

In the event of an issue arising:

- The client should bring the issue to the attention of the Account Director.
- The Account Director advises the client that they are aware of the issue and seeking a solution within a time period specified in [REDACTED]
- In the first instance a meeting is held to discuss the solution.

[REDACTED]

If a solution cannot be found:

[REDACTED]

- 

All issues are summarised in writing. The summary is reviewed by a senior member of staff who was not involved in the project who looks at how it occurred, how it was dealt with, what changes have been made to avoid it happening again and how these new process will be monitored to make sure that they work.

[REDACTED]

### Training and Development

As an open, transparent and supportive organisation, all of our team in Client Services are actively encouraged to ask questions and raise concerns or project risks at any time. There is a clear reporting line and 'open door' policy to senior management. We have regular coaching and mentoring sessions within the team and we encourage a 'Glow & Grow' approach to giving regular and timely feedback which helps the team develop.

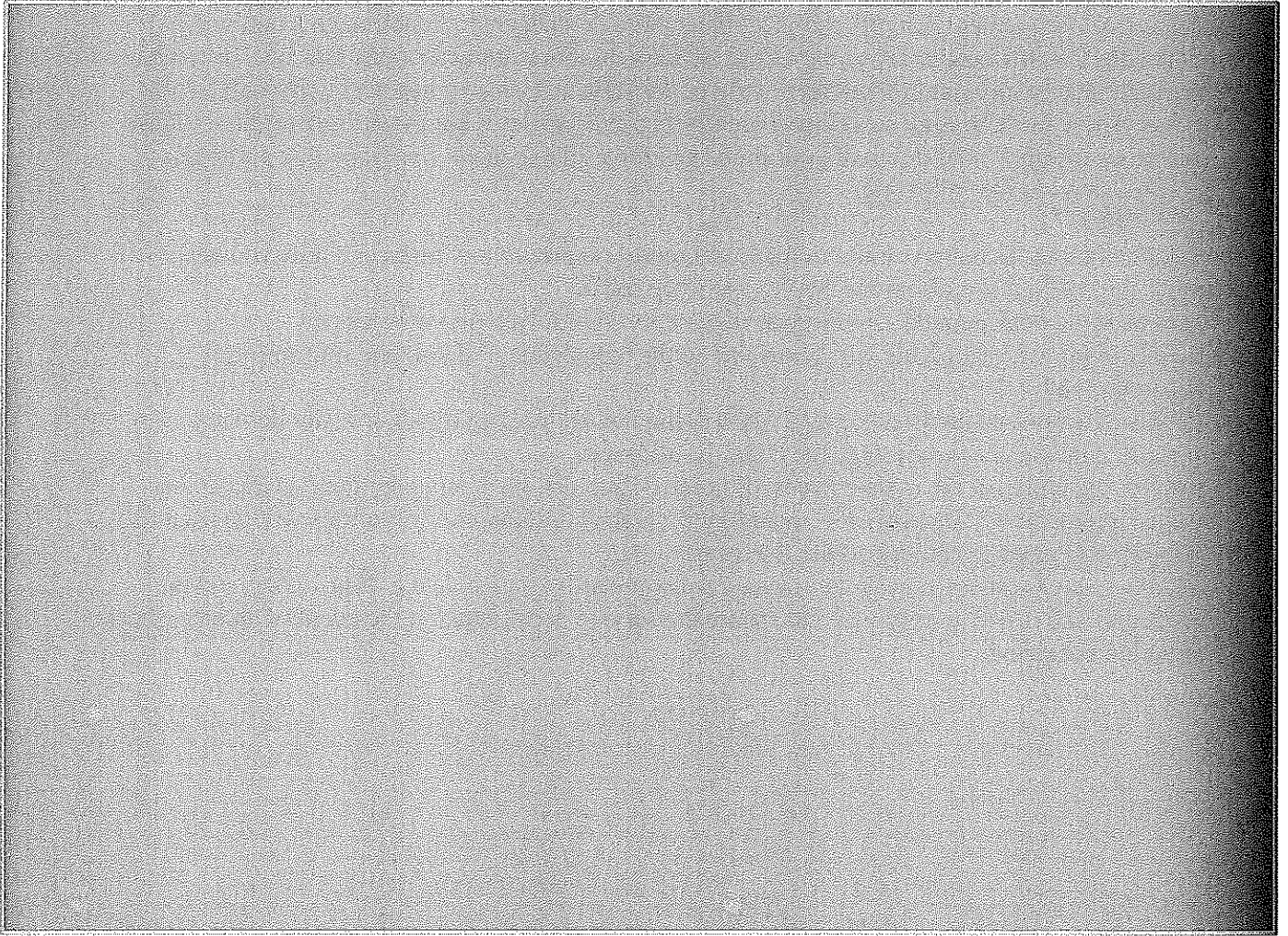
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## Question 2.3.3

(Weighting - 30%) (Word Count 1500)

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

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



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

### **Progress Tracking and Reporting Tools**

[REDACTED], the industry-leading project management system. It allows us to record all details of a project from start to finish, giving full control and visibility of all projects, including scheduling, capacity planning, progress tracking, management information, time and expense recording, job costing and invoicing. The system is a robust tracking mechanism and provides transparency to the client of all costs incurred.

To provide a client quote for approval, all estimated time and materials required are entered

[REDACTED]

All agency staff working on the project record their time on a daily basis along with any external costs to give an overall view of costs on any project at any time. Invoices are produced directly from Synergist, with hours and costs being drawn directly from the information held. For each project we agree a billing schedule with the client. This schedule is recorded in Synergist and prompts the finance team to invoice on the appropriate date or phase of the project.

### **Keeping abreast of the latest tools and technology**

Our passion for innovative technology is why we do what we do, and we work hard to stay ahead of industry trends across all areas of digital marketing for our clients' benefit.

We are members of, and often partner with professional bodies such as The Marketing Society, IPA, DMA as well as professional organisations [REDACTED]

We also regularly host and/or attend industry seminars and conferences to ensure we are aware of the latest developments and best practice within the industry.

As part of the marketing services group Cello Group plc, employing over [REDACTED] people working in the UK and internationally, we are able to draw on best practice from across the marketing industry. Our extensive work with commercial clients also enables us to bring innovations from the private sector to our public sector work.

### **Management Reporting Arrangements**

[REDACTED] we have in place a number of management processes to monitor project progress.

We use [REDACTED]  
[REDACTED]  
[REDACTED] For longer, more general information, such as site-map, non-functional requirements and details of release procedures, we use [REDACTED]  
[REDACTED]

### Monthly Framework management reporting

We have a monthly management process to ensure that we are developing our service based on Scottish Government client team feedback. The Account Lead for each campaign or project completes a client report for the monthly Framework Management Meeting. This report covers:

[REDACTED]

This ensures that continuous improvement of service is a priority for Signal's SMT. It also provides a forum for the sharing of best practice between account teams. [REDACTED]  
[REDACTED]

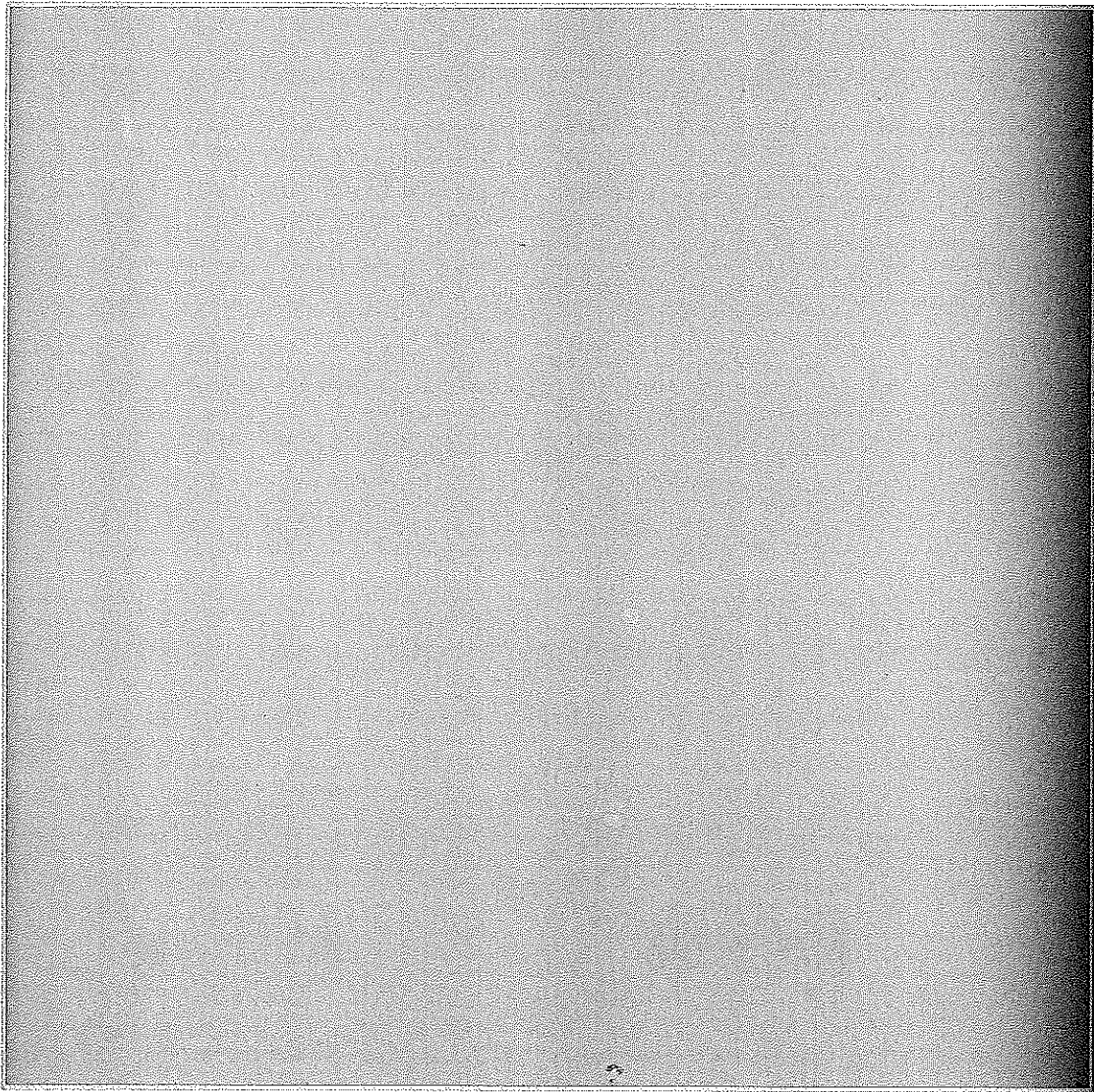
### Client Performance Reviews

We always seek full, candid feedback from our clients on our performance to support continuous improvement. To ensure we get feedback from all client stakeholders, we [REDACTED]  
[REDACTED]

In advance of the meeting, we will send you a questionnaire covering all areas of Signal's work. This can be tailored, but typically includes questions on projects, service levels and account teams. All client feedback is discussed with the full team in the review meeting, after which we produce an action report for your approval.

**Risk Management and Future Activity**

When working with public funds and representing Scottish Ministers, managing risk and addressing errors is critically important. The diagram below represents our approach to risk management.



●●● SIGNAL



To make sure that this system operates efficiently, we

### Addressing Errors and Informing the Client

Where something goes wrong the issue is highlighted to the Account Director who has the responsibility

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

If the lead Partner is unable to solve the

### Examples of Management Information (and frequency of reporting)

Management Information	Purpose	Frequency	Impact on future activity
<i>Financial</i>			




**Business Continuity Arrangements**

We have Business Continuity Plans (BCP) in place developed using the Government's Business Continuity Management toolkit for SMEs. It has been tested against both cyber attack and natural disasters, the two most likely emergencies to affect our business. The plan is owned by a Board Director, whose responsibility it is to ensure the plan is kept up-to-date and to implement it in the case of an emergency.

Our BCP identifies the critical resources for us to provide business continuity including provisions for our staff and technical infrastructure.

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

This enables people, resources and business facilities to be relocated immediately in Edinburgh or within six hours to another location in the UK. In the case of a large number of staff being absent we would first reallocate work to other teams. We have a significant staff resource of [REDACTED] in Edinburgh and are able to draw from [REDACTED] in our London and Cheltenham offices. We also maintain a database of freelance staff for all departments.

[REDACTED]

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

- Professional Indemnity Insurance
- Public Liability Insurance
- Business Interruption Insurance

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

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

## Introduction

The effective management of information security has always been a priority in order to manage risk and safeguard our reputation in the marketplace. Our satellite office in Cheltenham is ISO27001 certified and we are working towards extending the scope of the certificate for the Edinburgh location and achieving accreditation in H2 2017.

We have been working on a web development and hosting project with RBS we have been risk assessed in terms of Business Continuity and Cyber Resilience and undergone external penetration tests for the hosting and application services that we offered.

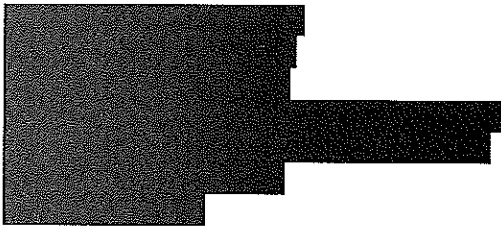
As part of our ongoing work towards accreditation our current ISMS policies are derived from the ISO27001 standard.

## Assessing Risk

The process of identifying risks will consist of the following steps in line with the requirements of ISO/IEC 27001.

- Asset Inventory
- Threat Identification
- Vulnerability assessment
- Likelihood of threat
- Impact assessment

Risk analysis and evaluation follows the risk assessment and is focused on



The ownership of risk management is outlined in the RACI matrix below:

[Redacted text block]

## Mitigation against Cyber Attacks

### *Cyber Resilience*

Information Security is everybody's responsibility at Signal and governed under a set of operational procedures and responsibilities. All significant changes to the main infrastructure (e.g. Network, Directories) are assessed for their impact on information security as part of the standard risk assessment and are the responsibility of the systems operations team.

### *Firewall*

Our network is protected through a boundary firewall which controls inbound and outbound network traffic and blocks access to unapproved services. Firewall rules and logs are reviewed on a monthly basis.

### *Malware & Antivirus*

[Redacted text block]

### *System Configuration*

[Redacted text block]

### *User Access Control*

[Redacted text block]

Password strength is enforced and must be changed at a maximum of every 90 days, or whenever a system prompts the user to change it.

### *Patch Management*

Patches are applied to all servers and workstations as as soon as they become available and have passed the system acceptance testing. [REDACTED]

[REDACTED]

*Cloud Hosting*

Signal is a [REDACTED] Platinum Partner - we work closely with our colleagues at [REDACTED] to design and deploy private, public and hybrid cloud solutions.

The [REDACTED] US, UK, Hong Kong and Australian data centers are certified to the international standard for information security, ISO 27001. Since 2009 our Security Management system has provided the foundation for an integrated and sustainable security model working in tandem with our other security controls such as PCI-DSS. It is subject to ongoing external assessment with a full re-assessment every three years.

In the event of an IS incident a member of the IS group is responsible for the assessment of an IS incident including nature and severity and for deciding who else needs to be informed.

**Disaster Recovery**

In the event of a disaster occurring at the primary site causing loss of data, telecoms, IT equipment and infrastructure, this Business Continuity Plan will be implemented as detailed below.

The key priorities are as follows:

[REDACTED]

Head of Operations and Head of Project Management will coordinate contacts with clients and suppliers and where necessary, direct contact details of specific suppliers will be made available to clients. This will depend on the seriousness and scale of the disaster.

As email is a cloud service this will be the main means of communication. Various DR team members are responsible for communicating instructions to staff, clients and suppliers. Our telephony system is a cloud based system provided by Vodafone and allows call redirection to mobile phones from land lines. Once essential IT and Comms services have been restored the situation should be reviewed to determine how long the primary site would be unavailable for.

The systems would be restored in a particular order depending on how critical the assets are and the role they play. This would be followed by less critical assets.

All client production environments are hosted on [REDACTED] [REDACTED]. However, in order for the department to maintain operations, they would need access to the same resources as the rest of the business. These resources will be made available over VPN if required, once they have been restored.

Most staff have laptops, and would be able to access these systems from home and continue to work normally. We have three sites Edinburgh, Cheltenham and London and we have access to multiple offices in each site. The designated recovery sites for the three offices are as follows:

- Cheltenham – operations will relocate to London
- London – operations will relocate to Cheltenham
- Edinburgh – operations will relocate to Cheltenham

In the event of an incident, the DR management team, which consists of key members from the senior management team each with a specific role, would convene and decide based on the type of incident, where staff members would be relocated.



## 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.

### Response

Yes. Where appropriate, Signal will support Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the service required.

## 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.

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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.

Like all Cello Group plc agencies, Signal has great respect for its position as an employer within the marketing industry and the national economy. We strive to be a model organisation in all of our commercial functions, and we give special significance to the development of our staff. This encompasses a comprehensive approach to ethical and fair treatment, wellbeing and professional development - the effectiveness of which is documented, monitored and reviewed by the board on an ongoing basis. We have a dedicated HR function in every office, and all senior staff have training and effective mentoring as the number one priority in their roles.

Since launching Signal - following the successful merger of Blonde Digital, Tangible, Instinctive and Opticomm in Q3 2016 - we have developed clearly defined employment principals and values. Our highest value is that **Signal strives to be the place where our people can do the best work of their careers**. In practice, this people-focused focus impacts our business at every level, from the kind of work we take on, the people we hire, the tools and processes we use, our investment in training, mentoring and continual learning, even how we invest in R&D, innovation and CSR.

We know that the quality and contentment of our staff is a source of competitive advantage, and that future innovation and development of our services depends primarily on the skills of our staff. We consider our success to be based on learning faster than our competitors. As such, we understand that our policies and practices around people development, rewards and flexible working are critical to Signal having a long-term, sustainable future.

#### REWARDING STAFF / TACKLING POVERTY

We take our commitment to staff rewards seriously, and offer extremely competitive staff benefits including pension and private healthcare contributions. We also never use Zero Hours contracts. We are in the process of gaining accreditation to the Living Wage. Our belief in the organisation's obligations to staff and wider Scottish society also contributed to the agency signing up to the Scottish Business Pledge.

Our HR function regularly monitors pay levels across the business, ensuring there is no gender bias at any level. We conduct full pay reviews across the company annually.

Signal provides long-service rewards for staff, as follows

#### RECRUITMENT & FLEXIBLE WORKING

We believe that diversity is essential for an agency that thrives on innovative thinking. As such, we understand the importance of input from people with different points of view and from different backgrounds, whether that comes in the form of professional, national or ethnic diversity.

##### *Flexible Working*

To accommodate personal circumstances, we offer flexible working, including phased return to work from maternity leave, working from home and agreeing later starting / earlier finish times. We believe this shows genuine trust and supports staff retention. Additionally, following three years service at Signal, staff can apply for a one or two month career break, to fulfil personal goals such as travel or study.

## **EMPOWERMENT / STAFF DEVELOPMENT**

We take staff empowerment seriously, and for all new team members, we plan a comprehensive week-long induction programme to help them understand the business, where their role fits and to set expectations. In addition, all Signal employees have Career Development Plans. These are tailored from a standard framework that reflects our emotionally intelligent agency proposition, including a focus on learning from on-going work with clients, partners and suppliers. These are written and reviewed quarterly with employees and their direct line managers.

We invest heavily in both internal and external training and time is built into our resource schedule to enable regular training for staff across all of our departments. For example, in 2016, we made a significant investment training the majority of our Edinburgh staff in Agile delivery practices with [REDACTED] who has also worked with the Scottish Government. We have now fully embraced this agile, collaborative approach, which includes daily Kanban stand-ups and fortnightly health-checks, ensuring everyone is up-to-date with any new developments as they happen.

## 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.gov.scot/>

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

## Response

Yes. Signal has signed up for the Scottish Business Pledge. This is currently in process.

## 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/>

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

### About Signal

Yes, we have registered as a Living Wage Employer. This is currently in process and we have been assured we will be accredited before the end of 2016.