Introduction

With over seven years' marketing, social marketing and technical expertise on SG Frameworks, we ensure all projects contribute to SG's purpose: *'creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.'*

We will support and evidence by delivering:

- **Public Body projects**: meeting objectives supporting the National Performance Framework e.g.:
    - publi   c information
    - so   cial marketing
    - comm   ercial
- **Best practice:** knowledge sharing e.g. research/innovation
- **Embedded principles in our own organisation:** our ambition for sustainable growth

Our Campaign Development Process accurately delivers objective-focused services meeting Framework requirements defined in Schedule 1 and 1A.

Campaign Development Process

[redacted exempt.]

Explore

Objectives

We map marketing objectives to the National Performance Framework.

> For Scottish Enterprise we campaigned to *'Raise understanding among fast-growth businesses of how to deliver innovation' to support the National Outcome 'Scotland renowned for research and innovation'*.

SMART objective setting is the start-point:

Specific: Single-minded objectives easier to deliver and relate to barriers/drivers.

> NHS Health Scotland HIV testing campaign - audience barrier was finding discreet local services - the objective became driving digital service finder searches.

Measurable: Measurement needed to calculate ROI/continuous improvement.

> For Safer Scotland Human Rights campaign, measurable objectives for attitude segments covered Reach; Engagement (click-through-rates, likes, etc.); and Support (social media advocates).

Agreed-upon: Collaboration ensures stakeholders support objectives, avoiding unintended consequences.

> For NHS Health Scotland HIV testing campaign, some stakeholders were concerned testing messages might compromise safe sex messages.

Realistic: Objectives must be achievable within context/resources, without being unambitious.

> SCVO's objective was to raise poverty awareness without any media budget. Our award-winning approach leveraged cut-through sharable content.

Timely: Well-timed intervention can be as effective as years of campaigning - objectives should be short and longer term.

> Our annual objective for Edinburgh Fringe is increasing ticket sales before the festival ends. For Greener Scotland, the objective is carbon reduction by 2020.

Audience Insights

It is virtually impossible to effect behaviour change without understanding drivers and barriers behind current behaviours - influenced by e.g.: social-demographics, motivations, attitudes, self-efficacy and available support.

> For our Human Rights campaign, people were influenced by negative scenarios so believed human rights was irrelevant to them.

We start with desk research using:

- **Wrap-up reports**: Framework projects/our other client work
- **Free resources:** e.g. ONS, OFCOM
- **Digital intelligence:** current analytics, search terms
- **Partner intelligence:** no-cost partnerships sharing knowledge

And various models to provide a framework:

- Theory of Planned Behaviour
- Prochaska Stages of Change Process
- Customer Value Proposition Canvas
- Experiential Planning / Consumer Journeys
- EAST   framework

For Scottish Development International (SDI) we used 49 source documents to develop C-Suite audience insights. Prochaska's model established additional focus was required at pre-contemplation stage before behaviour change would result.

Leveraging first-hand experience: Where relevant, we put ourselves in audiences' shoes.

For Scottish Enterprise, we completed their business support process, as a customer would, informing creative content in line with EAST principles.

Commissioning research: We recommend approaches accommodating budget/timings - either qualitative/quantitative or explorative, amongst stakeholders, employees or consumers. We collaborate with Research Framework agencies or subcontract to ▮▮▮▮▮▮▮ for innovative approaches: ethnography and mobile surveys; Facebook forums; 'mindset targeting' for programmatic advertising.

We commissioned research for Business Stream to understand how businesses used, monitored and purchased their water. This shaped business personas informing messaging.

Data, segmentation and targeting: Data analysis helps us uncover commonalities to create like-minded segments for effective targeting.

For our Human Rights campaign, the Equality and Diversity Forum's segmentation identified four distinct attitudinal groups - we focused on two most open to change.

Strategic Marketing Planning

Our collaborative strategy development process turns insight into action. An effective strategy delivers an engaging proposition through the most effective channels.

Proposition and message framework

This provides rationale for creative exploration and testing, succinctly inspiring the audience and capturing the benefit – making it motivating and achievable.

> Our messaging suite for Food Standards Scotland addresses diverse messaging needs around food preparation e.g. 'concerned allergy sufferers' and 'engaged business owners'. This informs tailored creative.

Consumer touchpoints

Techniques such as experiential planning considers the full audience journey and lifestyle. This identifies touchpoints enabling:

- different messages to be served at different points, leveraging different stages of the behaviour change journey/mindset
- innovative/bespoke media solutions, targeted activity and partnership identification.

Channel strategy

Using insight, consumer touchpoints and collaboration with media agencies, the most efficient and effective 360-degree channel strategies can be developed. Each activation will work individually and collectively, maximising ROI, creating scale and meeting objectives.

Evolve

Creative strategy and briefings

Now the strategy is brought to life - cutting-through, inspiring and motivating. This phase will:

- deliver a complete marketing strategy started in the Explore phase
- evolve and deliver activity

Conceptualising

The aim of the briefing session is to inspire our Creatives.

- Planning-led presentations share proposition and rationale
- Texture added by briefing in relevant off-site locations - our briefings have been in doctors' surgeries, shopping malls and community halls
- Channel strategy is shared, providing direction, however scope remains for new solutions
- Creatives tasked to deliver a media neutral concept, then scoped across channels ensuring effective execution
- Cross-departmental teams then work collectively to produce the most appropriate, progressive and innovative solution.

- Planning ensures initial concepts are on brief to meet objectives.

Tone / style and format

Creative and content will:

- **Interrupt** with relevant messages. Tools such as LAB profiling support message/tone of voice development.
- **Inspire and enable** by moving audiences through stages of behaviour change, empowering with content they seek out and share. Useful content is what prompts audience dialogue, reaching new audiences through advertising, field, direct (paid); partnerships, PR and shared content (earned); organic search, experiential (owned),

> For VisitScotland, insights showed to that to inspire visits, we needed to communicate a unique experience of the spirit of Scotland. We created successful experiential content such as an immersive, truly interactive ceilidh experience by using innovative point-of-view filming.

Creative testing

Qualitative focus groups or remote testing can test concepts and messaging are resonating. Split-testing digital paid formats can support mid-campaign optimisation.

> For Highland Spring we used online discussion boards gathering feedback on two creative concepts from more participants than face-to-face focus groups.

Production: development and delivery

Creative advertising

Multi-platform/technology/format placements and the rise of 'organic' advertising mean that creative must:

- work harder across 'traditional' advertising (e.g. TV, Radio, Press and digital marketing (e.g. Display, Content, PPC)
- tell stories that engage audiences and connect emotionally
- compel wide audiences and re-create difficult or complex scenarios with empathy.

> This can be seen in a campaign across film, PR and social content for SCVO where we used an everyday metaphor (weather) to showcase and highlight an overlooked issue. We told the story of poverty capturing attention and delivering difficult messages in an inspiring and motivating way. We increased number of those who think Scotland's poverty situation is 'very unacceptable'.

Field Marketing

Diverse creative techniques deliver face-to-face real world marketing engagements creating:

- new ambassadors
- unique opportunities for two-way communication
- feedback gathering informing wider marketing mix
- behavior change in-line with objectives

In partnership with subcontractor ████ and/or jointly with Public Bodies we will deliver fast, flexible activity within relevant regulation (e.g. Health and Safety, events licensing, Sale Of Goods Act, DPA etc.) underpinned by data/IT/support services.

████ delivered:

Merchandising: branded uniforms/sports equipment for Healthier Scotland

Roadshows / Events / Experiential: communicating key messages, best practice, learning resources, legislation and current schemes for Healthier Scotland

Sampling / Demonstrating: renewable energy technologies for Greener Scotland

Partnership Marketing

Partnerships support awareness raising (or challenging perceptions) driving initial engagement with hard-to-reach audiences. Collaboratively with our subcontractor ████ we will deliver:

- integrated co-ordinated partnership campaigns
- brand licensing

We will identify brands (public/private sector) and audience fit following a structured search strategy:

[redacted exempt.]

To deliver non-cost partnerships to facilitate:

- access to target audiences
- introduce social marketing to loyal customer bases

[redacted exempt.]

Direct Marketing

Direct marketing embraces online and offline channels intelligently using insight driven data to close the 'last mile', nurturing and maximising ROI. Collaboratively with our subcontractor ▮▮▮▮ we will deliver on/offline direct marketing, to create a cross-channel DM approach, applying split-testing to optimise campaigns where relevant.

Direct Marketing is closely regulated (privacy, data, fairness) and is constantly evolving with new GDPR regulations coming in 2018, changing the opt-in culture. Emerging techniques include dynamic and modular communications, automation, platform based programs, connected touchpoints and big data integration. We will proactively ensure Public Body campaigns comply.

'No ID, No Sale' – communicating to retailers legal age of buying tobacco rising to 18 years; ▮▮▮▮ personalised, segmented strategy deployed, resulting in 70% signing to national retailer register. No retailer convictions.

Evaluate

Measurement

Metrics reflect SMART objectives, audiences and channels, collated across channels, agencies, third parties and tracking research.

Our evaluation frameworks include metrics across four categories:

1. **Activ ity**

    Exactly measured e.g. partnership competition entries, field marketing engagements, digital ad CTR.

2. **Quan titative**

    Stated awareness/knowledge/behaviour change e.g. tracking study.

3. **Behav ioural**

    Actual behaviour e.g. numbers of cigarettes sold.

4. **Outc omes/impact**

    Real results e.g. lung cancer deaths.

We define metric reporting frequency pre/during/ post project, to:
- ben chmark
- optimise 'mid-flight'
- evaluate

We evaluate integrated campaigns:

1. **Collectively**

   All metrics focusing on outcomes/impact.

2. **Individually**

   Channel activations (Field, Direct, Partnerships) through engagement, OTS measures and anecdotal feedback.

Our subcontractor, ███████ applies evaluation tools including AdEval which measures how motivational a campaign has been, a good indication for behaviour change.

ROSMI/ROI

Calculating ROSMI is challenging because:

- successful influence may require multiple activations/years
- outcomes and impact may take a long time period to report

For Road Safety campaigns, change is quantified with road accidents/fatalities by Police Scotland and Road Safety Scotland. For Organ Donation, the number of sign-ups can be reported almost instantly, the number of lives saved through availability of donors is harder to track.

Every project's evaluation framework will include outcomes, impact and ROSMI/ROI.

> SCVO's poverty awareness campaign targeted an increase in Scottish adults viewing situation as 'very unacceptable' from 20% to 30%. Media coverage reached 8.3 million with 8% post campaign spontaneous recall. Post campaign Scottish population omnibus tracked 34% increase of Scottish adults opinion on poverty ████████████████████████████

> Our Mary's Meals 'One More for Christmas' integrated campaign across DM, PR, social strategy and eCRM increased donations. ████████

Learnings

Key insights from metrics and evaluations will:

1. **Feedback into strategy,** updating messaging and propositions guiding future creative/channels.
2. **Feedback into campaigns,** enabling optimisation 'mid-flight'.
3. **Impro ve capability** across agencies and Public Bodies when shared at our EventSpace workshops.

Road Safety Scotland – mid-project we discovered children difficult to reach through digital advertising, therefore required print collateral to promote app downloads.

Winner 2016 RAR for Effectiveness.

Question 2.2.4 (Word Count 800: Whitespace response: 743 words)

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure 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 development 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.

███████████████████████ leads our Continuous Improvement Programme which will continue to implement initiatives at three stages during the Framework.

Improvement is everyone's responsibility, but accountability is assigned to individuals.

[redacted exempt.]

This cyclical approach continually increases skill-set, maximising competence at each stage:

[redacted exempt.]

Our ongoing induction, training and collaboration programme contributed to our Best Companies 2-star (outstanding) accreditation for Best Employer practices – one of only 23 companies in Scotland (738 in the UK) to achieve accreditation in 2016.

[redacted exempt.]

[1 page redacted exempt.]

2. Project optimisation

We embrace continuous improvement during project planning and delivery.

[redacted exempt.]

3. **Project review and client satisfaction**

We implement several initiatives to monitor and improve project delivery, service and satisfaction.

[1 page redacted exempt.]

Combined, these initiatives capture metrics mapped to the Scottish Government recommended Balanced Scorecard. This is supplemented by specific measures required by individual projects/clients. The output is a completed reporting dashboard (below) applied at:

- proje   ct
- accou   nt
-      or Framework level. ▉▉▉▉▉▉▉▉▉ (CV Question 2.3.2) will send a Quarterly Balanced Scorecard report to the Framework Authority.)

It merges quantitative and qualitative measures and requires recommended improvements against each category.

Using this approach to review our communication with Highland Spring, we agreed that using Webex to present market segmentation instead of using face-to-face meetings would help deliver projects more quickly.

Reporting template (example)

Measure	KPI	Target	Performance	Client comments	Recommended improvements
DELIVERY					
On-time					
Meets strategic objectives					
Accuracy					
SERVICE					
Communication					
Complaints/issues/disputes					
QUALITY					
Meets requirements					
Sustainability					
FINANCIAL					
Invoice accuracy					
Added value					
PROJECT/CLIENT MEASURES (Confirmed separately)					

Question 2.2.5 (Word Count 600: Whitespace response: 600 words)

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.

As contractors on the Digital Marketing, Design, Digital Technical Services and Mobile Frameworks since 2012 (and having worked with the Scottish Government, (formerly Scottish Executive) from 2003), we will apply our experience of successfully managing capacity, service levels and quality - for fluctuating workloads - for multiple Framework Public Bodies simultaneously.

[redacted exempt.]

Capacity

Permanent resource

During peak workloads, resource is drawn from our substantial team of ███████ with effective processes ensuring new project staff are up to speed quickly.

[redacted exempt.]

Subcontractors

Our established network of subcontractors and freelancers maximises capacity at peak times and provides specialist expertise.

All contractors are vetted, given the same induction as permanent staff, and comply with SLAs, confidentiality and quality procedures.

Business planning process

Projects are categorised and input into ███████ our live resource-management tool, up to a year in advance.

- **Projected time:** on confirmation of a new contract (e.g. Framework Transition), or after annual planning for long-term clients, we input resource projections e.g. SG International Marketing Team needs annual support for three Winter Festivals
- **Planned time:** once estimates/timings are with clients for approval, resource is automatically ring-fenced
- **Confirmed time:** once estimates/timings are approved, resource is formally booked
- **Contingency time:** based on experience, we add sensible contingency time.

In weekly meetings (Board Members and Account Directors), live resource reports from ███████ immediately identify potential bottlenecks, short/long-term. Capacity is adjusted through team restructures, subcontracting or recruitment.

Geographic capacity

We can effectively service Public Bodies across Scotland from our Edinburgh City Centre HQ:

- located 300m from airport tram
- Haymarket/Waverley stations – walking distance
- City Car Club membership
- all staff can work from client offices with their laptops and network access
- client teams often based in our office.

Service level

Whitespace is committed to delivering consistent service levels to all Public Bodies:

- the Framework Service Level Agreement (SLA) will apply to all regardless of client spend or geography
- some Public Bodies may have account/project specific SLAs
- our aim is to go beyond minimum SLA standards.

We expect the Framework SLA to map to the categories in the Scottish Government recommended Balanced Scorecard. (Source p54, Framework Agreement.)

Word-count does not permit full template completion, but we propose this example SLA for Service category – Communication*:

[redacted exempt.]

*Note, SLA will be superseded by the CODE RED commitment for emergency requirements (see Question 2.2.6).

Service quality

We start with a client induction, so we mutually understand ways of working and adapt any if necessary.

Our Quality Management Process (included at end of question) is based on:

- clear brief including agreed objectives, approved by all parties, providing a benchmark against which work can be evaluated
- regular internal reviews and maintaining project Risk Logs
- Team Leaders checking all work at major stages - spot-checks completed by Managing Partners.

Monitoring

SLA and quality are monitored through our Continuous Improvement Programme, outlined in Question 2.2.4.

The following quotes from three clients in the 2016 independent RAR survey evidence our success delivering service levels and quality:

"Great work to tight schedules….."

"…..take the time to walk you through their well-considered rationale for any piece of work - big or small."

" ….well prepared, on time, make you feel like they are thinking about you all of the time."

[1 line redacted exempt.]

[1 page redacted exempt.]

Defining urgent and emergency requirements

- general emergency events: including adverse weather conditions, disease outbreaks and terrorism.
- specific emergency events: Public Bodies' organisational or Creative Services project continuity, including cyber-attack or high staff sickness.
- urgent information requirements: to prevent or respond to extreme events or Freedom of Information requests.

Emergency prevention and preparation

Understanding and experience: we understand the role of Public Body communications in encouraging prevention and preparation behaviours.

Examples include:

Client	Project	Whitespacer role
Scottish Government Safer Scotland	Winter Resilience – preparation	Strategic development and implementation of fully integrated public awareness campaign.
Scottish Government Safer Scotland	Flu Vaccine – prevention	Strategic development and implementation of fully integrated public awareness campaign.

Prevention - Business Continuity (BC) and Quality Assurance (QA): our BC Plan and QA processes (see Questions 2.3.4 and 2.2.5) ensure that we minimise the risk that our service delivery availability or quality becomes a specific emergency event for a Public Body.

Preparation - training: induction and six-monthly refreshers for Whitespace staff and subcontractors working on Framework projects covering:

[redacted exempt.]

CODE RED Team Leaders and Deputy Team Leaders receive additional training, including scenario planning, every six months.

Urgent and emergency events

CODE RED team structure

Our CODE RED contact and leadership structure mirrors our Business Continuity Event structure and process which:

- has been implemented effectively during previous power outages.
- ensures all staff contact details are formally checked monthly.
- ensures all client contact details are formally checked quarterly.
- is tested every six months.

When an alert is received, all team members will be contactable 24/7 and relieved of all other duties.

[redacted exempt.]

Contacts

- **Switchboard number:** 0131 625 5500
- **24/7/365 number:** ▮▮▮▮▮▮▮▮
- **24/7/365 contact details:** provided on appointment for Team Leaders, Deputy Team Leaders and senior staff from sub-contractors.

CODE RED procedure

Mobilisation

- Public Body advises CODE RED through 24/7 contacts, flagging any confidentiality implications.
- on-call Team Leader and Deputy Team Leader identified and available for client call immediately.
- Team Leader identifies all staff and subcontractors allocated/with experience on the client/project using our internal time-sheet database; then uses BC call tree to inform personnel and advise ceasing all other work immediately, becoming a dedicated resource until further notice.
- if required, the call tree will mobilise additional resource within 4 hours of the original alert. Our database will be used to identify those with relevant skills and experience.
- if a general emergency impacts several Public Bodies simultaneously, the call tree, and/or our agency-wide email to SMS will inform all staff via their main mobiles to cease all non-critical work, devoting full resource to the emergency.

Briefing

- team assembled for briefing via conference/video call or at Whitespace*/client location, attended by Public Body.
- Public Body advises CODE RED requirements, timings and approvals. Whitespace confirms team member roles and 24/7 contacts.
- Team Leader assesses whether any additional resource, including sub-contractors is required and mobilises accordingly.
- a location is identified as a 'war room' to achieve optimum communication, collaboration and delivery.

Planning and response

- CODE RED plan including timings** and budget*** agreed and forwarded to Public Body for approval, along with risk log and contact details for full team.
- plan actioned and status meeting/call schedule agreed eg. hourly or daily.

Review and feedback

- on completion, Team Leader conducts debrief, presenting written report to Public Body
- Team Leader amends CODE RED procedure with learnings, forwarding to all Public Bodies to enable continuous improvement.

*   If Whitespace office is inoperable, alternative accommodation/equipment will be available as per our BC Plan.

** Timings may supersede agreed Service Level Agreements.

*** Under CODE RED conditions, Whitespace acknowledges work may need to proceed in the absence of a purchase order.

Question 2.3.2 (Word Count 1800 – Whitespace response: 1799 words)
+ (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 services; provide CVs 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).

Our full agency will deliver Framework services, so we can manage multiple Public Bodies simultaneously, and have capacity to send teams on-site for wider geographical locations.

As a current Framework supplier, training covering Framework requirements is embedded in Whitespacer inductions, giving flexibility to adapt team structures during peak periods. Training will be updated with Schedule 1 and 1A requirements.

Account Management teams manage multi-channel projects across service areas. Based on 15 years' Public Sector experience (7+ on formal Frameworks), each Public Body is treated as a separate client and assigned an Account Management team with capacity and expertise. This way, clients access the best expertise via long-term relationships.

Service delivery structure

Whitespace will deliver all Framework services. If extra capacity or specialist expertise is needed, subcontractors will be utilised.

All subcontractors:

- we have worked with previously
- have public sector/Framework experience
- commit to our processes to deliver excellent levels of quality and security
- are long-established/respected.

Key staff CVs from subcontractors are provided (Part 4).

Service	Activity	Subcontractor
Creative advertising	TV and Sound Production	**[entire column redacted exempt.]**
Strategic planning	Audience research	
Field	Auditing, sampling, roadshows, experiential	
Partnerships Sourci	ng, contracting, licensing	
Direct	Data sourcing, strategy, creative	
Digital Marketing	Mobile apps	
	Hosting	
	Independent accessibility audit and user-testing	
	Service design	

Organisational structure

Full Agency organogram is provided (Part 3), with:

- Senior Team members highlighted where CVs are provided (Part 2). CVs detail specific responsibilities for service requirements from Schedule 1 and 1A.
- Support staff with reporting lines (Part 3).

Framework responsibilities

A named individual will continue to have overall accountability for core Framework requirements (examples CVs provided - Part 4). Responsibility for generic requirements will be assigned across departments:

Team	Framework responsibilities (examples)
Board	- business continuity, cyber-resilience - service levels and QA process - performance management, Framework MI, review meetings - best employer practices - monitoring staff and subcontractors to reduce risk - Continuous Improvement Process - Client satisfaction
Account Management	- estimates, invoicing, budget and resource control - project plans, status reports, risk logs, approvals - legal compliance - e.g. ASA regulations, DPA, Clearcast - management of subcontractors - expert advice on methodology and best value
Planning & Strategy	- strategic review - all activity complies with broader organisational objectives - monitor competitive activity
Digital Marketing	- monitor digital marketing developments, trends, best practice - monitoring KPIs
Creative & Studio	- brand guardianship - Public Body logo database - photography copyright permissions - photography submission to Scottish Government Digital Asset Management System (DAMS)
User Experience	- compliance with Digital First Service Standard - accessibility compliance
Digital Production	compliance with High Level Operating Framework
Office and Event Management	provision of added value workshops, bespoke client training

Mechanism for approval of personnel changes

Key individuals are critical to delivering services. We are proud of our staff retention rate. Our 30 senior staff (CVs provided - Part 4) have an average of 5.5 years' service with Whitespace.

We understand:

- reactive staffing changes (e.g. illness, maternity, resignation) must be communicated immediately
- agency-initiated changes must be approved by the Authority - ███████████████ ███████ would provide rationale in writing/meeting.

In the unlikely event of delivery risks, this will be flagged immediately, risk assigned, recorded and monitored.

Proposed replacement personnel (including sub-contractors) will be:

- at least equivalent (level, experience, training, qualifications)
- subject to the Baseline Personnel Security Standard clearance
- provided with appropriate transfer period.

We will provide vetted CVs with references, demonstrating experience with similar marketing objectives and services. Public Bodies may participate in recruitment process. Any new Whitespacer will be introduced to Public Bodies and approval sought for their project participation.

Working out with normal hours

Project timings and staff resource planning includes contingency accommodating sickness and changes to requirements. Processes ensure projects can be delivered, where possible, in normal working hours (09:00 – 17:30, Monday to Friday).

We understand work out with normal hours will be required for day-to-day delivery and emergencies. For example, developing the new brand for Transport for Edinburgh, we needed to photograph a tram during the only test run in the middle of the night.

We take our responsibilities as a Best Practice Employer seriously (see Question 2.5.2) and apply the following to provide out-of-hours resource without exploitation:

- **Flexible working policy:** ██████ of staff working flexibly as they in fact, prefer to work evenings and weekends
- **Remote working:** remote network access and laptops enables home-working out of hours and from clients' offices

- **Office access:** 24/7/365 staff access with lone-working policy ensuring staff safety
- **Duty rota:** on-call rotas for 24/7 CODE RED contacts (Question 2.2.6) and services (e.g out of hours social media monitoring)
- **Working Time Regulations (1998) and Working Time (Amendment) Regulations (2003):** timesheets monitored to ensure compliance with legislation.

Business continuity – staffing

Business Planning processes (see Question 2.2.5) consider:
- **Holidays:** project plans include planned holidays (Public Body and Whitespace staff), ensuring no work/sign-off required over agreed absence
- **Short-term absence:** project management tools ensure all project information held centrally; short term absence e.g. sickness can be covered by other team member. Weekly production and regular project meetings ensures knowledge sharing
- **Long-term absence:** We can draw resource from across the Agency – all of whom have public sector experience – and increase resource via freelancers who have completed Whitespace induction including processes and quality management procedures
- **Staff turnover:** key personnel have 3-month notice periods, allowing time to recruit, complete Security Clearance and project handovers. We monitor staff attrition, targeting industry benchmarks (average 17.5), 2016 attrition rate was ███
- **Emergencies:** In Question 2.2.6 we cover how CODE RED alerts trigger a dedicated implementation team and process.

Formal internal interfaces

Account Management teams champion client requirements across the Agency. Effective interfacing with delivery teams is critical to achieving consistently high service levels and quality including:

- **Scheduling:** following client approval of estimate/timings, Account Managers confirm resource against project deadlines using our Business Planning Process
- **Project briefing:** face-to-face sessions ensure cross-team briefing
- **Daily SCRUMS:** during AGILE projects
- **Key stage presentations and QA checks and approvals:** part of our Creative Services Quality Management Process (Question 2.2.5) involving Team Leaders
- **Task tracking:** Basecamp used daily to list tasks, assign ownership, collaborate over solutions, track issues and confirm completion
- **Weekly project status:** Weekly production meetings with Account Managers and Team Leaders covers delivery against timings, status reports and risk logs
- **Project de-brief:** internal review of project delivery and results feeds into Continuous Process Improvement
- **Account Huddles:** monthly meetings cover ongoing/planned projects for each Public Body -

identifying learnings and scoping innovation and avoiding duplication

- **Team Leader meetings:** Group Account Directors and Account Directors attend monthly all-department Team Leader meetings. Each department delivers presentations and submits agenda to share knowledge and resolve issues.

Internal standards and monitoring of approvals/sign-off

Obtaining approvals/sign-off at key project stages is required by our Creative Services Quality Management Process (Question 2.2.5).

Sign-off process at key stages can vary according to the Client, in terms of:
- the number of stakeholders (internal and external)
- any guidelines, regulatory or legal requirements which may require additional compliance checks.

Project plans include appropriate time to enable the management and communication of the approval process between Client and Agency.

Effective monitoring and logging of approvals is the responsibility of Account Managers and twice-yearly they are assessed on the level at which the following duty is being performed: "*Obtain Client approval of all Agency outputs e.g. estimates, timing plans, creative briefs/work, partnership proposals, strategy proposals and production outputs, including those sub-contracted to external agencies, and manage/take responsibility for all amends.*"

Account Manager responsibilities include:
- budget and resource tracking and documentation with internal and Public Body approvals
- documenting internal amends and Team Leader QA approvals on Basecamp
- documenting Public Body approvals in writing via contact reports within 48 hours and recording on Basecamp
- management of error logs for all creative services, detailing all amends, who reported it, when it was reported, priority of amend, assignation of amend, status of amend, named individual correcting the amend, named individual checking the amend, date of error correction
- sending visual designs securely electronically via PDF accompanied by digital sign off sheets
- tracking changes via Word, in order to monitor all amends.

These measures ensure no work is progressed without appropriate Public Body sign-off.

Complaints and escalation procedure

If no resolution found via day-to-day team:

[redacted exempt.]

Account Managers – training and performance monitoring

Account Managers are trained on general account management skills, as well as the specific requirements of Framework Public Body projects.

Induction

Our induction programme (for new staff, contractors, new staff to a team) covers Framework Account Management, delivered via handbooks and 1:1 coaching by assigned 'buddies' and Line Managers:
- Estimating and invoicing
  - clear, accurate estimating with cost breakdown as per Pricing Schedule (Schedule 2)
  - requirement for written approval and purchase order
  - invoice process and format, content and accuracy.

- Proje ct management
  - o overview of AGILE and Waterfall techniques and when to apply
  - o internal Basecamp project management tool
  - o preparation of project and timing plans, progress reports, risk logs
  - o key processes – e.g. SLA, scope change requests, quality process, data security.
- Client and project induction
  - o relevant client relationships, previous, current and planned projects, including sector, stakeholder, competitor and audience understanding.

█████ of new Whitespacers in 2016 rated induction "the best ever received".

On-the-job training

Weekly team meetings, 'buddy' system and informal Lunchtime Learnings (19 sessions last year) allow knowledge sharing. Training areas include:

- Project management: AGILE and Waterfall methodologies and budget control
- Personal style/personality profiling and team-working - demonstrating flexible and can-do approach with courtesy and diplomacy
- Developing deeper expertise of specialisms (e.g. user experience, content marketing, SEO).

External

█████ of staff received some external training last year. Account Management courses and conference attendances included:

- presentation skills and leadership
- profe ssional qualifications e.g. IPA certificates
- conferences for latest trends – e.g. Marketing Society Inspiring Women

Monitoring

- staff performance against SLAs
- client satisfaction meetings, project debriefs, satisfaction questionnaires requesting feedback on staff
- personal development plans including:
  - o monthly 1:1 coaching
  - o twice-yearly snapshots – performance/development objectives, and actions required.
- job descriptions reviewed twice-yearly.

Question 2.3.3 (Word Count 1500: Whitespace response: 1488 words)

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

• details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;

• details of the management reporting arrangements employed to monitor tasks;

• details of how these outputs will contribute to the management of risk and inform future activities; and

• details of formal methods/process for identifying and addressing errors or under delivery including how and at what stage the client is informed.

• provide examples of the management information and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.

• details of any business continuity management standards applicable e.g. ISO 22301, and the processes and procedures in place to ensure the service is delivered in the event of an emergency situation occurring.

Tracking task progress

Projects are managed by dedicated Account Managers who break projects into tasks and stages, delivering project plans including stakeholder inputs, internal and external quality management checks for Client approval.

Projects are managed through Basecamp, an online collaboration tool providing:

- task   visibility
- progress-tracking - individual tasks
- whole project view
- audit trail for every action - comprehensive, real-time, online
- secure access - browser-based and smartphone app.

Public Bodies can be granted full visibility via secure access to Basecamp.

Latest technologies

████████████████████████████████ with CV at Question 2.3.2 tracks Basecamp
functionality updates, reviewing updates before sharing and training the full team. Twice yearly
reviews of our full toolset include a Basecamp audit.

Management reporting of tasks

Basecamp allows for dash-boarding by project, Whitespacer and Public Body. Tasks completed,
tasks due, milestones completed, and milestones due, can all be indexed against completion/due
date/time and percentage of overall task. Reports are analysed weekly for all projects, and daily for
projects within 10 working days of completion.

Where targets are not being met:

- internal Error Resolution Plans are agreed
- flagged in project's Risk Log
- communicated to Public Bodies as per escalation procedures.

Contribution to management of risk and informing future activities

Task tracking data:

- informs future project plans to reduce risk of repeated underperformance
- informs Process and Risk Framework for process improvement
- is used to prepare risk assessments with Public Bodies, using the following template:

Risk and severity	Probability	Impact	Mitigating action(s)	Owner	Timing
e.g. Management Information (MI) shows approval milestones are not being met. High severity.	Medium High		Whitespace to work on client site during approval period to facilitate process face-to-face with multiple stakeholders.	████	Key dates

On project completion, risk logs, management information, internal and external debriefs are analysed
to inform updates to structure, tools, process, performance and training.

Recently we fulfilled an international press schedule in multiple languages. Our Risk Log identified a
potential version control issue, so we engaged an additional native speaking proof-reader.

Errors/under-delivery

Avoidance

Our initiatives to avoid errors and under-delivery include:

Error avoidance	Under-delivery avoidance
Induction and training (Question 2.3.2)	Project management and contingency planning
Delivery processes (Question 2.3.2)	(Question 2.3.2)
Quality Management Checks and approval processes	Business Planning Process (Question 2.2.5)
(Question 2.2.5)	Business Continuity (see below and Question 2.3.4)
	Quality Management Checks
	Risk-logs available on client extranet

Exception Reporting Process applies to increased risk of error/under-delivery:

- escalation of risks flagged to Public Bodies immediately:

    - by telephone call/email from Account Director if risk moves to medium;
    - by telephone call from Group Account Director if risk moves to high.

Identification/communication

Our Creative Services Quality Management Process identifies errors before work is sent to Clients. Spot-checks and testing is run following Client approval and when live, e.g. Head of Digital Marketing reviewing posts/comments on client Facebook page. Any errors identified proactively will immediately be flagged to Client.

Addressing

In the event of an error/under-delivery, an Error Resolution Plan (ERP) will be agreed. Account Director will schedule client meeting covering:

- cause and implications
- error resolution tasks/monitoring
- revised timings/milestones and approvals
- assignation of responsibilities including ownership
- application of service credit mechanism
- rev   iew risk log
- debri   ef date
- Framework Authority notification (if required)

Updated ERP circulated within 24 hours and monitored until resolution.

Management information

███████████████████████████ with CV at Question 2.3.2 will apply the Scottish Government recommended Balanced Scorecard to ensure metrics cover performance across Financial, Quality, Service and Delivery, plus specific Public Body/project measures.

The Scorecard will be tailored to meet the needs of the Authority or Public Body covering:

- metr ics
- format
- freque ncy
- scope
- method of delivery
- circulatio n list
- requi red analysis
- r eview dates

Reports will be supplied at least five working days before any meeting, and within 10 days of the quarter end.

Three reporting levels will apply:

1. Framework Authority overview: all our Framework activity
2. Public Body account: all projects for a particular Public Body/cost centre
3. Public Body project: in-depth project review

The following examples (not complete list) show how we will identify and manage performance. Reports can be split by reporting level as required.

Delivery

Management Information	Evidence/Measure	Application to Framework activity
Meets strategic objectives	Market intelligence presentations. Actual/proposed innovations.	Evidence strategic Framework contribution – e.g. against SG National Performance Framework.
On-time	Project delivery against timing plans.	Insights on successful project management.
Accuracy	Measures for each area/channel. e.g. regulatory accuracy, permissions, audits including photography copyright, ASA compliance.	Avoiding legal/reputational risk.

Service

Management Information	Evidence/Measure	Application to Framework activity
Communication	SLA compliance eg. • client call/email response time • time to resolve Client debriefs, client satisfaction questionnaire.	Full view of KPIs against all Framework SLAs. Opportunities for continuous improvement.
Complaints, issues, disputes	Complaints, response times, outcomes, client feedback.	Plans to avoid further issues.
Business Continuity plans	Plans for Whitespace and subcontractors. Test and incident log.	Ensure resilient service provision.
CODE RED incidents	Incident log, debrief reports, circulation list.	Shared learnings for prevention and actions.
Geographic support	Resource provided on client-site.	Equal service provision across Framework.
Call-off-contract participation	ITTs received, declines, submissions (including rationale).	Maintain fair, transparent, competitive Framework.

Quality

Information requirement	Evidence/Measure	Application to Framework activity
Meets requirements	**[entire column redacted exempt.]**	Ensure equal service to Public Bodies regardless of spend. Ensure delivery within overall Framework requirements.
Sustainability		Measure Framework contribution to SG Sustainability Plan.
Best Practice Employer		Contribution to SG National Performance Framework.
Proactively supporting Best practice for clients		Opportunities for: • service improvement • enhancement through innovation.

Financial

Management Information	Evidence/Measure	Application to Framework activity
Financial stability: • **Whitespace** • **Subcontractors**	Audited accounts. Financial stability report provided by accountants, Chiene and Tait.	Financial stability enables us to offer a significantly discounted rate card for call-off contracts.
Total spend with Whitespace	Spend statement covering invoices, third party costs, time spent against estimates, estimates approved, estimates declined and estimates waiting approval.	Comprehensive transparent view of all completed, planned and projected activity.
Total spend with subcontractors	As above, split by subcontractor.	As above. Ensure compliance with open tendering legislation.
Value for money savings • **achieved** • **missed** • **future opportunities**	Work invoiced at discounted rate card. Equivalent private sector value of client training/knowledge sharing or no-cost partnerships.	Transparency around value delivery, maximising future opportunities.
Invoicing	Invoice log grouped by 30, 60 and 90 days, issues raised, resolution time. Debtor report – Whitespace to subcontractors.	Proactively identify Whitespace invoicing errors. Ensuring invoicing SLA achieved. Monitor Whitespace obligations to pay subcontractors within Framework requirements.

Project outcomes

Frequency of project reporting varies by requirement, normally weekly for campaigns for first four weeks, then monthly to identifying mid-flight optimisation. A three-month collaborative multi-agency post-campaign launch review collates/analyses/reports and makes recommendations.

Information requirement	Evidence/Measure	Application to Framework activity
Project optimisation	Examples of improvements made during planning and delivery.	Apply learnings to new projects across Framework.
Channel performance – website, email, social media, partnerships.	e.g. reach, traffic, interactions, referrals, engagement, goals, open rates, click through rates, likes, subscribes etc., independent awareness tracking/brand measures and overall ROI.	Benchmarking, opportunities for optimisation, insights around ROI.

Reporting dashboard

The following example dashboard of the Balanced Scorecard would be adapted to the requirements of the Authority/Public Body.

We applied this for a financial services client. Many metrics were good to excellent, but satisfaction was average. New monthly meetings have rectified this.

Measure	KPI	Target	Performance	Our comments	Client comments	Recommended improvements
DELIVERY						
On-time						
Meets strategic objectives						
Accuracy						
SERVICE						
Communication						
Complaints/issues/disputes						
QUALITY						
Meets requirements						
Sustainability						
FINANCIAL						
Invoice accuracy						
Added value						
PROJECT/CLIENT MEASURES						
Confirmed separately						

Business Continuity (BC) Plan

Our BC Plan:

- proactively identifies and minimises potential threats
- builds resilience by ensuring we keep critical functions running, downtime minimised and recovery time improved
- is easily presented in training – e.g. new Whitespacer induction
- is simple to read and follow during incidents
- is fast to update (we update the plan every month) and review it every six months.

To create a highly resilient business we have no dependencies on our office or any IT hardware plus an excellent contractor network for cover should an event impact many staff e.g. an infection.

Our plan includes a priority list of individuals who take on two key roles:

- BC Leader responsible for delivering client work
- BC Fixer responsible for resolving the BC issue.

Splitting these responsibilities ensures we deliver work for our clients, whilst also resolving the continuity issue.

The plan is tested six monthly - detailed in Question 2.3.4.

BC is more than just a plan, it is an ongoing management process. As a growing SME we are now aiming for ISO 22301 certification in 2017.

If emergency situations affect BC of a Public Body (rather than ourselves), we will implement our CODE RED process (see Question 2.2.6).

Question 2.3.4 (Word Count 1200: Whitespace response: 1,199 words)

Business Continuity and Cyber Resilience - A key element of the service will be the Contractor's Business Continuity in respect of Cyber Resilience services.

Tenderers should provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents), advise whether any certifications are held and provide details of any plans to achieve any certification.

Tenderers must also describe their procedures to ensure continuity of service and protection against cyber-attacks, paying particular attention to the following:

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

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

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

███████████████████████████████ oversees Board-level responsibility for Cyber Resilience and Business Continuity, and we understand related requirements in the Digital First Service Standard, and the Data Hosting and Data Centre Strategy (Scottish Public Sector).

Activity includes:

- **Cyber Resilience:** processes preventing issues which would impact service delivery
- **Business Continuity and Disaster Recovery:** processes delivering service continuity in the event of an incident.

<u>Assessing future risks</u>

Our Risk and Controls Matrix is reviewed monthly at Board Meetings with all risks identified and managed. Controls are mapped to risks and assigned owners who report:

- details of the control
- type of control (preventative or detective)
- frequency of control testing or enactment
- evidence that control is effective.

<u>Cyber Resilience</u>

Cyber Essentials, standards and certification

[4 lines redacted exempt.]

We are currently reformatting our documentation to fit the UK Government's Cyber Essentials Framework ready for third party verification, expecting to gain Cyber Essentials Plus certification by April 2017. Our information security processes follow ISO 27001, planning for certification from May 2017, and to be certified by end 2017.

Our IT systems will continue to be managed by ████████ or an alternative provider) who hold ISO 9001, ISO 14001 and ISO 27001. Continued evidence of standards compliance is required quarterly.

Cyber-attack mitigation – policies and training
Our Information Security Policy is embedded in training, covering DPA, data encryption and understanding the risks of 'social engineering' attacks.

New Whitespacers/subcontractors are trained on the policy and implications for their role. Policy reminders are sent quarterly through Agency-wide emails and refresher training provided annually.

The policy is reviewed bi-annually. Each Whitespacer is randomly tested using a test scenario at least annually.

Cyber-attack mitigation – online technologies

Our network and devices are documented and managed in line with our IT setup, methods and processes. Policies are reviewed annually, with systems having annual external penetration tests.

- **Boundary Firewalls and Internet Gateways**

[redacted exempt.]

- **Secure Configuration and Back-up**

[redacted exempt.]

- **Access Control**

[1 page redacted exempt.]

- **Malware Protection**

[redacted exempt.]

- **Patch Management**

[redacted exempt.]

<u>Business Continuity and Disaster Recovery</u>

Revamped in 2013, our Business Continuity Plan is:
- easily presented in training – all new Whitespacers are trained during induction
- simple to read and follow during Business Continuity incidents

Following audits, our clients (e.g. Sainsbury's Bank) have given us very positive feedback on this plan.

To create a highly resilient business we:

- have no dependency on our physical office by syncing data to data-centres and providing laptops, so our team can work anywhere - this has been tested successfully several times
- have multiple internet connections; 30 minutes of UPS for all on-premises network and systems; laptop batteries provide built in UPS.

Our plan includes a priority list of individuals who take on two key roles:
- Business Continuity Leader responsible for delivering client work
- Business Continuity Fixer responsible for resolving the Business Continuity Issue.

By splitting these two responsibilities we continue to deliver work for our clients, whilst also resolving the continuity issue.

Back-up

The plan includes back-up methods delivering services in an incident including:

- **Manpower:** Rapidly prioritising immediate requirements whilst evaluating the length of the incident. Where flexible resource is not an option, contacting recruitment agencies for additional capacity
- **Equipment access:** Offsite backups and laptops mean lack of equipment is very unlikely. However, as the vast majority of our software is licensed via the Cloud, we would purchase Apple laptops locally, so staff are quickly working on new hardware.

Testing

- the plan is reviewed bi-annually and updated monthly
- it has been successfully implemented in live power-cut/outage situations
- it is tested every 6 months using an unannounced test scenario
- some tests last a couple of hours, others have lasted up to 36 hours
- he dates of the last four tests were:
- tests undertaken without impact on our clients' work and projects.

Test and incidents are reviewed and logged following resolution. Reviews have resulted in significant updates to the plan - primarily around internal communication and efficiencies. We are confident in our plans.

The full Whitespace Business Continuity Plan is available upon request.

Subcontractors

Any solution and/or service is only as secure as its weakest element.

We confirm partners' and sub-contractors' cyber-resilience and business continuity as part of our selection process. We will only use sub-contractors who are accredited or working towards Cyber Essentials certification. For any sub-contractor without Cyber Essentials accreditation we will agree a timeline for their completion and certification.

Whitespace (Scotland) Limited confirms that, where appropriate, we will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the service required.
#

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.

We commit considerable effort to being a Best Practice Employer and we understand our responsibility to consider community factors: social, economic and environmental (Scottish Government's *Sustainable Procurement Action Plan*).

███████████████████████ is responsible for the initiatives summarised below (Policies/Certification available on request).

During Framework delivery, we will continue these initiatives, with performance measurement informing improvements.

Overall

Initiative	Implementation	Measurement
Staff engagement		
Scottish Business Pledge		

Reward

Initiative	Implementation	Measurement
Living Wage		
Pensions		
Benefits		

Flexible working

Initiative	Implementation	Measurement
Flexible working	Flexible Working Policy, including flexi-time, condensed hours, career breaks.	Quarterly review: external HR Consultancy. Uptake: ▮ staff, male and female (2016)

Personal development, skills and training

Initiative	Implementation	Measurement
Induction	**[table redacted exempt.]**	
Performance development		
Training		

Training (cont.)		
	[table redacted exempt.]	
Leadership development		
Apprenticeships/ internships		

Diversity, equal opportunities and avoiding exploitation

Initiative	Implementation	Measurement
Zero hours contracts	All staff on uniform contracts and conditions of employment. No staff or sub-contracted cleaners/caterers on Zero Hours contracts.	Annual review external HR Consultancy: 100% compliance (2016).
Equal opportunities/fair treatment	Whitespace Equal Opportunities; Equality & Fair Treatment and Whistleblowing Policies - promoted during induction process, Team Leader meetings and email reminders. Whitespace will not support/do business with any supplier involved in slavery/human trafficking.	Signed Policies acknowledgements: all staff. Statement by Supplier of compliance to the Modern Day Slavery Act 2015.
Gender balance	Commitment to Scottish Government's gender balance Boardroom target 50:50 by 2020.	Gender balance combined board/senior management level: ▮▮▮▮▮ ▮▮▮▮▮
Conflict/grievance	Promotion of Grievance Policy.	Signed Policy Acknowledgement (all staff). Annual policy review (external HR Consultancy)
Accessibility	Within constraints (Grade C listed building), ensuring 90% wheelchair accessible with lifts, wide doorways, adapted toilets.	Building specification documentation. British Council of Offices Regional Fit Out of Workplace Award: "intelligent, functional, sustainable design" (2016)

Communication, transparency and integrity

Initiative	Implementation	Measurement
Effective communication	**[table redacted exempt.]**	
Effective staff voice		

Wider community

Initiative	Implementation	Measurement
Environmental	Within constraints (Grade C listed building), installing eg: Motion sensor lighting, energy-efficient appliances.	Energy Performance Certificate Rating: 'C'.
Charity	Annual delivery pro-bono charity campaign.	Hours assigned/donations received: 127 hours donated raising ▮▮▮▮▮▮
Community	Free use of EventSpace (capacity 125) for creative community events.	Events held: ▮▮▮▮▮▮

Planned initiatives

[2 lines redacted exempt.]

Whitespace (Scotland) Limited confirms that, we have taken the Scottish Business Pledge and been accepted (11 February 2016).

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Whitespace (Scotland) Limited confirms that, we are accredited as a Living Wage Employer (from 25 November 2015).#
#