

Question 2.2.4 (Weighting – 20%) (Word Count 800)

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

- how you will ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and*
- proposals to monitor and improve your on-going levels of service e.g. customer liaison/satisfaction surveys and how this information will be fed into the continuous improvement process.*

2.2.4. CONTINUOUS IMPROVEMENTOur process

To ensure best practice is followed when delivering this service, we have robust continuous improvement procedures in place. Our ethos is to learn from every project, helping to improve on-going levels of service and quality of delivery for Public Sector Body (PSB) clients.

[redacted exempt.]

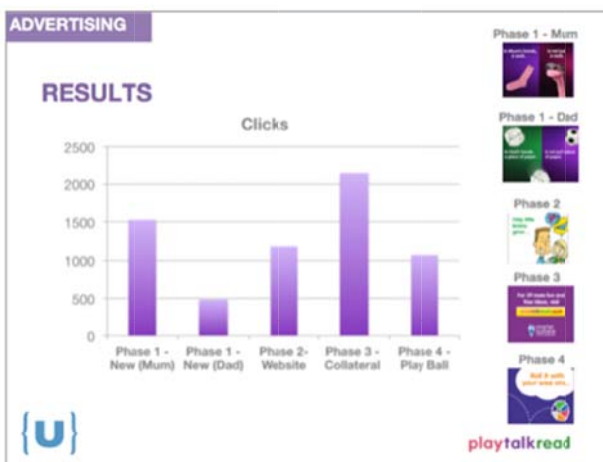
[redacted exempt.]

As the process is continuous, we feed findings from previous projects into new ones immediately.

Training and development: PSB's organisation and culture

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

Our comprehensive campaign evaluations are crucial and provide thinking, implementation, and recommendation for improvement.



LEARNINGS AND RECOMMENDATIONS

Leisure Centre Feedback

- Feedback from leisure centres on the collateral was positive. We had asked the centres to spread out the distribution of balls across the week to ensure that as many families as possible were able to participate in the initiative. Many centres ran out of balls within the first few days and requested additional dispatches of materials.
- The centres found the ball dispenser easy to assemble and were happy that the dispenser was easily recyclable after the activity had finished.

"The Play Ball has went down a storm with our various user groups including toddler swimming programmes, pre-school (with pay) as well as our general visitors. We effectively ran out of balls by the end of the first day of running the display!"
- Ash Cunningham of ON-X Bathspa

"We put out 30 balls eachday last week and all are now gone. If you have more, they were very popular!"
- Gill Melloray of Arbroath Sports Centre

Evaluation documents are invaluable for learning.

Account Directors are responsible for disseminating information on developments in PSB clients and impacting policy changes. We regularly monitor:

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

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

Training and development: best practice, market developments, emerging technologies

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

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

[redacted] we implement training by:

- Reviewing courses available and continually monitoring new offerings
- Using previous feedback/identified knowledge gaps to create needs-based training
- [redacted] in formal training/cascading knowledge internally
- Measuring outcomes through KPIs/surveys/appraisals
- Using learning to improve future training

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

Our Union Academy programme is designed to share knowledge from internal colleagues and external parties. Topics are continuously reviewed against trends and technologies.

[redacted exempt.]

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

[redacted exempt.]

We use a wide range of tools to fully understand market developments:

- Online assets (e.g. effectiveness papers)
- Our Worldwide Partners agency network - partners run public sector campaigns in over 60 countries, providing international benchmarks and inspiration (unique in Scotland)
- Industry reports/conferences
- Industry publication subscriptions

[redacted exempt.]

[REDACTED]

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We recently learned about a process for solving complex problems called [REDACTED] which we have now trained in and are implementing for clients.

These sources also provide us information on emerging technologies.

[1 page redacted exempt.]

Monitoring and improving on-going service

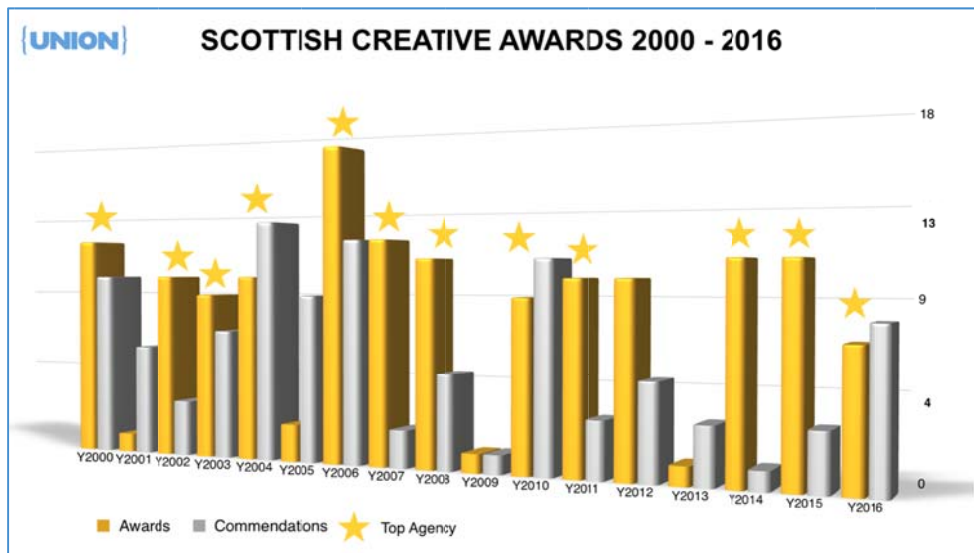
To ensure we continually improve our service, we obtain feedback on our service using our Agency Performance Monitor (that will be provided to PSBs at the end of every project) and performance against agreed KPIs.

[redacted exempt.]

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

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

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



We have topped the Scottish Creative Awards table 12 times in the past 17 years.

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Question 2.2.5 (Weighting - 5 %) (Word Count 600)

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

2.2.5 CAPACITY

To ensure we continually have sufficient capacity to deliver this Framework, including transition and periods of high demand, we follow capacity planning processes:

1. Robust demand forecasting
2. Continuous evaluation/management of capacity
3. Continuity processes for exceptionally high demand/capacity shortage

1. Demand forecasting

To provide appropriate resource, we forecast demand during weekly and monthly management meetings. We base forecasts on previous demand, industry growth trends, client dialogue, and key dates for PSB contracts including repeat requirements (e.g. seasonal campaigns for Food Standard Scotland and VisitScotland).

[redacted exempt.]

2. Managing ongoing capacity

Providing extensive capacity, we employ 92 people at our Edinburgh office, across all required departments and disciplines.

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

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

[1 page redacted exempt.]

To continually meet Framework Public Bodies' needs, regardless of spend or geography, we maintain a flexible floating resource of [REDACTED]. This ensures that we can mobilise on new business or large projects at short notice, often critical for PSBs.

We exercised this recently for Scottish Government's Parental Influence and Skills Development Scotland's Digital World campaigns, both of which required full multi-channel campaign development within short timeframes.

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



Our award-winning global brand campaign for VisitScotland.

3. Contingency Planning

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

To maintain service quality while responding to increases in demand, we can use our network of 20 freelance designers, who are managed directly by our in-house Managers. In extreme situations we can scale up further by:

- Reallocating resource from our Leeds office (relocating if necessary)
- Sub-contracting resource from our Worldwide Partner agencies in England and Northern Ireland

Ensuring consistent levels of service

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

- The appropriate number of staff
- Consistently high quality
- Consistency of service in the event of absence or leave; we allocate deputies for each member of your team at contract commencement
- Ability to service regardless of geography (e.g. we service SNH in Inverness and activate field projects from Stranraer to Shetland).

Technical infrastructure:

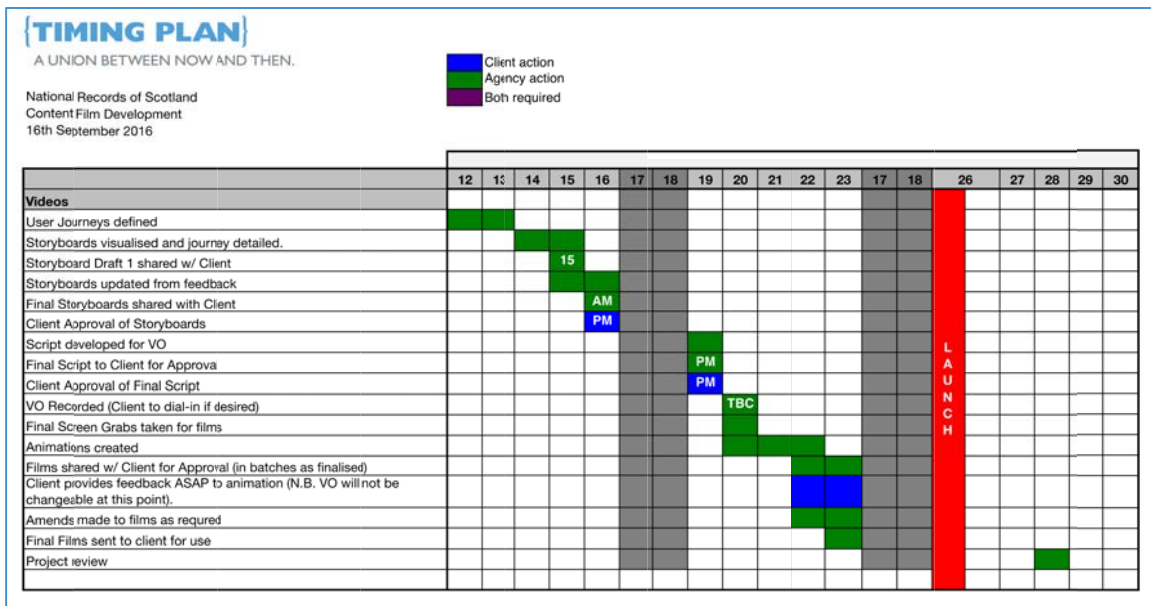
- Top quality IT infrastructure (e.g. superfast internet, video conferencing), business travel accounts and well-equipped meeting spaces ensure we can communicate seamlessly with clients across the country

Core and more:

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- Core team delivering campaigns on a day-in, day-out basis
- Back-up support team across disciplines
- Key contacts assigned for accounts to ensure familiarity

- Timing plans developed for all jobs
- Ensure that projects of all size receive the same high quality service



Example rapid response timing plan.

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

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Question 2.2.6 (weighting – 5 %) (Word Count 800)

Where a framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity.

2.2.6. ACCOMMODATING UNFORSEEN REQUIREMENTS AND PROPOSED FORMAL PROCESSESEmergency Planning

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

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

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

[redacted exempt.]



1. PREPARE

To proactively prepare our response before an emergency arises, we take the following steps:

[redacted exempt.]

2. MOBILISE EMERGENCY TEAM

[redacted exempt.]

3. DEVELOP EMERGENCY RESPONSE PLAN

The Response Plan will be agreed and then implemented.

[redacted exempt.]

[redacted exempt.]

4. ACTIVE RESPONSE

The emergency response will be activated:

[redacted exempt.]

5. MONITOR AND EVALUATE

After any emergency event a debrief will be held. This will include:

[redacted exempt.]

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[30 pages redacted exempt.]

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

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, to include all disciplines relevant to the requirements as set out in Schedule 1 and Schedule 1A of the Entire Agreement; paying particular consideration to the following;

- *Detail how the services will be delivered and managed for all geographical locations, along with an account organisational structure for providing the service; (This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the service); provide CV's detailing the senior management staff's experience relevant to their role in the contract, key skills, awards and accomplishments in the Creative Advertising sector);*
- *Details of the support staff who will be responsible for administering the Framework, their roles and reporting lines;*
- *Mechanism for approval of any change to the above;*
- *The contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving;*
- *Details of formal internal methods of interfaces between the Account Manager(s) and other internal staff within your organisation;*
- *How internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;*
- *Details of complaints procedure and escalation process including where the Account Management Team are unable to resolve complainants satisfactorily or within agreed timescales; and*
- *Training/development and monitoring of performance of the Account manager(s).*

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2.3.2. HOW THE SERVICES WILL BE DELIVERED AND MANAGED

Geographical locations

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

Account organisational structure

To deliver a service relevant to the requirements set out in Schedules 1 and 1A, we will draw on the specialist skills of **Union Advertising** (Advertising and Digital Marketing), **Union Connect** (Field and Partnership Marketing) and **Union Direct** (Direct Marketing).

[redacted exempt.]

Discipline expertise and Senior Management structure for service delivery.

Integrated service delivery

Our organisational structure ensures PSBs will have:

- **Clear accountability:** PSBs are assigned a board level contact with ultimate responsibility for service delivery
- **Simplicity of communication and management:** a named day-to-day contact per engagement/campaign
- **Integrated thinking:** joined up planning approach including brand and data
- **Budget maximisation:** deploying the right resource at the right time avoiding duplication across teams, saving PSBs time and money

[redacted exempt.]

Project tracking

At project outset we produce a Project Schedule indicating key milestones and responsibilities, ensuring everyone is working towards a common goal and is aware of deadlines.

The Project Schedule builds in sufficient time for Stakeholder approval. For example The Scottish Government requires policy approval, whereas Quality Meat Scotland (QMS) may have to gain approval from the Rural Payments Agency (RPA). It is reviewed on a daily basis to incorporate required changes.

Each campaign is also itemised with a job number on our Synergist project management platform. Each step in the campaign process is formally initiated and tracked by a series of briefing forms, which are all logged centrally.

Following each meeting or call, project actions are documented and circulated in a Contact Report. Weekly Status Reports track all live jobs and next actions.



[1 page redacted exempt.]

The importance of account management

Brilliantly organised, instinctively collaborative and outstanding communicators, our experienced account teams act as the internal ‘conductor’ of the agency, bringing together everyone to ensure successful campaign delivery.

Our effective procedures ensure we provide best in class account management to deliver a service relevant to the requirements.

Last year we achieved the highest possible score for account management for VisitScotland’s Relationship Management programme and were ranked No.1 across the Lloyds Banking Group UK 15 agency portfolio.

Client-focused team

[redacted exempt.]

Drawing on the varied skills of the agency team we will create integrated hubs for service delivery.

Each hub will include:

- **Board Level Director** responsible for overall service delivery
- **Lead Planner:** responsible for overall strategy
- **Account Director:** responsible for campaign delivery
- **Cross function team:** size and skills dependent on client requirement

[1 page redacted exempt.]

Support team

[redacted exempt.]



[redacted exempt.]

Mechanism for approval of a change to proposed staff

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

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

Additional reassurances to mitigate the impact:

- **Notice periods.** Minimum period of three months extending to six months for senior and key staff
- **Market Intelligence.** We monitor the market place to ensure a pipeline of high caliber candidates
- **Succession Planning.** We identify 'high potential' individuals and ensure they receive appropriate training to raise their skill levels to a point whereby they can take on additional responsibility smoothly should the need arise. 67% of Account Directors have been promoted from within
- **Crisis Planning.** In the event that someone was to leave on very short notice, we would use freelance resource from our large bank of trusted freelancers, in all disciplines

Out of hours working

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

Contingencies to ensure business continuity

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

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

Contingencies for planned and unforeseen absence.

Formal internal interfaces

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

[1 page redacted exempt.]

Internal interfaces, enabling smooth communication and project management.

Quality control and approvals

Our robust sign off procedure ensures the highest quality outputs:

- All briefs approved by senior staff and Creative Director
- Creative work and artwork approved by Creative Director, Studio Head and Production Director before going to the client
- Final outputs are stamped 'approved' and signed by all department heads

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

- Strategy
- Timing
- Budgets
- Concepts
- Photography
- Illustration
- Artwork
- Data processing
- Live proofs
- Final proofs

These are managed and approved through Synergist.

The client can attend shoots, radio recordings and printer visits, if desired.

Complaints and escalation process

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

[redacted exempt.]

Staff training and performance management

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

We use the IPA's CPD (Continuous Professional Development) programme to promote a culture of continual learning and personal development. Recognition is the result – one example is Account Executive [redacted] being promoted following an IPA immersion course in Digital Marketing. Along with personal study, this helped address a development area raised in her appraisal.

Having successfully achieved accreditation in each of the last fifteen years, we now are working to attain Gold categorisation (awarded only to leading people-driven agencies across the UK).

Crucially, all our Account Managers sit the IPA's Foundation Certificate and Digital Regulations exam, which mitigates risk during project management.

We invest heavily in staff training, with many members of the team attending external seminars, conferences, workshops and courses - the findings of which are shared internally at monthly agency show and tell sessions.

We also run **Union Academy**, an intensive on-going programme of in-house training events that give our team access to a wide range of speakers and the opportunity to keep abreast of the latest trends, best practice and technology advances across the industry.

[redacted exempt.]

Performance Management

Staff performance is monitored on an on-going basis through weekly 1-2-1's, an annual appraisal and a mid-year interim review with the Line Manager. Feedback is gathered from colleagues and clients. The purpose is to monitor and give feedback on performance, progress and personal development, as well as providing objectives to help further their development and career goals.

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Question 2.3.3 - Weighting - 31% (Word Count 1501)

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

- *details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;*
- *details of the management reporting arrangements employed to monitor tasks;*
- *details of how these outputs will contribute to the management of risk and inform future activities;*
- *details of formal methods/process for identifying and addressing errors or under delivery including how and at what stage the client is informed.*
- *provide examples of the management information and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.*
- *details of any business continuity management standards applicable e.g. ISO 22301, and the processes and procedures in place to ensure the service is delivered in the event of an emergency situation occurring.*

2.3.3. Business ManagementTools and processes

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

[redacted exempt.]

Synergist logs all tasks and assigns a unique reference. Staff time and production fees are allocated, generating a **Timing Plan** and **Cost Estimate**.

[redacted exempt.]

■ [redacted exempt.]

Synergist – the sector’s leading Project Management System.

[redacted exempt.]

Account Teams and the Creative Director to ensure that new tasks are allocated appropriate resource.

To keep abreast of the latest tracking and reporting tools and technologies our IT Manager, [redacted] [redacted] monitors Synergist’s performance, providing monthly reports for the Board detailing improvements.

As a result, in 2017 we will upgrade for iPhone/Android integration, giving Senior Management instant report access.

We have member access to the IPA Advisory Service that offers bi-annual information on market dynamics, including reporting tools.

Management reporting arrangements

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

Each Account Director reports formally to Managing Director, [redacted] service performance, based on statistical performance and client feedback. [redacted] also seeks direct feedback from senior clients and disseminates this through internal team meetings.

[redacted exempt.]

[redacted exempt.]

We ensure proper reporting of project and service results, and we make campaign-monitoring recommendations from the outset.

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

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

[redacted exempt.]

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

Managing risk and informing future activities #

[1 page redacted exempt.]

Informing future activities

[redacted exempt.]

[redacted exempt.]

The Measure stage involves us taking all outputs to inform changes in:

- Training through Union Academy
- Internal management processes
- Task management systems

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

Formal methods/process for identifying and addressing errors or under-delivery

The Union's formal process to identify errors or under-delivery is based on various measures, including:

- **Synergist**: time analysis, costs v forecast analysis
- **Management reporting**: Traffic Light Report, APM
- **Project data**: performance v forecast
- **Client interaction**: informal and formal feedback

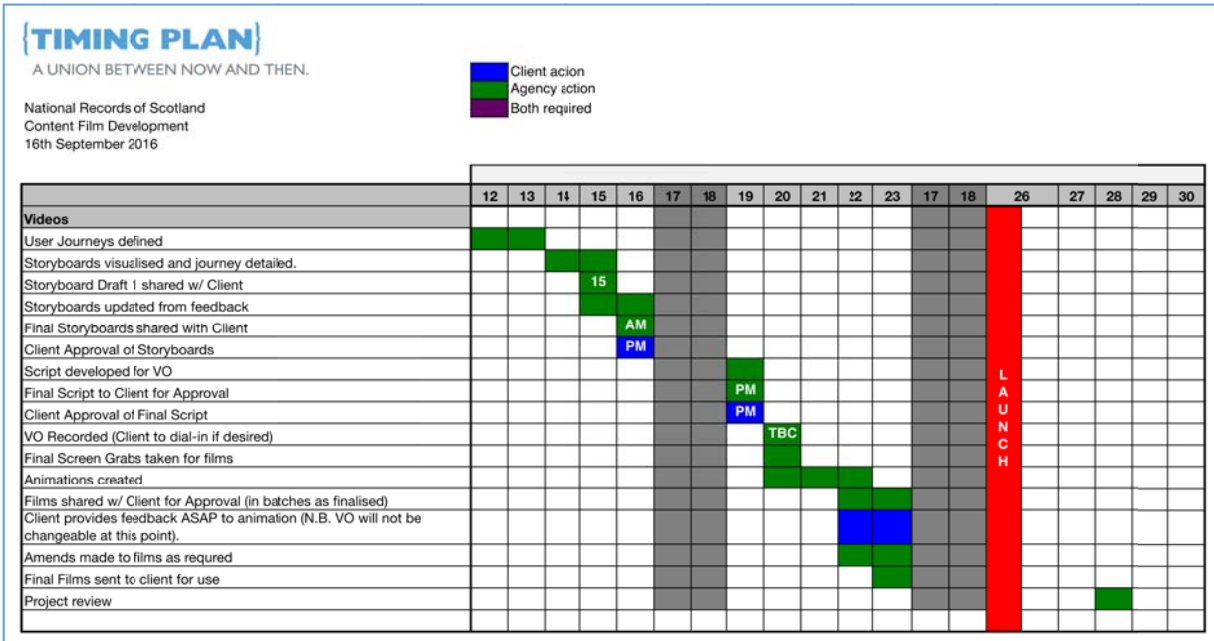
[2 lines redacted exempt.]

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Examples of management information

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

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



Example Timing Plan.

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

{ESTIMATE}

A UNION BETWEEN HOW SOON AND HOW MUCH.

Scottish Government
 Digital Participation
 Job No. 35487
 4th January 2016
 Version 2

Account Management & Strategy

Account Director xAB hours @ £xx/hour		
For oversee of account management and input into campaign strategy. For client liaison and attendance at meetings.		xxx
Account Manager xAB hours @ £xx/hour		
For briefing, budgeting and all account administration including client and creative team liaison and attendance at meetings. Also inclusive of attendance at 1 x TV shoot and production liaison.		xxx
Senior Planner xAB hours @ £xx/hour		
For insight gathering and strategic input in delivery of campaign across all media.		xxx
		£xxx.00

Creative Development

Creative Director xAB hours @ £xx/hour		
For oversee of all creative output across the campaign.		xxx
Art Director xAB hours @ £xx/hour		
For development of creative visuals across print advertising. For creative direction of photography and attendance at photography shoot. Also inclusive of attendance at 1 x TV shoot and production meetings.		xxx
Copywriter xAB hours @ £xx/hour		
For development of copy and headlines across the campaign inclusive of print and social media. For the development of an additional TV script and attendance at 1 x TV shoot and production meetings.		xxx
		£xxx.00

Photography

One full shoot day and one day retouching for final x6 images for use across all press, outdoor and online display as per media plan. Inclusive of studio hire, assistant, stylist, lighting, 4 x coloured backgrounds, props/furniture rental and van rental. Usage term one full year from 26.02.16 - 26.02.17.		£4,500.00
		£4,500.00

TOTAL COSTS	EX VAT	£xxx.00
	VAT @ 20%	£xxx.00
	Total inc VAT	£xxx.00

Cost Estimate template.

We will provide weekly **Status reports** to ensure all parties are aware of what stage the project is at. These are referred to as **Status Meetings**, the regularity of which is agreed with the client. For short lead-time projects meetings are more frequent.

{STATUS REPORT}

A UNION BETWEEN MOOD AND MOMENT.

Client: Food Standards Scotland

Agency distribution: Union, Union Connect, Union Direct, Union Digital, Whitespace, Republic of Media, Speakeasy, TNS, 3x1, APS

Date: w/c 5th December 2016

PROJECT ELEMENT	STATUS	NEXT ACTIONS	BY WHOM	WHEN
Segmentation (Union Direct)				
Pen Portraits - FS/HE	Agency sent revised visuals.	Client to provide feedback.	FSS/Union	w/c 12 Dec
Festive Campaign				
ATL (Union)				
Digital	Agency progressing to build.	Agency to send for final approval.	Union	7th Dec
Field and Partnership (Union Connect)				
Field	Agency provided F&P proposal.	FSS approved proposal.	FSS	COMPLETE
PR (3x1)				
PR/media	PR proposal with client.	Initial client feedback received.	3x1	29 Nov
Media (RoM)				
Media	Media now live.	ROM to monitor and optimize digital activity.	ROM	ONGOING

{UNION}
{UNIONDIRECT}
{UNIONDIGITAL}
{UNIONCONNECT}

UNION HOUSE, 18 INVERLEITH TERRACE, EDINBURGH EH3 5NS | TEL: 0131 625 6000 | FAX: 0131 625 6003
 UNION HOUSE, 44 STREET LANE, LEEDS LS8 2DQ | TELEPHONE: 0113 266 6000 | FAX: 0113 218 5370
 WWW.UNION.CO.UK | THE UNION IS PART OF WORLDWIDE PARTNERS INC., WITH OFFICES IN OVER 50 COUNTRIES WORLDWIDE.

The Union's Status Report template.

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

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

This gives both Agency and Client visibility of agreement and allocation of tasks, as well as providing on-going information to any absent members of your project team.

[1 page redacted exempt.]

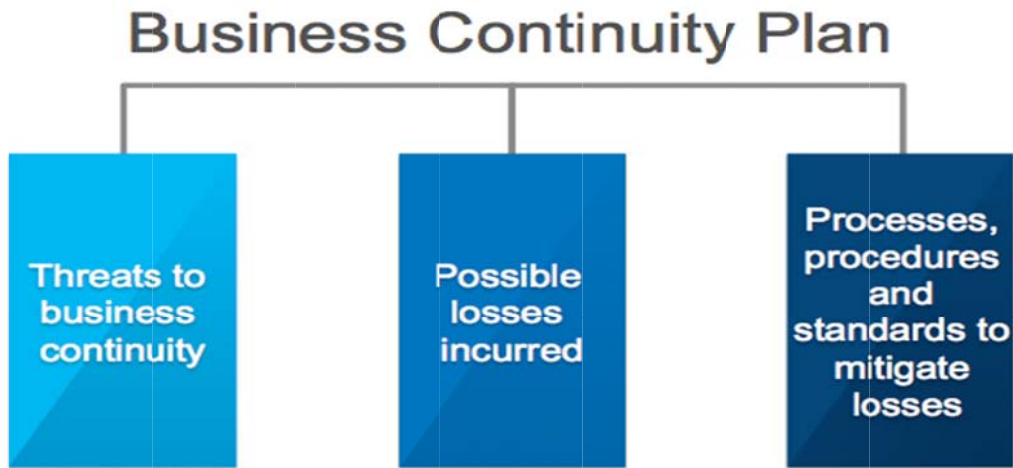
[REDACTED]

In order to track KPIs on an ongoing basis we produce a weekly **Project Dashboard** that provides an at-a-glance view of current performance. Typical metrics include web visits, sales data, field engagements, competition entries etc.

[redacted exempt.]

Business continuity management and emergency situation processes and procedures

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



The Union's BCP structure.

Emergency service delivery

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

[redacted exempt.]

Assess incident

The Board and Senior Management meet or hold a conference call to assess the situation. Immediate actions are agreed.

Business impact analysis

We then determine the impact on the business, specifically on the area of the business affected: people, data, infrastructure. We communicate the situation to relevant clients.

Develop strategy

The approach to the situation is developed, with actions designated to key people by [redacted] who will lead on all aspects.

Implement strategy

Each Director has a home office set-up, and all staff have remote email access, which means we can still continue work on projects in an emergency situation (e.g. extreme weather conditions) where office access is not possible.

We have a data backup structure that is threefold – internal and two external servers - where we can access all files instantly.

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

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

We have alternative office availability with Wyldesdale Bank or our Leeds office.

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Question 2.3.4 (Weighting - 10%) (Word Count 1200)

Business Continuity and Cyber Resilience - A key element of the service will be the Contractor's Business Continuity in respect of Cyber Resilience services. Tenderers should provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents), advise whether any certifications are held and provide details of any plans to achieve any certification. Tenderers must also describe their procedures to ensure continuity of service and protection against cyber-attacks, paying particular attention to the following:-

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

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

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

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

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

In order to mitigate against Phishing and Hacking we follow the recommendations of **HM Government Cyber Essentials Scheme**, for which we hold **Certificate of Compliance** (QGCE593).

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

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

Disaster recovery processes to ensure service continuity

Assess future risks

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

Test Disaster Recovery policies

The Disaster Recover plan is tested in its entirety every six months. Recovery processes for IT are tested every two months. IT Manager [redacted] carries out the testing.

Mitigate against data loss

Data loss can result from a number of factors, including human error, hardware failure, ransomware, natural disaster and theft. We mitigate against this via training, servicing and building security.

All servers use a form of RAID array to stop any single point of failure of the hardware where data is stored. This allows for the failure of multiple hard disk drives before there is data loss on any one server.

[redacted exempt.]

These are reviewed regularly and restores of data are carried out monthly to test the integrity of the backup data. Once the data has been backed up locally it is then transferred to an off-site location. This covers data loss in the event of something happening to the servers, or the office in which they are located.

[redacted exempt.]

Offsite storage

Data is automatically backed up overnight to external servers in both Edinburgh and Glasgow. For continued backups, older archive backups are duplicated to a secure storage facility.

A record of what is backed up and a copy of the recovery procedure are stored at this remote location so that it can be retrieved if the primary site cannot be accessed. Images of the Disaster Recovery Disks - which can be used to set up new servers - are also stored here.

Mitigate power failure

All critical equipment within the server room is protected using Uninterrupted Power Supplies (UPS). This allows the servers to run for a period of time after power failure and to shutdown correctly to avoid data loss/ damage. All equipment is annually PAT tested.

Remote access to servers

If the scope of the disaster is severe enough to deny access to our building, there are methods in place to gain access to the servers remotely. Data can be accessed and transferred, allowing business to continue.

Maintain communications

If no access to the phone system is available, clients and suppliers would be made aware of staff mobile numbers and email addresses. This information is stored on an external ftp Server.

[redacted] would be contacted as soon as an alternate office location is identified and all traffic would be forwarded to temporary numbers.

Equipment rental

Before an / permanent solution to replace the inaccessible equipment could be sought, it will be necessary to hire equipment. Servers, desktop machines and printers can be rented with software pre-installed, enabling users to start working soon after any disaster.

We already have an account activated with [REDACTED] and equipment would be delivered the day after ordering.

Methods to mitigate against cyber attacks

The methods we use to protect against these types of attacks are as follows.

Boundary: Firewalls and Internet Gateways

We employ a Watchguard XTM525 firewall on the boundary between our network and the Internet. The below steps are taken to prevent internal network intrusion:

- Default passwords replaced with strong passwords.
- Open ports on the firewall that are not required are closed off and approval protocols are in place for additional rules to be added
- Processes are in place to review firewall rules regularly. Any that are not required are disabled immediately
- Ports for vulnerable services such as S IS, RPC, rlogin, rsh, rexec have been blocked.
- A default rule has been put in place to block all traffic when a rule hasn't specifically been set to allow traffic through

Secure Configuration

Processes have been put in place to protect against vulnerabilities to computers and equipment that come from default accounts and setups. These include:

- Deletion of unnecessary user accounts
- Default passwords replaced with strong passwords
- Removal of unnecessary applications /utilities
- Disabling of auto-run features
- Enabling of personal firewalls on desktop PCs and laptops
- Regular backups to protect against ransomware
- Security and event logs monitored and maintained

User access control

To mitigate issues associated with user accounts, we will ensure:

- All user accounts are approved by our IT Manager and assigned to named individuals. Strong passwords are required to gain access to computers or applications
- A procedure for removal of accounts when they are no longer required (set either on account creation or when user leaves the company)
- Administrative accounts are restricted to within the IT department and are strictly monitored, documented and reviewed regularly. Strong passwords are used and changed at least every 60 days

Malware Protection

All computers are protected from malware via Sophos Anti-Virus software. This software is controlled centrally from Sophos Enterprise Console. Their policies enforce a number of settings within the desktop software:

- Virus Engine and Signature files are updated as soon as they become available. The computers check for new updates every 10 minutes

- All files are scanned on opening, including on-demand live protection scanning of websites. Suspicious files are quarantined and websites with malicious code are blocked. Websites can be blacklisted from the firewall
- Sophos Anti-Virus completes scans of all computers on a daily basis

Patch management

All software is licensed, supported and controlled by the IT department. No users have access rights to install software. Operating Systems and Applications software is security patched as soon as they become available and out of date/ unsupported legacy is replaced or disabled.

The company currently does not employ the use of any 'Bring Your Own' devices or have any remote working staff.

Sub-contractors

We have a formal procurement process for selecting suppliers managed by our Production Director. This ensures they have the appropriate measures, plans and documentation in place to safeguard business continuity in respect of cyber resilience as part of our supply chain.

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2.4 Sustainability/Corporate Social Responsibility (Weighting 0%)

Question 2.4.2 (Weighting - 0%) (Word Count 100)

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

2.4.2. SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

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

We have a strong track record in these areas, and will continue to do so.

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Question 2.5.2 (Weighting - 100%) (Word Count 800)

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

The tenderer should take the engagement and empowerment of staff seriously; take a positive approach to rewarding staff at a level that helps tackle poverty (e.g. through a commitment to paying at least the living wage), provide skills and training which help staff fulfil their potential, that you do not unfairly exploit staff (e.g. in relation to matters such as the inappropriate use of zero hours contracts); that your company will demonstrate organisational integrity with regards to the delivery of those policies. This reassurance should be achieved by providing tangible and measurable examples that can be monitored and reported as part of on-going contract management.

2.5.2. WORKFORCE BENEFITS

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

Engaging and empowering staff

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

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

Staff meetings are held monthly.

Rewarding staff

All of our employees were paid the Living Wage well in advance of its implementation. We are an Accredited Employer. We found that our cleaning company were not, and we amended our contract to ensure that everyone working in our building was paid the Living Wage.

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

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

- **Union Academy** – fortnightly internal/external training
- **IPA Training Programme**
- **IPA Legal, Foundation, Advanced and Search** courses
- Senior people mentor to aid development



We are an Accredited Living Wage Employer. #

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Non-exploitative contracts

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

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

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

Organisational integrity

We demonstrate organisational integrity through tangible results.

In 2016 we promoted 17% of our staff in recognition of personal development.

Last year we recruited nine people at entry level, creating career opportunities and supporting the industry.

[2 lines redacted exempt.]

We recruit people based on aptitude and attitude, not their protected characteristics, such as gender, religion, or sexual orientation.

[redacted exempt.]



We have opened conversation with SDS with the intention of employing a Modern Apprentice.

We currently employ people from various ethnic backgrounds and 17 different nations, highlighting diversity.

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

We have been a Cycle Friendly Employer since 2013.

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

[redacted exempt.]

Tangible reporting metrics

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

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Question 2.5.3 (Weighting - 0%) (Word Count 100)

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

<https://scottishbusinesspledge.scot/>

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

2.5.3. THE SCOTTISH BUSINESS PLEDGE

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

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

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Question 2.5.4 (Weighting - 0%) (Word Count 100)

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

<http://scottishlivingwage.org/>

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

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

2.5.4. THE SCOTTISH LIVING WAGE

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

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

{UNION}

We are a Living Wage Employer

Map of Edinburgh showing the location of Union House at 18 Inverleith Terrace. The map includes labels for North Berwick, Gullane, East Linton, Dunbar, Haddington, Eyemouth, Burroughs, Duns, Berwick-upon-Tweed, and Pentlands Hills Regional Park. The map data is attributed to ©2016 Google.

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