

## Account Management

Question 2.3.2 (Word Count 250 per CV)

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### Account Management Principles

At Storm we recognise that we must provide an accurate, transparent and fully accountable account management service.

For the Framework we will uphold the following principles of service delivery:

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

### Organisational Structure

Framework Customers will be [Redacted]

[Redacted] will represent the needs and concerns of the Contracting Authority within Storm and will be responsible for ensuring that:

[Redacted]

[Redacted]

[Redacted]

Communications with Framework Customers will be achieved using [Redacted]

Service delivery will be managed [Redacted]

[Redacted] will be supported by:

[Redacted]

### Change in Personnel

Should a Framework Customer require a change in personnel they should [Redacted]

And should an individual leave Storm [Redacted]

Figure 1 below illustrates our proposed Framework organisational structure identifying the teams/individuals who will be responsible for delivery.

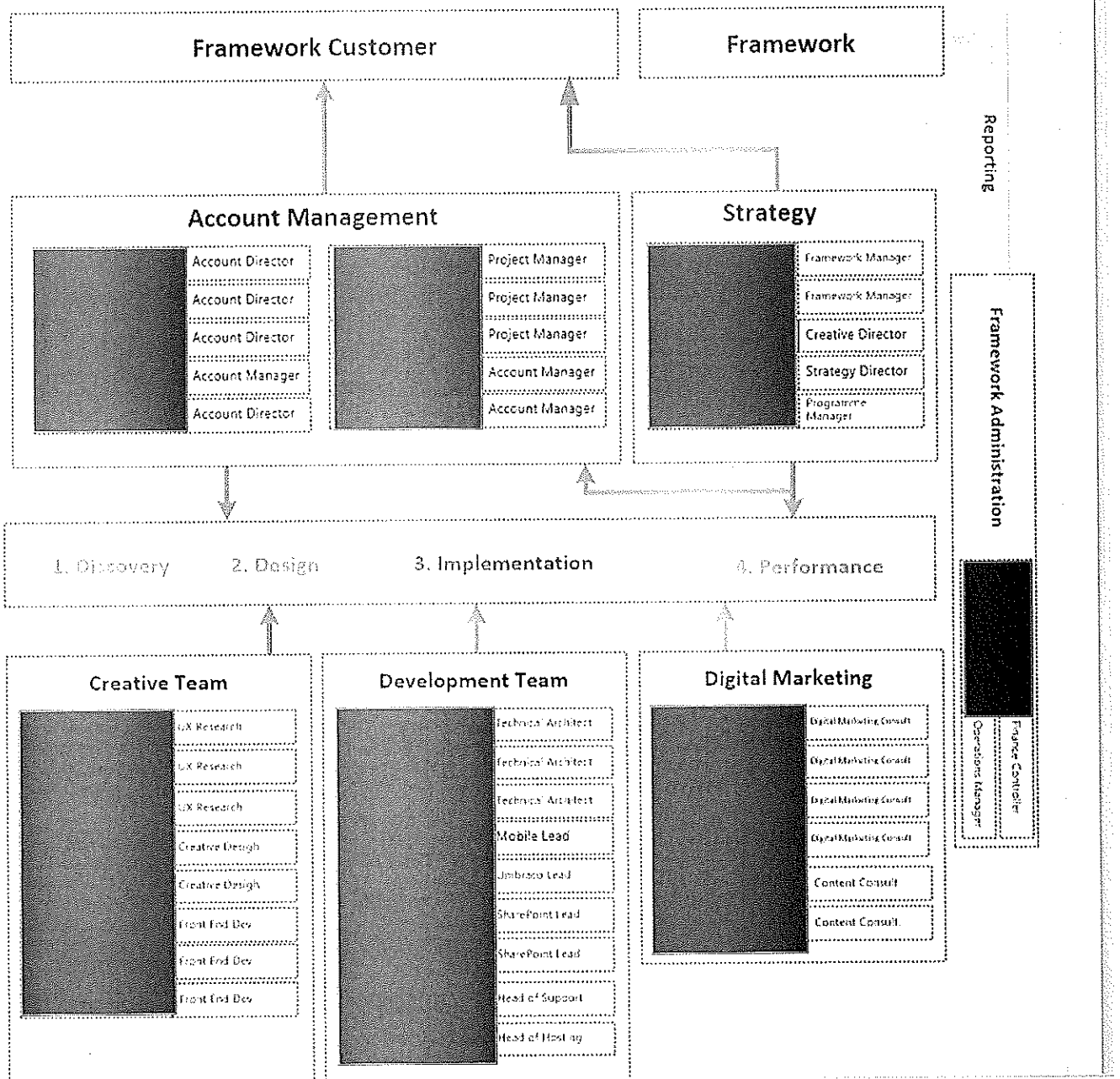


Figure 1. Framework organisational structure

CV's detailing the senior management staff's experience relevant to their role in the contract follow this response.

Service Delivery Processes

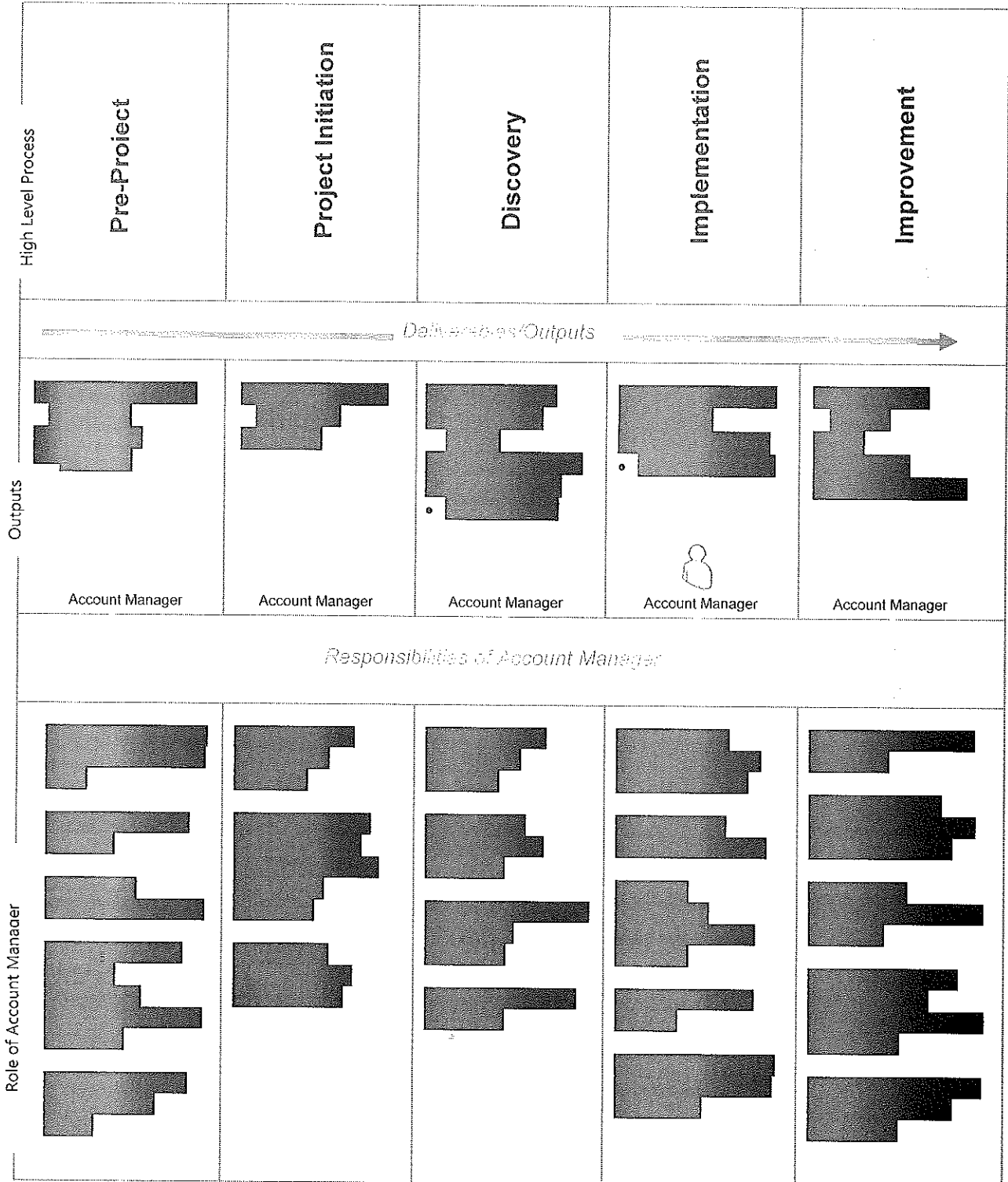
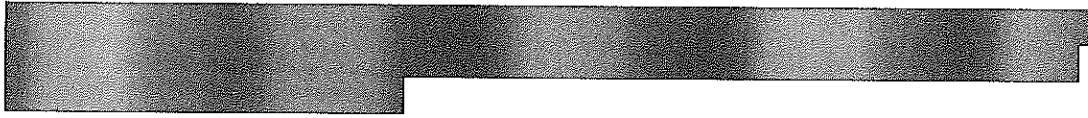
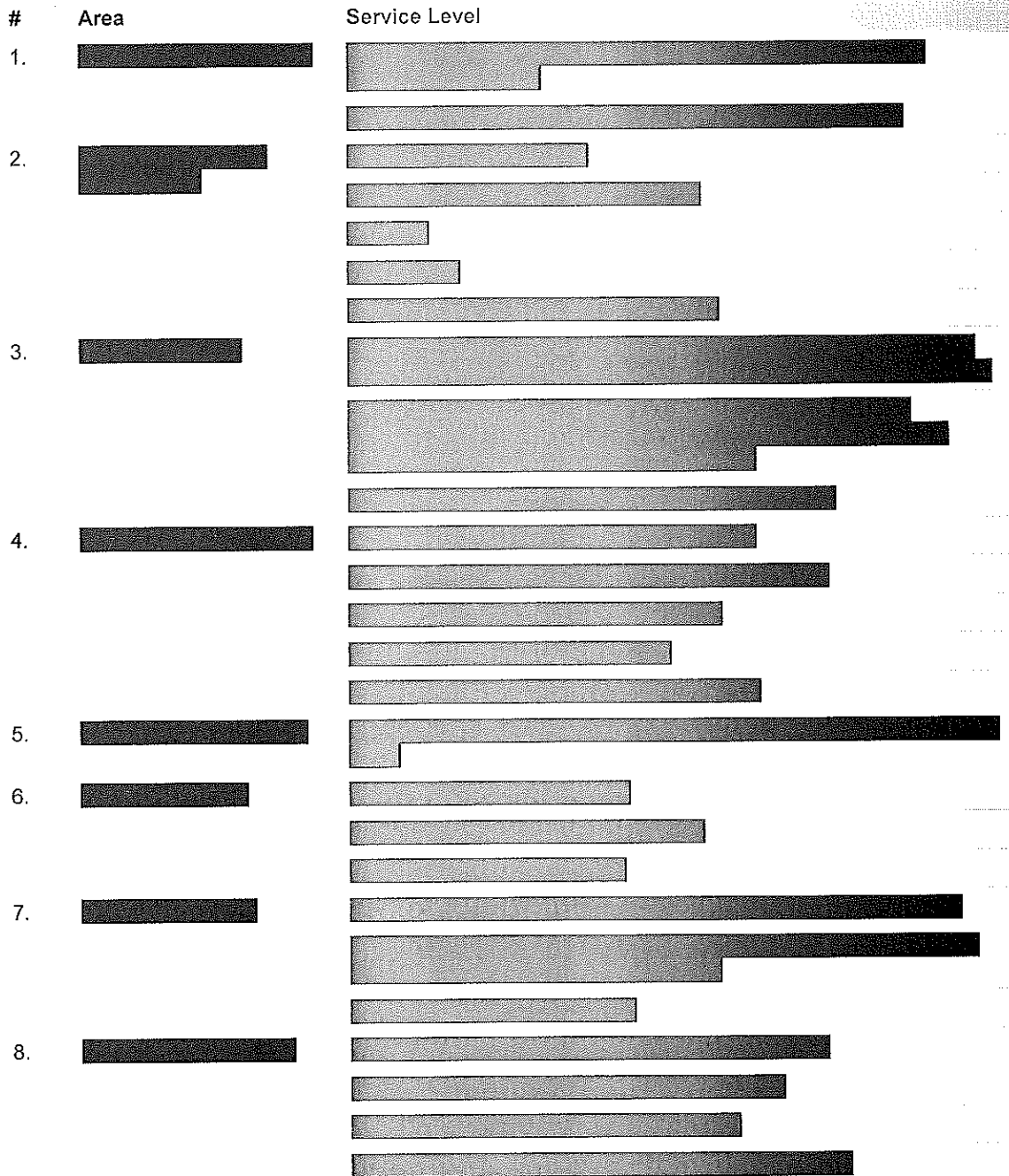
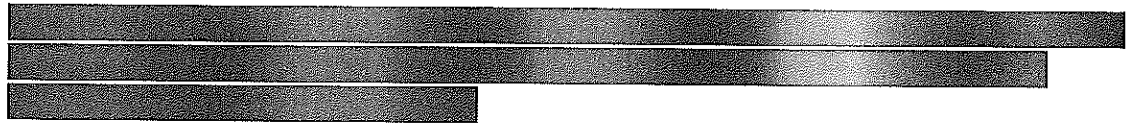


Figure 2: Service Delivery Processes

### Service Levels



Formal Interfaces between Account Management and Service teams








Pre-Project	Project Initiation	Discovery	Implementation	Improvement
 Account Manager	 Account Manager	 Account Manager	 Account Manager	 Account Manager

Figure 3: Account Management and Service Team Interfaces

## Contingency planning

### Emergency and out of hours working

In the event of an emergency - either as a result of a Framework request or a situation of our own making - we absolutely guarantee that an emergency response process will be operating and that suitable resources are available 24/7 to respond at short notice.

To raise an emergency response members of the account management will be available via mobile 24/7 in order to assemble an emergency response team. In a code red emergency, we guarantee a response within one hour, with hourly updates until the issue is resolved.

### Absenteeism

Our absentee rates are way below industry averages. Our policy is that if an individual is off sick for 5 days they will be replaced on a project.

With a team of approximately █ we have coverage to cope with loss of key staff, undertaking impact assessments to ensure that succession plans are in place.

While day-to-day we manage staff availability by the following measures:

- We cross train individuals to provide cover.
- Our Operations Director signs off all holiday requests in relation to a unified production schedule.
- Line Managers ensure that all employees undertake a full handover to a suitably skilled colleague.
- We invest in initiatives such as free flu jabs, standing desks, yoga, massage and fruit to reduce sickness

At all times we aim to provide a caring and nurturing environment at work (i.e. our Culture and Values initiative).

### Project Approval and Sign-off

Storm ID uses PRINCE2 for managing project approval and sign-off.

This places emphasis on managing projects by stage reviews against quality criteria agreed in project initiation.

It is this staged process, and the approval to progress, that provide the means for controlled project approval. It continues throughout projects/campaigns until sign off.

### Complaints and escalation procedure

1. If an Account Manager receives a formal complaint they will meet with the service team to agree and issue a resolution plan.
2. If the resolution cannot be achieved within agreed timescales, then a report will be supplied to the Framework Manager, who will then meet with heads of service to agree a resolution plan.

3. A report will be produced for the Framework Customer detailing how the issue is being resolved with regular updates. Internally the service team will be briefed on required actions.
4. Once the issue is resolved a team review is used to ensure learnings are carried forward.

Should a pattern of complaints emerge then the Framework Manager will discuss this with the Contracting Authority to discuss further corrective action.

### **Training and Monitoring of Account Managers**

Performance is monitored by bi-annual performance reviews with line managers, with personal development objectives set, and training and support needs identified.

Our staff regularly take industry certifications, with digital marketing specialisms such as:

- Google AdWords
- Google Doubleclick Manager
- Scrum
- HubSpot Certification
- Google Analytics IQ
- Squared Online

The training budget also allows staff to attend industry events and subscribe to online learning courses.

CV INFORMATION – 16 PAGES REMOVED – EXEMPT UNDER FOISA section 38(1)(b)



## Business Management

Question 2.3.3 (Word Count 1500)

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### Project Management Processes (for Campaigns)

We employ flexible, yet standardized, processes for all our projects/campaigns to ensure a consistent quality of service.

We use Agile and PRINCE2 project management, supported by Assembla and Basecamp. This ensures that the required work is scheduled internally to ensure a successful outcome.

The Account Manager is directly responsible for internal delivery and reporting, with both project team and escalation points defined at initiation.

Figure 1 illustrates our process model for marketing campaigns. It includes the teams involved and the outputs typically included. The role of project management and project documentation is included.

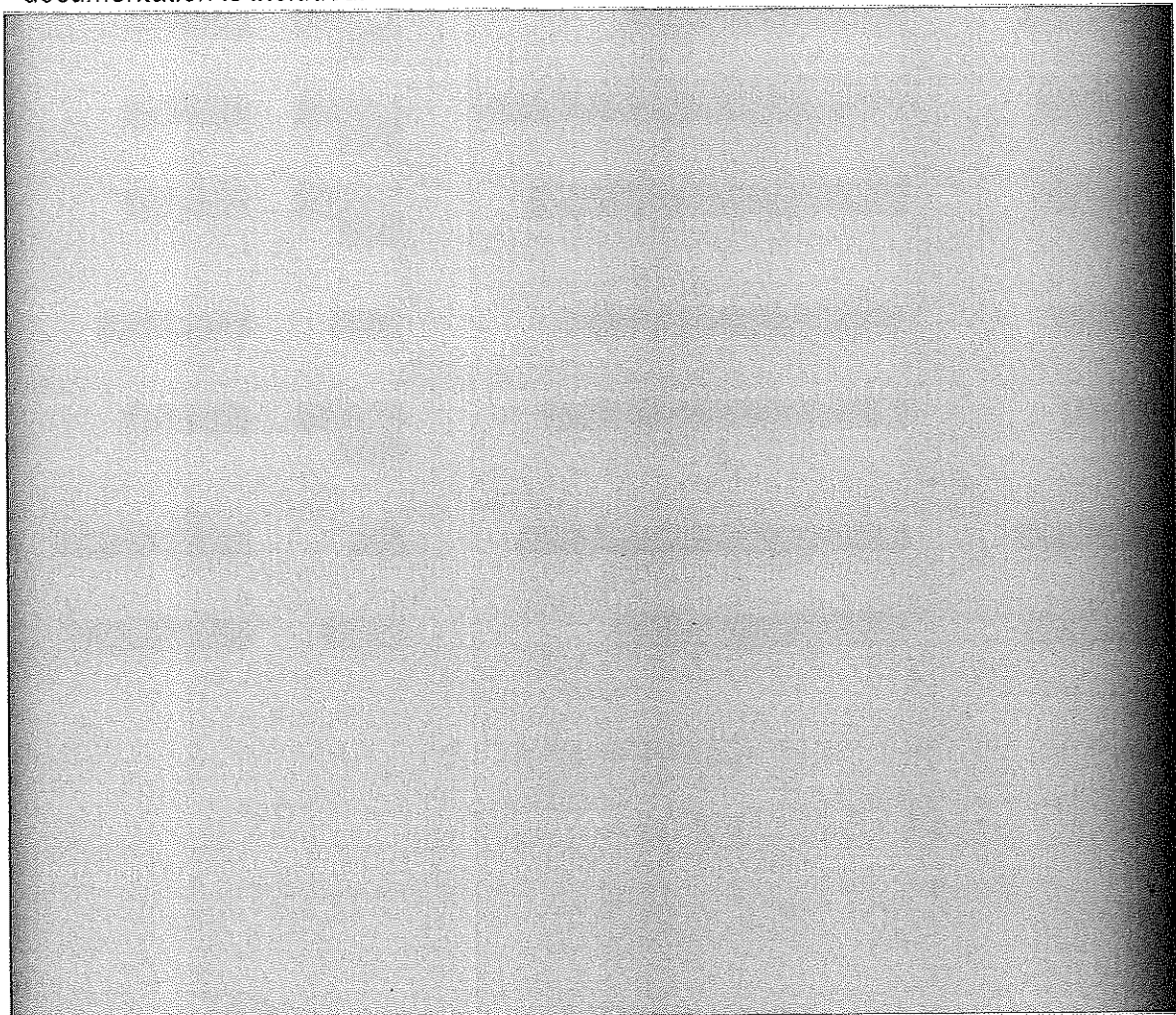


Figure 1. Marketing campaign project processes



**Table 2.** Tools used to track, monitor and provide management information

Tool	Supported processes	Management information	Business Cont
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]

**Note:** The identification of new technologies and services to support improved productivity is enshrined within Storm's Professional Development Policy.

### Risk Management and Future Activities

Outputs to assist risk management are multi-faceted, as we recognise that most, if not all, the outputs of a robust project management process are critical in successful risk management.

Specifically, we operate proven risk management processes in all our projects. Without exception every project employs a risk register, alongside review and mitigation processes.

In particular, a Risk Log categorises all the risks that may occur during a project, and for severe risks we create mitigation plans to proactively manage the risk.

Within digital marketing projects the primary risk categories relate to accurate campaign set-up, management and content messaging.

A good example of a mitigating action in response to an identified risk is the creation of pre-determined scenarios for dealing with reactive updates to the **Ready Scotland** service to accommodate severe winter weather (including social media update).

Outputs to inform future activities include harvesting lessons learnt from projects within end of stage and post-project reviews. We have clearly defined processes to run these stage reviews, including the use of agile retrospectives where applicable. Post-project reviews are used by the account management team both to improve our generic service delivery model, but equally to improve the performance of any particular account.

### Addressing Service Delivery Errors

We have a formal procedure in place to rectify non-conformance to quality standards as quickly and efficiently as possible.

When issues are identified that risk compromising service compliance with agreed requirements the following procedures are implemented.

**Table 3.** Process model for dealing with service delivery errors

Step	Procedure	Responsibility
1.	[Redacted]	[Redacted]
2.	[Redacted]	[Redacted]
3.	[Redacted]	[Redacted]
4.	[Redacted]	[Redacted]
5.	[Redacted]	[Redacted]
6.	[Redacted]	[Redacted]

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p>
7.	<p>[REDACTED]</p>	<p>[REDACTED]</p>

In delivering digital services we employ continuous integration and testing throughout the development process to eliminate errors and ensure the digital service is delivered to the highest standard.

Identification of errors can occur during formal software testing during production or from qualitative User Acceptance Testing of the digital service at each release stage.

### Preventing Recurrence of Errors

In the event of serious issues in service delivery a detailed report is generated by the Account Manager, and this is reviewed by the Operations Director and Heads of Service.

Improvements to service processes are then introduced and tested to eliminate the possibility of recurrence.

### Late/Incorrect Project Recovery

Where a service is not delivered within prescribed timescales/or is inaccurate in delivery we employ the following procedure:

1. A Board Director, the Account Director and the Account Manager and project team meet to discuss the service issue and to agree a clear and appropriate solution.
2. The project team is briefed on corrective action required, with the client informed of the process.
3. A summary report produced for the customer by the Account Manager.

Once the problem has been resolved, a post project is convened to ensure learnings are shared.

### Business Continuity

We have adopted ISO27001 for information security and ISO22301 for business continuity. We also intend to become Cyber Essentials accredited in 2017.

We maintain a very detailed Business Continuity Plan that details the scenario planning and

procedures to be followed in the event of a serious emergency (for e.g. an office fire) to enable us to deliver an uninterrupted service.

This includes planning for:

- Mobilisation of BCP team
- Temporary office relocation
- Remote home working
- Access to financial reporting
- Communications, command and control procedures
- Cloud SaaS services and internet access

## Emergency Procedures

We have formal procedures to deal with emergencies – whether the result of a Framework request or a situation of our own making.

In this event we guarantee that an emergency response process will be operating and that suitable resources are available 24/7 to respond at short notice. The account management team will be on call 24/7 to raise an emergency response and assemble an emergency response team.

In a code red emergency we guarantee a response within one hour, with hourly updates until the issue is resolved.

## Management Information Reporting

We recognise that MI reporting is critical in providing an effective, accountable and transparent service to the Contracting Authority and the Framework Public Bodies.

At all times, we will use MI reporting to offer transparency in our service delivery model and in the performance of projects/campaigns.

Prepared by both the account management team and the Framework administration team, the Framework Manager will ultimately be responsible for MI reporting to both the Contracting Authority and the Framework Public Bodies we work.

The tables below illustrate the types of MI report required for the Framework.

**Table 4.** Financial reporting by FPB

Report	Description	Frequency	Tools
Financial summary for each FPB	Overview of monthly project activity by FPB.	Monthly	Freeagent
Spend by			

partner	Spend by partner	Monthly	Freeagent
Financial projection	Expected spend by partner in next month against Purchase Orders	Monthly	Freeagent

**Table 5.** Project/Campaign Activity Report by Customer

Report	Description	Frequency	Tool
Customer projects summary	Report on activity of live projects under development for Customer	Monthly	Assembla
Implementation schedules	Report on project activity against project stages	Monthly	Assembla
Risk register	Current status of Risk Logs for each project for Customers	Monthly	Assembla
Trends	Report on any emerging positive or negative trends across Customer s projects that may impact on service provision and a summary of how we propose to address these.	Monthly	Assembla

**Table 6.** Performance Report by FPB

Report	Description	Frequency	Tool
Customer satisfaction	Summary report on our performance in achieving Customer satisfaction.	Quarterly	Manual
Complaints	Complaints raised against Storm by Customer	Quarterly	Manual
Invoices	Invoicing accuracy report by Customer.	Quarterly	Manual
Corporate social	Summary report on performance against	Quarterly	Manual

responsibility	sustainability and environmental targets		
Continuous improvement initiatives	Report by Customer on service improvement initiatives: <ul style="list-style-type: none"> <li>• Value for Money</li> <li>• Training/development of Staff</li> <li>• Awards/competitions</li> </ul>	Quarterly	Manual

**Note:** It is expected that Framework MI reporting to the Contracting Authority will be similar to Customer reporting, but will be aggregated across multiple accounts.



## Business Continuity and Cyber Resilience

Question 2.3.4 (Word Count 1200)

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Storm's Business Continuity Plan (BCP) is a carefully planned and rigorously tested incident recovery and continuity of services plan in response to an incident.

The BCP has been designed to prepare the company to manage and recover from the effects of an incident. The plan assumes an expedited return to "Business as Usual".

Our planning includes:

[REDACTED]

Our BCP is reviewed and tested regularly to maintain its relevance. This applies in particular to the supporting documentation, where details may change overtime.

In addition, as they emerge new risks are reviewed and assessed using what-if analysis with checklists, a risk matrix and a risk log to determine the potential significance of the risk, and to the help formulate appropriate mitigating actions and contingency plans.

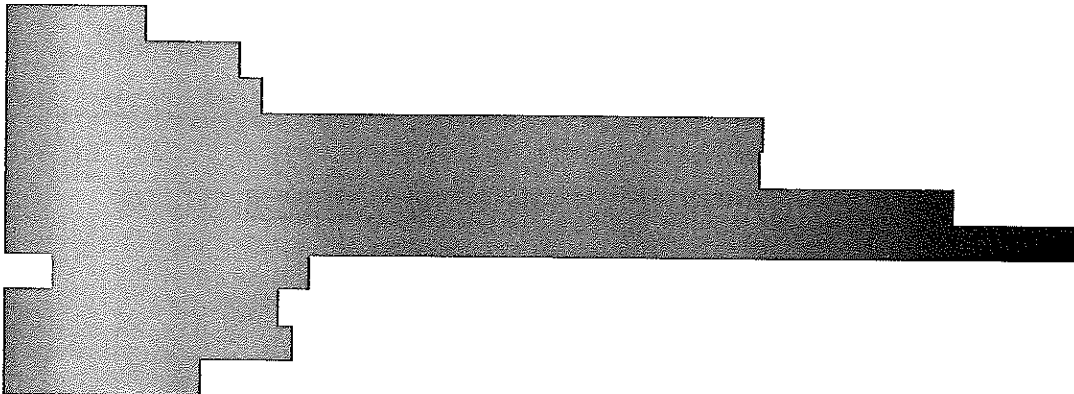
## Risk Matrix

		Severity				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	1					
Likely	2					
Moderate	3					
Unlikely	4					
Rare	5					

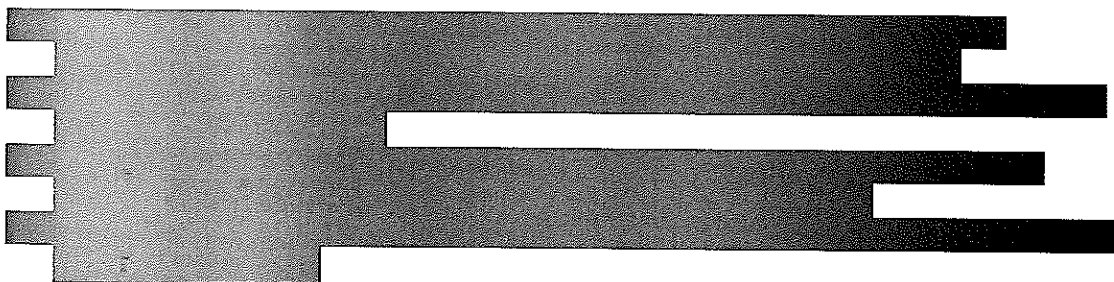
## Risk Levels

<b>Severe</b>	Immediate mitigating action required. Contingency plan required
<b>Significant</b>	Mitigating action required. Contingency plan required
<b>Moderate</b>	Attention/monitoring required. Contingency plan required
<b>Minor</b>	Implement measures to control and monitor

The Risk Log contains the following information:



The BCP also includes:



Tests of Disaster Recovery policies and procedures are carried out every February and July, and can last between a few minutes and a number of days depending on the nature of the incident being tested.

## Incident Recovery

In the event of an incident

[REDACTED]

[REDACTED]

All staff members have the capability to work from home should the need arise.

## Information Security

Our policy is to ensure that information will be protected from a loss of:

- Confidentiality: i.e. information is accessible only to authorised individuals.
- Integrity: i.e. safeguarding the accuracy/completeness of information and processing methods.
- Availability: i.e. only authorised users have access to relevant information as required.

The Operations Director reviews and makes recommendations on our security policy, standards, directives, procedures, incident management and requirements for awareness and education.

Full regulatory, legislative and contractual requirements are incorporated into the Information Security Policy.

The requirements of the Information Security Policy are incorporated into our operational procedures and contractual arrangements.

We have the following IS policies in place:

[REDACTED]

These policies are reviewed annually (or as required); for example, when new threats or vulnerabilities are identified.

## Cyber Security

We have an Infrastructure Hardening Policy in place as part of the Information Security Policy.

### Firewalls

We have boundary firewalls and gateways in place at all endpoints including our on-premise network and networks on our hosting environments. All firewalls and gateways have:

[REDACTED]

### Secure Configuration

[REDACTED]

### User Access Control

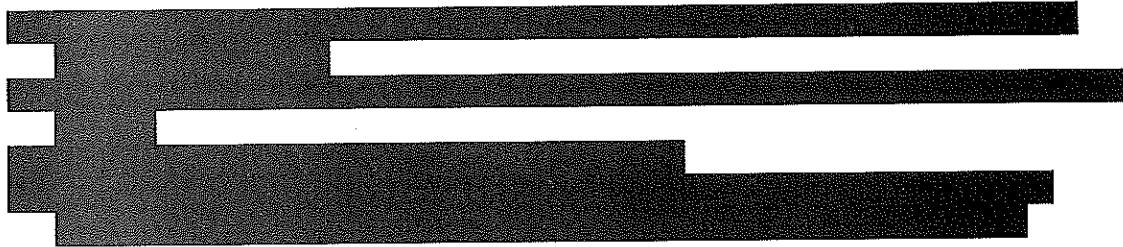
[REDACTED]

### Malware Protection

[REDACTED]



## Patch Management



## Standards

We follow the ISO20000 standard for ITSM, ISO27001 standard for information security and ISO22301 for business continuity and plans to work towards achieving accreditation in these standards in the coming year. We plan to become Cyber Essentials accredited in 2017.

# Corporate Social Responsibility

Question 2.4.2 (Word Count 100)

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Storm confirms that we support and uphold the Scottish Ministers policies on Corporate Social Responsibility (CSR) in delivering the service required by this Framework.

We are a committed CSR employee and we strongly support the National Outcomes specified by the Scottish Government with regard to ethical, legal and social business and employment practices.

To comply with CSR legislation, we maintain a wide range of CSR business and employment policies and practices. These are published on our Intranet for full access by all our staff.

We support the Scottish Government's environmental policy by minimizing the carbon footprint of our service delivery.

## Workforce Benefits

### Question 2.5.2 (Word Count 800)

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Storm ID have always recognised the importance of attracting and retaining skilled staff. Our ambition is to become the employer of choice in our field.

Storm also recognize the need to ensure that we operate within the organisation an effective Corporate Ethics Policy.

## Storm Culture and Values

Over the last 12 months we have been working on an employee performance management framework which tied in with performance related award payments at the end of the financial year

We define culture as the way that we talk to each other, treat each other, and make our most important decisions. We believe its culture that differentiates our clients experience and therefore their choice of Storm as their digital partner.

As such we have sought to define our values in the following statements:

- We operate sound and ethical business practices for us and our clients
- We have a commitment to flexibility
- We are committed to high standards and continuous quality improvement
- We will always share good and best practice
- We will be open and transparent at all times

Storm have a number of policies which enshrine our commitment to fair working practices.

These include:

**Flexible Working Policy:** provides a method for applying for flexible working. We also ask that all employees only commit to working core hours of 10am-4pm with flexibility to start earlier or later as required.

**Equal opportunities policy:** Our commitment that no employee, sub-contractor or job applicant is discriminated against, either directly or indirectly, on the grounds of gender, gender re-assignment, sexual orientation, race, social class, age, parental status, religious beliefs or disability.

**Ethical policy:** This policy ensures that both its organisation and its suppliers conduct their business in accordance with Industry and internationally approved Standards of good ethical, employment and environmental practice. This includes adherence to the specific requirements for social accountability as laid

out in the International Standard - Social Accountability 8000 (SA8000).

**Human rights policy:** Our commitment to respect the human rights of our employees and sub-contractors as established in the ILO's Declaration on Fundamental Principles and Rights at Work, including non-discrimination, prohibition of child and enforced labour, and freedom of association and the right to engage in collective bargaining.

**Training policy:** our commitment to provide financial support necessary for staff to undertake qualifications and training programmes.

## Salaries, Training and Career Development

The salaries we offer, the training and clear career development pathway are fundamental to attracting and retaining the caliber of personnel we aim to have at Storm.

- We operate in a highly competitive sector and as such the salaries we offer are inline with market rates and often higher.
- Every employee within Storm receives an annual Performance Related Bonus (PRP tied to profitability of Storm).
- The value of the PRP bonus is linked to the performance of the employee who has two Performance Reviews a year.
- Training and Development is a key element of our Performance Review process.

## Career Development

Storm have worked hard on the structure of teams to ensure there are clear opportunities for each member of staff to develop their career with Storm.

## Employee Share Scheme

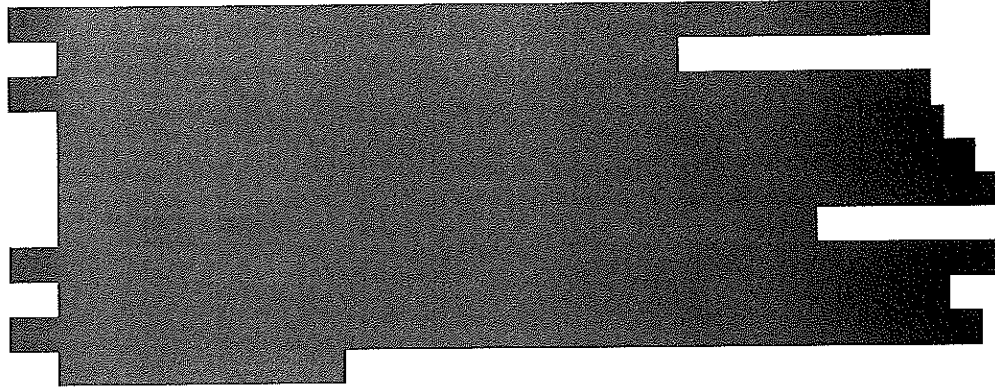
Over the last 2 years we have initialed a Employee Share Scheme which will in time allow everyone who works with Storm to share in the fortunes of the organisation.

Initiatives we have we have introduced to help operationalize our culture and values include:

■ Expanded opportunities for training, development and ongoing learning across all areas of the business including certifications on

[REDACTED]





**Reporting Tangible Measurable Examples**

Storm will be happy to report to framework as part of ongoing contract management Storm's ongoing compliance with best practice workforce policies.

## **The Scottish Business Pledge.**

Question 2.5.3 (Word Count 100)

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Storm ID Ltd is committed to work towards creating a fairer Scotland through more equality, opportunity and innovation in business. We can confirm that Storm ID Ltd have signed up to the Scottish Business Pledge.

**Scottish Living Wage Accreditation**

Question 2.5.4 (Word Count 100)

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Storm ID Ltd has committed to becoming an Accredited Scottish Living Wage Employer and support the principle and values of the Living Wage Foundation.