

	Creative Advertising	Field/Experiential Marketing	Partnership Marketing	Direct Mail	Digital/on-line Deliverable	Print/off-line Deliverable	Stakeholder engaged process	Research-supported process
Zero Waste Scotland – Food waste (lapsed user) campaign	x		x	x	x	x	x	x
Zero Waste Scotland – Litter campaign - Shetland		x			x	x	x	x
Zero Waste Scotland – Contamination in Recyclate	x		x	x		x		x
Zero Waste Scotland – Litter week campaign	x	x	x		x	x	x	x
Zero Waste Scotland - Re-use campaign, Revolve	x		x		x	x	x	x
Zero Waste Scotland – Recycle for Scotland non-environment campaign	x		x	x		x	x	x
Skills Development Scotland – Apprenticeship programme		x				x		
Skills Development Scotland – Our skillsforce						x		
NHS Health Scotland – Child obesity	x					x		x
NHS Health Scotland – Bowel cancer screening	x			x		x		x
Scottish Refugee Council – awareness campaign	x	x				x		
Skills Development Scotland – Careers Advisory Service campaign	x				x	x	x	
Skills Development Scotland – Foundation/Modern Apprenticeships	x				x	x		
Glasgow Prestwick Airport – Brand and marketing	x	x			x	x	x	
Transport Scotland – Corporate marketing communications					x	x		
Scottish Housing Regulator – Corporate marketing communications					x	x		
Historic Scotland – Consumer engagement						x		
Scottish Natural Heritage – Natural Health Service			x		x	x	x	x
Zero Waste Scotland – Deposit and Return pilot	x	x	x		x	x	x	x
LochLomond and the Trossachs National Park – audience consultation						x	x	
VisitScotland – Win a perfect day (TITP/MoBO)		x	x		x	x		
Skills Development Scotland – MyWOW (Science Centre)		x	x		x	x	x	
Scottish Parliament – Design and Democracy – Harry Benson - Bellamy		x			x	x	x	
Skills Development Scotland – Modern Apprenticeship Awards	x	x			x	x		
Universities of Scotland – Awareness		x	x			x	x	
Scottish Civic Trust – Awards activity		x	x		x	x	x	
Glasgow School of Art	x	x	x	x	x	x		
University West of Scotland		x		x	x	x		
Glasgow University – International campaign	x				x	x		
East Lothian Council – Thank you and feedback campaign	x			x	x	x		
South Ayrshire Council – Food Waste follow-up (lapsed users)	x			x	x	x		x
South Lanarkshire Council – Food Waste	x			x	x	x		

Stand will ensure **accurate** delivery of the services through our **understanding** of:

- Working with public sector organisations as a framework supplier since 2008 – governmental, its agencies, non-governmental bodies
- The requirements that will be made of this framework over the next three years – budgetary constraints, market development and emerging technologies;
- Delivering a rigorous and thorough account managed process;
- Embedding strategic planning and audience understanding at the core of every solution;
- The power of strategic marketing planning to engage and motivate audiences;
- The cross-channel opportunity to deliver excellence through resourceful, relevant interventions.

Understanding the requirement:

Stand is a creative agency. More specifically, we specialise in the following areas:

- Strategic and creative articulation of marketing communications
- Integrated social marketing campaigns
- Brand articulation and content

We have vast experience of providing these services to both public and private sector businesses and this experience has helped us create efficient processes and procedures to ensure the highest standards of quality and delivery. Our strategic planning and account management resource work alongside the creative team throughout the process to ensure that our work, from concept to delivery, is benchmarked against our client's objectives. We ensure that as a primary objective of any brief, we establish monitoring and evaluation criteria.

Stand recognise the following as common to the requirement of partners accessing this framework:

- ✓ Developing a varied range of strategic and creative projects - advertising, field and experiential marketing, partnership marketing and direct marketing – delivering integrated campaigns across on- and off-line channels.
- ✓ Offering a full creative service: strategic planning, marketing planning, brief development, creative strategy development, and roll-out of effective, well-target deliverables.
- ✓ Managing multiple client projects across various locations.
- ✓ Working with a range of clients within organisations (corporate, marketing, internal communication teams).
- ✓ Collaborating with other framework partners when required (media planning, research, digital, PR).
- ✓ Delivering projects within often tight deadlines.
- ✓ Delivering best value through innovative and resourceful solutions.

A strategic approach

Target audience understanding

[26 lines redacted exempt.]

Strategic marketing planning

[36 lines redacted exempt.]

Creative strategy and brief

[1 page redacted exempt.]

Production

[26 lines redacted exempt.]

Word Count 1797 excluding tables

As an agency being appointed to the existing Marketing Services Framework for the past eight years, Stand has a clear and full understanding of the expectation, and a proven track record in being able to

deliver against, the service levels requirements.

Capacity

We have developed a process to assess and plan the resource requirement for new contracts.

Stand appreciate that the framework will experience periods of high demand. Our Contract Review Process determines and assesses any risk in relation to:

- The resource requirement
- Timescales involved
- The expertise required
- The resources available
- Contribution of subcontractors (e.g. printers) or collaborators (e.g. research partners)

This process enables us to execute a project efficiently and effectively whilst not compromising the standard of our output (strategically, creatively or through service) or impacting detrimentally on existing or future projects.

Stand is a well-connected agency with collaborative behaviour embedded in our culture. This allows us to be confident in the way we enhance our core SG team from our wider agency resource (both in Glasgow and Amsterdam) in times of high demand. We are also able to mobilise additional support from our long-term relationships with a group of trusted and pre-vetted consultants. Stand sees this additional workforce as an extension of our core team - seamlessly providing specialist support as required.

As an existing SG framework supplier, Stand is confident that our wide knowledge and experience of working with many of the Collaborative Partners will ensure the transition period is manageable. Our systems and processes are tried and tested, and fit for purpose for delivering the requirements of this Creative Service framework.

Delivering high service standards regardless of spend or Client

Stand appreciate our responsibility to provide a service for all Collaborative Partners regardless of spend. Our project review process (above) is implemented regardless of spend or geographical spread. Every project is treated as a separate and individual entity, given a timeline, budget and delivery schedule, which is agreed with our client at the inception of the project. The timings are set and managed in line with our internal project management system.

Stand's current project commitments reflect Clients from across Scotland, with budgets large and small. Although Stand is a profit-making business, we regularly work with Clients from the not-for-profit sector or Clients with an extremely limited marketing budget. Our approach and enthusiasm for a project is never based on the budget involved, rather the opportunity to create great, effective communications.

We understand that Clients' expectations are always high, regardless of the budget available. Our Client Services Director and the Account Management team are responsible for ensuring that every Client we work with feels cherished and treated with the utmost care and respect. We pride ourselves on building strong and lasting partnerships with our Clients, many of whom have limited budget to spend on communications. Our job is to ensure that we always make the best use of our Client's spend, given their objectives and the time available. Our long-standing relationships with Clients on this framework where budgets are becoming increasingly restricted, is testament to these relationships being built on more than just the profit-making opportunity they offer.

Service Level Agreement for all Collaborative Partners

In order to assure the Collaborative Partners that all Clients will receive the same, high levels of service regardless of spend, Stand has drawn up the Service Level Agreement below to detail the agreed standards all Collaborative Partners will receive when working with Stand.

Stage in the process	Timing
----------------------	--------

Formal briefing meeting (ideally face-to-face, or if not, via Skype/telephone) following successful appointment to a project	Within 5 working days
Stand write a brief for sign-off and return this to the Client via email	Within 2 working days of briefing meeting
Stand to provide a cost estimate to Client	Normally within 2 days (depending on the scale of the job) of briefing
Stand to provide a timing plan to Client	Normally within 2 days (depending on the scale of the job) of briefing
Stand to respond to a brief with initial design concepts	Within 5-7 working days of sign-off of brief
Stand to respond to Client feedback on initial designs	Within 5 working days
Stand to respond to Client amends to design development	Within 2 working days
Stand to dispatch of artwork from approval of final, signed off designs (via Echosign or via signed-off hard copy)	Within 24 hours of receipt of sign-off
Contact reports despatched	Within 48 hours
Status Report	Weekly
Emails to be confirmed by email	Within 24 hours
Telephone calls returned	Within 2 hours
Budget reconciliation issued	Monthly

Word Count 577 excluding table

Stand prides itself on being a learning organisation. Continual improvement is embedded within our company's culture.

1. Our people

We firmly believe that Stand's continued success lies in the hands of the talented people we employ. We strive to have the very best people working at Stand, and work hard to ensure that we all continue to stay at the very top of our game.

We pride ourselves on the whole team being able to gain insight from our collective experience. We each have a responsibility to bring new insights and a fresh perspective to our work in addition to the expertise gained over a number of years.

[8 lines redacted exempt.]

Learning Budgets

Funding individual learning aspirations for members of staff who have an interest in developing their talents in a way that can positively impact their professional practice or their personal wellbeing. Over the past three years, the Stand team have used this budget for a mixture of development needs: coaching (personal and professional), industry-body professional practice training, post graduate qualifications.

Events/networking

- Attending events hosted by our industry bodies. These events are both UK- and European-wide.
- Online webinars and social conversations – Stand are active participants in this area. Sharing our understanding and bringing practical experience to discussion, we are often invited to provide 'expert' input to events.

2. Our industry

Industry events

- We regularly take part in creative/marketing industry events where we network with our peers ensuring we all learn from each other in order to improve Scotland's creative offering. Our networking extends beyond Scotland however – to events across the UK and Europe where we ALWAYS benefit from transferable learnings from peers operating in different geographies.

Daily e-inspiration

- We subscribe to daily trend/design inspiration email subscriptions (Springwise, PSFK, Trendspotting.com, Marketing Insider Group, Inbound.org) to ensure we continue to improve our processes and fuel our thirst for learning.
- Stand has its own Social Media specialist, an avid Snapchatter, and a keen advocate of the role Twitter Search can play in obtaining industry insights. His role is to filter and disseminate trends in our industry.
- Stand utilise a number of online tools, such as Buzzsumo, Hootsuite and Nuzzle, to access news/content resonating within our community.

3. Our Clients' industries

Google Alerts

- We have set up as-it-happens alerts for our key Clients/industries

Trade press

- Trade magazine print/online subscriptions to key publications concerned with the industries in which our Clients operate

Social Media monitoring

Stand use a range of social media monitoring applications to ensure we use the right tool for obtaining the right data, targeting KPIs relevant to the Client/campaign.

- Internal Platform Analytics - Often overlooked, but provides a wide range of data on social campaigns
- Hootsuite/Tweetdeck – Used to easily track social campaigns/hashtags/users
- Buzzsumo – Particularly useful in analysing industry content, looking at what is resonating with a specified audience/niche, and gaining insight into the shares, links and influencers
- Socialmention - Pick up news/comments on our Clients' industries

Desk research

- We regularly undertake our own desk research on Clients' businesses/industries.

4. Monitoring and improving our service

Post-project debrief

- We encourage our Clients to provide feedback at any point in the process
- On completion of every major project Stand action a debrief meeting to ensure an opportunity to review the process, and evaluate the outcome and effectiveness of the work.
 - An analysis of the management information is produced, giving an invaluable insight into the overall process. This highlights areas when the process worked well and where improvements could be made in future.
 - For projects with multiple Clients, we use SurveyMonkey.com to capture feedback, and if Clients prefer, anonymously.
 - We document and share this information with the whole team.

Client satisfaction

- For Clients with whom we have an ongoing relationship we schedule in 4-6 monthly Client satisfaction meetings. This allows both client and agency to agree what to 'stop/start/continue' doing in the next 4-6 months.

Pro-active development

- For our clients with whom we work ongoing, Stand sees it as our responsibility to bring fresh thinking to our projects. We are collaborative in the way we work understanding that, as is the nature with the creative process, a pro-active approach delivers the best outcomes. Many of Stand's clients acknowledge this key strength is valued.

Word Count 792

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The robust day-to-day processes that Stand have in place to ensure project accuracy and delivery, allow us a solid organisational structure to respond pro-actively and act quickly

when an urgent/emergency request is received from a Client.

Stand can therefore commit to providing a “Code Red” action plan as required - instant response and 24/7 support from senior agency contacts. Stand make available at the commencement of the contract, the names and out-of-hours contact details of the senior management team: MD, CD and senior account/creative leads as a minimum. We are a well-honed, agile business – able to respond intuitively, appropriately and quickly to any situation.

Familiarisation

A key enabler in allowing us to be confident in accommodating urgent/emergency requests is our practice of conducting a full brand induction with all staff when we begin working with a new Collaborative Partner.

This immersion ensures that the whole team have an:

- introduction to the Collaborative Partner's organisation, their objectives and ways of working
- an understanding of the contract or the project(s)
- understanding of the brand, style/tone/guidelines and kit of parts.

This knowledge of the client and awareness of contract, enables urgent or emergency projects to be picked up competently by any member of the team.

Emergency requests (Code Red)

For emergency requests, we assign a dedicated project team to work solely on this project, without distraction, through to completion. The Collaborative Partners would have unlimited access to this team throughout the period of the project. The staff at Stand are flexible in their attitude to working hours and the dedicated team would be available to work the hours required to ensure the project is completed to the highest standards and on time.

Urgent requests

Stand would always attempt to accommodate urgent requests within the project team, however, when required, the practice of pre-immersion of all staff on Collaborative Partners business, enables urgent project to be competently delivered by those with the capacity and expertise within the wider team.

Agreed urgent/emergency response procedures and times

Stand have a tried and tested procedure in place to manage urgent/emergency projects:

To initiate an urgent/emergency project (excl Code Red), the client would:

- make contact their dedicated Account Manager either by email or phone call to advise the requirement and the timings. If the Account Manager is not available, the Stand administration team escalate the call to the Client Services Director (CSD)
- The Account Manager/CSD confirms the contact by email
- The Account Manager/CSD meets (if timings allow), or calls the client to discuss the brief, and collate a full understanding of the deliverables, the client's approval process, budget and timings
- The Account Manager/CSD confirms the output of the conversation by email advising timings of next contact.

The Account Manager manages this process internally by:

- Holding an emergency assessment meeting to understand the requirement, the resource and expertise, timings and the effect this work will have on existing projects in the system
- Establishing and implementing any extra resources required to take on responsibility of pre-existing projects for other Clients, to allow the relevant expertise to be mobilised for the urgent/emergency request from a Collaborative Partner.
- Producing a detailed timing plan to accommodate the project, ensuring no detrimental impact on existing projects
- Arranging a team briefing to ensure everyone is completely clear on the requirements of the

- project and the timings that must be met
- Informing client/stakeholders of the project plan including milestones and approval process.
- Managing and redistributing any other projects affected (without compromise to critical deadlines)

Stage in the process	Normal agreed timing	Urgent agreed response time*
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[redacted exempt.]

Geography management

Stand's client-base spans Scotland from Ayrshire to Shetland - we are well versed in working across geographical locations.

The use of digital technology to aid our internal communications is a daily way of life at Stand. This practice has extended to our communication with our clients and suppliers (both near and far) who are increasingly happy to use these modes of communication when appropriate, as a viable alternative to face-to-face meetings. This approach has led to a reduction of our physical journeys, in turn delivering environmental benefits and value for money to our clients.

However, we do believe that sometimes a face-to-face meeting is essential and our studio, based within 5 minutes walk of both Glasgow Central and Queen Street stations, provides easy access to public transport links across Scotland.

For all communications, we consider the following:

Skype/ Videoconferencing

This is our most common form of non face-to-face contact – it works brilliantly.

Stand pays for a Premium Skype subscription allowing us and up to 9 other people to have a group video call at any point.

Nothing compares to a proper face-to-face meeting, but videoconferencing is a very good second and when ad-hoc opportunities to share information occur, then this mode works incredibly well.

Telephone conferencing

Stand uses Arkadin to facilitate telephone conference calls between us and multiple Clients, or stakeholders. This professional facility is easy to use and comes at no cost to our Client.

Basecamp

Our online project management system Basecamp offers 24-7 secure, password-protected access to project. Clients based in any location can log-in to their project at any time to get an instant update on project status, see work in progress, check timings/deadlines, etc.

Acrobat

Stand use the PDF e-signing tool. This simple facility comes at no cost to our Clients and provides a seamless electronic trail of the approval process.

Status reports

We issue these on a weekly basis, via email or Basecamp to ensure our clients are clear what stage each project is at.

Face-to-face meetings

Stand are happy to travel across the country to meet with the partners whenever required.

The Stand team each have 8-35 years solid commercial experience. Each member of this hand-chosen, award-winning team has been fully involved, on a hands-on basis, in servicing the current SG framework for the past eight years.

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[25 lines redacted exempt.]

[23 lines redacted exempt.]

[22 lines redacted exempt.]

[25 lines redacted exempt.]

[22 lines redacted exempt.]

[2 pages redacted exempt.]

[28 lines redacted exempt.]

[10 lines redacted exempt.]

Mechanism for approval of change

In the event of the requirement to make a change to a member of our team:

- At the earliest opportunity, the Client Services Director (CSD) informs the Client of the need for change.
- The CSD prepares a profile on the skillset required to deliver this role within the team.
- The CSD consults with our Clients on the accuracy of this profile.
- Stand conducts a recruitment process. We invite shortlisted applicants to present their understanding of an issue relevant to one of our Client organisations/industry.
- Key Clients are given the option to attend this second interview/presentation stage (recently implemented with our Glasgow Prestwick Airport client).
- Once recruited, the new employee is given a full induction into the Client's organisation and the current work in progress.
- A formal meeting to introduce the new member of staff is arranged with the Client.
- The CSD, and/or the departing employee, shadows the replacement on a 'hands-on' basis over a 4-6 week settling-in period (key employees have 60-90 day notice periods).
- Post the first month of the new working arrangement, a meeting between the Client and CSD is arranged for feedback on how well the settling period has gone and whether this needs to be continued/reviewed for a further period.

Continuity

Planned (holidays/development)

Planned absence at Stand requires at least four week's notice (although occasionally this is reduced), allowing absence to be taken into account when project planning.

This allows the Client to be informed in advance.

Regardless of length of absence, employees are required to:

- Ensure that a detailed handover document is prepared
- Verbally brief the handover to the project team and specifically, the team member who is covering the absence
- In the event of the absence being the Client's primary point of contact, provide contact details to the Client – telephone and email – of the replacement team member and if appropriate, conduct a face-to-face introduction.

Planned (personnel leaving)

Key personnel at Stand have 60-90 day notice period to allow a controlled approach to replacement.

Recruitment for a key role related to this framework agreement, is most likely to be sourced from within the wider Stand team. This is our preferred approach for mitigating risk in the recruitment process by ensuring continuity through a 'known' resource filling the role. The wider role is recruited externally.

Our process follows the 'mechanism for change' detailed above, involving our Clients from the earliest stage.

Unplanned (illness)

Due to the robust project management processes and formal documentation required for all projects, as well as thorough understanding of the project by other team members, unplanned absence causes minimal disruption. As our approach to servicing this framework is team based, at no time would the illness of a staff member impact a contract.

Resource levels at Stand allow for emergency cover for these absences. In event of multiple illnesses, Stand has access to a pre-vetted (NDA in place) team of consultants who know our processes and systems. The decision on whether to utilise any freelance cover on this contract would be discussed with the Client.

Out-of-hours working

Stand commit to providing out-of-hours working as required. As a creative industry business, our processes and employee contracts are structured to reflect a service-based approach.

Formal interfaces Account Manager/internal staff

Stand firmly believe that account management is core to the success of our projects. Our team have a drive to understand their Clients' objectives, a real interest in and appreciation of creative communications, and a curiosity that fuels a thirst for learning.

They have been specifically recruited for their skills in communication, project management and ability to manage often-complex situations with a cool and a level-headed approach.

Our project management tool, Data Valley, provides the account management team with a central resource to monitor and drive their individual projects while having a clear overview of the wider agency activity. This online tool allows the account manager to document and circulate all actions from the following physical interfaces:

Production planning

[6 lines redacted exempt.]

Project delivery

[8 lines redacted exempt.]

At Stand, we see ourselves as a learning organisation. The account manager ensures that client feedback is shared as part of the internal project team debrief.

Continuous improvement

These AM/agency interfaces are mapped and monitored against our process (2.3.3) to ensure that they deliver excellence in internal communications.

Internal standards/monitoring/communication

The rigorous processes we have in place, and the formal documentation to accompany them, help us to monitor quality and aid communication.

Our methodical, staged approach to gaining approvals is planned, tailored and agreed with our clients at the inception of the project.

Internal

Once the project reaches a milestone, our electronic approval process (AdobeSign) is implemented to capture approvals from relevant areas of responsibility:

- Strategic Planner
- Creative Director
- Studio/Production Manager
- Account Manager

Only when all internal signatories approve the work, is it released to the Client.

Client

At key pre-agreed stages, and before any production/implementation, we ask our Clients to formally confirm their approval by email or through AdobeSign.

Client signoff is sought for:

- Agreement of project objectives, scope, timings and budget
- Signoff of creative strategy and brief (inc audience understanding/marketing planning/deliverables)
- Approval of creative concepts and development
- Approval of production briefs for external suppliers
- Pre-production approval of deliverables
- Final approval of deliverables

The Account Manager is responsible for ensuring that these approvals are recorded and stored on our internal project management tool, DataValley.

Complaints procedure

Whether internal or external, any complaint is treated as a priority. Stand operate a process which immediately escalates the situation to senior management level.

Upon receipt of a complaint, the agency head will:

- contact the Client to discuss the complaint, and understand immediate impacts from the Client's side.
- investigate the nature of the complaint and determine the options available to rectify the situation in the immediate and/or longer term.
- contact the Client to agree the plan to rectify the situation.
- keep the client fully abreast of the progress of the solution.

On completion of the process, the agency head will:

- conduct a face to face meeting with the Client to understand their experience of how the complaint was handled, any wider impact of the issue and their satisfaction of the solution.
- ensure that all learnings are incorporated into Stand's review of systems and processes.

Training/development/monitoring of performance

Even in challenging economic times, Stand recognize training and development as paramount to the wellbeing of the business and its employees.

Stand recognize that at the core of our agency culture, is the thirst for individual professional development. This culture is actively encouraged at Stand through a formal process of bi-annual reviews and personal development planning.

The process ensures that there is a regular opportunity to review performance and explore areas, professional or personal, where development may be appropriate. A training budget is made available and jointly agreed as part of the performance review.

Performance is monitored by:

- mapping the employee's skillset against their job description
- identifying any areas which are challenging,
- exploring areas for personal development
- implementing a training needs analysis on ability to perform these specific tasks. Any gap identified is managed, in consultation with the employee, with a training plan to ensure improvement is agreed.

Stand's focus on training and development is evidenced in our commitment to a role solely focused on monitoring and identifying future skill needs for the business. Our 'learning champion' provides ongoing insight into best practice from across our industry to ensure that the business, and importantly the skills of our employees, are developing in line with future needs.

Word Count – 1798 (excluding CV's)

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Our well-established tools and processes, together with the experience and full understanding of the project management process by the team, provide a proven method of best practice and a solid infrastructure for business management.

[1 line redacted exempt.]

[3 pages redacted exempt.]

Key tools used to track and report on tasks:

- **Project Management Process**
 - This quality management system (figure 1) guides each project from concept to completion. This process has been developed to demonstrate the most efficient and effective way of achieving a successful outcome for every project.

- **DataValley Project Management Tool**
 - Stand's well-tested means of managing and tracking a project is DataValley (www.datavalley.co.uk). This online, secure, password-protected tool allows secure 24/7 access to authorised project members.
 - DataValley allows users to:
 - Create a digital job-bag for each individual project – providing a central resource to host project information: briefs, timings, actions, estimates, status – from the outset of a project to billing
 - Track time spent against a specific milestone/task to monitor time spent versus budgeted
 - Provide analysis on the progress of a project against specified preset criteria.
 - Provide reports and information tailored to Client need.
 - Allow data to be archived and records to be controlled in accordance with international quality management systems standards

Projects are categorised and can viewed by client, by account manager or as a whole giving a clear visual overview of agency capacity, resource and activity.

Monitoring tasks

Monitoring tasks is delivered by a series of internal processes, documented and disseminated through DataValley.

- **Weekly internal status meetings**
Full project teams meet weekly to update on client business – live and upcoming. This provides an opportunity to future plan projects in line with current commitments. Financial planning is reviewed as part of this meeting to ensure accuracy in billing in line with Client's forecast.
- **Daily internal status meetings**
Our Studio and Client Services team meet daily to update progress of current projects, to review timings and schedule changes.
- **Creative/project reviews**
These are pre-planned milestones when a formal team review of a project takes place. These sessions allow the:
 - Design team to present creative work/rationales
 - Account Management team the opportunity to input Client's perspective,
 - Strategic Planner to feedback from the consumer's perspective
 - Studio Manager to update on timings in order to hit given deadlines

The output from these reviews is recorded by the Account Manager and circulated to the team in the form of a 'Action' instruction.

- **Contact reports**
 - These reports are issued by the account manager with actions, timings and responsibilities agreed following all meetings/conversations with Clients/partners
- **Weekly status updates**
 - Clients receive a report detailing the status of their projects, live in our system.

Keeping up-to-date

[6 lines redacted exempt.]

Stand employees also attend a significant amount of industry events hosted by industry and trade bodies, DBA, RAR, IPA, Marketing Society. Accessing and networking with peers across the UK and Europe, these events always bring valuable insight into ways of working.

Regular webinars and online professional networking is a way of life at Stand. We are always active participants in these events, sharing and facilitating discussion on a range of topics from procurement to the relevance of Snapchat for business!

Managing risk/informing future activities

Clear communication is at the core of every successful project. Consistent implementation of the project management process and the tools designed to support it, ensures that the quality management interactions take place creating a solid structure to ensure that projects remain on-track, on-brief and within budget.

This clarity of this communication delivered by the interactions, minimises risk of misunderstanding of objectives, responsibilities or the deliverables. Importantly the staged approval system, provides the opportunity for areas of responsibility, to review and sense-check quality at regular intervals.

The information we capture and record throughout the process, together with our post-project evaluation, allow Stand to develop a deep understanding of our Clients. This insight streamlines future projects as knowledge and learnings are retained and available to build upon. Often, this insight is transferable and relevant to other organisations operating in similar areas (eg insight from a NHS project promoting physical exercise for wellbeing, has proved valuable to our our SNH project promoting outdoor activity for physical, mental social wellbeing).

Identifying and addressing error/under performance

Stand empower our Client Services team to act quickly and with conviction in situations where error/off-track situations are identified. Our rigorous processes aid recognition of these situations to allow timely intervention:

Stage 1: Rectifying action

[12 lines redacted exempt.]

Stage 2: Reflection and learning

[2 lines redacted exempt.]

Management information

Stand appreciate the need for timely and accurate management information and see the supply of this as part of the overall service.

The information generated throughout a project, creates rich content for accurate analysis of process and behaviour. Stand's management system, DataValley, is used to collect, process, store and disseminate data in the form of bespoke information reports.

These reports can be produced on individual projects or across multiple projects if the Collaborative Partner has this requirement.

Stand agree with the Collaborative Partner which elements of management information they require and at which intervals this information should be provided.

At any stage in the process, these reports can be accessed quickly, providing accurate, live management data.

All information is shared with the Collaborative Partners in a digital format.

Examples of management information

In accordance with the requirements of the Collaborative Partners, we produce the following reports tailored to the partner and as collective information as required:

1.Spend by Collaborative Partner including Purchase Order numbers and Value for Money savings	Figures(£) Quarterly	
2.Total level of spend	Figures(£)	Quarterly
3.Sustainability/Community Benefits	Report	Quarterly
4.Sub-contractor spend	Figures(£)	Quarterly
5.Complaints/issues with root cause analyses	Report Monthly	
6.Service Level Performance/Customer Satisfaction	Report Quarterly	
7.Timing, costing, billing schedule		within 48 hours
8.Contact reporting		within 24 hours
9.Client status	Reports	Weekly
10. Monitoring of costs against budget	Figures(£)	Monthly
11. Project overview inc effectiveness/performance measures, innovations, efficiencies	Figures (£)/Report	On Completion

Managing framework through this information insight

Good quality management information is key to improving Customer Satisfaction, Project Effectiveness and Value for Money for Collaborative Partners.

As an organisation focused on continual learning and development, it is core to our business that we learn from experience and take that learning into the future. In order to improve our processes, systems and practice (and therefore service) the insight generated by DataValley is reviewed in accordance with our Plan-Do-Check-Act process.

Stand pro-actively analyse this rich data to monitor changes in behaviour, identifying trends and themes in relation to our service delivery.

From the data, we are able to understand where our practices work well (or not). For example, if we see significant levels of revisions on a series of projects, we might identify a communication mis-match between client/account/creative management. We use the information to identify issues and put corrective action in place to improve our service going forward.

Business Continuity Plan

Stand has a comprehensive Business Continuity Plan in place which we have had the unfortunate opportunity to test when our business premises was flooded in 2013.

The plan was developed by consultants at [REDACTED] following completion of Risk Assessment and Business Impact Analysis. The plan lists key contacts (reviewed monthly) who are responsible for mobilising staff and informing Collaborative Partners.

Business Continuity Plan:
Within 24 hours
Identify and quantify damage/impact - staff, premises, equipment, data, records
Identify which critical functions have been disrupted
Responsible persons action emergency plan in relation to alternative accommodation/machinery/access to files.
Provide information to: Staff /Collaborative Partners/Suppliers
Daily during interruption
Provide ongoing progress information to: Staff/Collaborative Partners/Suppliers
Provide public information to relevant authorities
Following the recovery process:
Arrange a debrief
Use information gained from the debrief to review and update this business continuity management plan

Physical interruption - Stand has a formal agreement with both our IT maintenance provider [REDACTED] to allow emergency accommodation in their premises. (In 2013, Stand was operating out of [REDACTED] within 4 hours of the flooding).

Our contract with [REDACTED] and our business arrangement with Apple ensure that we have emergency access to equipment within 4-6 hours. And through our secure, cloud-hosted software and back-up system, we have access to live and archived project files immediately.

Email, DataValley and Basecamp are all cloud-hosted tools, accessible from anywhere.

Digital interruption - Digital artwork/information/email/management system data is also stored locally on Stand's HD Resilient RAID system. Our physical system runs automatically alongside our cloud-based provision ensuring live, up-to-date access to active and archived information.

Word Count 1423 excluding tables

Stand recognise the vital importance of the security of, and access to, our data to allow us to offer a continuous and safe level of service to all of our clients. We commit to playing our part in supporting the Scottish Government's Cyber resilience strategy for Scotland and accept personal and shared responsibility to take steps to protect our organization and our customers.

Details of processes followed including those for assessing future risks

Stand follow the processes below to ensure we can be confident of our ability to operate securely in today's technologically advanced business world;

- **Critical Function checklist**

1. Understanding the critical functions of our business
2. Analysing and responding to the risks to our business
3. Creating a Business Continuity Plan
4. Identifying the key roles, responsibilities and contacts to enable us to respond to the emergency situation

- **Risk Assessment Checklist (specifically in relation to Cyber Resilience)**

1. Establish the context We identify and scope risk - categorizing major or minor impact on the business?
2. Identify the risk How might this be triggered? What issues would it bring? Could it have a knock on effect?
3. Assessment of (a) potential severity of the problem and (b) the likelihood of it occurring Using a risk matrix, we then assess the various potentialities of the risk
4. Deployment of risk avoidance (see Step 3 of Critical Function Checklist) Is there something that could be put in place to mitigate or reduce the risk? We create a clear and thought-through process for personnel to follow in times of emergency

Ensuring we work closely with our IT specialist

Using the above processes, Stand has worked with our IT supplier to put a comprehensive Back-up and Disaster Recovery Plan in place. This plan ensures that all digital assets and data are protected in case of an emergency such as a flood or fire at our studio. As all of our technology is taken care of by external suppliers, it has been vital to engage them in this process.

Testing the Business Continuity Plan

Stand recognize how vital it is to not only have these Disaster Recovery Plan processes in place but to also ensure that it is updated and tested on a regular basis. This rigorous testing ensures that the Plan is robust and that any gaps in knowledge or resources are identified.

To meet the testing requirements, Stand has in place the following procedures;

Daily Each day, the back-up is updated and checked that there have been no major errors. An email is then sent to all key personnel within the business and the IT specialist, which would alert them to any problems that would need attended to immediately
Monthly To ensure that the Disaster Recovery Plan is up-to-date, it is checked monthly to ensure that all personnel details are correct, all suppliers details are updated and any other pertinent information is included.
6-monthly To ensure that all personnel are aware of the Disaster Recovery Plan and their role within in, we as a business have a round-table exercise every 6 months. This allows us to run through the most likely scenarios that may occur while also allowing staff to ask questions that may not have been addressed. By involving all key personnel in this, it makes the Plan less of an 'on-paper' document and more of a living, working plan.

Description of methods in place for the back-up of delivering services should an incident occur including manpower and access to equipment

Stand have various methods of back up in place to allow a swift return to minimum level required to continue its business functions. These include;

- **Back-up of all artwork/project management files**
 - Our designers keep a local copy of all work in progress on their Macs' hard drive whilst working on a job. At the end of the working day, all design work is backed up to our 'Raid' system, which has an automatic cloud back-up system in place. Back-ups are available within a maximum of 4 hours should we require them.
 - All data that currently sits on the Stand network is stored centrally on an Apple Mac Server with secure HD Resilient Raid System. All data sits live on the Raid System and is accessed via a Gb Ethernet Network. As a fail-safe to this solution the data that is written to the Apple Mac Server and HD Resilient Raid System is automatically replicated to another Apple Mac Server with secure HD Resilient Raid System, this gives Stand the ability to be fully operational in approx. 20 minutes in the event of a catastrophic hardware failure on the main Apple Server and Raid System.
 - In addition to being saved on an archived Raid system, archive work is also backed up on to 2 separate external hard drives one of which is locked in a fire-proof safe within the agency and the other is cloud-based.
- **Back-up to equipment failure**
 - Stand holds additional Macs for use by freelancers or in case of emergency.
 - Alternatively, our IT specialist can provide us with replacement equipment within 4 hours if necessary.
 - Our business account with Apple, guarantees us access to temporary equipment with 4 hours.
- **Back-up to emails**
 - All staff have 24-7 remote access to email and the Raid, meaning that not being able to get access to the building that holds our studio (flood/fire/extreme weather etc) does not limit our ability to work.

- Should our email server go down temporarily, all staff have dedicated Gmail addresses from which they can send/receive work. Archive email are downloaded to local devices as standard.
- **Back-up for financial information**
 - Our project management tool, DataValley, run linked servers to enable business continuity. They host two sites for their dedicated hosting servers, each server has a virtual server configuration and should one server fail any hosted solution can be quickly made available on a secondary server giving guaranteed fail over support. Daily backups of all hosted data are taken and retained on a seven day rotating cycle, all backups are stored on our virtual server and also off site on the fail over servers, giving them a secure off site store of all backed up data.

Stand work closely with our IT specialists to ensure that there are methods and controls in place to protect against cyber attack. In line with the UK Governments Cyber Essentials scheme, we have the following key controls in place;

Boundary firewalls and internet gateways
Secure configuration
Access control
Malware protection
Patch management

Specific examples of the key controls we have in place to mitigate against cyber attack include;

- For our standard and daily use, we run a Kerio eMail Server Solution that is protected by Sophos AV, the Sophos AV poles the email server and clients to detect and cleanse emails that contain viruses, In addition to this Email protection there is a separate Sophos Endpoint AV Protection for each desktop and Server System.
- We also have a Draytek Router in place that serves for Internet access, which has firewall rules and regulations deployed.
- For our financial data our data is hosted in a secure environment on a dedicated virtual server, data can be accessed via a secure remote desktop connection and also via a browser protected by an SSL certificate making the access secure using a HTTPS address. https provides authentication of the website and associated web server with which you are communicating, which protects against man-in-the-middle attacks.
- Additionally, it provides bidirectional encryption of communications between a client and server, which protects against eavesdropping and tampering with or forging the contents of the communication. In practice this provides a reasonable guarantee that you are communicating with precisely the website that you intended to communicate with (as opposed to an imposter), as well as ensuring that the contents of communications between the user and site cannot read or forged by a third party
- All system access is Password protected and requires has a complexity setting to allow strong levels of authentication to prove identity before accessing the system via the desktop or browser based system.

Word Count 1030 excluding tables

Stand supports the core purpose of the Scottish Government “to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth” through sustainable procurement practice, maximizing the value of the relationship to both buyer and supplier, to deliver value-for-money through a transparent, fair process.

Stand takes its responsibility to the Environment seriously. Stand will take into account environmental effects of planned projects and operations and aims to maintain standards of environmental protection reflecting best industry practice while fostering generally an understanding of environmental issues.

Word Count 91

Stand is likeminded in the Scottish Government's belief that a well-motivated, well-led workforce results in high quality, delivery of service. Stand's management team firmly believe that our reputation as a focused, driven business, is the product of a culture embedded in on-going employee development. We recognise that a shared trait among the people who work at Stand, is a curiosity that fuels a thirst for learning. We believe that this attitude is fundamental to the success of the work that Stand delivers, to our Client's experience of working with us and also to the wellbeing of our employees.

We believe that on-going development is essential to our business and all our employees, regardless of seniority, are encouraged to continue to expand their skills and knowledge as part of their working responsibilities to Stand.

[2 lines redacted exempt.]

[7 lines redacted exempt.]

Stand is a business who take responsibility in developing skills in our industry.

[3 lines redacted exempt.]

Through our affiliation to our industry trade body, the Design Business Association, we are committed to supporting skills and training opportunities for the design sector through our 'Industry Supporter' commitment to the National Skills Academy.

[8 lines redacted exempt.]

Stand's full time employees are all paid in excess of the living wage and we have no zero hour contracted staff. Our sub-contracted service suppliers (cleaners, etc) are paid in line with Glasgow Council Living Wage policy. We seek confirmation of this principle in writing from our regular suppliers and sub-contractors, and it forms part of our contract.

Flexible working is supported on an individual basis, and Stand is a business which, as result of technological advances can offer remote working arrangements when required.

[4 lines redacted exempt.]

Stand believe that a key reason for our retention of staff is our openness to consider all types of flexible working arrangements for our employees. Career-breaks, maternity and extended paternity have all featured as part of our business in the past three years.

And finally, we are committed to supporting young people in Scotland.

[13 lines redacted exempt.]

Word Count 792

Stand can confirm that we have applied for The Scottish Business Pledge. We support all equality, opportunity and innovation aspects of this initiative and can confirm that we can meet both the Living Wage accreditation and at least 2 other elements of the programme.

Word Count 45

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Stand can confirm that we are an accredited Living Wage Employer and are committing to ensuring that all staff are paid a fair wage. All full time employees are paid in excess of the Living Wage and we have no zero hour contracted staff.

Word Count 44

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