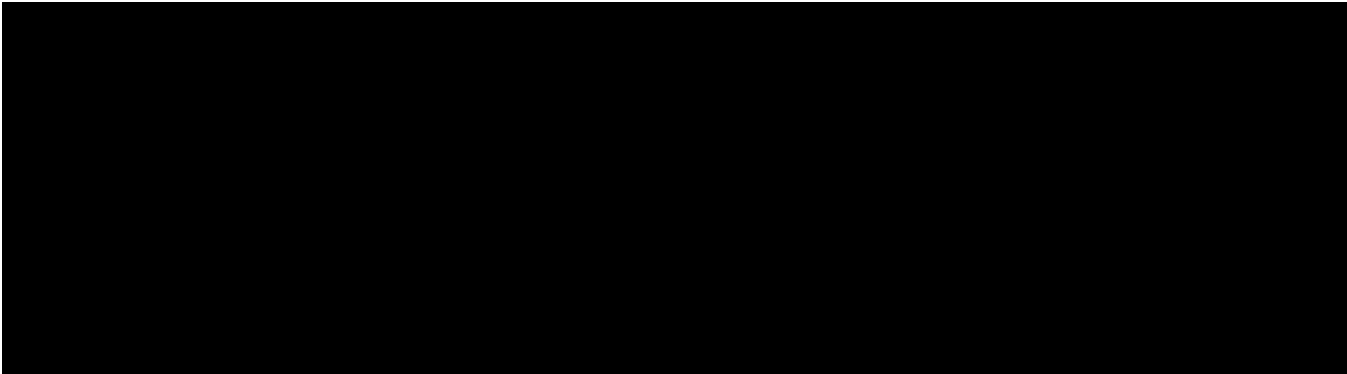


{ UNION }

We are an Accredited Living Wage Employer. #

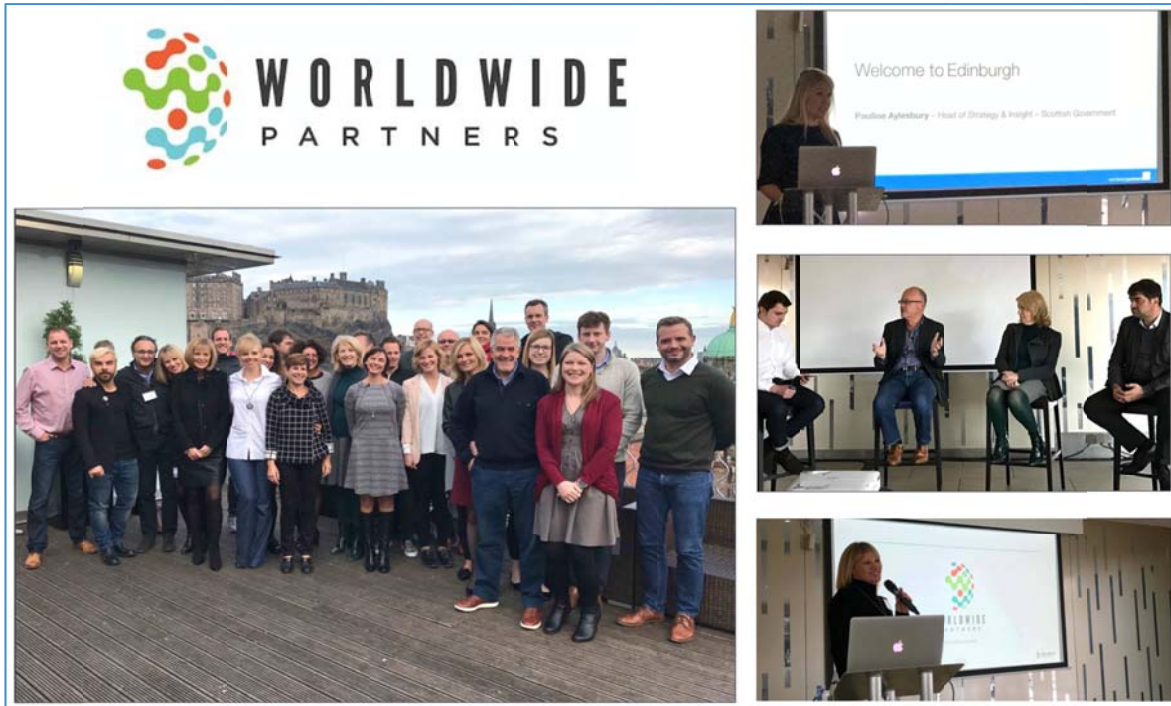
From inception in 1996 we have paid all staff a 4% contributory pension - and continues to pay above the required level.

To nurture talent in the agency, a formal training structure gives Account Directors clear responsibility for a particular strand, reporting to the Managing Director:



Our IPA's CPD programme demands that all people log at least 24 hours of personal development annually. We have achieved this for 14 consecutive years.

Uniquely in Scotland, we are members of Worldwide Partners. This supports our employees' development by sharing learning from international conferences and information share. We had three mentors and two mentorees benefitting from the Marketing Society Associates Programme.



Delegates at the 2016 EMEA meeting, opened by Pauline Aylesbury from the Scottish Government.

NON-EXPLOITATIVE CONTRACTS

The Union does not, and will not, offer zero hours contracts. We do not use 'umbrella' companies.

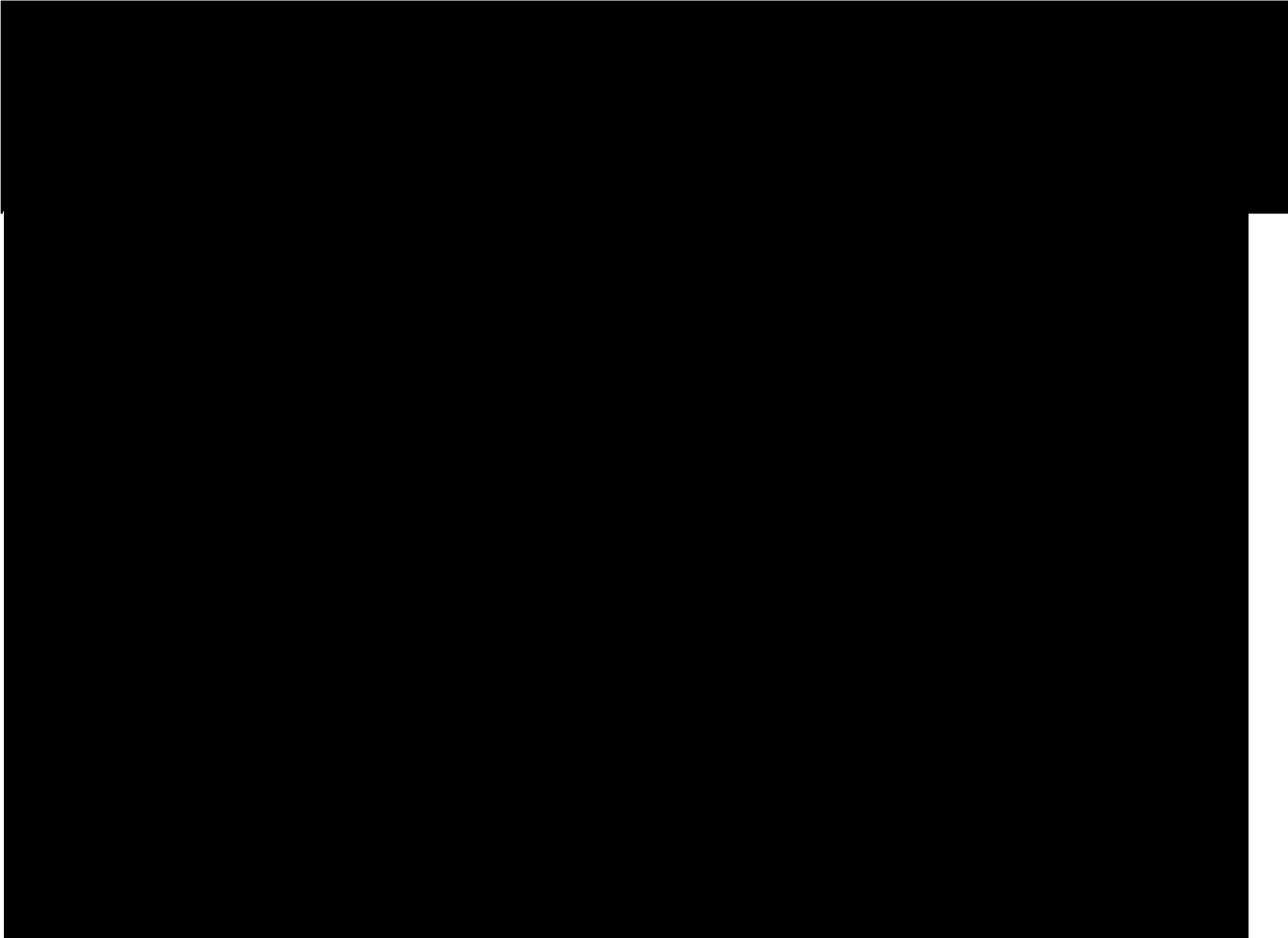
We are supportive of flexible working, working from home and, at present, we have people working part time, compressed hours, flexitime, and phased retirement. We allow career breaks.

We are currently providing pro bono consultancy for a new initiative designed to connect employers and parents looking for part-time flexible work.

ORGANISATIONAL INTEGRITY

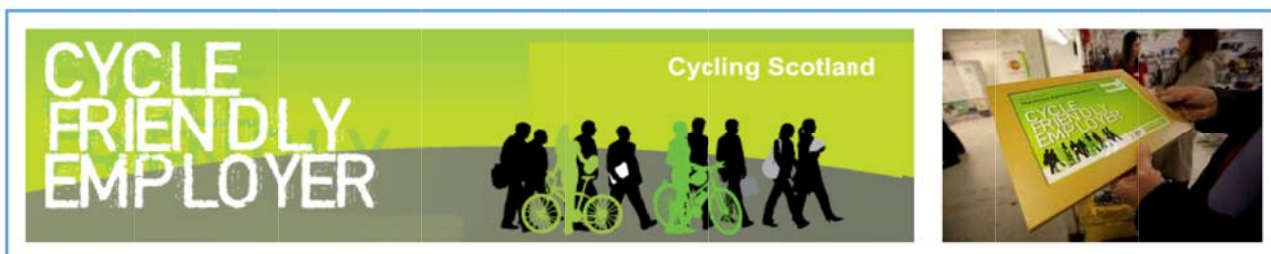
We demonstrate organisational integrity through tangible results.

- In 2016 we promoted 17 % of our staff in recognition of personal development.
- Last year we recruited nine people at entry level, creating career opportunities and supporting the industry.
- Following talks with a range of educational establishments, such as Strathclyde University and Forrester High School, last year we gave placement experience to 12 young people. In addition, we provide three month paid internships to two undergraduates each summer.
- We recruit people based on aptitude and attitude, not their protected characteristics, such as gender, religion, sexual orientation.

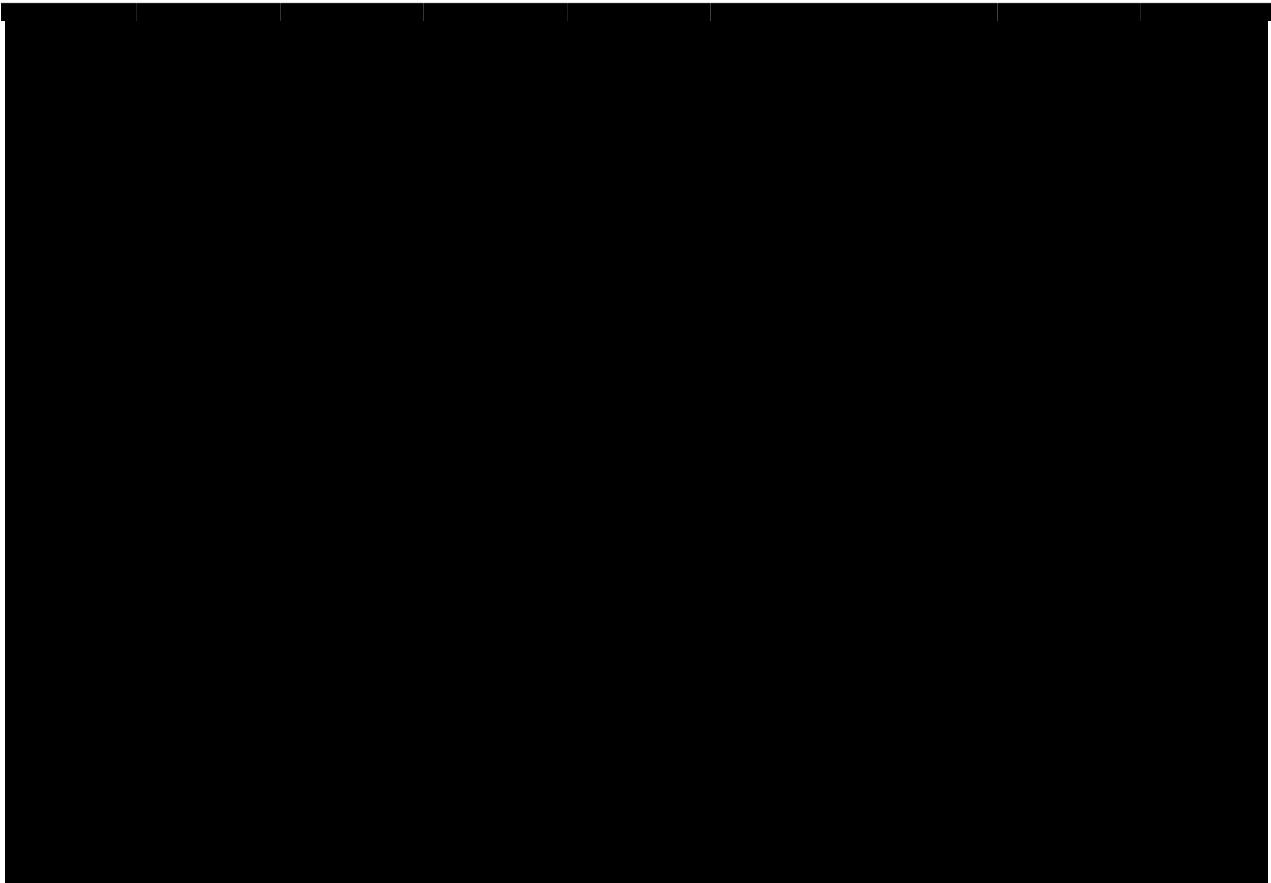


- We have opened conversation with SDS regarding the employment of a Modern Apprentice.
- We currently employ people from various ethnicity backgrounds and 17 different nations, highlighting diversity.
- We are a Cycle Friendly Employer – since 2013.

Our Staff Handbook makes clear the responsibility for workplace respect and tolerance. Our flexible working and general culture contributes to work/life balance.



We provide a lively, empowering and positive culture through regular staff events, monthly staff meetings, lunchtime yoga, 'Albion Fridays', fortnightly 'Picture Quiz', and bake days.



TANGIBLE REPORTING METRICS

- Engage with three external education bodies
- Recruit two graduates p.a.
- Recruit one Modern Apprentice
- Attain Investors in Young People
- 50% gender split
- 50% gender split in senior positions
- Annual staff survey
- Annual 360-degree appraisal
- Annual 360-degree interim appraisal
- IPA CPD Certificate
- 16 internal training sessions p.a.
- External opportunities available to 100% of staff
- External paid-for training achieved for at least 50% of staff
- CPD achieved annually
- CPD Gold (for outstanding performance) achieved for the first time
- No zero hours contracts
- Living Wage Employer
- Proven flexible working
- Clear communication of expectations through Staff Handbook
- Measurement through Staff Survey
- Sub-contractor adherence to these standards

[800]

2.5 Workforce Benefits (Section Weighting - 5%)

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.

2.5.3. THE SCOTTISH BUSINESS PLEDGE

The Union can confirm that we have signed up to The Scottish Business pledge.

<p>Because what's good for your business is good for all of us.</p> <p>Let's all play our part in building an even more courageous, competitive and forward-thinking business opportunity in Scotland.</p> <p>Make your pledge</p>	<p>Living Wage</p> <p>How fair pay delivers a more committed workforce.</p> <p>READ MORE</p>	<p>Zero Hours Contracts</p> <p>Why not using exploitative staff: contracts benefits your business.</p> <p>READ MORE</p>	<p>Workforce Engagement</p> <p>How bringing out the best in your employees adds value to your business.</p> <p>READ MORE</p>	<p>Balanced Workforce</p> <p>Businesses with more diversity do better.</p> <p>READ MORE</p>
<p>Invest in Youth</p> <p>Is there a business in the world that couldn't benefit from 'new blood'?</p> <p>READ MORE</p>	<p>Innovation</p> <p>How innovation can create new value for your business.</p> <p>READ MORE</p>	<p>Internationalisation</p> <p>Explore opportunities to make international connections and access new markets.</p> <p>READ MORE</p>	<p>Community</p> <p>Connect with your customers by giving something back.</p> <p>READ MORE</p>	<p>Prompt Payment</p> <p>Paying your bills promptly has a positive impact on your suppliers, especially small businesses.</p> <p>READ MORE</p>

2.5 Workforce Benefits (Section Weighting - 5%)

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:

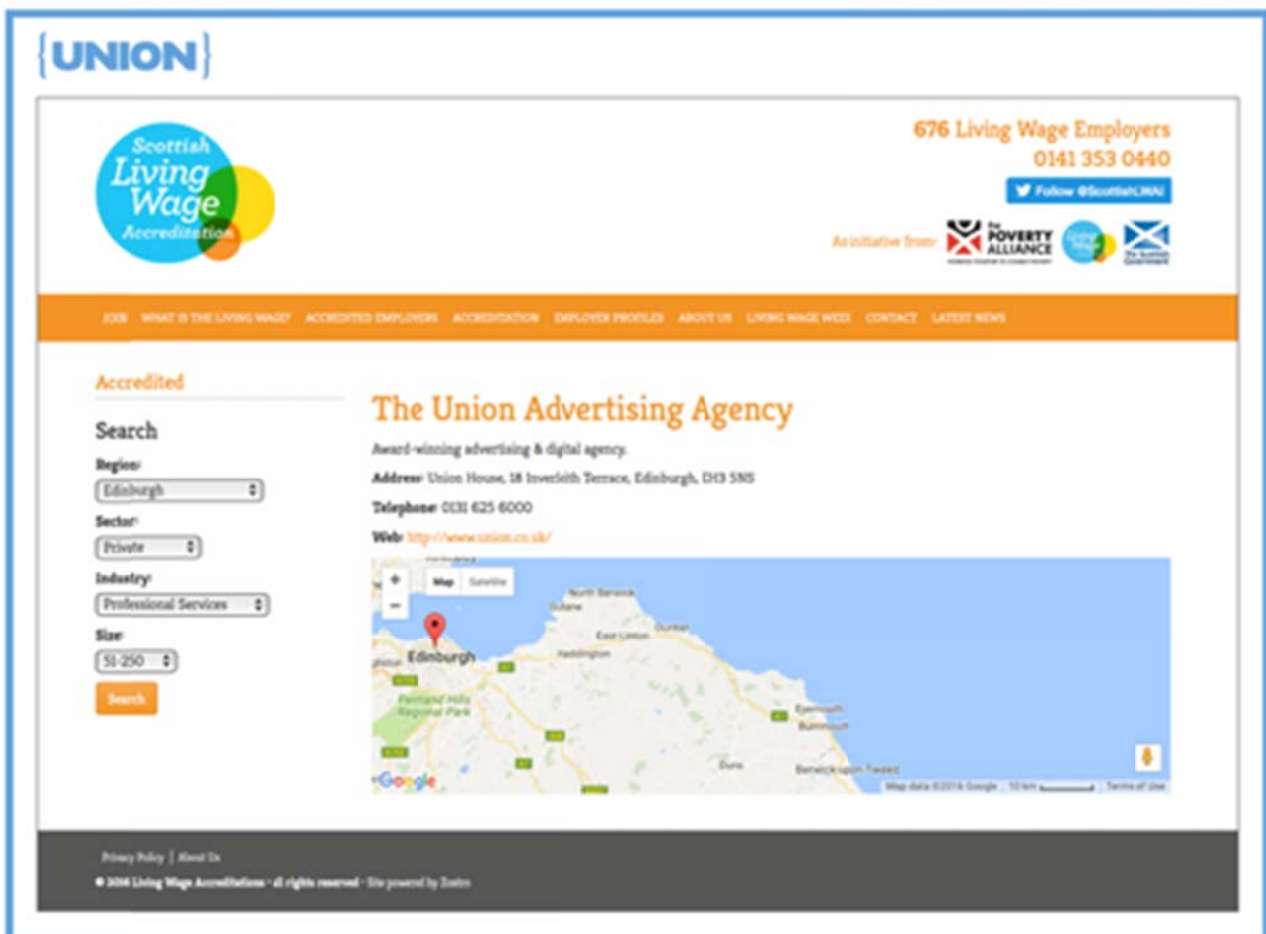
<http://scottishlivingwage.org/>

<http://www.livingwage.org.uk/>

Tenderers are asked to confirm if they are accredited as a Living Wage Employer.

2.5.4. THE SCOTTISH LIVING WAGE

The Union can confirm that we are accredited as a Living Wage Employer.



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