

## Digital Marketing

Question 2.2.3 (Word Count 1800)

\*\*\*\*\*

### Storm Digital Marketing

Storm have made a significant investment in digital marketing over the last four years to grow the team members and diversify the service offering to include consulting, inbound marketing and short form video production alongside planning, search, social and paid media services. We now operate the range of digital marketing activities mentioned in the framework.

Our digital marketing team work with a diverse range of clients across public, private and third sectors including [REDACTED], NHS, Glasgow Life, [REDACTED] and Young Scot.

Over the last four years we have worked with [REDACTED] We developed a long-term strategy, [REDACTED]

[REDACTED], we are aware of the value of social marketing to effect behaviour change. As an example 919,625 people have added the [REDACTED] across both Facebook and Twitter to encourage other women to get checked early, while almost [REDACTED] people added the [REDACTED] on the 26th of June last year to show support for same sex marriage legislation in the US which passed later that day.

### Full Service Model

To deliver on the objectives of a marketing campaign, we can draw upon the full range of services offered by Storm to supply skilled individuals from the following teams to work alongside our digital marketing specialists:

- Strategy
- Build
- Content development
- Data analysis

This model enables marketing planning to be considered alongside digital service development. A recent example is a digital health service we developed that is designed to increase levels of physical activity in patients with certain long term conditions such as Diabetes and high blood pressure.

It was proven independently to increase levels of physical activity by [REDACTED] among users and is now being actively marketed through GP practices and Council leisure centres throughout NHS Lothian and NHS Highland and via partnerships with McMillan and SAMH.

## Certifications

We are a Google Premier Partner for digital marketing, which requires a high standard of Google-based certification across AdWords, video, mobile and Google Analytics. All members of the team are Inbound Marketing Certified on HubSpot. We are a certified Optimizely Partner for A/B testing.

Finally, we use Google Analytics as standard for web analytics, with custom analytics managed through Google Tag Manager.

We keep certifications up-to-date and regularly attend conferences and webinars as part of systematic personal development plans with industry thought leaders (e.g. Turing Festival, Google Garage, Inbound 2016, and Accessibility Scotland 2016).

## How we work

We provide input, advice and expertise on digital marketing strategy, tactics and campaign planning and implementation as required.

This will be sensitive to the Framework Public Bodies' (FPB) brand associations - including styles, fonts, colours and tone. We also note the requirement in the Digital First Standard to provide a consistent user experience.

For each campaign we will determine the most appropriate technology based on:

- The purpose of the web or mobile app (e.g. informational, transactional, etc.).
- compatibility with the technical requirements of the Framework's Digital Guidelines.
- Its support for required information standards, metadata frameworks, information rights and security models.
- support for performance, scalability and extensibility.
- compatibility with SEO best practice.
- compatibility with the digital marketing requirements.

All marketing activity should be tested and adapted in response to the performance of marketing campaigns. We will advise where further research, testing or data – user or technical - is required to undertake such refinement (including A/B testing).

## Strategy Development

There are many interesting and exciting developments in digital marketing that offer significant opportunities to the public sector.

These include:

- Inbound Marketing: the combination of both content marketing and marketing automation in order to facilitate customer journeys.
- Bots: we are developing a Bot with SQA to enable pupils to check exam times using Facebook messenger
- Live streaming content: we regularly develop short form video content for ABC Family

- Social media advertising: social media advertising is now pervasive in Framework target audiences.
- Wearable technologies and connected hardware: these offer opportunities to effect behavioural change in social care and health.

In collaborative workshops

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## Campaign Implementation

We will always employ a best practice approach that is suited best to achieve strategically defined business objectives. These could lead to campaigns aiming at:

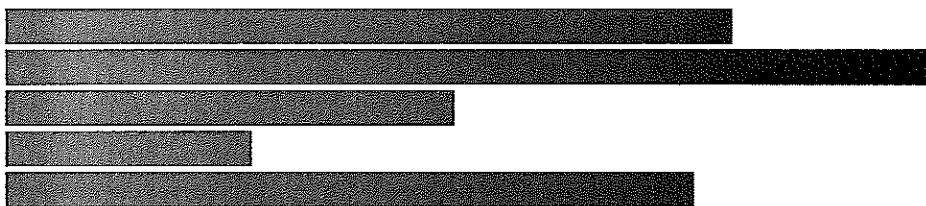
- Extending customer journeys (e.g. SEO).
- Acquiring customers or users (e.g. PPC, social ads).
- Generating leads (e.g. inbound marketing).
- Developing brand awareness or understanding (e.g. content marketing, partnerships).
- Meeting the needs and interests of citizens (e.g. market research).
- Effecting behavioural change (e.g. content marketing).

We will use both proven and innovative digital marketing practices, as deemed appropriate during strategy development. We may, for example, recommend one or more of the following for optimised impact:

- Social media marketing (both paid and organic)
- User generated content
- Written, visual or rich media content generation
- SEO
- Paid search
- A/B testing
- Consumer surveys

For an optimised data-driven service delivery, we will use appropriate tools and are equally prepared to work with those tools already available to the FPB.

Such tools might include (but are not limited to):



We are highly skilled in both technical and content SEO and undertake rigorous quality assurance processes prior to launch. In addition, we offer SEO monitoring, optimisation and reporting services to ensure that best practice is adhered to and that we successfully deliver service outcomes.

Where digital marketing includes email or SMS marketing, we recognise that appropriate permissions will be required in order for an individual to be contacted, and options will be available to enable users to opt-out.

## Measurement and reporting

We use appropriate metrics to measure performance, these being dependent on the type of marketing activity. For example, the following campaign types might use the following metrics:

- **Acquisition:** tracking new customers created through digital marketing.
- **Leads:** leads generated through digital marketing.
- **Brand awareness:** engagement/interactions with content marketing, share of voice.
- **Behavioural change:** engagement with a public service.

We recognise that there are many metrics that we might use depending on the campaign undertaken. Metrics should always relate to the core marketing objectives, and we will align these with the **mandatory KPIs** in the **GDS Service Manual**.

## Web Design and Development

Where the marketing strategy requires design and development, we will ensure this is compatible with the **Digital First Standard** and the **Framework's Digital Guidelines**.

Without limitation, we recognise that development work might include:

- Websites/microsites
- Mobile apps
- Bots
- Scripts/tools for data handling
- APIs
- Database and system integrations (e.g. CRM with marketing automation tools)

Where technical work is required, we will:

- Explore tools and developments to identify if Open Source solutions exist.
- Use Open Source code repositories to identify if suitable solutions exist.
- Use available platforms, code libraries or frameworks to support solutions.
- And, where none is available, create new Open Source code in a reusable manner.

We will create websites using the [REDACTED] CMS, although we will use alternative platforms as required (for e.g. [REDACTED]).

## How we will apply this

We acknowledge the Framework's requirement to effect behavioural change by:

- Delivering creative and innovative programmes that impact a wide range of people.
- Focusing on the national outcomes that make the biggest difference to citizens.
- Supporting and integrating with local government.
- Organising around people's lives.

- Using technology innovatively, especially 'mobile-first' digital services.

We will achieve positive behavioural outcomes using a range of channels [REDACTED]. These, with content and SEO strategies, will support the required customer journeys and will constantly be [REDACTED].

As an example [REDACTED].  
[REDACTED]  
[REDACTED] The number of users of the service have [REDACTED].

## Principles of service delivery

In servicing the Framework we will commit to the following principles:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## Search Engine Optimisation

We are very experience in delivering websites optimised for Google and other search engines.

Websites developed by Storm undergo a rigorous SEO QA process prior to launch to ensure compatibility with search engine technologies.

In addition, we offer SEO services focused on delivering excellent and consistent user journeys through search, including optimising for:

- Utility and usability
- Mobile-first search results, including AMP
- Multi-lingual support

We undertake full audit, keyword research and SEO strategy work.

## **Partnership Marketing**

We are very experienced in working in a partnership marketing environment, for example on behalf of Young Scot, we co-designed a mobile app with Money Advice Service to help young people manage their finances.

Also, The Young Scot Rewards platform we created also involved a wide range of partners contributing encompassing local councils, retail and leisure businesses.

Where partnership marketing is required for the Framework we will undertake partner selection by assessing partner alignment with the marketing objectives of the FPB, access to key target audiences and the value delivered to the Contract.

Contractual agreements between the FPB and the partner should be specific and unambiguous, describing obligations and responsibilities with a well-established timeline for delivery and exit.

## Website Design and Development Services

Question 2.2.4 (Word Count 1800)

\*\*\*\*\*

### Web Design and Development

Storm ID's website design and development approach is

[Redacted]

Figure 1 illustrates the

[Redacted]

Over the last 4 years Storm has recruited specialists across each discipline so we remain at the leading edge of Digital Service Design.

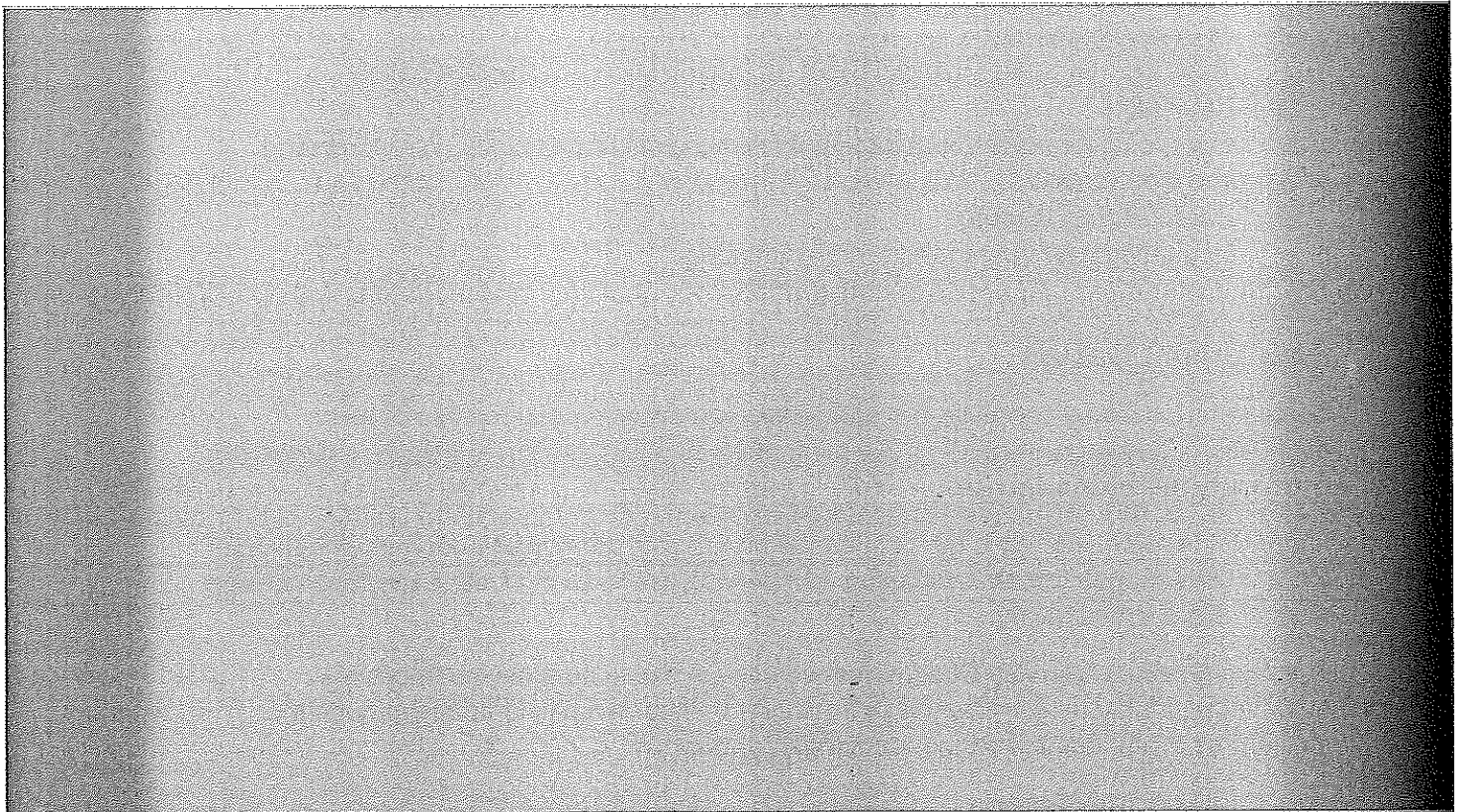


Figure 1: Digital Service Design Methodology



Recent examples which illustrate how this approach has been successfully implemented by Storm ID include:

Project	URL
Historic Environment Scotland	<a href="https://www.historicenvironment.scot/">https://www.historicenvironment.scot/</a>
Scottish National Blood Transfusion Service	<a href="https://www.scotblood.co.uk/">https://www.scotblood.co.uk/</a>
West Sussex County Council	<a href="https://www.westsussex.gov.uk/">https://www.westsussex.gov.uk/</a>
NHS inform website	<a href="https://www.nhsinform.scot/">https://www.nhsinform.scot/</a>
The City of Edinburgh Council	<a href="http://www.edinburgh.gov.uk/">http://www.edinburgh.gov.uk/</a>
NHS National Services Scotland	<a href="https://nhsnss.org/">https://nhsnss.org/</a>

## User Experience Design

Our design approach is geared to deliver improved access and interaction. We typically deliver:

- **User Personas / Scenarios**  
Key user types and real-world situations.
- **User Needs / Expectations**  
What users may be seeking and what they expect from services.
- **Journey Mapping**  
Mapping how a user interacts with an organisation - online and offline.
- **Heuristics**  
Evaluating a website or service against a list of UX principles, to recommend improvements.
- **User Testing Results**  
Explaining how users reacted during testing.

## Data Driven Design

Digital Service Design involves the rapid development and early release of web applications and is predicated on using informed decision making to design, improve and continually optimise a service.

Informed decision making is typically based on insights generated from a combination of the analysis of analytics and engaging with service users during User Experience design work streams in Discovery.

The 4 stage Digital Service Design methodology is highly iterative incorporating quantitative and qualitative feedback from user testing at multiple points through the development process as the service iterates through:

- Sketch Wireframing
- Responsive HTML Wireframing
- Alpha Prototyping
- User Acceptance Testing
- Beta Release Service Optimisation

Our design and development methodology is orientated around agile practices, which are adaptive in nature, focusing on the iterative development of a solution with a focus on regular reviewable releases.

Each release is broken into sprints. Daily stand ups with the project team maintains the flow of information allowing progress to be tracked.

## Digital Marketing Campaigns

Insights driven Digital Service Design is wholly compatible with delivering performance driven **digital marketing campaigns** where user journey mapping generated from click tracking and analytics from multiple digital channels including web and social media is used to refine user engagement and ultimately provide credible data to support behavioural change.

## Testing

We develop **responsive HTML** wireframes, allowing for websites, web applications and digital services to be tested in the browser across devices. This allows for quick iteration, allowing for further iterative testing with users.

We recruit test users independently or work with existing user groups. Test sessions take place in the field or in a lab setting and are typically recorded. Outputs include reports, videos and heat maps.

## Content Services

We have dedicated teams to supply expert advice and services in:

- Content strategy
- Content generation (writing, editing, planning)
- Rich media production (text, visual, video)
- Project management
- Business analysis

We define an information architecture and develop a content model that describes content items, content types as well as calls-to-action.

## Style, tone and presentation

All design advice and strategy that includes it will be sensitive to the brand requirements of the Framework Public Body, including references to style, tone, nature and presentation.

## Maintenance and support

Our websites and applications are supported post-launch by a maintenance and support SLA.

## Design Elements

Design elements, patterns and features created for prototyping and for live production undergo automated pre-compilation testing. Further testing can be undertaken with candidate website users who require use of assistive technologies.

For native mobile apps, we work in [REDACTED]

[REDACTED] Hybrid apps are developed [REDACTED]

## Accessibility Compliance

We are familiar with BS8878. Our design and development lifecycle considers accessibility and usability from the outset. We run workshops for staff on the importance of accessibility. Accessibility compliance testing and monitoring, and usability testing are 'designed' into our development and post production phases of projects.

For accessibility compliance, checkpoints reviews cover both automatic fails and passes as well as checkpoint warnings. This approach extends to screen reader testing using JAWS and other assistive technologies (see below), semantic and structural assessments of templates and code as well as integrating usability testing into our testing and quality assurance.

Our default is W3C WAI WCAG 2.0 Level AA. We also work to Level AAA. We provide support with the additional considerations that this compliance level demands. We follow and contribute to the work of W3C relating to future revisions and related standards.

## HTML/CSS3/JavaScript

For design and development of responsive web based solutions our [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

We are mindful of digital performance and ensure websites are [REDACTED]

[REDACTED]

[REDACTED]

## Cross browser and cross platform

We design and develop web solutions to work across different platforms, browsers and versions (see below), informed by usage statistics from existing analytics. This insight determines where effort should be focussed.

- Latest stable version:
  - Internet Explorer 9+, Edge (Windows)
  - Firefox (Mac / Windows)
  - Safari (Mac)
  - Chrome (Mac / Windows)
  - Opera (Mac, Windows, Linux)

- Mobile Safari\* (iOS7+)
- Internet Explorer Mobile\* (Windows Phone 8+)
- Android Browser\* (Android 4+)
- Chrome (Android\*)

Support for legacy browsers is dependent on vendor. Microsoft no longer supports Internet Explorer 6. For legacy browsers a minimal experience allows users to access information and perform critical functions.

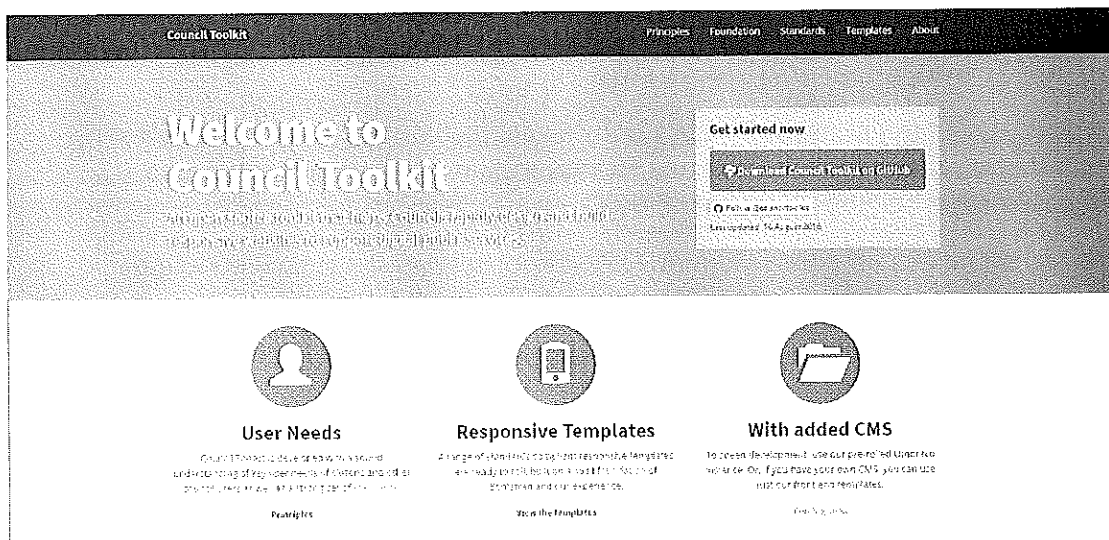
Supported operating systems for native mobile apps.

- iOS7, 8, 9, 10
- Android 4+

## Open standards / open source solutions

We support open standards and open source solutions, contributing our work to the community via GitHub. An example of Storm ID's commitment to open standards is Council Toolkit, an open source toolkit conceived by Storm ID to councils rapidly create responsive websites to support digital public services. It includes standards compliant templates.

<http://counciltoolkit.org/>



## Assistive technology requirements

We design and develop web, mobile and desktop solutions that consider the needs of users with assistive technology requirements for vision and hearing as well as touch.

For non-visible disabilities, we consider keyboard access, use of screen readers, screen magnification tools, touch inputs, voice commands, joysticks and manipulators.

For colour blindness, we use Colour Oracle, CobliS, Visolve and ColourBrewer to assess legibility, simulate scenarios and fine-tune contrast. For blindness, we use JAWS.

## Compatibility with Digital Marketing and Advertising

All website developments are architected to support digital marketing requirements. As such will support digital marketing activity through appropriate channels, potentially including:

- SEO
- Social media
- Search/social ads
- Inbound marketing

Creation of landing pages for digital marketing activity will form part of the core requirements for any development.

## SEO

We develop websites and applications in a manner compatible with best, ethical SEO practice including:

- SEO requirements during development
- Technical QA of SEO requirements pre-launch
- Inclusion of Google and Bing Webmaster Tools services

Full strategic SEO services are optionally available, including auditing, on-page SEO, off-page SEO, monitoring and reporting.

## Photography and other digital assets

We will comply with the Framework Public Body's acceptable standards of photography, obtaining necessary copyright permissions for inclusion in any materials produced, including specification of any limitations of use.

All assets will be held in an agreed format. Relevant assets will be submitted to the **Scottish Government Digital Asset Management Systems (DAMS)**.

We maintain a database of all digital assets stored or produced as part of the delivery of any design or development.

## Mobile and Desktop Application Design and Development

When designing and developing native or hybrid mobile as well as desktop applications

[REDACTED]  
[REDACTED] These considerations help inform the development approach.

We apply our standards to the design and development of mobile and desktop applications, referencing particular coding guidelines for iOS, Android and Windows.

## Digital Technical Services

We use a limited number of content management systems, subject to their suitability to a given project or campaign, and subject to the preferences of the Framework Public Body. Such platforms would be one or more of:

[Redacted]

We undertake [Redacted] used by the service [Redacted]

As practitioners of domain driven design [Redacted] working with the following technologies:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

We provide appropriate and proportionate [Redacted] services regarding any part of the service delivery. Furthermore, any [Redacted]

Training and documentation will be mindful of the requirements in the Scottish Digital First Service Standard to continuously improve services through [Redacted] and additionally for [Redacted]

Wherever Customer Personal data is generated, stored or processed, appropriate and proportionate measures will be enacted to **maintain security** of this data, minimising the risk of unauthorised access or loss.

We work with [Redacted] regarding data storage, each of which has **stringent SLAs**, relating to data security. Where a third-party supplier, such as [Redacted] require data these suppliers have rigorous data security SLAs.

Data associated with websites, online tools or services will be available to the Framework Public Body via [Redacted] subject to approval by the contract owner. All databases will be kept up-to-date, secure, and associated software and operating systems will be patched and updated.

[Redacted] required by a Framework Public Body will be available in a format requested by them subject to approval by the contract owner.

We provide [Redacted], addressing any issues arising from these activities.

We take steps to [REDACTED] with any other system  
for which it is necessary to create such [REDACTED]

## Website Testing

Question 2.2.5 (Word Count 500)

\*\*\*\*\*

### User Experience Testing

Our approach is grounded in [redacted] of the design and development process, rather than [redacted]

Depending on the specific nature of the solution one or more of the following test approaches may be used to test how users interact with the application interface:

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

UX testing is undertaken [redacted]  
[redacted]  
[redacted]  
[redacted]

UX test services are [redacted]  
[redacted]

### System Performance Testing

We have a dedicated System Performance testing team led by [redacted]  
[redacted]  
[redacted] Our approach to testing to ensure that any testing is aligned with original requirements and that applications are fit for purpose.

We undertake functional, browser, device, regression, load, security, end-to-end testing in-house and sub-contract penetration testing.

The following are the test deliverables which consist of test artefacts that we will produce as part of our quality assurance processes:

- [redacted]
- [redacted]



[Redacted text block]

### Security, Confidentiality, Integrity, Availability

The technical architecture of all digital services we develop requires data to be protected against unauthorised disclosure. This applies to both data at rest and data in motion.

Approaches we use to ensure data confidentiality and data/application integrity include:

[Redacted list of approaches]

## Hosting Services

Question 2.2.6 (Word Count 500)

\*\*\*\*\*

## Hosting Services

Storm currently work with Iomart and are familiar with their requirements (OS/vCPU/RAM/HDD/Stack/IP lockdowns/named technical contact) to commission new hosting platforms. Any specification and commissioning of hosting resources will be done in collaboration with the Scottish Government at the outset of each project. Final set-up and configuration will be Storm's responsibility as will be sourcing any other relevant licenses.

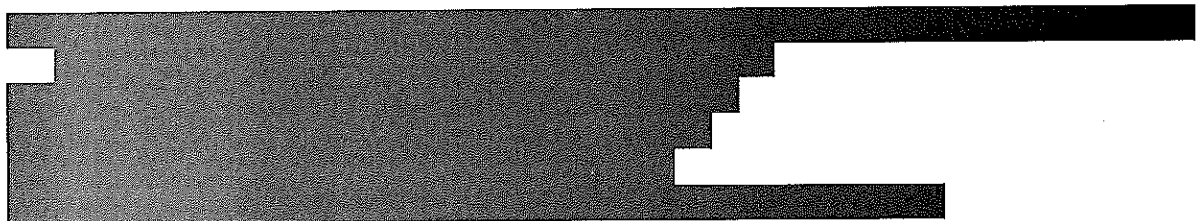
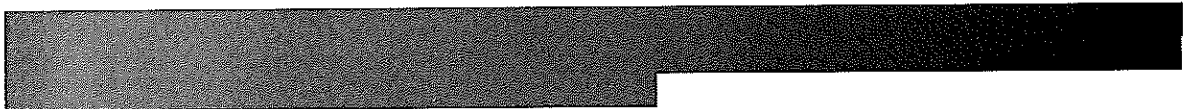
Systems documentation will meet the required standard and will include:

- Objective
- Scope
- Compliance
- Standard and Process
- Document Owner
- Document Approver
- Effective Date
- Last Reviewed Date

## Support and Maintenance

We will provide on-going support of any developed website after delivery. It will include performance analytics as well as database and data management, as part of the standard service throughout the duration of the support and maintenance agreement.

We are a Microsoft Gold Partner and Microsoft Cloud Solutions Provider. We are also a certified G Cloud Partner for Infrastructure as a Service and Platform as a Service.



[REDACTED]

We provide performance analytics and [REDACTED]  
[REDACTED] This includes:

[REDACTED]

[REDACTED]

[REDACTED]

## Data Migration

Storm ID will provide Data Migration services to export/import data from existing systems to any newly developed websites where required using the most suitable tools and techniques depending on the data source and destination.

For e.g. we can write custom methods to take data from sources such as Excel or SQL and import into other formats such as JSON. This can be either a one off export/import or a regular BAU task. Data will be kept secure throughout this process.

## Security Services

We will provide recommendations and advice on security services for any digital assets we develop, including secure data storage, secure data transfer and secure certificates used for websites. To do this we will review the needs of the client and the web application and adhere to the required ISO27017 standards and government security classifications.

## Sub-contractors

We do not use sub-contractors for these services as we have a full in-house capability.

## Continuous Improvement

Question 2.2.7 (Word count 800)

\*\*\*\*\*

### Continuous Improvement Culture

At Storm ID, we're always on the lookout for ways to improve our staff and our service offering.

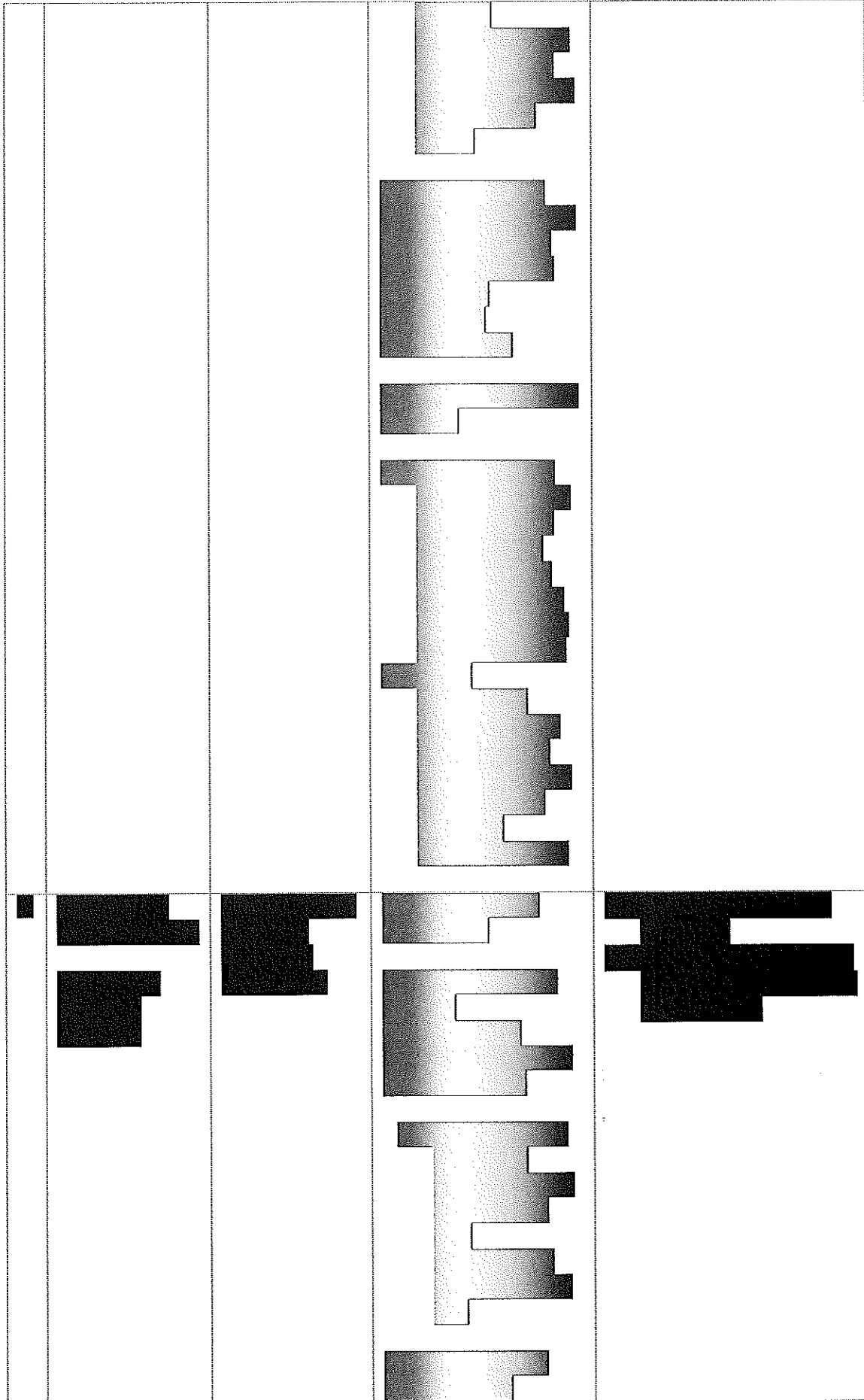
We have been in business for 15 years and during that time technology has advanced rapidly and consumer habits and expectations evolve quickly.

This has provided different challenges and opportunities for how public sector bodies communicate to the public and how we as an agency provide digital services.

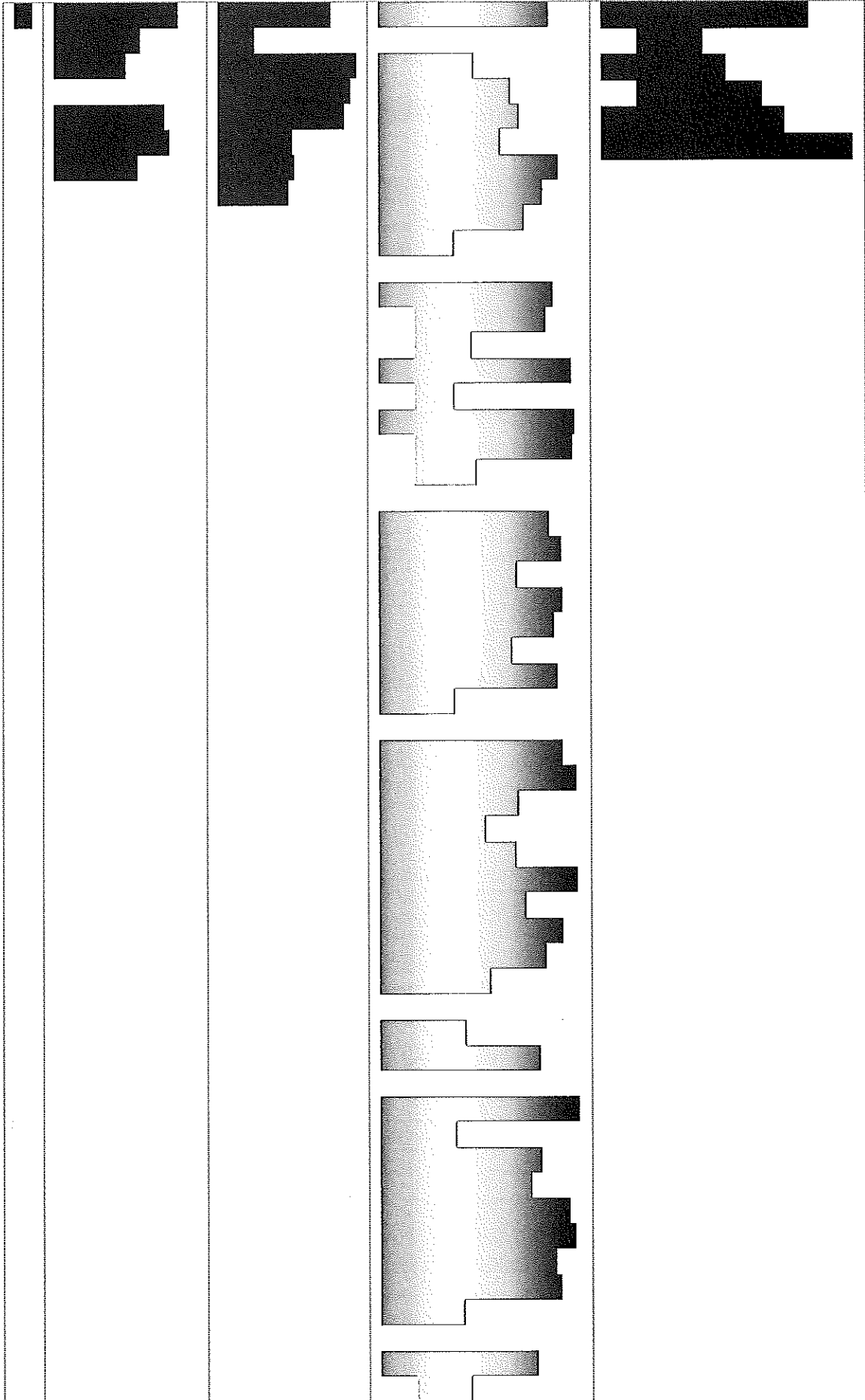
It has been necessary for our survival as a company to continuously improve. Continuous improvement is deep rooted in our company culture

It is for this reason we have retained [REDACTED] client relationships with organisations such as Scottish government [REDACTED], NHS [REDACTED], Young Scot [REDACTED] SQA [REDACTED] and continue to stay at the cutting edge of the industry, winning digital agency of the year in 2015 in the Scotland IS & Herald Digital Business awards.

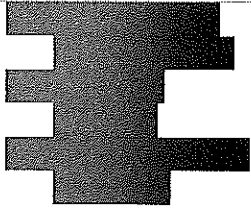
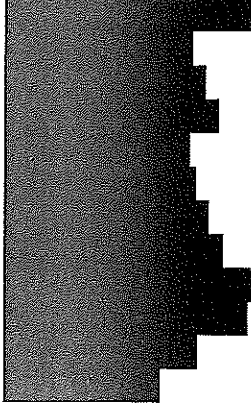










## Sufficient Capacity

Question 2.2.8 (Word Count 600)

\*\*\*\*\*

Storm recognises that providing a great customer experience is central to our value proposition, and that the following customer service principles, systems and processes fundamentally underpin our service model.

- **Business Capacity Planning (BCP):** [REDACTED]
- **Service Level Agreements (SLAs):** [REDACTED]
- **Continuous Improvement:** [REDACTED]

Our approach ensures that we treat clients [REDACTED]

### Business Capacity Planning

Storm uses capacity planning techniques to manage the demand for our services and to predict the impact it will have on our ability to meet service quality commitments.

This planning approach ensures that we can [REDACTED] And it allows us to [REDACTED]

Techniques we use include:

[REDACTED]

In relation to the Framework our key goals would to manage Framework transition and periods of peak demand, while maintaining consistently high levels of service quality across the board.

In the short-term [redacted] Storm is one of the best resourced digital teams in Scotland. We also have [redacted] who can be called upon. This inherently flexible model [redacted]

In the longer-term, we will use our approach to planning to predict the impact of the Framework for our service teams. [redacted]

## Service Level Agreements

Storm ID has well established SLA processes across the organisation - including a [redacted] - to ensure that we deliver high-quality, effective, and value for money service to our customers, regardless of project or personnel.

[redacted] are formalised in clear SLAs for [redacted] that we undertake, and they describe the formal processes to:

[redacted]

The performance of all SLA's are [redacted] and within the Framework they will be reported using your reporting requirements and mechanisms.

## Continuous Improvement

As an organisation operating a [redacted] service delivery model we are [redacted]. To ensure continuous improvements in customer service we have introduced the following processes:

[redacted]

In the context of the Framework we would welcome an [redacted]

[redacted]

## Accommodating Unforeseen Requirements

Question 2.2.9 (Word Count 800)

\*\*\*\*\*

Storm recognize the severity and impact that unforeseen or emergency requirements can have for our customers. Whether the failure of a service or an urgent response to dynamically changing circumstances we recognize that Storm's ability to rapidly assist framework partners is essential.

Storm understands that initiating support needs to be straightforward and that the service is performed to a guaranteed service standard.

## Support Service Agreement

A Support Services Agreement provides the formal framework where [REDACTED]

## Tailored Service Level Agreements

[REDACTED] as part of the support agreement

For example, Storm developed a tailored support service agreement with the [REDACTED]

## Reactive Crisis Management Service and Procedures

Where an unforeseen crisis or event arises within the Framework [REDACTED]

## During Office Hours

During office hours, (9am –5.30pm) as soon as a Code Red emergency is identified then the following process is initiated by contact with the relevant Account Director or Manager.

The first step is a CRE Briefing with either the Scottish Government and/or the appropriate Framework Public Body.

Working in conjunction with appropriate members of Storm, the Account Director/Manager will work with the relevant parties to:

[Redacted text block]

[Redacted text block]

To support the response:

[Redacted text block]

### Out of Hours

As part of the SLA for the Digital Marketing Framework a contact number will be provided to be would be used by Framework Public Body in the event of a Code Red emergency. This service will be available 24/7.

At any time we have two members of the Account Management team to provide On Call cover for this service on rotation basis.

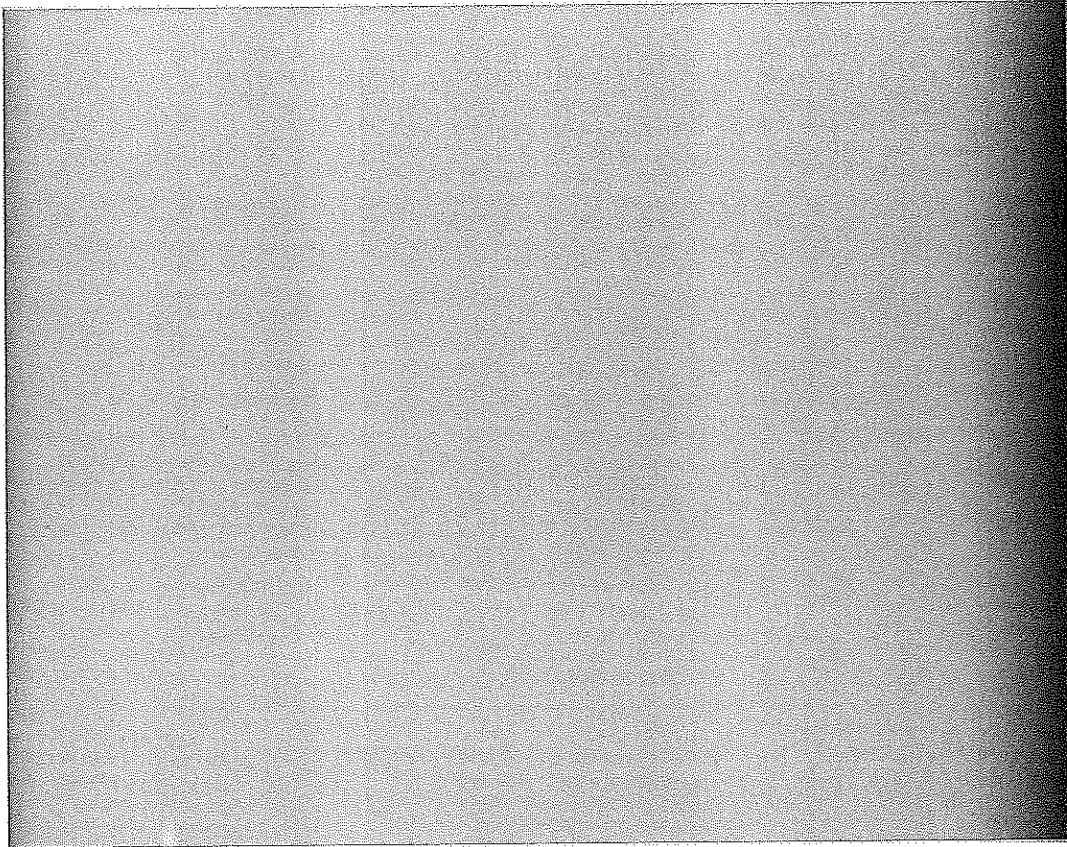
As soon as contact has been established the following process is initiated:

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]



## Business Capacity

With a team of nearly  our size and strength in depth ensures that we have the capacity to respond to unforeseen requirements (and equally a code-red emergency) 24 hours a day, 7 days a week.

## Proactive Contingency Planning

Wherever possible during the commissioning of any service we will work with the Framework Public Body to identify scenarios and develop appropriate responses depending on their risk level. We will then develop appropriate support for these scenarios by accommodating contingency support within the overall design of the particular digital service we are delivering.

Good examples of our approach to scenario contingency planning include:

- **Ready Scotland:** where in the event of extreme weather a series of pre-prepared emergency screens can be published within seconds.
- **The Scottish Referendum web service:** – where both Yes/No outcomes were explored and appropriate content developed for deployment.