

Interim Professional

Harvey Nash

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.2.1	Weighting	10%
Question	Tenderers must demonstrate a clear understanding of the public sector landscape in Scotland and the Framework Public Bodies who will use these services. You must also demonstrate that you understand the demand Framework Public Bodies have for the services and how public bodies will use those services.		
Word count in answer	1500		

Public Sector landscape

The Scottish Public Sector landscape is vast and diverse. It delivers a wide range of public services to Scotland's population, and the efficient and effective delivery of these public services contributes to Scotland's economic development and continuing prosperity. It enables our communities to be safer and stronger, our young people to be educated and inspired, citizens to be cared for at different stages in life and protects the most vulnerable in society. Public services touch on many aspects of everyday life – health, social care, education, early years, community justice, enterprise, and skills. The Public Sector encompasses large, and well known, organisations such as the NHS, Scottish Government, Local Authorities, Justice, and Blue Light Services to smaller niche organisations such as Accountant in Bankruptcy, and Forestry Land Scotland. The Public Sector covers the length and breadth of Scotland in both urban and rural locations.

It's an important source of employment. The last officially published figures (September 2021) show 585,400 people were employed in the Public Sector in Scotland, 22.2% of total employment.

Brexit and COVID placed increased pressure on our public services. Whilst the pandemic may have defined our lives for c18 months, SG is determined that it won't define our future. They're focussed on economic recovery, which is green and fair for everyone, in every part of Scotland and delivers our ambition to become a net-zero nation, backed by five bold new policy programmes of action.

Public Bodies contribute to delivering the National Outcomes set out in the National Performance Framework, and carry out statutory, regulatory and advisory functions at arm's length from central government.

Priorities, and challenges, for all public sector organisations include:

National Strategy	Scotland's 10-year National Strategy for Economic Transformation (NSET) released March '22, coined the term " decisive decade ". It aims to deliver economic growth that significantly outperforms the last decade, so that the Scottish economy is more prosperous, productive, and internationally competitive.
National Care Service (NCS)	Investment in a social care system that will provide us with consistency, equity and fairness, and the accountability needed to deliver high-quality services to everyone that needs them, throughout Scotland.

<p>Digital Strategy 2017</p>	<p>Updated in 2021 acknowledging progress and the need for changing the way SG works; focussing on ensuring Scotland remains an attractive destination for talent and investment to succeed in an increasingly interdependent world. Digital transformation and digitalisation of public services high on the agenda, underpinned by collaboration and common platforms, e.g. SG+COSLA partnership. Innovative digital projects include the launch of Research Data Scotland, and COVID response.</p> <p><i>"We want Scotland to become a truly digital nation, underpinned by high quality connectivity that supports people and businesses, innovation and growth"</i> Kate Forbes, Cabinet Secretary</p>
<p>Cost Savings</p>	<p>The Public Procurement Reform Programme established in response to the McClelland report(2006) aims to generate maximum benefit, from every public pound spent whilst delivering sustainability, fair work, and community benefits</p>
<p>Technology Ecosystem</p>	<p>In response to the Logan Review(2021), SG has a 38-point plan to establish Scotland as one of Europe's leading entrepreneurial economies, which supports and nurtures technology businesses from start-up phase through to fully scaled maturity.</p>
<p>Public Sector Pay</p>	<p>Increasing inflation, salaries, pressure and risk of strikes. Consideration to NHS Agenda for Change.</p>
<p>Wellbeing and fair work (inc Social Security Scotland)</p>	<p>Reorient our economy to deliver higher rates of employment and wage growth, reduce structural poverty, improve health, cultural and social outcomes for disadvantaged families and communities.</p>
<p>Cyber Resilience</p>	<p>Embed cyber resilience into the design of Scotland's future digital services, ensuring digital services we build for the future are trustworthy and resilient.</p>
<p>Accountability</p>	<p>Public Bodies are subject to external scrutiny from a variety of organisations such as The Scottish Public Services Ombudsman which handles complaints about Public Services in Scotland. Information held by Scottish public authorities is covered by Scotland's own Freedom of Information (Scotland) Act 2002. Public Accounts Committee examine whether public money is being spent properly. It's imperative that as a supplier to Scotland's Public Sector we understand what's required of us.</p>
<p>Framework Public Bodies who will use these services</p>	<p>The Framework Agreement will be available for use by:</p> <ul style="list-style-type: none"> • Scottish Ministers (including Agencies), • Scottish Non-Departmental Public Bodies, • Offices in the Scottish Administration (SG and all 30+ directorates) which are not ministerial offices • The Office for the Secretary of State for Scotland • Scottish Futures Trust

	<ul style="list-style-type: none"> • Cross-border public authorities within meaning of section 88(5) of Scotland Act 1998 • Scottish Parliamentary Corporate Body, councils constituted under section 2 of Local Government etc. (Scotland) Act 1994 • Scottish health boards or special health boards • Registered as social landlords under Housing(Scotland)Act 2001 • Student Loans Company • Business Stream Ltd • Northern Lighthouse Board • Equality and Human Rights Commission • Business Gateway National Unit at COSLA • Further/Higher Education institutions being fundable bodies within the meaning of section 6 of the further and Higher Education (Scotland) Act 2005, • any public body established by or under the Scotland Act 1998 or any Act of the Scottish Parliament • any association of/formed by one or more of the foregoing, bodies financed wholly or mainly by one or more of the foregoing • bodies subject to management supervision by one or more of the foregoing and bodies more than half of the Board of Directors or members of which, or, in the case of a group of individuals, more than half of those individuals, being appointed by one or more of the foregoing <p>Additionally the Framework is available to charities within Scottish Charity Register (24,000+)and voluntary organisations on Membership Database of the Scottish Council for Voluntary Organisations.</p>
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Demand Overview

Whilst there's no guarantee of volumes of usage/spend and the Framework Agreement isn't mandated for use, contracting authorities will be encouraged by Scottish Procurement to utilise the Framework where it meets their requirements. Harvey Nash provides a valued, high-quality service for public sector organisations that they will want to make use of.

Estimated **annual spend £100+ million** based on historical spend.

REDACTED

There's a real breadth of skill required from; from Communications to Project/Programme Management/Support, Architecture, Finance, Marketing, HR, Surveying, Procurement, Policy, Information Governance and many others.

Scope: supply of Interim Professional Services – permanent/fixed-term recruitment, consultancy, and secondments out-with scope.

Volume: single posts, occasionally multiple candidates for specific project.

Duration REDACTED

Demand Drivers	REDACTED we know demand is driven from a range of areas. Economic recovery drives budget cuts and increased demands on services across Scotland's Public Sector, and so fundamental changes in the way they
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	<p>deliver services. They must be agile and responsive. There are natural peaks/falls in demand due to this, for example COVID.</p> <p>Key reasons for demand:</p> <ul style="list-style-type: none"> • Access specific skills: many projects require specialist skills, which may not be within the general remit of the Team. • Flexibility to rapidly scale up or down • In 2021 SG's Programme for Government set out an ambition to create a Fairer, Greener Scotland. With a shortage in digital skills and a desire for example to create a National Care Service and COVID recovery, interims are essential if Scotland is to meet these ambitious plans. • Innovation/Capability - can be an effective way of challenging the status quo and gaining fresh perspective. • Project work used to add additional capacity and capability, to deliver specific outcomes/defined programmes/projects, then departs on completion, using public funds efficiently. REDACTED • Interims can bring new skills and transfer to permanent employees. • Maternity/sickness cover <p>REDACTED</p>
<p>How Public Bodies will use Framework</p>	<p>Option to direct award to 1st ranked, should they not deliver they work down supplier list until one does. Alternatively mini-competition, which near guarantees the placement of skilled interim complementing existing resources as per Schedule 3.</p>
<p>Direct Award</p>	<p>FPB completes Order Form and sends to 1st ranked Framework Contractor (FC) to send completed Schedule. If 1st ranked cannot meet requirements, FPB will go to 2nd ranked FC, and so on.</p>
<p>Mini Competition</p>	<p>FPB completes Order Form and sends to all FCs simultaneously, setting a deadline for responses (in format of completed Schedule2 which includes quotation(s) including CV(s) for suitable candidates. Most economically advantageous tender (scoring highest mark following chosen price/quality evaluation ratio) wins award.</p>

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q.2.3.1	Weighting	25%
Question	Tenderers must provide details of how they will deliver the service under this Framework Agreement as outlined in the Statement of Requirement at Schedule 1. Tenderers must also, include their organisational structure, details of key staff (and their roles) with designated responsibilities for ensuring successful delivery throughout the Framework period, and the minimum experience levels (not a CV) and a job specification(s) for the designated Account Manager(s). Tenderers must also provide details of the number of key personnel to be dedicated Nationally (to the whole of Scotland), how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed.		
Word count in answer	1403		
How Harvey Nash will deliver the service			
Service Delivery	<p>REDACTED and we have continuously evolved and improved our service delivery model to provide the Scottish Public Sector with an excellent service. Our Framework Account Team is based across Scotland with offices in Glasgow & Edinburgh. REDACTED, we've demonstrated our desire to support local communities, creating employment for priority groups (e.g. ex-homeless and Modern Apprentices form part of our SG Delivery Team) ensuring we provide economically advantageous solutions for the end-client.</p> <p>Our team of consultants on this framework has REDACTED years collective experience working across the Scottish Public Sector. Each consultant specialises in a particular area of recruitment and is responsible for meeting Framework Public Bodies (FPBs), ensuring they understand requirements and effectively sourcing and screening candidates and providing aftercare to workers and Interims.</p> <p>REDACTED</p>		
Key Staff & Roles	<p>REDACTED. we've developed a stable and experienced Account Team with an excellent track-record ensuring we consistently deliver skilled, security-cleared candidates to FPBs, on-time and within budget.</p> <p>Account Team Structure:</p> <p>REDACTED</p>		

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.3.2	Weighting	20%
Question	<p>Taking into consideration the Statement of Requirements and Call-Off procedures, please outline how you would fulfil a specific request for an interim worker. Your response should consider all aspects of providing an interim IT staff worker (s), including but not restricted to:</p> <ul style="list-style-type: none"> • The complexity of requirement • Location (s) of requirement • Number of assignments to be fulfilled • Time constraints • Budget considerations • Meeting customer expectations <p>Please illustrate how your embedded process and actions will work operationally, drawing from a recent example and outlining the process at each stage, from initial requirement through to the successful provision of a suitably qualified interim IT worker (s). Please include details of any challenges/barriers and how you would deal with these.</p>		
Word count in answer	1478		
Response			
	<p>REDACTED. we have continuously evolved and improved our service delivery model to provide the Scottish Public Sector with the best service. Our Framework Account Team is spread across Scotland and are experts in ensuring we provide you economically advantageous solutions.</p> <p>We've a team with REDACTED years collective experience in the Scottish Public Sector. Consultants specialise in recruiting a particular skill and work with you to understand requirements, effectively source and screen candidates right and provide exemplary aftercare.</p> <p>Our Compliance Team ensures 100% compliance with all legislative, contractual, MI, BPSS/security and Interim Worker onboarding requirements and our Central Services Function provides additional support (HR/Legal/Finance etc.)</p> <p>COVID created a range of new challenges; REDACTED</p>		
	REDACTED		
How we will fulfil a specific request:			
Requirement Released to Harvey Nash	REDACTED		
Resourcing	REDACTED		

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.3.3	Weighting	20%
Question	<p>Tenderers must provide details of their procedures to ensure compliance with Disclosure Scotland and Baseline Personnel Security Standard – BPSS, (or other standard as may be defined by Framework Public Bodies) including details of the effective management of any third party to be used in this process, and the measures they will take to match security pre-cleared temporary/interim workers to Framework Public Body requirements.</p> <p>Tenderers must also describe the measures they will take to ensure that temporary/interim workers understand and adhere to confidentiality requirements, particularly in relation to sensitive assignments.</p>		
Word count in answer	1498		
Response			
		REDACTED	
BPSS	Original paper BPSS Application Form is completed by Interim and returned to HN. They complete sections A-F, ticking agency worker and return original hard copy to our Compliance Team who complete sections G and H.		
	REDACTED		
Training	<p>REDACTED</p> <p>Our Team receive regular training on fraudulent documentation awareness, only accepting original documents for identification verification.</p>		
Data Protection	<p>REDACTED</p> <p>We recognise, under section 1241 of the 1997 Act and sections 66&67 of the 2007 Act, it is a criminal offence to share disclosure information to any unauthorised person. DS information is only shared with those authorised. We will not disclose information provided under subsection 113B (5)2 of the 1997 Act, namely information which is not included in the certificate, to the subject. Our UK/Global office network allows us to verify candidate documentation in person, at various convenient locations. If timescales or candidate's circumstances prohibit this, we use an approved ID verification service.</p>		

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.3.4	Weighting	25%
Question	Tenderers must provide details of their approach to ensure the sourcing, retention and matching of suitable temporary/interim workers Nationally (the whole of Scotland). Your response must relate to both rural and urban areas Nationally (to the whole of Scotland) and demonstrate your proposed presence to meet the requirement and how you will gain and take advantage of knowledge regarding local job markets to meet Framework demand. (Note - "presence" does not necessarily mean a physical full-time office). Your response must also detail how you will ensure consistency of service and delivery across Framework Public Bodies and your procedures for delivery during periods of high demand.		
Word count in answer	1788		
Response			
REDACTED			
<p>We have offices in Edinburgh and Glasgow that cover the whole of Scotland with specialist local teams with a collective REDACTED years' experience across the Scottish Public Sector. We know how time-consuming finding the right talent to drive your organisation can be, which is why we've made an art of it, so you don't have to. Working as an extension to FPBs, we will provide the best candidates to you from local areas (with consideration to rural and urban locations) based on your needs, quickly, and on a cost-effective and best value basis. The team are responsible for building stakeholder relationships, ensuring they understand requirements and can effectively source and screen the right candidates</p>			
Sourcing - Our techniques for sourcing high-calibre candidates			
Understanding the Vacancy	Account Team builds an extensive knowledge of FPBs and role requirements and will tease out additional information on every vacancy to truly understand the skill set/cultural fit required (via face-to-face meeting or call).		
	REDACTED		
	REDACTED		
Candidate Pools	Security cleared & pre-vetted candidate pools built/replenished by the Account Team specifically to match FPB requirements throughout rural and urban locations in Scotland.		

REDACTED	All consultants receive REDACTED training.
	REDACTED
Harvey Nash Country Website	Dedicated Public Sector page: https://www.harveynash.co.uk/public-sector
	REDACTED
Our techniques to match high-calibre candidates	
	REDACTED
Verbal/Numerical Reasoning Testing	We check non-technical skills such as telephone skills, organisation, verbal/numerical reasoning, spelling and grammar.
Assessment Centres	Throughout Scotland, including rural areas
Reference Checks	We rigorously conduct reference/qualification checks to better match candidates.
Retention: Our techniques to retaining high-calibre candidates	
Matching	Candidates are only placed in assignments matching their skills, cultural fit and desired rate of pay. They are less likely to leave an assignment if happy and confident.
Loyalty & Commitment	We work with candidates coming to the end of contracts to find them new opportunities, both within the Framework agreement and with other clients. We invite resources to value-add networking events and operate a Contractor of the Month award.
	REDACTED
Taking advantage of Knowledge regarding local	

job markets to meet Framework demand:	
Geographical Presence	<p>Offices in Edinburgh and Glasgow and use of serviced offices Scotland wide.</p> <p>We're an ever-expanding business with plans to open an office in the North of Scotland soon.</p> <p>We ensure all rural clients are visited regularly.</p> <p>Physical presence will never be a barrier; we use Teams and conference calls to communicate, in line with our sustainability policy, which commits to minimise travel and carbon omissions.</p> <p>Graph below demonstrates Interim IT Services Framework geographic demand over past 3.5 years. Our success rate was consistently high across all geographies.</p>
	REDACTED

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.5 Sickness and Absenteeism	Weighting	10% of 2.3
Question	Tenderers must provide details of their proposals to manage temporary/Interim worker sickness absence and absenteeism, the process for replacement of temporary/Interim workers where they are deemed unsuitable for the role, and how they will ensure that the Interim is protected from employment relationship claims/employment law risks.		
Word count in answer	1500		
Our approach to sickness absence and absenteeism: Our process for managing sickness/absenteeism is underpinned by the following:			
Clear Guidelines	<p>Prior to starting, Interims and FPB's are given documentation summarising procedures in the case of sickness/absence during the contract period. We explain absence levels are monitored, and that unacceptable periods of absence may result in the assignment being terminated.</p> <p>Harvey Nash (HN) advises all Interims to contact their dedicated Consultant directly or our 24/7 helpdesk if sick/absent. We inform FPBs immediately. FPBs can contact the Consultant/helpdesk to make us aware of any unreported absences and we'll work with the worker and FPB to offer support and encourage dialogue to prevent or minimise future absences.</p> <p>Absences are recorded, which allows us to monitor any trends for early intervention and report back to FPB and Authority SRM meetings.</p>		
	REDACTED		
Protecting the Interim from employment relationship claims/employment risks			
	REDACTED		
IR35	Our PSC contracts are 'IR35 friendly' and have been reviewed by our external lawyers REDACTED . We follow the SG workflow to adhere to HMRC legislation and ask all FPBs to provide an SDS and CEST determination of each role released, challenging where necessary.		
	REDACTED		

Tender Title	Framework Agreement for Interim Professional Staff Services - National
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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.4.1	Weighting	40%
Question	Tenderers must describe their management processes and agreed ways of working to maintain a consistently high service level. Your response should cover, but not be limited to, performance monitoring, managing communications, problem solving and dispute resolution, achieving value for money in relation to your staff (including supply chain sub-contractors or consortia members, where appropriate) and internal and external stakeholders.		
Word count in answer	1499		
Response			
Management Processes/Agreed Ways of Working	REDACTED. our Management Processes and working methods have continuously improved through quantitative and qualitative feedback REDACTED		
	REDACTED		

Performance Monitoring Feedback Sources	
Scottish Procurement	We submit a Quarterly Report at our Quarterly Service Review Meetings with Framework's Strategic Contract Manager which reviews our performance against Statement of Requirements and get feedback on Service Quality.
Tools to measure, maintain and improve performance	
	REDACTED
Measurable objectives	We cultivate a culture of empowerment and continuous improvement with clear and measurable objectives.
Resource planning	Managers are tasked with ensuring we have a sufficiently sized Team to deliver even in periods of high demand.
	REDACTED
Managing Communications	
	REDACTED
Problem Solving/Dispute Resolution	REDACTED , we're proud to report that we've never had a serious issue raised. However, we do have a formal escalation route with clear written protocols. This will be approved by the Authority's Strategic Contract Managers and/or FPBs.

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.4.2	Weighting	40%
Question	Tenderers must provide a statement to clearly demonstrate their proposals for regular and effective communication with Framework Public Bodies throughout the Framework duration, including reporting mechanisms for the provision of management information, out of hours procedures, complaints management (including escalation), and order cancellation processes		
Word count in answer	1928		
Effective Communication with Framework Public Bodies (FPBs)			
	REDACTED		

Quarterly review meetings	<p>As standard practice, we hold quarterly meetings with the Authority's Strategic Contract Managers (ASCM) and FPBs to reflect and forecast, including reviewing our performance based on the KPIs outlined in 4.13 of your Statement of Requirement.</p> <p>These meetings tend to be at the client's office, but we have facilities to host meetings in our offices (Glasgow or Edinburgh). Meeting notes are documented, notes circulated, and actions tracked.</p>
	REDACTED
Order cancellation	<p>We recognise that there may be extraordinary circumstances where a client organisation has cause to cancel an order prior to a temporary worker starting. We have a documented process in place for this. REDACTED</p>

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.4.3	Weighting	20%
Question	<p>Tenderers must provide a mobilisation plan including key team members' and stakeholders' roles and responsibilities, tasks for completion by your staff, key dates and deadlines, proposals for marketing the new Framework Nationally (to the whole of Scotland) in both rural and urban areas. The mobilisation plan must clearly describe how you will ensure by the service commencement date, sufficient numbers of suitably qualified temporary/interim workers to meet order fulfilment rates for the Framework and how you will ensure the authenticity of temporary/interim worker qualifications and manage this on an on-going basis.</p>		
Word count in answer	1500		
Mobilisation			
Capabilities	<p>REDACTED, we are extremely well prepared with an experienced team and extensive processes in place to deliver the services required. During the existing agreement, we have developed and fine-tuned our processes from the way we receive a requirement through to candidate/client aftercare, back office and MI reporting. We believe that this puts us in a strong position to competently deliver and provide the best possible quality of service to serve the Framework from day 1.</p> <p>We will comply with section 1.25 of the Statement of Requirements "Framework Transition/Mobilisation". We have detailed our mobilisation plan as if it were a brand-new contract and is immediately actionable if we are awarded supplier status.</p>		
Name/Title	Responsibilities		
	REDACTED		
Key Framework Stakeholder			
The Authority	<p>The Authority refers to the Scottish Ministers (as represented by SP). The Authority will be responsible for the formulation and approval of the tender documents,</p>		

Interim Professional Staff Services - Composite bid

	award decisions, acting on behalf of the FPBs on all matters of strategic contract management.
Scottish Procurement (SP)	SP & Commercial Directorate (part of Scottish Government) responsible for running this collaborative procurement exercise for goods and services classified as Category A and B following the review of public procurement (<u>McClelland Report</u>).
Strategic Contract Manager	The individual who will act on behalf of FPBs, and serve as the point of contact, for all Framework contractual matters. The Strategic Contract Manager will take receipt of consolidated MI and facilitate Agreement review meetings with the Interim. They will monitor and ensure the satisfactory resolution of any strategic Framework contractual disputes/complaints, working on an ongoing basis with Interims and FPBs to confirm that consistent levels of service are delivered.
FPBs	This group includes key stakeholders (Hiring Managers, HR etc.). Responsible for providing suppliers with as much information about organisations and assignments as possible, ensuring best candidates are sourced.

High Level Mobilisation Plan	
Key Dates	We anticipate the Framework will commence on 13/04/2023, expiring on 12/04/2027 but is subject to change. As such specific dates noted above may vary.
	REDACTED

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.5.1	Weighting	100%
Question	Tenderers must provide details of how they will deliver continuous improvement throughout the duration of the Framework. Your response must describe details of any measures to achieve greater efficiencies, simplify processes, and minimise errors and generally improve quality of service for the Framework duration.		
Word count in answer	1617		
Response			
Continuous Improvement Overview	REDACTED		
Receiving Feedback	Candidates, FPB stakeholders and Account Team are a source of valuable feedback encouraging innovation and improvement. We ensure any process/procedural improvements are identified, approved then updated in our documentation and the change implemented by all.		
	REDACTED		
Measures to minimise errors	Culturally promote an ethical business environment with an expectation that Account Team seek out best practice/ways of working to avoid errors whilst encouraging openness and honesty when errors are made. We have clear guidelines in place to provide feedback, suggestions on improvement and a documented disciplinary process if necessary.		
	REDACTED		

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q.2.6.1	Weighting	Need to achieve 50% or more
Question	<p>Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (and sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) and to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum):</p> <ul style="list-style-type: none"> • Details of where data will be stored and how it will be secured including processes, software and standards and must include measures put in place with sub-contractors (where applicable); • Details of how data will be securely transmitted between the Framework Public Body, the Contractor (and sub-contractors where applicable) including processes, software and standards; • Details of how the data will be secured at rest (end point security) both at the Contractor's premises (and their sub-contractors premises where applicable); • 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 and continuity to deliver services should an incident occur including manpower and access to equipment; • Methods and processes in place to mitigate against cyber-attack and crime using online technologies including processes, software and standards; • Destruction policies and processes including policies, processes and software. This should include the measures put in place with sub-contractors where applicable; • Tenderers should also 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); <p>If the Tenderer does not currently hold certifications they should advise of any plans they have for achieving any relevant certifications.</p> <p>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.</p> <p>https://www.gov.uk/government/publications/cyber-essentials-scheme-overview http://www.gov.scot/Resource/0048/00489206.pdf</p>		
Word count in answer	1985		
Response			
	REDACTED		

Tender Title	Framework Agreement for Professional IT Staff Services - National	
Supplier Name	Harvey Nash Scotland Ltd	
Question Ref	Q2.7.1	Weighting
Question	<p>Please describe and demonstrate how you will commit to adopting Fair Work First for workers engaged in the delivery of the framework agreement including your own staff and temporary/ interim workers (to the extent relevant). This should include current and planned actions that show how you will embed these practices during the lifetime of this Framework Agreement.</p> <p>Answers should include tangible and measurable examples and should also describe how you will report on, and demonstrate progress, to the contracting authority during the lifetime of the Framework Agreement.</p> <p>Good answers will reassure evaluators that your company is committed to adopting Fair Work First and to progressing towards wider fair work practices set out in the Fair Work Framework for the workers engaged in the delivery of this Framework Agreement and those in the supply chain working on this Framework Agreement. Answers need not be constrained to, or be reflective of, any examples given alongside this question.</p>	
Word count in answer	1499	
Our commitment to adopting all elements of Fair Work First for workers engaged in the delivery of the framework		
	REDACTED	
Pay & conditions	<p>Employees, temporary/interim workers, and supply chain</p> <p>Payment of real Living Wage Fair & equal pay policy including commitment to pay the Real Living Wage to all internal, temporary/interim workers and suppliers. Living Wage Accredited Employer, signed up to Scottish business pledge.</p> <p style="text-align: center;">REDACTED</p>	
Action to tackle the Gender Pay Gap and create a more diverse & inclusive workforce	<p style="text-align: center;">REDACTED</p> <p>Gender Pay Gap - We publish our gender pay gap data and Gender Pay Report on our website, an extract is illustrated below where we demonstrate substantial progress against all quartiles. We've made key senior appointments/promotions REDACTED who oversees this Framework. We have a full published, time-bound and monitored plan to close the gender pay gap (owned by Chief People Officer).</p> <p style="text-align: center;">REDACTED</p>	

How we will report on, and demonstrate progress, to the contracting authority during the lifetime of the Framework Agreement:

Response

We will work with FPB's to agree a set of reporting measures related to Fair Work First that we will deliver and report upon during the lifetime and will present this during regular review meeting through a visual report and make the data accessible through real time dashboards. This will relate to our own employees as well as Temporary/Interim workers.

The types of data that we expect to report include but are not limited to:

- Gender Pay Gap
- Gender Balance
- Underrepresented / Disadvantaged groups
- Disability and other minority Group representation

We also commit to continuing to hire from disadvantaged groups as we grow our team, and reporting on our progress.

Our progress towards wider fair work practices

Response

We're passionate about providing workers involved in the delivery of this framework with Fulfilment, Opportunity, Security, Respect and Effective Voice. **REDACTED**. Not only do we meet the Fair Work First criteria, but we have also worked hard to achieve excellence in all areas of Fair Work.

We have a published Fair Work strategy with time-bound and monitored initiatives included in our People Strategy as shown below.

REDACTED

Our efforts have seen us win a host of awards, most recently accredited as a 2022 Great Place to Work with a 91% positive average across all categories assessed and highlighted as a Great Place to work for Women.

Fair work is NOT just a tick box exercise for us – and our place on this Framework gave us the opportunity to create employment opportunities for disadvantaged groups.

REDACTED

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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q.2.7.2	Weighting	
Question	<p>The Public Sector in Scotland is committed to building a workforce of people (including temporary and interim workers) with a wide range of backgrounds, perspectives, and experiences. That means having a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland.</p> <p>We expect Tenderers to take a similarly positive approach and have a strategy and processes in place to ensure as best as possible a diverse range of temporary/interim workers.</p> <p>To help us achieve our ambitions in advancing equality, we would like to understand your aspirations as an organisation in terms of diversity and the temporary/interim workers you put forward. For example, we would like to know:</p> <ul style="list-style-type: none"> • Do you have an established diversity related policy and practices? • Do you have, or are you working towards, accreditations in any diversity aspects e.g., Disability Confident? • How you attract and retain diverse temporary/interim workers, including any outreach work, to your organisation? • How you select and verify your selection methods from a diversity perspective? • How you carry out pre-employment occupational health checks? • What adjustments are made (or how are they recommended) and how these are implemented effectively? • What engagement do you have with representative organisations and what is the success of these relationships? <p>Answers need not be constrained to, or be reflective of, any examples given alongside this question.</p>		
Word count in answer	1496		

Response	
	REDACTED
Diversity Accreditations	<p>We are an equal opportunities employer acknowledging our obligations under legislation and endorse the codes of practice relating to laws. We were the first recruitment company to be awarded EY'S National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for diversity and inclusion. We were assessed by trained NES assessors through comprehensive interviews with over 100 staff, using the feedback to make improvements to ensure fairness and objectivity in recruitment, pay and progression.</p> <p>We are a Disability Confident Level 2 Employer & REC 'Diversity</p> <p>In 2021 we partnered with Workplace Pride signing The Declaration of Amsterdam, affirming our commitment to being an inclusive employer, creating a safe and supportive environment for all members of the LGBTQIA+ community.</p> <p>Ranked in 2022 UK's Best Workplaces for Women</p> <p>We have signed up to the Young Person's Guarantee as a sign of our commitment to providing 16- to 24-year-olds from all backgrounds with opportunity. We partner with employment agencies, FE colleges and HE to provide advice, career guidance and opportunity to decrease youth unemployment.</p> <p>REDACTED</p>

<p>How you carry out pre-employment occupational health checks?</p>	<p>We carry out pre-employment occupational health (OH) checks with all prospective candidates and initial and/or further OH assessments where required. Pre-employment health assessment occurs prior to start date. Candidates will not commence assignment until checks are completed and fit to work.</p> <p>We inform candidates about any OH risks and consider what reasonable adjustments could be made for a candidate with a disability to comply with Equality Act 2010. If it is deemed necessary for a candidate to undertake a physical assessment, we use a local independent OH service supplier.</p> <p>At offer stage successful candidates are asked to complete confidential OH Questionnaire, regarding medical history, any current health problems, and previous work-health relationship. If a role has any specific requirements the form can be tailored. Our HR team are responsible for reviewing completed OH Questionnaires and deciding whether a health interview/medical examination is necessary.</p> <p>We ensure best practice in occupational health by consulting specialist advisors such as REDACTED.</p>
<p>What adjustments are made (or how are they recommended) and how these are implemented effectively?</p>	<p>Candidates are asked if they need reasonable adjustments to take part in the recruitment process, to ensure that we remove any barriers. Our application form includes the facility for applicants with disabilities short-listed for interview to indicate any specific requirements for the interview or selection process.</p> <p>If an applicant with disabilities informs us (or we should reasonably be aware) that they need adjustments for any part of the selection/onboarding process, and those adjustments are reasonable, then we will ensure they are implemented. We ensure that our Consultants, Clients, and Candidates are fully aware of the 'Access to Work' (AtW) scheme and the practical ways it can remove any barriers disabled candidates may face.</p> <p>Reasonable adjustments take many forms; regular breaks for someone with diabetes, specialist equipment for visually impaired candidate, adjusted working hours, allowances for regular hospital appointments, etc.</p> <p>We carry out regular internal training courses with our consultants to ensure they are aware of the implications of the Equalities Act 2010 and the wide variety of available reasonable adjustments.</p> <p>REDACTED</p>

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.8,1 Sustainability	Weighting	N/A
Question	<p>Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.</p> <p>Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain.</p> <p>Further details on Scottish Government's Sustainable Procurement Policy are available at: http://www.gov.scot/Publications/2016/03/8410/3 and https://www.procurementjourney.scot/route-3/route-3-develop-strategy-profiling-commodity-sustainable-procurement</p>		
Word count in answer	1411		
Supporting the Scottish Ministers policies on Sustainability and Corporate Social Responsibility			
	Harvey Nash confirm that we shall, throughout the delivery of this framework always support the Scottish Ministers Policies on Sustainability and Corporate Social Responsibility.		
Statement on Sustainability Policy			
	<p>Harvey Nash is committed to improving the social, environmental, and economic wellbeing of Scotland, with a particular focus on reducing inequality. Our sustainability policy fully supports the Scottish Government's National Performance Framework and the National Outcomes, which articulate the Government's Purpose to "focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth."</p> <p>Our sustainability report details about our progress to date and our strategy and plans.</p> <p>Our Strategy:</p> <ul style="list-style-type: none"> • Is designed using the UN Sustainability goals as the framework: • Is focused on Global and Local actions • Presents our Environmental strategy and Social Impact which is delivered through EDI, Wellbeing and Community 		
Supporting the delivery of FPB's Social and Ethical Objectives			
Economic Factors	We're committed to creating high quality jobs and tackling inequality and barriers to employment in Scotland. We take measures to encourage local small businesses. As a key employer across all part of Scotland, we are focused on the social, environmental and economic wellbeing of the area and communities in which we operate.		

We provide all employees with lifelong learning, training, and skills development. Signed up to Young Person's Guarantee as a sign of our commitment to providing 16- to 24-year-olds from all backgrounds with opportunity.

REDACTED

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.9.1	Weighting	0%
Question	<p>The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.</p> <p>Tenderers must provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement. Accordingly, while the following community benefit objectives will not be evaluated as part of the Tender process, the successful Tenderer will be expected to consider the following Community Benefit themes in the delivery of their services, for example:</p> <ul style="list-style-type: none"> targeted recruitment & and training for “disadvantaged” persons unemployed for over 6 months generate employment and training opportunities for priority groups up-skill the existing workforce equality and diversity initiatives make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses build capacity in community organisations. 		
Word count in answer	1476		
Response			
	<p>At Harvey Nash ('HN'), we recognise the significance of our role as a local employer in the community. We are committed to creating opportunity in communities across Scotland, creating circular economies that enrich learning, to provide an opportunity for those who are disadvantaged or from areas of deprivation. We feel privileged, both as an employer and as a source for employment across the whole of Scotland, connecting local people and SME's to jobs across the country.</p>		
	REDACTED		
Generate employment and training opportunities for priority groups	<p>Modern Apprenticeships: 10% of our workforce in Scotland are Modern Apprentices. We have found hiring apprentices to be a hugely positive experience. We are committed to creating 2 new Apprenticeships a year. In addition to this, we will commit to hiring further Apprentices during the framework relative to spend. We will work directly with local bodies to ensure we appoint from disadvantaged areas across Scotland.</p> <p>“I love working for the Framework Account team at HN – it's allowed me to get into recruitment and learn about the Public Sector” REDACTED</p>		

	<p>Lifelong Learning and Skills Development: We deliver talks to schools, universities, and colleges in conjunction with Skills Development Scotland – focused on careers in the Tech sector. HN has a dedicated Talent Academy and works with educational establishments to train individuals in Tech related skills and specialisms.</p> <p>REDACTED</p>
<p>Make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses</p>	<p>HN work hard to identify local independent agencies, SMEs and Third Sector organisations who demonstrate our principles, values, and ethos. Our supply chain strategy leverages local insights and research to identify SME agencies and community partners to support contract delivery and business services.</p> <p>We use REDACTED, a social enterprise to cater for meetings. REDACTED donates 100% of its profits to charity and has committed to employing at least 1/4 of its staff from homeless backgrounds. We have hired staff to deliver to frameworks by offering opportunities to our charity partners and have several local SMEs in our supply chain.</p> <p>We work with REDACTED (a leading education academy sponsors), where we've piloted a two-stage employability programme to help students stand out from the crowd during the application and interview process.</p>
	<p>REDACTED</p>

Tender Title	Framework Agreement for Professional IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.10.1	Weighting	0%
Question	Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework Agreement, including details of any perceived implications and/or risks and how these will be mitigated. Tenderers must confirm whether their Tender has been submitted on the basis of TUPE being deemed to apply or not.		
Word count in answer	N/A		
Response			
<p>It is our understanding that it is unlikely that the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply to current contractors or contractors working through incumbent suppliers, if the transfer to suppliers operating on the new Framework is required. Therefore, Harvey Nash does not believe that there are any perceived implications and/or risks to new suppliers, exiting suppliers, or Framework Public Bodies.</p> <p>On that basis we can confirm that our tender response is submitted on the basis that TUPE shall not apply to the service provision.</p>			