

Creative Services - The Leith Agency – Question 2.2.3

Please provide details of how your organisation will ensure accurate delivery of the services detailed in Schedule 1 and Schedule 1A of the Entire Agreement. Your response should highlight how you will draw on the following activities to deliver effective public information, social marketing and revenue generation, in order to achieve and exceed the objectives of the Framework Public Body:

- *Target Audience insight;*
- *Strategic marketing planning;*
- *Development of a compelling creative strategy and brief;*
- *Development, production and delivery of a well-targeted and engaging approach.*

Particular attention should be given as to how these processes can be used and adapted to deliver a range of marketing disciplines including:

- *Creative Advertising*
- *Field Marketing*
- *Partnership Marketing*
- *Direct Marketing*
- *Digital Marketing*

ACCURATE AND EFFECTIVE DELIVERY IN CHANGING TIMES

The new Framework is an exciting opportunity to appoint Creative Services agencies who are anticipating the future and capable of rising to the challenge of a rapidly changing context, including:

- Smith Commission ‘new powers’
- Increased imperative on revenue generation
- Unprecedented pace and scale of change within communications and technology.

Leith will ensure accurate delivery of the services, building on tried and trusted approaches by investing in leading-edge skills, technology and new ways of working. Providing you with as much value in 2021 as we do in 2017.

We are able to offer all the required services fully in-house. This will benefit your Framework Public Bodies (FPBs) throughout the duration of the four-year contract, ensuring:

- Integrated thinking from day one
- Client and target audience needs are put first
- A ‘single-view’ of client satisfaction, service evolution and risk management.

Leith has been operating for 32 years. We have financial strength as part of Cello Group, (UK listed PLC) with over 900 staff and a turnover of more than ██████████. Our scale and experience managing a successful agency means we’re financially stable.

[2 pages redacted exempt.]

1. TARGET AUDIENCE INSIGHT

In today's rapidly changing landscape, insight, innovation, adaptation and fast-reaction are prerequisites across all agency roles.

We'll ensure accurate service delivery which achieves objectives by:

a. Uncovering genuine audience insight.

Leith's planners are practising researchers. So we're good at differentiating between what's merely *interesting* and what's a *genuinely actionable insight*. Insight capable of focusing strategic choices and unlocking desired behaviours.

b. Using insight to inform both strategy and implementation of our campaigns.

We view audience insight as an ongoing process not restricted to 'upfront' strategy, e.g.

[3 lines redacted exempt.]

c. Helping your FPBs select the best value insight method for each project.

For cost-efficiency we audit existing research and data before commissioning new insight.

We're skilled at conducting or commissioning consumer insight methodologies including:

- Qualitative and quantitative
- Ethnography
- Semiotics
- Data analysis (including 'prospect pools' and propensity models).

To deliver cost-efficient targeting in Direct and Digital Marketing, we routinely segment audiences including: geographically, demographically, attitudinally and behaviourally. E.g. our Scottish Government 'Greener' campaign targeted nine different audience segments.

For Field, Partnership, Digital and Direct Marketing, we layer insight sources to maximise efficient targeting. E.g. to encourage uptake of breast screening we overlaid:

[2 lines redacted exempt.]

We use co-creation to make Creative Advertising more relevant. Leith's Scottish Government knife crime campaign was co-created with vulnerable young men, ensuring the final campaign was credible to this 'hard to reach' audience.

d. Cutting-edge, industry-leading insight tools.

[REDACTED] allows FPBs to benefit from big data analytics of social web behaviours, audiences, and campaign performance.

e. Delivering international insight and cultural sensitivity

We oversee Digital Marketing for Famous Grouse in 25 countries. Your FPBs will benefit from our proven ability to take-on board local/cultural sensitivities as part of our planning process.

#

2. STRATEGIC MARKETING PLANNING

We'll use strategic marketing planning to ensure accurate service delivery and achieve desired outcomes by:

a. Developing strategy to deliver against well-informed, clearly defined objectives

We're highly experienced at identifying and achieving:

- SMART objectives (specific, measurable, attainable, realistic, time-based)
- Interim KPIs (e.g. Digital/Direct cost per response; daily Field engagements)
- Cost-effective benchmarking and evaluation methodologies, showing a social marketing ROI.

b. Using an insight-led, audience-centred approach to marketing planning

We take a media neutral, insight-led approach to marketing planning - being open to innovative solutions which blend the services outlined in Schedules 1 and 1A.

E.g. partnering with YoungScot to deliver a live video story via Snapchat, raising awareness of the signs of child sexual exploitation. A seamless blend of partnership, experiential, digital, and creative advertising skillsets.

[4 lines redacted exempt.]


c. Using the complete channel mix to enhance strategy

We use the channel mix to reinforce strategic objectives. E.g. our 2014 Scottish Government Drink Drive legislation change strategy and creative advertising was designed to work on three coordinated levels to normalise acceptance and adherence:

Channel	Coordinated role
TV, cinema, print	A zero-tolerance message
Field and Partnership in pubs, bars and restaurants	Remind people in the key decision-making context/moment
Digital/social partnership with drinks brands	Endorsement from 'all sides'

[4 lines redacted exempt.]

e. Adapting our strategic marketing planning for specific channels

Once channels are agreed, your FPBs will benefit from Leith's processes for drawing up detailed strategic marketing plans for example: 

Partnerships: Our 8Ps planning model provides high value strategic partnerships.

[redacted exempt.]

Direct Marketing: We use segmentation to give you bespoke audience messaging strategies. For Glasgow 2014 we used demographic, geographic and attitudinal segmentation of Experian data to develop an e-CRM strategy.

Digital Marketing: Leith's content marketing planning skills mean your FPBs maximise online reach and impact. Targeting 40-49 year old motorbikers we built a Facebook community of 12,000 (over 50% of target audience) in five months for road safety.

Field marketing: Our knowledge in location planning is aided by the use of SIMD to reach lower socio-demographic audiences.

3. DEVELOPMENT OF A COMPELLING CREATIVE STRATEGY AND BRIEF

Leith will ensure accurate service delivery, achieving objectives by:

a. Using a creative brief fit for 2017 and beyond

We re-designed our creative brief in 2016 to reflect the changing nature of communications. Focused around an insight-led [redacted] new brief benefits your FPBs by [redacted]

For quality control, the creative brief is approved by Leith's strategic leadership team and the client.

Our [redacted] the creative process, by bringing together a multi-disciplinary team with a broad range of skills and expertise.



b. Providing access to a large, talented creative department

With 20 creatives, Leith has the capacity to service projects of all scopes, spends and timings. We apply the same creative rigour to all channels.

We also have three full-time designers with specialist experience including:

- Brand identities and guidelines (e.g. Education Scotland; Historic Environment Scotland)
- Interior design (e.g. 'Scotland' House at London 2012).

The quality of Leith's creative output is reflected in the 23 creative awards and 24 effectiveness awards our public-sector campaigns have won in the last four years alone.

c. Presenting a range of high quality ideas

We always present a range of approaches to meet the brief. For quality control, Creative Directors sign-off all work presented to client.

d. Minimising risk by ensuring early buy-in from key stakeholders

Framework projects regularly involve multiple stakeholders. We use workshops and consultation, gaining early stakeholder buy-in, e.g. creating the new organisational identity for Historic Environment Scotland involved managing multiple stakeholders at a sensitive time.

4. DEVELOPMENT, PRODUCTION AND DELIVERY OF A WELL-TARGETED AND ENGAGING APPROACH

We'll ensure accurate service delivery which achieves objectives by:

a. Testing and refining creative ideas to ensure a well-targeted, engaging approach

We use creative testing to optimise impact and effectiveness.

Where feasible we do small-batch Direct Marketing tests and/or regional pilots before scaling-up (examples include: Knife Crime and FireSetting).

b. Helping your FPBs achieve full integration across framework lots

We collaborate early and openly with Framework Media, PR and Digital agencies to ensure a well-targeted, engaging approach with the biggest possible [REDACTED] from integration.

c. Efficient production management and delivery of campaigns

Your FPBs will benefit from our highly-experienced production team, responsible for delivering campaign materials on time and on budget. We have specialist leads for:

Broadcast (TV, video, radio)

Out of Home (including digital posters, print posters, ambient etc)

Print (including Creative Advertising, Direct Mail and Field/Partnership collaterals)

Digital (including online, social media, web, app, eCRM).

With three supporting broadcast producers and eight full-time production managers we manage large, diverse, concurrent projects to the highest standard. [REDACTED]

We also have a dedicated traffic (workflow) manager and seven artworkers/developers.

Our specialist data planner will be responsible for all aspects of Direct Marketing data processing and cleansing.

d. Robust quality management systems

To ensure accurate project delivery we have checkpoints throughout the implementation stage:

- Approval of briefs to external suppliers by agency and client
- Sourcing competitive quotes from three external suppliers
- Pre-production meetings prior to any production starting
- Detailed treatments provided (photography, illustrations etc)
- Detailed scope of works for data, digital, field and partnership marketing campaigns
- Multiple copy-checkers on print outputs (including one non-team member).

To support these processes, we use Synergist, the industry-leading electronic project management and workflow system. Synergist also supports our programme of efficiency and continuous improvement.

e. Rigorous attention to legal and industry regulation

We minimise risk by ensuring processes and outputs comply with legal and regulatory obligations including data protection for direct marketing, and health and safety for field marketing.

f. Efficient media implementation

We work closely with the media agency to meet all copy deadlines. This includes emergency planning e.g. for the Scottish Government's 'Ready for Winter' campaign we created a range of creative for different weather scenarios.

[6 lines redacted exempt.]

h. Demonstrating effectiveness and return on investment (ROI)

We coordinate a 'wash up' of effectiveness and actionable learnings after each campaign phase.

We use evaluation research, behavioural data and ROSMI (Return on Social Marketing Investment) techniques to demonstrate ROI. E.g.:

[7 lines redacted exempt.]

#

Creative Services - The Leith Agency – Question 2.2.4

Please detail your organisation’s plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following: • how you will you ensure staff are trained and developed in order to keep up to date with a Framework Public Body’s organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and • proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.

Delivering best practice through continuous improvement is a core component of Leith’s business strategy.

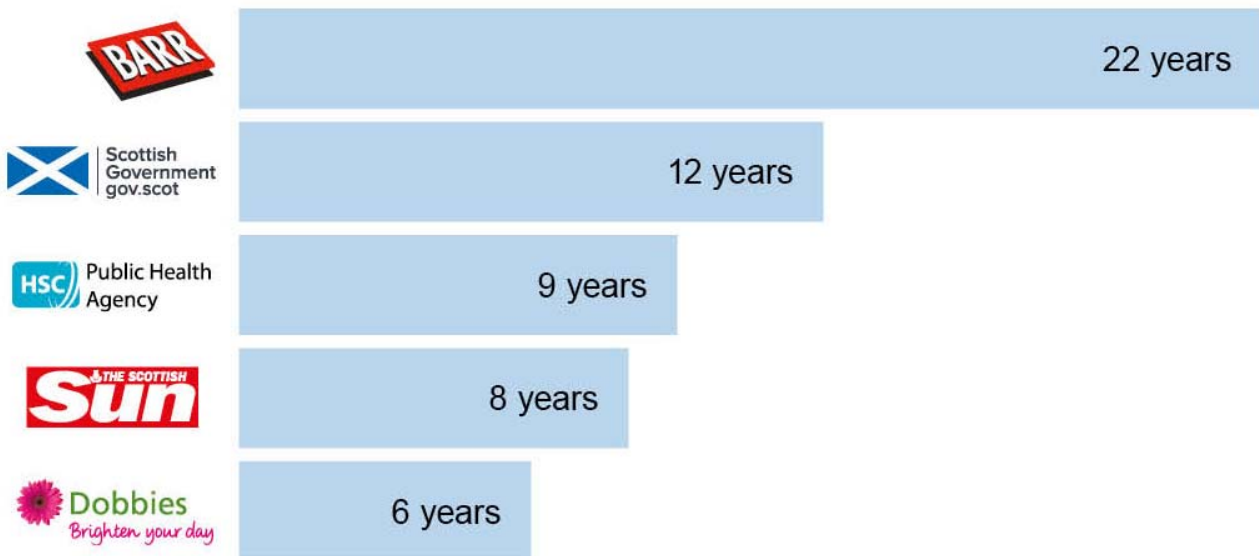
This has enabled us to: sustain economic growth for 32 years; employ 90 people; and channel significant spend into the Scottish Creative Industries.

The best barometer for continuous improvement is customer satisfaction.

We have an excellent track record of:

- Achieving and exceeding client objectives
- Delivering projects on budget and on time
- Making the process a smooth, mutually beneficial and enjoyable one.

This is reflected in our long-standing client relationships, including with the Framework Public Bodies (FPBs):



#

#

We ensure client satisfaction and continuous improvement by:

1. HAVING PROCESSES TO ENABLE CONTINUOUS DEVELOPMENT WITH TAILORED ACTIONS FOR FRAMEWORK PUBLIC BODIES

We begin all projects with SMART (specific, measurable, attainable, realistic and timely) objectives and evaluation criteria. These are used for ongoing performance measurement.

Annual Performance Review conducted with clients at all levels. This consists of a Client Satisfaction Questionnaire and face-to-face interview with an external consultant. An Action Plan is produced and incorporated into the Client Development Plan.

[4 lines redacted exempt.]

Project Wash-up Reviews conducted after every major project is completed. These monitor performance against the SMART objectives and identify opportunities for improvement.

2. ENSURING STAFF ARE TRAINED AND DEVELOPED TO KEEP UP-TO-DATE WITH THE ORGANISATION AND CULTURE OF THE FPBS

This includes:

- Holding client inductions for new team members
- Tackling projects in the context of the organisation's long-term goals, strategy, values and operating context
- Staying abreast of relevant political and policy issues, domestically and internationally.

3. COMMITTING TO INVESTMENT IN THE CONTINUOUS PROFESSIONAL DEVELOPMENT OF OUR STAFF

All staff have Performance Appraisals twice yearly and Personal Development Plans developed in line with the individual needs of the FPBs, Leith's business objectives and values.

[2 lines redacted exempt.]

All Account Management staff complete the Institute of Practitioners in Advertising (IPA) Foundation, Legal Regulations and Commercial Certificates (totalling 46 hours CPD).

Over 40% of staff have attended the Cello Academy courses in leadership and client servicing run by our parent company Cello PLC.

Leith has successfully obtained the IPA's CPD Standard for 15 consecutive years.

#

4. [1 page redacted exempt.]

5. APPLYING INDUSTRY BENCHMARKING

Leith is a member of all relevant trade bodies and we review our service delivery annually to ensure best practice and keep abreast of innovation.



These memberships mean we benefit from training, research and industry conferences. They also give us access to relevant case studies (UK and international) aiding innovative approaches to Framework objectives.

6. MAINTAINING A FRAMEWORK KNOWLEDGE BANK

We have built up an extensive database of relevant Framework information over 12 years. Updated monthly, this includes information on: policy, audience profiling, corporate objectives and relevant press articles. Benefits include: value for money through shared learnings and accelerated inductions.

We also maintain a database of relevant experts, third-sector organisations, and partners, (past, current, potential) who can be called upon to help shape or activate campaigns.

7. SUBSCRIPTIONS & DASHBOARDS

We subscribe to several news feeds and planning tools to keep abreast of issues affecting FPBs.

[2 lines redacted exempt.]

8. APPLYING LEARNING AND BEST PRACTICE

As Scotland's largest marketing services company we work with many large organisations. This enables us to bring innovative learning to our work with the FPBs.



[4 lines redacted exempt.]

Best in class

Continuous improvement is at the heart of our business. Through listening to client feedback, developing our staff and seeking out the most innovative thinking from the public and private sector we will ensure that we deliver a best in class service for the FPBs.

[7 lines redacted exempt.]

Creative Services - The Leith Agency – Question 2.2.5

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 Bodies regardless of spend or geographical spread across Scotland.

Leith has a 12-year track record delivering exemplary service to Framework Public Bodies (FPBs) regardless of project size, spend or location. For example, from long-term, multi-channel campaigns for The Scottish Government to small digital campaigns for Police Scotland.

Our past experience and process of continual improvement means you can have complete confidence that we'll deliver the required services to the desired standard, including during Framework transition and periods of high demand.

DEPTH, BREADTH & EXPERIENCE OF RESOURCE

We've an unrivalled depth of resource in Scotland available to FPBs with 90 people employed in Edinburgh. We can provide multi-account teams simultaneously across FPBs anywhere in Scotland, all following our rigorous procedures to deliver exemplary service.

Working on the Framework has highlighted the critical importance of insight and planning to deliver speed, accuracy and value through a [REDACTED]. With [REDACTED] Strategic Planners we can offer all FPBs access to high quality insight and planning.

We've an additional [REDACTED] staff in our Edinburgh-based sister agencies: Stripe and Signal and a further [REDACTED] multi-disciplined people in the UK through our wider group, Cello Signal. We'll provide you with the right skill sets (from digital to field marketing) at the right time, particularly crucial with the ever-changing nature of communications.

ENSURING CAPACITY DURING HIGH DEMAND PERIODS

Leith has a proven track record of ensuring capacity and quality at periods of high demand. We've successfully serviced over 22 Framework topics.

With [REDACTED] in-house Production Managers and [REDACTED] Developers/Artworkers we offer a high degree of flexibility, [REDACTED]

We operate flexible working hours and have access to a database of freelancers to ensure we manage our staff appropriately, avoiding overloading them during unusually busy periods.

ENSURING CAPACITY DURING FRAMEWORK TRANSITION

Leith offers a fully integrated service with all of the Framework service requirements in-house and therefore has no requirement to subcontract. You will therefore benefit from a smooth, rapid transition, managed by an integrated, high-performing team. We'd further propose accelerating the transition period through a series of immersion sessions with FPBs.

ENSURING A CONSISTENT LEVEL AND APPROPRIATE QUALITY OF SERVICE

We create a Service Level Agreement (SLA) with each FPB. It covers as a minimum:

- Deliverables
- Objectives & milestones
- Monthly reporting structure
- Evaluation methods
- Risk register
- Management information requirements
- Continuous improvement.

This SLA is the benchmark for any project and continuous monitoring.

We provide you with further quality assurance through a number of tracking systems, built

[1 lines redacted exempt.]

The backbone to this system is our management-tracking tool Synergist. This allocates every job a unique code and records all aspects from initial briefing to budgeting, scheduling and evaluating. It automatically flags projects that are behind schedule, allowing prompt remedial action.

We support this with a range of review meetings with you to monitor each job. This ranges from weekly status meetings and post-activity 'wash-ups' to monthly reviews

[4 lines redacted exempt.]

This process concentrates relevant resource in a matter of hours; including (if required) at the FPBs location.

Best in class

As Scotland's longest standing creative agency, our depth of resource, combined with tried and tested processes developed by working with FPBs for 12 years, you can be confident we have the capacity to deliver a consistently high quality of service for you.

Creative Services - The Leith Agency – Question 2.2.6

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.

Leith has a proven process in place for delivering urgent or emergency requirements for Framework Public Bodies (FPBs). This process has been put to the test on the campaigns shown below and in all cases we delivered and exceeded expectations.

[4 lines redacted exempt.]

Campaign Requirement		Out of hours working	Unforeseen requirements
Severe Weather 2010-11	Radio advertising developed within six hours. Updating messaging to respond to changing weather conditions, including over festive period	✓	✓
Flu Vaccination 2010-11	Fast turnaround TV campaign during festive period due to concern over low uptake	✓	
Hand Hygiene 2010-11	Fast turnaround print advertising to promote good practise amongst public to prevent flu virus spreading	✓	
Severe Weather 2009-10	Print and radio advertising developed within 48 hours. Campaign managed to respond to changing weather conditions through January 2010.	✓	✓
Asian Tsunami Disaster Emergency Appeal 2006	Press advertising developed and supplied within 24 hours to support appeal	✓	✓

PRE-PL

[1 page redacted exempt.]

OUR CONTINGENCY REDUCTION PROCESS

We understand that even with the best pre-planning unforeseen emergencies or urgent requirements are an accepted part of working with the FPBs. Over the last 12 years of working in the Framework we have put in place and continuously improved a process to deal with such eventualities:

[1 pages redacted exempt.]

The process above is monitored and controlled by a Board Director at Leith. They have on call:

- [REDACTED] permanent staff within Leith, including the largest Production and Planning Departments within Scotland
- A further [REDACTED] staff within our Edinburgh-based sister agencies Signal and Stripe
- Additional resource and expertise of [REDACTED] staff based in London and Cheltenham through Cello Signal (four hours notice).

It is then underpinned by our:

[4 lines redacted exempt.]

- Ability to attend a face-to-face meeting with the majority of the FPBs in less than two hours. Skype and video conference call technology available as a back-up should it be required.
- Three office locations available within Scotland and a further two in England (London and Cheltenham) should it be necessary to relocate staff to different premises to ensure business continuity.
- In-house production team of [REDACTED] full-time staff to provide quick emergency production across all channels (TV, radio, print, all digital channels and experiential/roadshow activity) should it be required. This service proved invaluable when we were able to produce Severe Weather radio commercials fronted by [REDACTED] within six hours of the Client request.
- We hold an emergency contacts database (updated quarterly) for multiple production facilities (sound, film, photography, etc.)

[1 line redacted exempt.]

- Suppliers are located in different parts of the UK to minimise the risk of these suppliers being affected by any emergency.

We understand that emergencies develop a 'battle rhythm' and we would adapt our process so that we work alongside the FPB. For example, operating a late-shift to ensure that requirements arising out of FPBs internal meetings are actioned the same day or using a rota-system over an extended period.

FUTURE-PROOFING

As with all our processes and procedures at Leith we continue to update, adapt and improve as part of our continuous development and future-proofing commitment. Our approach to urgent and unforeseen requirements is no different and we will always strive to anticipate the future, what might happen and develop methods to minimise any shocks or stress to the Framework's campaigns and its people.

#



Creative Services - The Leith Agency – Question 2.3.2

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, to include all the disciplines relevant to the requirements 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 the geographic locations, along with an account of the organisational structure for providing the service; (This must clearly demonstrate the Tender's senior management hierarchy and the names of key senior staff 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 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).*

FIT FOR THE FUTURE

With 12 years continuous experience of delivering effective and impactful campaigns across 22 Framework Public Bodies (FPBs) our team has a strong track record of managing all the Creative Services Framework disciplines. We understand the need for publicly funding marketing activity to be managed as efficiently and accurately as possible.

We are relentless in our commitment to improving our skills. We do this to make sure that our team are fit for your requirements today. But importantly that we'll continue to have the skills, experience and facilities to offer comprehensive, integrated Creative Services to the FPBs for the coming four years.

#

#

FULLY INTEGRATED CREATIVE SERVICE

[1 page redacted exempt.]

Account Management is vital to the success of any activity. It is the oil that makes sure the agency machinery runs smoothly. Based on our experience of working with you, and best practice from the Government Communication Service (GCS), we have structured our people into a leadership and implementation team. The diagram below details our management hierarchy, senior team and full level of support staff responsible for administering the Framework.

[1 page redacted exempt.]

The benefits of this structure are:

- Delivers a strategically-led understanding of issues across topics having worked with 22 FPBs since 2004.
- Provides integrated thinking to find the best way to meet the behaviour change, revenue or communication challenges.
- Manages campaigns with agility; we can shape the team to best suit the requirements of the FPBs and/or campaign.
- Copes with variable workloads as additional resource can be brought in as required.

We deliver and manage the services we offer from our offices in Edinburgh. Whenever required we can locate staff at FPBs premises as they are able to securely access our IT systems remotely. For projects such as field marketing our teams can work 'in field' for the duration of the campaign.

Having worked with FPBs across Scotland since 2004 we are confident we can deliver for all geographic locations. Our approach has worked effectively for FPBs the length and breadth of Scotland. From Scottish Natural Heritage in Inverness to Comhairle nan Eilean Siar in Stornoway and the Scottish Government in Edinburgh.

MECHANISM FOR APPROVAL OF ANY TEAM CHANGE

Our mechanism for approval of any change to the team is as follows:

- Advise as soon as possible by phone and email
- Identify any impact on delivery and put in place a plan to manage this
- Propose a replacement, providing the new team member's CV and written recommendation of how their skills fit the needs of the particular FPB
- Seek approval, holding a meeting to discuss if required
- Provide an alternative replacement (if necessary)
- Run a full induction for the new team member
- Review after one month and three months to check-in on performance.

CONTINGENCIES FOR OUT OF HOURS WORK AND BUSINESS CONTINUITY IN THE EVENT OF ABSENTEEISM THROUGH HOLIDAYS, SICKNESS OR PERSONNEL LEAVING

Working on health campaigns like flu vaccination and major events like Glasgow 2014 has required us to work beyond 'nine to five' on many occasions for you. On all these occasions we've given an exemplary level of service.

With [REDACTED] staff in our Edinburgh office, an additional [REDACTED] our sister offices in Edinburgh, London and Cheltenham we are able to draw on extra resource to manage high demand.

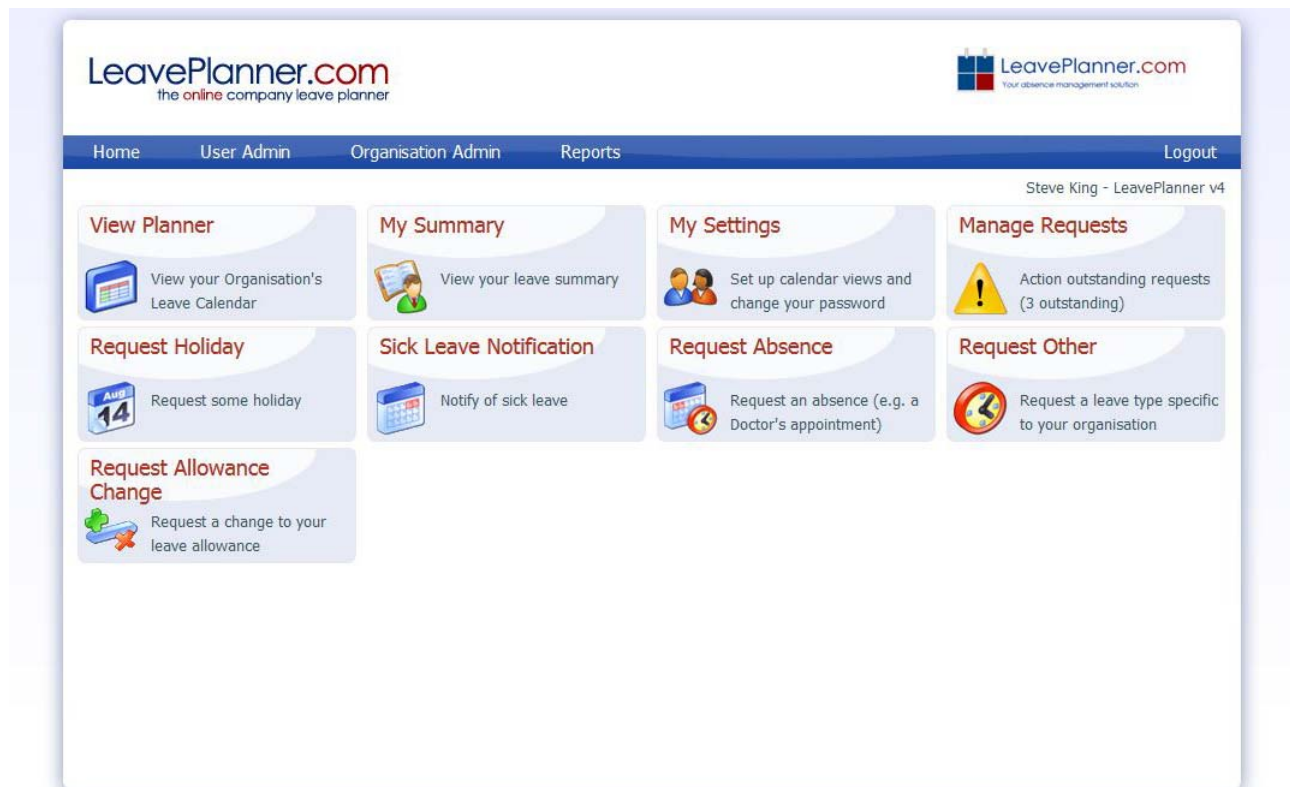
All our staff use Vodafone's One Net Business Service (a 24/7/365 service). This seamlessly connects fixed and mobile communications so that our team are always contactable for you wherever they are.

#

For holidays:

We use LeavePlanner with the following rules to ensure smart management of absence:

- Maximum of two people in each team on leave
- All leave is approved by the Head of Department who can view full agency leave at a glance
- Advance notice of leave (one week for one day; one month for one week or longer).
- Leave recorded in Risk Register and all up-and-coming leave listed on weekly status reports.



For sickness:

- We require notification by 9am on the day of sickness
- We review the project timetable and live tasks to identify any impact
- For longer-term sickness we implement a temporary restructure of the team, re-allocating work or bringing in additional team members
- Sometimes you can't anticipate change in staff, for example a family emergency. Our contingency planning ensures we have cover, including a database of freelance contacts for short notice.

We have provided a consistent senior management team for the Scottish Government Framework for over 12 years across a wide-range of FPBs. To make sure that you benefit from this knowledge bank going forward we have the following policies in place:

- Our senior staff have notice periods up to six months

To make sure that we are providing you with the strongest team we focus on:

- Succession planning - we invest in training so that high potential individuals are able to take on additional responsibility
- Market scanning - we monitor the market for high quality candidates and as Scotland's leading creative agency we attract many applications.

FORMAL INTERNAL METHODS OF INTERFACE BETWEEN THE ACCOUNT MANAGER(S) AND OTHER INTERNAL STAFF

The Account Manager plays a critical role working with you and your stakeholders. They are the internal conductor of the orchestra, who bring together all of the required departments to ensure that you get the best levels of service.

While much of the work is carried out in face-to-face meetings these are supported by a number of template based documents. These are all contained and accessible to the full team via our project management tool Synergist. The following table, based on the [REDACTED] [REDACTED] campaign planning structure, shows the tools and methods at each phase of work to ensure effective connections across the agency.

redacted exempt.]

[1 page redacted exempt.]

#

HOW INTERNAL STANDARDS AND MONITORING OF APPROVALS/SIGN-OFFS ARE MANAGED AND COMMUNICATED INTERNALLY

We understand the importance of quality, accuracy and accountability for the FPBs. Ultimately, Scottish Ministers are responsible for all of the work we produce for you. We need to ensure that we're always meeting policy objectives. By keeping these highest of standards, we protect FPBs relationships with the public. For each project we check that:

- Deliverables match the scope of work document
- The approach is meeting the objectives set in the ideas brief
- Creative ideas meet the brief in terms of message, tone of voice, compliance with brand guidelines and any other requirements such as accessibility
- Copy is proof read by a copywriter not working directly on the project.

Our approvals process requires:

- Written approval from the FPB via email at each stage
- Account Manager records approvals on Synergist at each stage before work can progress
- Internal approvals on creative work from the Creative Director, the Production Manager and Account Manager before it can be supplied to the client. These are signed on the documents or electronically recorded.

OUR COMPLAINTS PROCEDURE AND ESCALATION PROCESS

When something goes wrong we act quickly to resolve issues. In the event of an issue arising:

- The FPB makes the complaint to the Account Director
- The Account Director advises they understand the issue and are seeking a solution
- In the first instance a meeting or call is held to discuss the solution
- It is then documented and approval confirmed by email from the FPB
- Any impact to the overall delivery of the project is identified, advised and the project plan is updated accordingly.

If a solution cannot be found:

- The Account Director escalates the issue to the Partner leading the project
- A further discussion is held with the FPB to seek a solution.

We all learn more from our mistakes. So when things do go wrong we produce a written summary detailing the situation. A senior member of staff, who was not involved in the project, reviews this document to make sure the learning is implemented.

[2 lines redacted exempt.]

#

TRAINING/DEVELOPMENT AND MONITORING OF PERFORMANCE OF THE ACCOUNT MANAGER(S)

We invest heavily in the skills of our Account Management team so that we provide you with a high quality team today, as well as one which will develop over the four years of this Framework.

As active members of four industry trade bodies we are required to meet their high-standards for continuous professional development:



All Account Management complete a minimum of 31 hours of Continuous Professional Development (CPD) per year.

Our staff are qualified as follows:

Within one year of joining the agency:

- IPA Foundation Certificate (30 hours of CPD)
- IPA Commercial Certificate (8 hours of CPD)
- IPA Legal Regulations (8 hours of CPD)

All Senior Account Managers:

- IPA Advanced Certificate (40 hours of CPD)

All Account Directors:

- Attend Cello Academy leadership training programme (34 hours of CPD)

Field and Partnership Marketing staff:

- Complete IPM Diploma for Promotional Marketing (a six month qualification).

We have in place a number of internal management approaches:

- Account Directors hold weekly one to one meetings with their reporting staff
- Senior staff hold monthly one to one meetings with Account Directors
- We hold appraisals twice a year with all Account Managers.

We benchmark our Account Managers performance. This is an ongoing process to continually seek to challenge our approach. This includes a review of the IPA CPD Gold standard winners each year and benchmarking against the annual Client Performance Review from all our accounts.

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.

The Leith Agency offers a broad range of experience and expertise having worked with 22 FPBs since 2004. This is summarised in the table below, followed by senior management staff CVs.

[20 pages redacted exempt.]

Creative Services - The Leith Agency – Question 2.3.3

Business Management - In order to meet the contract management requirements outlined in Schedule 1 and Schedule 1 A 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 process for tracking and delivery, paying particular attention to the following:

- *details of all tools and processes to track and report on progress of task 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.*

OUR PROCESS TO DELIVER THE SERVICE

With 12 years of successful delivery of projects for the Framework Public Bodies (FPBs) our processes are tried and tested. They are built on our experience of working with you and best practice, such as the Government Communications Service (GCS) OASIS model for campaign planning.

We constantly work to refine and improve our processes and monitoring tools to ensure quality control and innovation. For example, with the increasing complexity in regulations for online advertising we have made it mandatory for all Account Management staff to have the IPA Legal Regulations qualification. We've also introduced a fast-turnaround process to deliver social media content, to meet the immediacy of these digital platforms.

The broader nature of this Framework and the ongoing impact of new technology requires new ways of working. To make sure our team are fit for the future we are undertaking the latest agile project management training for relevant staff prior to the start of this contract.

Our Project Management process, with the quality checks indicated at each stage, is summarized in the diagram below:

[1 page redacted exempt.]

TRACKING TOOLS

We use Synergist, the leading digital job costing and project management tool as our central tracking tool.

Synergist provides our management information. It was implemented at Leith in 2006 to give us the control and visibility of projects needed to meet the requirements of the Scottish Government Marketing Services Framework.

We log each job and phase of work on Synergist, which provides a unique job code. This is used throughout the project. We use it on all correspondence, with FPBs, suppliers and internally.

Synergist is used to:

1. Monitor tasks at each stage of the project:

- Time and expense recording
- Job/project costing
- Quoting/estimating
- Billing to FPBs
- Purchasing from all suppliers.

2. Plan & track:

- Job and project timing plans
- Tracking against delivery.

3. Communicate and share:

- Online approval for all work
- Documents using a range of templates that support our project management process
- Written communication using the CRM, which means all staff can access messages and documents
- Via a mobile app for staff to access when out of the office. This means our staff can work remotely across Scotland, for example, when working collaboratively from one of the FPB offices.

4. Manage and report:

- Utilisation of staff
- Efficiency of projects.

With the Synergist tool at the core of our agency process we are able to operate highly efficiently. And all of this means we ensure best value for public money.

MANAGEMENT REPORTING ARRANGEMENTS

Beyond the reporting from Synergist we have in place a number of management processes to monitor progress.

Workflow process:

- (i) Account Management record resource required into Forecast the digital project

(iii) To report on progress of projects and levels of capacity:

[redacted exempt.]

(iv) Weekly internal financial reporting meetings are held to ensure all jobs are estimated accurately and billed on time and to budget.

MANAGEMENT OF RISK AND INFORMING FUTURE ACTIVITY; FORMAL METHODS/PROCESS FOR IDENTIFYING AND ADDRESSING ERROR S

When working with public funds and representing Scottish Ministers managing risk and addressing errors is of critical importance. Our approach to risk management can be seen in the diagram below.

[redacted exempt.]

To make sure that this system operates efficiently a [redacted] is held at the outset of every project. This determines what risks may arise and puts in place contingency plans, using the model above, to manage them.

Where something goes wrong the issue is highlighted to the Account Director who has the responsibility, using the Risk Register, to determine whether to notify the FPB. We will notify you within a maximum of 24 hours when the error impacts on:

- Delivery plans/timescales
- Cost of the project
- Involves any reputational risk for the client.

If a solution cannot be found the Account Director escalates the issue to the Partner leading the project and a further discussion is held to seek a solution.

[2 lines redacted exempt.]

It's a truism that we all learn by making mistakes. So, when things do go wrong we produce an independent review of the project. This examines how it occurred, how it was dealt with, and what changes have been made to avoid it happening again.

EXAMPLES OF MANAGEMENT INFORMATION

Management Information	Purpose	Frequency	Impact on future activity
Financial			
Budget tracker	At a glance view of project costs against allocated budget Manages risk of any individual area of project leading to an overspend	Provided at project scoping; Updated weekly	Reviewed at project wash-up to identify future efficiencies
Time analysis	Analysis of time spent by staff against time allocated Live monitoring ensures sufficient resource is able to deliver scope of project	End of each project phase or quarterly (whichever is sooner)	Identifies areas or phases of project that have taken more time than estimated. Reviewed for future project efficiencies
Value for money	Agency contracted rate card vs FPBs tendered price. Logging free services provided.	Quarterly	Ensures best value across the framework
Project Management			
Scope of work	Provides a detailed breakdown for work being commissioned for FPBs approval	Provided at project scoping; Updated when any change is made to deliverables	

#

#

Management Information	Purpose	Frequency	Impact on future activity
Project Management			
Campaign wash-up	An end of project review	On completion of campaign	Provides recommendations for development of any future activity Provides broader learning which can be applied to all Framework partners
Key Performance Indicator	Dashboard summary of budget, project timings and scope of project Highlights actions required by FPB or agency in the following week	Weekly report provided to FPB	
Contact reports	Record of meetings and phone calls covering any actions required	Supplied within 48 hours	
Status report	Details of project status and next actions	Weekly	
Annual performance review	Review of agency performance	Annually	

BUSINESS CONTINUITY ARRANGEMENTS

[1 lines redacted exempt.]

It has been tested against both cyberattack and natural disasters, the two most likely emergencies to affect our business. The plan is owned at board level, by who has responsibility to ensure the plan is kept up-to-date and to implement it in the case of an emergency.

The critical resources for us to provide continuity of service are our people and facilities for production (IT equipment for creative, artworking, digital development etc).

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

This enables people, resources and business facilities to be relocated immediately in Edinburgh or within six hours to another location in the UK.

In the case of a large number of staff being absent we would first reallocate work to other teams. We have a significant staff resource of [REDACTED] in Edinburgh and are able to draw from [REDACTED] in our London and Cheltenham offices. We also maintain a database of freelance staff for all departments.

Our business critical data and creative assets are saved to an off-site location twice daily. This enables us to reconfigure the off-site location as primary servers and restore services within two hours.

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

- Professional Indemnity Insurance
- Advertising Agents Contingency Insurance
- Public Liability Insurance
- Business Interruption Insurance.

KEEPING ABREAST OF THE LATEST TOOLS AND TECHNOLOGY

To future-proof Leith's value and relevance on the Framework to FPBs we:

- Train our staff to capitalise on emerging technology and opportunities (e.g. Training in Agile Working Methods and the Google Squared Digital Marketing Course).
- Invest in technology that enables our staff to harness emerging insight opportunities (e.g. Pulsar, the industry-leading social web intelligence tool)
- Recruit specialist talent, for example, three new Digital Strategists in 2016, and enable them to upskill others.

[5 lines redacted exempt.]

[REDACTED] carry out industry benchmarking to ensure that we are keeping abreast of the latest technology and tools within our industry. We do this through our membership of professional bodies including:



Through our involvement with these organisations and regularly attending industry seminars and conferences we keep aware of the latest developments.

As Scotland's largest marketing services company we also manage work for leading brands and organisations. This enables us to bring innovative thinking from our client base to our work with the FPBs.



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

Creative Services - The Leith Agency – Question 2.3.4

Business Continuity and Cyber Resilience - A key element of the service will be the Contractor's Business Continuity in respect of Cyber Resilience services. Tenderers should provide details of any standards applicable in this area (e.g. ISO 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-schemeoverview>)

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.

BENEFITING FROM THE OPPORTUNITIES OFFERED BY DIGITAL COMMUNICATIONS

The digital age is transforming communications for Framework Public Bodies (FPBs) – how you communicate with the public and how we work with you to deliver our services. Effective cyber resilience is essential if we are to maximise the opportunities for us all to benefit from this digital transformation.

Having worked with the Scottish Government, Police Scotland and RBS on projects to keep people safe and secure online we totally understand with the need to take cyber security seriously.

We have worked with FPBs for 12 years without a breach of security and continually review our security measures to minimise the risks. The quality of our controls meets with Government standards, we are undertaking Cyber Essential Plus in January 2017.

OUR PROCEDURES TO ENSURE CONTINUITY OF SERVICE AND PROTECTION AGAINST CYBER-ATTACKS

We're committed to procedures that reduce disruption, maintain service and defend us against cyber-attacks. These are set out in our 'Information Risk Management Approach', summarised below:

[redacted exempt.]

[2 lines redacted exempt.]

is responsible updating and informing our staff of any changes.

We have a Business Continuity Plan Working Group who review our policies and procedures bi-annually every June and December.

#

#

PROCEDURES TO ENSURE CONTINUITY OF SERVICE AND PROTECTION AGAINST CYBER-ATTACKS

We have a number of ways we protect our business and your projects and information. They fall into three main areas:

1. Overall procedures and policies followed including assessing future risks.
2. Processes for Back-Up of delivery of service
3. Methods using on-line technologies to mitigate against cyber-attack.

1. Overall procedures and policies followed including those for assessing future risks.

IT Security Policy

Our IT Security Policy is detailed in our Employee Handbook. All staff must comply with the Policy. We include training on it as part of our induction process. We send out regular policy reminder emails to all staff, including regulations covering usage of social media, mobile phones, company computer equipment and accounts. For example, only authorised personnel may install new software. Contravention would be a disciplinary matter.

Regular Monitoring and Patch Updates

As new threats are continually being identified, we conduct on-going monitoring and reviews of our systems.

All servers are updated on a weekly basis with the appropriate OS, firmware and application updates. Servers are configured using level six RAID arrays, with hot swap disks providing maximum resiliency, fault tolerance for high availability.

Our IT department monitor inbound and outbound traffic and, in the event of unusual or suspicious activity, send out security alerts to all staff.

Mobile Device Management Policy

We have a Mobile Device Management Policy with detailed guidance for staff. Personal and company mobiles connecting to company mail systems are closely monitored. This bolsters checks already made to regulate the approved application list.

Business Continuity Plan (Disaster Recovery Policy)

Our Business Continuity Plan, which documents our Disaster Recovery Policy covers our offices at 37 The Shore and our secondary office at 86 Commercial Quay, Edinburgh.

It identifies the elements required to maintain service levels and provides staff procedures in the event of a major emergency. It contains instructions for the people to be the first notified that an event has, or is, about to occur, together with contact details for staff.

In the event of a disaster occurring at the Leith Agency office causing loss of data, telecoms, IT equipment and infrastructure, the Business Continuity Plan will be implemented as follows:

3. Establish connections to the recovered primary servers for staff with undamaged equipment
4. Purchase replacement equipment for remaining staff
5. Ensure landline communications and internet connections are fully functioning.

In an extreme case, it is possible to relocate to a London office run by our parent company, Cello PLC.

2. Processes for Back-Up of delivery of service

Leith operates an extensive data Back-Up solution, involving storing live data in three distinct locations, including off-site. Core financial data is backed-up twice daily. With the methods we have in place, demonstrated by the following model, services can be restored within two to four hours, meaning minimal disruption to FPBs and your projects.

[redacted exempt.]

Manpower

Depending on the seriousness and scale of the disaster, only core staff (identified within the BCP) are expected to meet at the designated recovery site, all other staff access systems from home.

Access to equipment

Leith uses Google business mail for its email services, which is cloud-based and always available. Contact with clients, suppliers and colleagues would be unaffected in the event of an incident.

We have a four-hour SLA agreement with our ISP, Exponential-E, to maintain our BT provided internet connections at both our Edinburgh sites. We've had one brief outage in the last four years. This was resolved within the allotted time and therefore represents 99.97% uptime.

In addition, we have a dedicated, private point-to-point line provided by VirginMedia, which provides internet access in the event that one site is disconnected and the other is still live.

We operate an integrated mobile and deskphone, cloud-based solution from Vodafone called OneNet. The service is provided on separate lines from our data connections and both sites have their own connection to the system. In the event of a failure of either fixed or mobile lines, the other mode will provide clients continued access to the majority of staff.

Our IT Department maintains spare stock of servers and hard drives to ensure prompt replacement in the event of failure. Software licence details are retained in IT staff's mail systems.

3. Methods using on-line technologies to mitigate against cyber-attack.

[12 lines redacted exempt.]

Network Protection – Firewall Hardware

We protect our network using Linux-based equipment, as this hardware has a greater resilience to attack from viruses.

Malware Protection

We have installed Sophos Anti-Virus and Malware Bytes on all laptops, desktop and servers. Our main file servers, QNAPs, are protected using CLAM-Anti-Virus.

Office Access

Our offices are protected by RedCare alarm systems. Access requires the use of electronic keypads and PIN numbers, with entry-phone systems for guests and suppliers.

The server room at each office remains locked at all times, keys are only held by the IT Department and Office Manager.

In summary, we are ever vigilant and forward thinking when it comes to the challenge of keeping our business and therefore your projects safe and running. Both in terms of business continuity and security against cyber-attacks.

#



Creative Services - The Leith Agency – Question 2.4.2

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

Leith confirm that we will support the Scottish Ministers' policies on Sustainability and Corporate Social Responsibility. We take action on these policies through our environmental policy, off-setting carbon and contributing to the development of our communities.

With four years experience on the Greener Scotland campaign and striving to be a low carbon organisation we work towards being a sustainable business on a day-to-day basis.

Our training and knowledge sharing activity in our community, such as our work with young students at Leith Academy, underlines our commitment to providing a wider social benefit and sustainable economic growth.

#

#



Creative Services - The Leith Agency – Question 2.5.2

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

The tenderer should take the engagement and empowerment of staff seriously take a positive approach to rewarding staff at a level that helps tackle poverty (eg 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 (eg in relation to matters such as the appropriate use of zero hours contracts) that your organisation 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 the on-going contract management.

We greatly respect the position we have as a high profile employer in the Scottish Creative Industries. We strive to be a best practice employer in each of the areas shown in the diagram below:

[redacted exempt.]

#



COMPANY VALUES

At the core of our commitment are our Leith company values:

[1 line redacted exempt.]

They drive our direction as a business. They are also measurable benchmarks that we must live up to.

REWARDING STAFF

We are an accredited Living Wage employer. We have influenced our office cleaning suppliers to pay the Living Wage when working for us. We have never used Zero Hours contracts.

We regularly review pay across all departments and staff to ensure that there is no gender bias at any level.

We have signed the Scottish Business Pledge reflecting our belief in our obligations to staff and wider Scottish society.

RECRUITMENT & FLEXIBLE WORKING

Recruitment

As a creative agency we believe ideas will flourish in a diverse environment. We actively pursue this mix:

- Raising our profile internationally by twinning with agencies abroad
- Working with our local school Leith Academy
- Developing strong links with further education institutions in Scotland
- Through candidate selection, setting flexible criteria, to ensure we meet people from varied backgrounds
- Mixed genders, backgrounds and skills on interview panels.

Flexible Working

We offer flexible working to meet personal circumstances or preferred working styles including:

- Phased return to work from maternity leave
- Part-time hours; Condensed hours; Later starting/earlier finish times
- Working from home.

After three years staff can apply for a six week career break, to fulfil personal passions.

STAFF DEVELOPMENT

Staff Appraisals and Personal Development Plans

All staff have a twice yearly Performance Appraisal. For these a Personal Development Plan with their goals and training needs is discussed and agreed.

Training/CPD

All staff fulfill the Institute of Practitioners in Advertising (IPA) Continuing Professional Development (CPD) requirements. We have employee exchanges with BBC Scotland and BBC Bristol. Staff are offered training courses through the Cello Academy, run by our parent company Cello PLC.

Mentoring

In 2014 we put in place a mentoring scheme for more junior staff to develop a mentoring relationship with a senior member of staff trained in the Pegg Mentoring model. These relationships are confidential, provide support and help personal growth.

DIVERSITY

At the start of 2016, we created a staff group from all departments, levels and gender. The group has the following goal and mission:

Goal: people work at Leith because of our trail blazing and progressive culture

Mission: to foster an environment where all Leithers excel

The group is currently developing our approach on the following topics:

- Creating a more flexible place to work
- Staff communications
- Supporting equality
- Fostering creativity
- Positive working environment.

STAFF INITIATIVES & AWARDS

Zeitgeist

Every other year we launch our own branded product through our Zeitgeist programme. Launching your own product is a very hands-on approach to staff development, necessitating a rapid learning curve.

Do-Vet Days

We offer staff an extra day's holiday to do something inspiring or try something new. In 2016 staff have cleaned beaches, completed photography marathons and spent time with ageing relatives amongst many other activities.

INDUSTRY/COMMUNITY

The agency actively encourages our staff to participate in community and industry. Leithers are currently working with industry in the following ways:

- Integral to the Marketing Society of Scotland's 'Mind The Gap' campaign that looks at

-  Marketing Society Scotland Fellows

- [REDACTED] and a member of the Advertising Association Council
- [REDACTED] is the only Scottish representative on the IPM Experiential Council
- Leith and Cello PLC are sponsors of the Marketing Society Scotland Star Awards
- We provide speakers at schools and universities throughout Scotland.

In November, The Leith Agency won SME of the Year at recent Scottish Business Awards, largely as a result of our creativity and reflection of our great staff commitment and company initiatives.

Reporting

It's important that we can track, via timesheets, staff commitment to developing their skills against:

- Self-development
- Developing others
- Attending events/training courses.

In 2016 the following has been invested by Leith in our staff development:

[4 lines redacted exempt.]

From our company values to staff training and the winning of awards, we display visibility and constantly strive for future improvement and development. The things we do are transparent and measurable just as they will be self-evident in the support of Scottish Ministers' policies and the delivery of the framework.

#



Creative Services - The Leith Agency – Question 2.5.3

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

<https://scottishbusinesspledge.scot/>

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

Hereby confirm The Leith Agency has signed the Scottish Business Pledge.

#

#



Creative Services - The Leith Agency – Question 2.5.4

The Scottish Living Wage Accreditation Initiative and the Living Wage Foundation recognise and celebrate the responsible leadership shown by Living Wage Employers and support employers to incorporate the Living Wage into organisational structures long term. More information can be found at the links below:

<http://scottishlivingwage.org/>→

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

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

Hereby confirm The Leith Agency is a Scottish Living Wage Employer.

#