

Government security classifications:

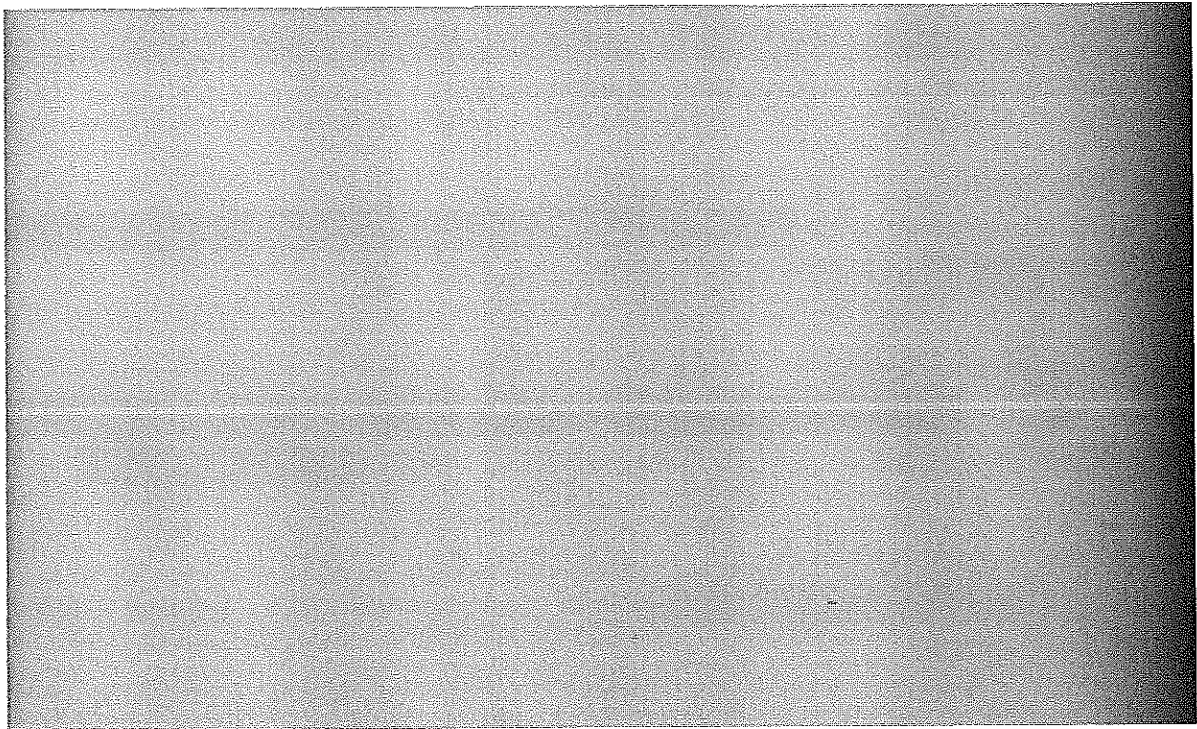
[redacted] has over [redacted] years' experience in delivering secure Government Cloud hosting and services out of their [redacted] [redacted] and has been accredited by Gov.uk as a Digital Marketplace supplier.

Digital campaign/business performance

We have a suite of reporting capability across each channel to drill into detailed activity, which are [redacted] to ensure clarity and actionable insight. We work across a number of online measurement tools including [redacted]

Online analytics dashboards and reporting tools

We provide as standard a set of easy to use reporting dashboards that highlight [redacted] [redacted]. (Illustration 2)



Maintenance and Support Services:

We offer a variety of service levels with regards to website security maintenance and support services. All options include monthly core security patching, performance monitoring and optimisation services.

Hosting maintenance is automatically provided by our sub-contractor as part of our fully managed service. This ensures up time of 99.999%, with a service level agreement of a 4 hour response for all issues raised.

Data Migration

Migration of complex data is either managed using automated mass extraction tools such as Siteport, or specific sub-contractors depending on specific project requirements. Our sub-contractor is Glasgow based [REDACTED] Less complex data migration is handled using SQL tools, and manual migration.

Security Services

Our hosting service ensures that for [REDACTED]
[REDACTED]
protecting our client's web services from security breaches.

Data Protection:

The Gate is registered with [REDACTED]
[REDACTED] to conform to the Data Protection Act 1998.

Secure Website Certificates:

Secure website [REDACTED]
[REDACTED] are all managed via our fully managed hosting services [REDACTED]

Secure Data Transfer Protocols:

We use [REDACTED] for the secure transfer of files between external and internal locations.

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Digital Marketing Services – The Gate Worldwide – Question 2.2.7

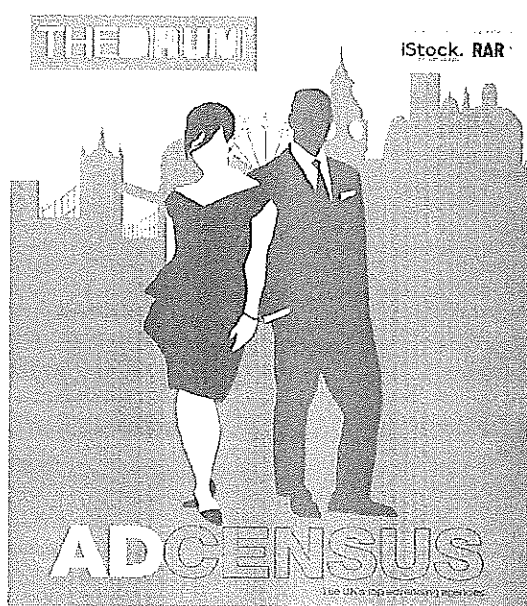
Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

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.

Continuous Improvement

Our aim is always to deliver the highest standards of customer satisfaction and innovation to our clients. (Illustration 1). Continuous improvement is a core business objective, led from the top by our Managing Director. We have established multiple, connected processes to drive performance improvement and have embedded a culture of improvement, which

Illustration 1. In 2013 we were ranked No 1 in the Client Rankings in The Drum's UK Agency Census.



CLIENT RANKINGS		PES RANKINGS	
RANK	AGENCY	RANK	AGENCY
01	THE GATE WORLDWIDE	01	DDB UK
02	CCGENT ELLIOTT	02	ABBOTT MEAD VICKERS BDOO
03	MCCANN UK	03	WIEDEN+KENNEDY UK
04	INTERMARKETING AGENCY	04	OGLIVY & MATHER GROUP
05	LAWTON COMMS	05	GREY ADVERTISING
06	HCME	06	SAATCHI & SAATCHI
07	GPATTEPPAL M	07	VCCP
08	HFG GROUP	08	KARMARAMA
09	B.F. GROUP	09	DLKW LOWE
10	BIG COMMUNICATIONS	10	JWT GROUP
11	BRASS	11	BROTHERS & SISTERS CREATIVE
12	WIEDEN+KENNEDY UK	12	THE GATE WORLDWIDE
13	TANGIBLE UK	13	TBWA LONDON
14	LOVE PROFERO UK	14	FALLON
15	PUBLICIS LONDON	15	HAVAS WORLDWIDE
16	PROXIMITY LONDON	16	GHI & PARTNERS
17	BRAY LEINO	17	MCCANN UK
18	DLKW LOWE	18	MOTHER LONDON
19	TBWA LONDON	19	M&C SAATCHI
20	BRAND	20	PHILIP MORIS LONDON

underpins our entire service offering.

Continual Professional Development (CPD)

CPD is part of our culture. All staff have formal development plans, reviewed twice yearly in line with specific roles and responsibilities, but also client need and feedback. This ensures expectations are met and standards constantly driven up. Our CPD programme is audited and accredited annually by the Institute of Practitioners in Advertising (IPA).

Our industry memberships (IPA, DMA, Marketing Society and IoD), allow us to benefit from training, research and benchmarking. This ensures we are at the forefront of best practice and can apply this on behalf of the Scottish Government [SG].

We also subscribe to the National Social Marketing Centre, using their tools and training to develop our thinking and our staff.

Benchmarking

Benchmarking is an important part of our improvement process. We benchmark against industry peers and best practice, against quality, time, cost and service in order to continually evaluate processes and improve performance. This is facilitated by our memberships and position within a wider communications group. We also use management information across framework clients to benchmark performance, ensure consistent service and drive improvement.

Individual client inductions

To ensure staff have the best preparation for working with individual clients, we run induction sessions that provide detailed background on client organisations, past campaigns, key current issues and broader policy context. We also draw on best practice and professional standards from HMG as well as SG.

We have in place a regularly-updated, online knowledge bank that contains intelligence on SG and the main Public Body partners. It draws on subscriptions, news dashboards and twitter feeds and includes policy, corporate plans, communications activity, brand guidelines and relevant press articles or papers.

We encourage work-shadowing, work placements and secondments as important ways of understanding organisation, issues and culture.

Service Level Agreement (SLA)

At the outset of a contract we will put in place a tailored SLA. By setting clear guidelines and KPIs we ensure we have in place a measurable framework for service delivery and a clear understanding of each individual framework clients' expectations.

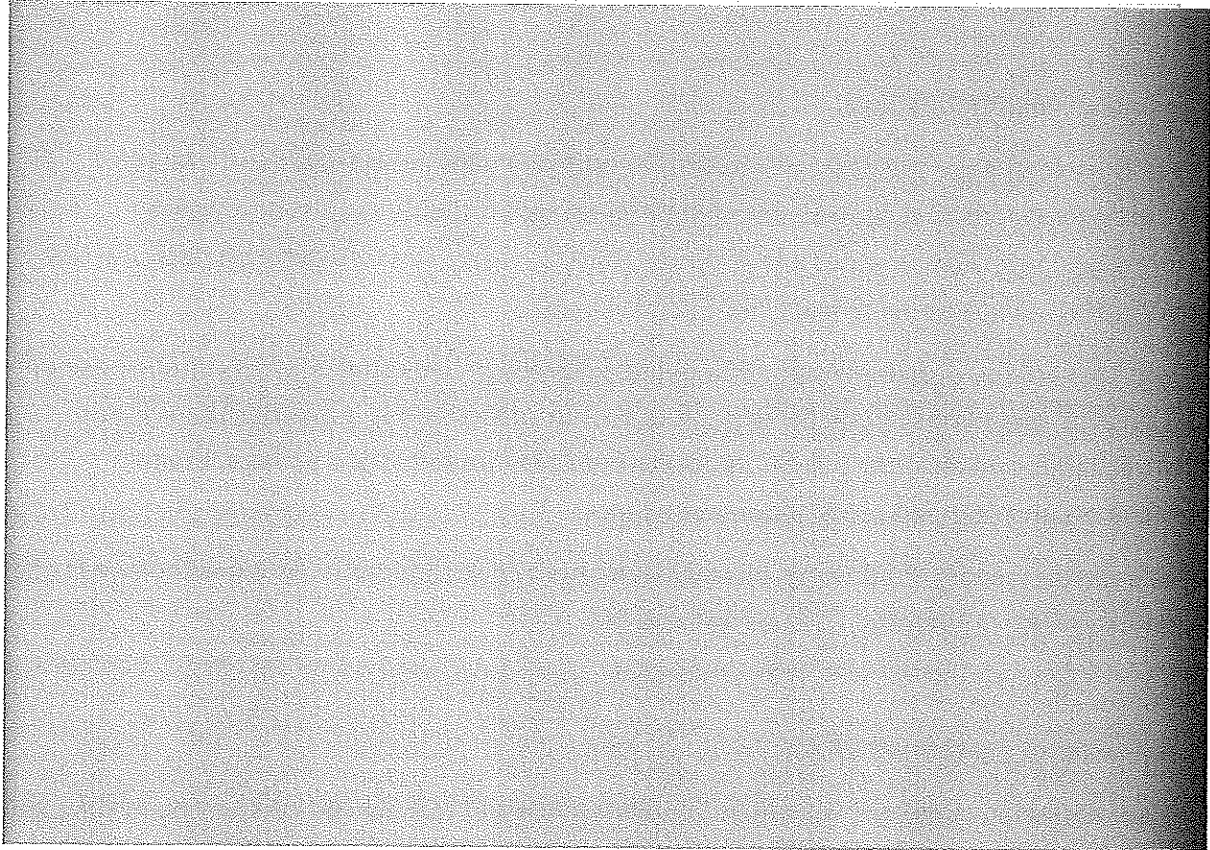
Previous learnings

We always look to maximise the benefits of previous learning at a project outset. We surface insights from previous campaigns and look internationally for insight or best practice. For example, we recently looked to the US to inform early years' strategy, to Australia for road safety innovation and Sweden for Land Registration.

We share best practice, technology and market developments with our clients through trend updates, white papers and events. Our True, Good and Beautiful event in Edinburgh last year had speakers from Google, Linkdex, CommsLab and Pinterest.

In-flight reviews and reporting

Throughout engagement, we ensure regular project reviews, performance reporting and informal feedback interfaces are in place. These ensure performance is constantly monitored and that KPIs are being met. This allows for 'test and learn' opportunities to optimise campaigns 'in-flight' and identify improvements. All feedback is recorded and actions taken, whether they be change to process, behaviour or quality control.



Formal reviews and satisfaction surveys

At the end of any major campaign/engagement we run a post campaign review. This covers core objectives, approach and process and seeks to identify both best practice and future improvements. We capture and report all of these for future reference.

We also have a formal agency evaluation process, conducted twice a year with each client, which includes qualitative feedback across key service areas, as well as quantitative assessment against service measures and KPIs. We evaluate strategic awareness, communication and service, innovation and creativity, as well as overall value for money, and specifically aim to identify skills and capabilities that could be developed to better service the client. The process and documentation is validated as 'best practice' by both the IPA and ISBA.

Continuous improvement

By continually monitoring, measuring and reporting every aspect of performance; from service delivery to efficiency, cost and value, quality, and client satisfaction, we constantly seek new ways to optimise performance. In every campaign there are opportunities to 'test' and 'learn'. There are always ways we can improve the way we deliver. And, with new technologies, there are more and more opportunities for innovation. With the aim, as always - to deliver the highest standard of customer satisfaction, innovation and output.

Digital Services – The Gate Worldwide – Question 2.2.5

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.

External support

We have in place a solid list of regular and reliable freelance and contract partners across all business areas that can support in periods of high demand. All are well vetted against a range of criteria. In the delivery of field marketing, where flexible and ad-hoc support is often required, we will work in partnership with a sub-contracted delivery agency.

Recruitment

Should longer term resource be required, that cannot be covered by those existing, we will recruit to ensure sufficient capacity is available.

Resource management

Managed by our Traffic Manager, our project management system supports detailed resource planning, allowing us to plan, monitor and manage workloads, resources and capacity effectively.

HR procedures

- HR procedures also support consistent resource supply and service levels:
- Three or six month notice periods for key staff
- Detailed induction programmes for new staff
- Holiday procedures to avoid clashes
- Procedures for covering absenteeism for ill-health
- The latest best practice for maternity leave and parental support

Service Levels

We aim to provide consistently exemplary service to all our clients, regardless of size, spend or geography. We do this through the following:

Board level responsibility

The Gate's Managing Director will act as contract lead across all clients using the Framework. This means consistent senior responsibility for management of service delivery across all organisations. She is responsible for the allocation of adequate, named and suitably experienced staff to each framework client.

Service Level Agreements (SLA)

Every framework client we engage with will have a SLA in line with contract requirements, but allowing for tailored needs, particularly in relation to response times and out of hours access. This supports consistent service level benchmarking and evaluation.

Consistent Processes

Processes and client inductions will be applied consistently across every client. The same level of project planning, risk management, internal governance, project reporting and project review will be applied across all contracts.

Performance review

The same agency performance evaluation process will be applied to all partners with the same frequency, ensuring regular like-for-life measurement and benchmarking of service delivery.

Awarded for client service

The Gate has been recognised, (voted by clients), for its outstanding client service with the “Best Client Service” award at the Recommended Agency Register Awards in 2015.

Digital Marketing – The Gate Worldwide – Question 2.2.9

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.

Advance planning

Advance planning and protocols will ensure that we, (and our suppliers) are prepared to respond if a Framework Public Body has an urgent or emergency requirement. At the outset of any engagement we will agree and document protocols for urgent work and emergency response. These will provide a full and clear description of the action plan for each client and give the agency a roadmap to ensure a quick and effective response.

With a track record of over 12 years on the Framework, during which we have handled many urgent requests and emergencies, we have every confidence in our structures. That said our processes are being continually refined over time, and re-tried and re-tested.

Structure

In the case of an urgent or emergency requirement, The Gate will depend on a number of individuals to coordinate a response. These individuals will come from the existing client agency team. They will be supported in full by members of the broader agency team and our wider UK group of over [REDACTED] people, if additional resource is required. To ensure availability to respond to urgent requirements we maintain [REDACTED] capacity within each team.

The structure and responsibilities of the response team can be seen below:

- **Response Lead:** The Managing Director for emergency requirements or Client Services Director for an urgent request. The Key point of client contact assesses the situation, agrees action required, coordinates and directs the agency response and provides overall direction for the response from the agency
- **Account Director:** Support in directing and organising response, primary point of contact with partner agencies, responsible for communication of requirements and distribution of critical information to agency response team. Monitors activity, delivery and expenditure and undertakes response risk assessment
- **Strategic Lead:** Advises on and makes strategic and tactical communication decisions, including recommended communications plan, public information requirements, messaging
- **Emergency Manager:** Support in organising and implementing response, ensuring deadlines are met, risks mitigated and quality service delivered

- **Creative Communication Lead:** Oversee the writing of messaging and public information, development of communication materials, public information radio scripts, online information, social media feeds etc
- **Production Manager:** Oversee the coordination of external suppliers, and the acquisition of any necessary production or media distribution services such as recording studios, voice over artists, print, field staff requirements
- **Technical/IT:** will provide technical support and co-ordination in the event of a major disaster and coordinate an off-site communications response centre if required.

Response initiation

When a need for urgent or emergency work is identified by the client, they will activate the team by calling the Lead Contact. In the event of holidays or other unavailability the Lead will be on a rota and will direct to the named Account Director as secondary contact.

The precise role and requirements of The Gate team will vary depending on the nature of the requirement, but the Response Lead will assemble and coordinate the necessary team in line with requirements and agreed protocols.

In an emergency we would commit to having the team activated within an hour and assembled within three hours. If the requirement was within working hours the team could be assembled within 1.5 hrs.

Process

In most cases the agency team would aim to follow a normal campaign or production process, allocating the same percentage of time to each stage but to an agreed fast-track schedule. In an emergency response we also recognise, that some stages such as formal research, may not be possible/needed. The process below would be used:

- Assess the situation
- Establish the requirement
- Resource the need
- Plan the action
- Deploy the team
- Monitor the situation
- Review and report the outcome

24 Hr access

In case of out of hours' requirement, we will provide full contact details of named team members at the outset of any contract, including email, direct dial, mobile, and out of hour emergency phone numbers. This will ensure that the client has full access to the team at all times by phone and email.

SGoRR familiarisation

We recognise that structures and guidelines are already in place to ensure that Scotland is prepared to respond to major emergencies. We see it as our role to familiarise and plan within these in the event of a major emergency and are happy to participate in scenario testing to ensure processes are effective.

Business continuity

Should there be a requirement for the re-location of any of our clients because of an on-site emergency at their offices, we would be happy to provide such support. We have in place detailed business continuity plans to deal with such scenarios across our group and we have the technical capability and space to extend this to clients.

Digital Marketing – The Gate Worldwide – Question 2.3.2

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 services;
- 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 complaints satisfactorily or within agreed timescales; and
- training/development and monitoring of performance of the Account manager(s).

Account Management

We recognise the significant and potentially complex delivery requirements of this Framework and the need for exemplar Account Management (AM) to help deliver it.

The Gate directly employs over [REDACTED] people. We are a fully integrated operation, with specialists across each of the service disciplines, supported by a multi-disciplinary and suitably experienced account management team.

We take account management extremely seriously. Account managers are the first point of contact for the client and the client anchor within the agency - the strategic, creative and brand guardian. Their aim is to add value at all times, to deliver a pro-active, strategic service and to ensure the smooth running and effective delivery of our client work – on brief, on time and on budget.

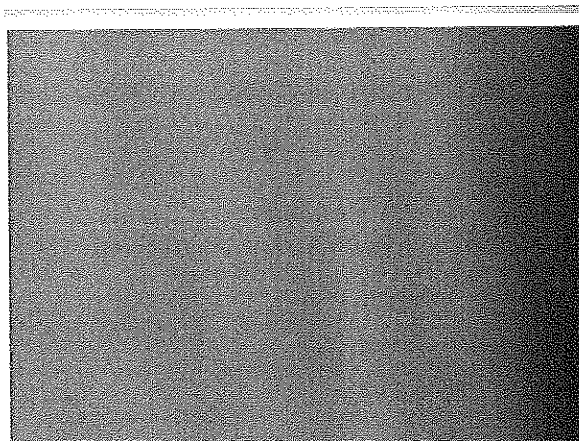
Account Management structure

The contract lead for this framework, is The Gate's Managing Director, [REDACTED]. She is supported by business leads for each specialist discipline as well as the leads for planning, creative and production.

Each client (or major project) would be supported by the following structure:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

For digital delivery we differentiate between Account management and Project management

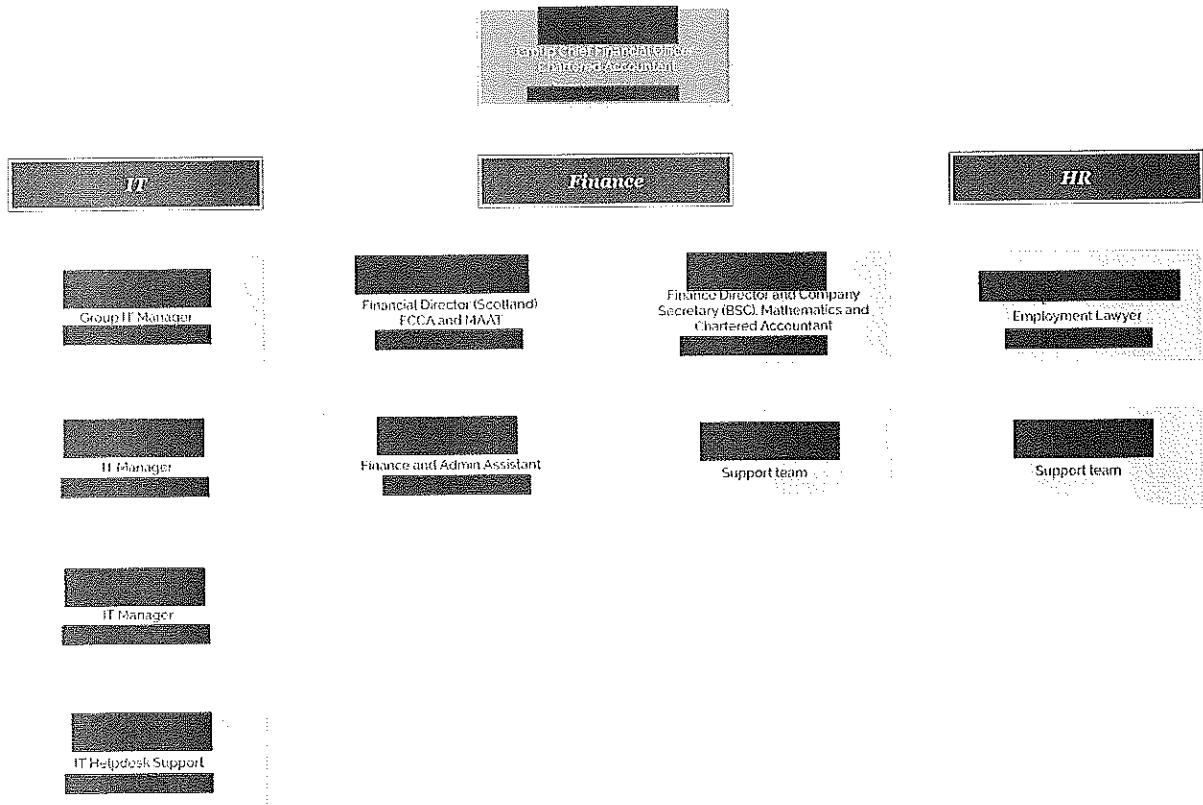


The Gate's account handling team were awarded the top award for account management (as voted by clients) at the Recommended Agency Register Awards (RAR) in 2015

Support staff

We have a robust back office structure and an experienced support team. This team has supported the Framework for the past 12 years, and have a strong understanding of the finance, reporting, risk and business continuity needs of the Scottish Government. At group level, the team also service the Government Communication Services Frameworks.

Diagram 2: Support staff structure



Geographic service provision

Our core team are Edinburgh based, but we are used to servicing clients the length and breadth of the country, from Orkney to Dumfries. We also have sister offices in Glasgow. We believe in regular face-to-face meetings, and are happy to travel but also use technology to support effective and sustainable client service, regardless of location. We are confident we can provide consistent service delivery across all geographies, through tailored SLA's.

Processes, systems and software

Our account management team are supported by a traffic manager and best practice systems and processes. This includes the project management system [REDACTED]
[REDACTED]

Personnel change

Staff retention within our team is high, and we have minimum 3 month notice periods for key staff, however, if change is required, the following process would apply

- Provide early verbal and written notification of the change to the client, explaining the circumstances
- Identify any impact on delivery and put in place mitigating plans
- Review account management needs (skills, experience, resource allocation etc)
- Recommend a replacement and offer the client CVs and a meeting with the candidates
- Undertake a full induction handover with the replacement
- The individual will be subject to a monthly, quarterly and annual review of performance

Out of hours work

As a service business, out-of-hours work is not unexpected. We need to be flexible, to ensure deadlines are met, and urgent requests dealt with. Contingencies are in place for out of hours' work. We have access to a 24 hr studio in London and we have contract arrangements in place with our team. For out of hours work we request:

- The senior account contact/contract lead is notified
- The specific resources (people and time) required agreed
- Approvals and agreement from individuals sought
- Additional cost is advised if applicable
- The work undertaken
- The work request is logged and reviewed

Emergency requirements are dealt with as part of the Emergency Response process and are covered elsewhere in this response.

Managing absenteeism

With a total resource of over [REDACTED] (plus the resources of our sister agency) and effective procedures, we can ensure consistent service delivery and business continuity in the event of absenteeism. The following processes are in place to ensure this:

Procedure Area	Mitigation/Policy
Resourcing	<ul style="list-style-type: none"> • Total resource of over [REDACTED] allowing for cover and flexibility • Adequate resources and suitable team structure in-place from the outset allowing short term cover • Database of reliable freelancers and consultants • Additional sub-contractor sister company resources of over [REDACTED]
HR	<ul style="list-style-type: none"> • Key staff are contracted on 3-6 month notice periods allowing sufficient time to recruit and induct new staff
Project Management	<ul style="list-style-type: none"> • Full time traffic manager to manage workloads and know status of all jobs at any time • Standard protocols for file saving allowing easy access in case of absence
Holidays	<ul style="list-style-type: none"> • Procedures ensure adequate notice of time-off • Line managers approve all holidays • Holidays planned so no clash with team members or deadlines • Central digital holiday diary to manage the process • AM holidays highlighted in project plans
Sickness Absence	<ul style="list-style-type: none"> • Procedures for immediate notification of illness on the day • Traffic manager advised and tasks assessed and re-distributed

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Internal approval

Our quality process includes a robust internal approval system, often with multiple stakeholder sign-off, across the following project outputs:

- › Campaign objectives
- › Audience personas and user journeys
- › Strategy documents and proposals
- › Campaign budgets
- › Scope of works and technical specifications
- › Creative, media, and other delivery briefs
- › Project delivery plans
- › All creative and technical output
- › Production plans, proposals and treatments
- › Final campaign outputs prior to external activation
- › Reporting, evaluation and “wash-up” documents

Quality standards

Outputs are reviewed against a range of standards including whether in-line with requirements, within scope, to technical and accessibility standards, able to meet the objectives or desired outcome, whether concepts/content is on brief, delivering the right message, compliant with brand as well as legally and regulatory compliant and of a suitable quality standard.

Approval mechanisms

Diarised meetings are used to review outputs and development stages and approvals or actions are documented and signatures recorded using our project management system software.

Client approval

Final written approval is required from clients at sign off stage and other approvals or feedback on outputs along the way are documented and communicated through contact reports. Our project management system also offers an online approval system for clients, allowing for a smarter, trackable system of comment and approval.

Complaints procedure

Complaints from clients are rare, but we have detailed procedures to deal with them should they arise:

- Problem should be brought to the attention of the Account Director. If not raised by the client, the AD should advise the client they are aware of the problem and seeking a solution
- If necessary, a meeting should be sought with the client to discuss and consider recovery action
- If an immediate solution can be found – document and seek client approval
- Supply in writing the agency understanding of the issue and actions for recovery
- If recovery involves re-work through agency error, this will be at no charge to the client
- If delivery will be impacted, notify the client immediately, and update project plan
- If a solution cannot be found immediately, inform the client of progress and next steps
- If the issue is not resolved at that time, inform the Managing Director who will seek a meeting with the client to resolve
- If the problem has been caused through error, a full report will be supplied to the client
- Corrective action will be monitored to ensure the action taken is effective

Training and development

We are active members of the IPA, and have staff who sit on the IPA Account Management Working Group. Our IPA membership is dependent upon mandatory achievement of an audited standard for Continual Professional Development (CPD). This ensures:

- Every staff member has a job description outlining roles, responsibilities and competencies
- All account managers complete the relevant IPA qualifications at every grade
- An appropriate induction programme is in place

- CPD of staff is in line with objectives and the needs of our clients
- All staff maintain a learning log and achieves minimum hours
- All staff have at least one formal performance review per year
- The agency has in place a satisfactory appraisal system

In addition to formal training, we support on the job learning through project reviews, secondments and “wash-up” sessions. We also run an in-house training and innovation programme, led by our Head of Planning.

Performance management

Every member of staff receives an annual 360-degree appraisal system, facilitated by a pro-forma review template. In this process we seek input from those clients using the framework agreement so specific feedback or development needs can be incorporated into reviews and PDPs.

“[CV INFORMATION – 12 PAGES REMOVED – EXEMPT UNDER FOISA section 38(1)(b)]”

Digital Marketing Services – The Gate Worldwide – Question 2.3.3

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.
- 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.
- 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.

Traffic Manager Tools

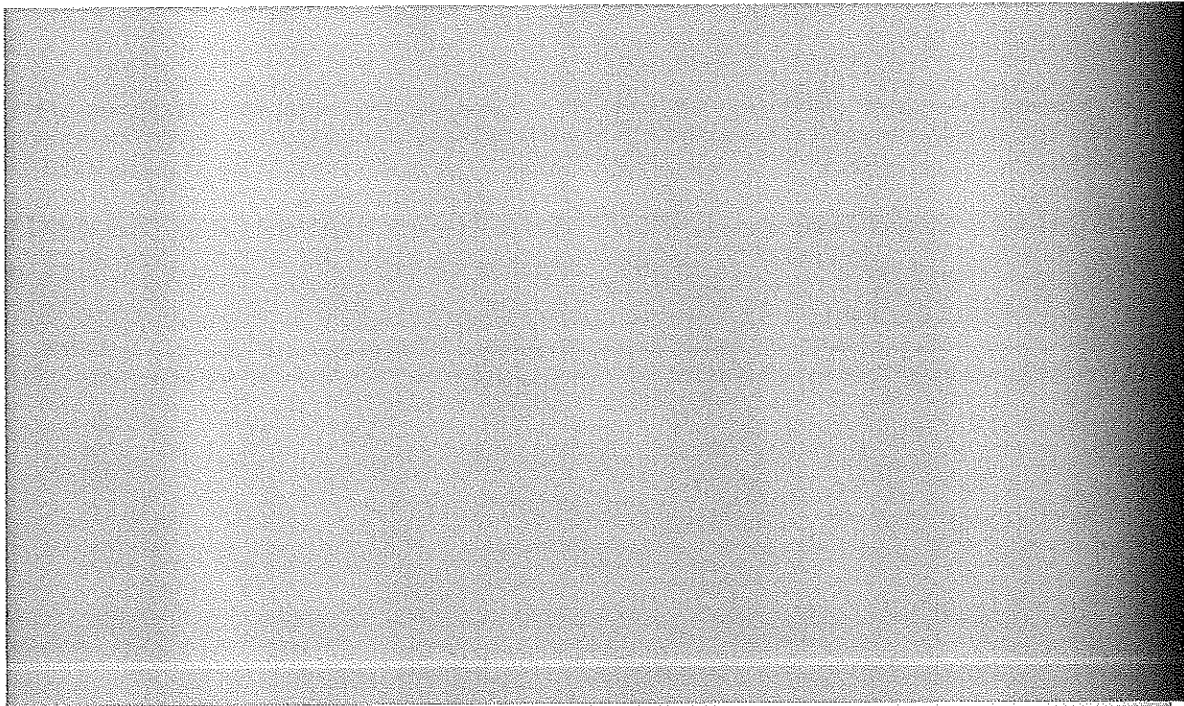
Industry recognised tools

The Gate has a dedicated Traffic Manager, and digital project managers, whose role is to manage resource and ensure jobs are progressing smoothly through the agency. They are supported by two industry recognised project management software tools [REDACTED]

(Illustration.1) [REDACTED] (Illustration 2), [REDACTED]

[REDACTED] Integrated features include [REDACTED]

Illustration 1. [REDACTED] - An industry recognised project management software tool used for resource management.



[REDACTED]
[REDACTED]

[REDACTED] is used by all staff and is fully integrated within our project management process. [REDACTED]

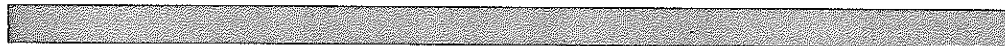
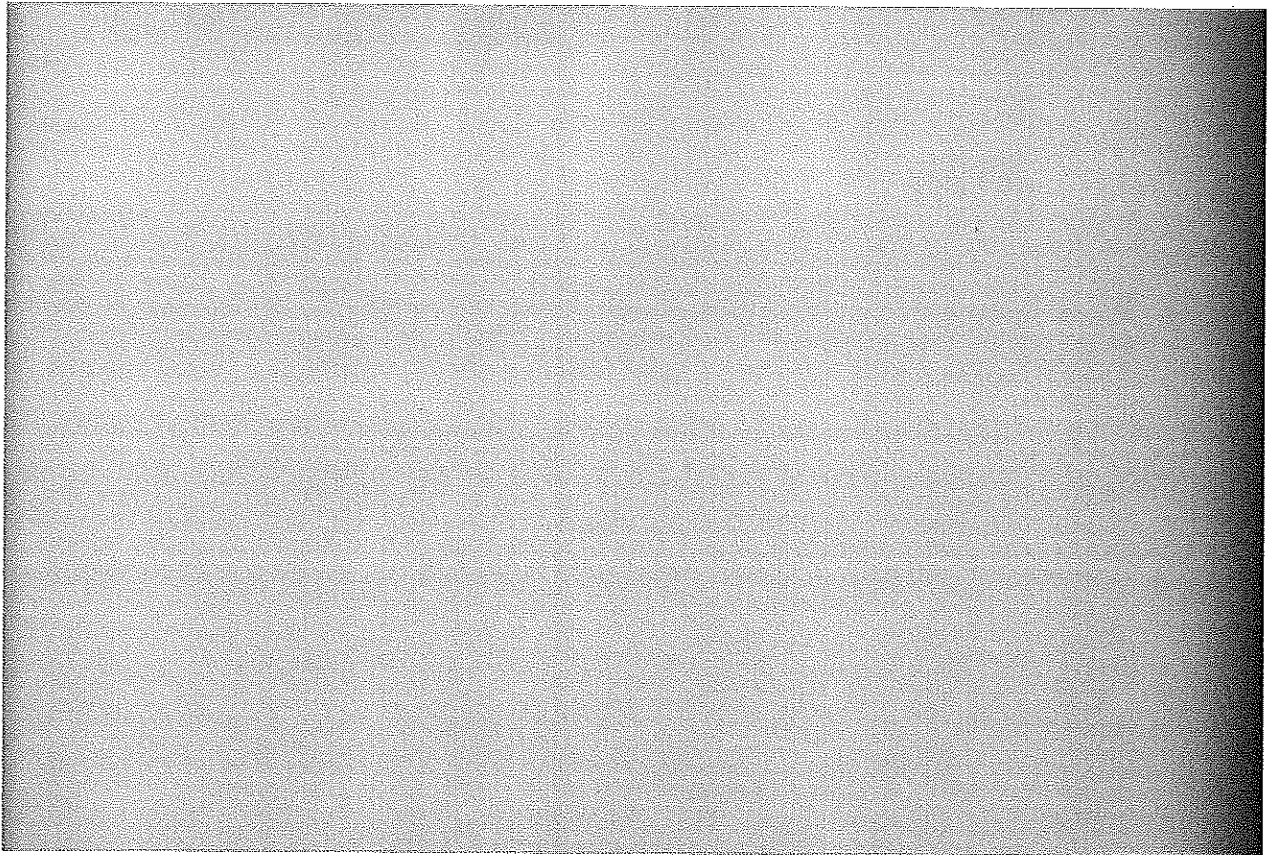
[REDACTED]
[REDACTED]

[REDACTED] also provides a [REDACTED]
[REDACTED]

Quality Management

Our entire agency process is designed to deliver quality. Our systems work in conjunction with [REDACTED] aligned to our [REDACTED] system to support accurate, on-time delivery.

In addition to tools, we also use [REDACTED] systems to monitor and track. For example [REDACTED] (scheduled to key milestones) and weekly account management status meetings, all help track progress of jobs through the agency. Our traffic manager also has an informal status



Keeping abreast of developments

We keep a keen eye on new tools and technologies to improve effective delivery. Responsibility for this sits with our traffic, IT and finance functions who read blogs, subscribe to newsletters, contribute to forums and seek out and share technology developments from our industry bodies and within our wider MSQ group. Although we have explored and trialled new technologies, Synergist remains the UK's leading project management system for agencies and Basecamp the No1 web-based collaboration tool for digital development projects.

Task monitoring reporting

A range of management reporting will be used to monitor the progress of project related tasks ensuring delivery on time and within budget. The majority of these reports are produced within the synergist system but a number are bespoke created and uploaded and stored into the system, for example the project risk report.

TASK REPORTING	
Report	Frequency
[REDACTED]	Master at outset – updated as needed
[REDACTED]	Master at outset – updated as needed
[REDACTED]	Master at project outset
[REDACTED]	After every meeting or major call
[REDACTED]	Weekly
[REDACTED]	Twice a day
[REDACTED]	Automated/Daily
[REDACTED]	Monthly
[REDACTED]	Weekly
[REDACTED]	Monthly
[REDACTED]	Monthly
[REDACTED]	On phase or project completion

[REDACTED] also automatically produces a number of reports as [REDACTED]. These are delivered to users as emails, notifying them of [REDACTED].

Contribution to risk management

By ensuring that a risk management report (identifying future scenarios) is in place at the outset of every project and updated as the project progresses, risks can be avoided, or minimised through preparation of recovery plans.

Project documentation and reporting are also important means of identifying risk. For example, the process of developing a project plan, which looks at resource allocation and dependencies, can identify likely risks before a project starts.

Other regular reporting can also highlight risks. Project expenditure reports can flag if a project is going over budget and task exception reporting will identify if deadlines are