missed bringing a risk of late delivery. Early risk identification of this sort allows for risk to be assessed, communicated and responded to accordingly ensuring a successful result.

By recording risks, their causes, impact, associated tasks and recovery actions in a risk report, we gain valuable insight that will inform future activity and mitigation strategies. These insights will enable us to better identify future risk, continuously implement improvements to minimise risk and better manage projects going forward.

Identifying and addressing errors

The Gate operates a quality system that is an integral part of normal business activity. Similar to ISO 9000 but developed for service businesses in the creative / digital arena. The system includes a quality manual, procedures manual and appropriate documentation to monitor, evaluate and maintain quality of service.

███████ is responsible for managing, implementing and reviewing the quality system which include documented processes and a range of methods, for identifying errors and non-conformance. These include:

If the error is going to impact on service delivery in any way the client is immediately informed and kept abreast throughout the problem resolution process. A written exception report will be produced with the aim of minimising the risk of re-occurrence.

Problem resolution

A detailed documented procedure exists to ensure that all staff are aware of how to register, investigate and resolve an issue or complaint. A summary of the key actions points are detailed below.

- Problem reported and documented
- Immediate solution sought or problem escalated
- Contact client and confirm actions and next steps
- Investigate problem and identify cause
- Identify solutions, seek approval and implement
- Conduct cost / damage audit
- Review timescale impact
- Procedure review and report
- Corrective action is monitored

Management information reporting framework

Management reporting ensures the right information is available to help both agency and client monitor and improve performance. Our standard processes for reporting performance fall into the following 4 categories:

- Financial performance
- Project performance
- Account performance
- Business performance

Examples of the management information we propose can be seen in the table below. In most cases, the information will be used as the basis for discussion with the purpose of continuous improvement.

The information also acts as a benchmark to ensure consistent performance across the framework, and to seek additional efficiencies. By comparing information in central dashboards it can help drive performance forward across all framework bodies.

MANAGEMENT INFORMATION REPORTING FRAMEWORK		
Financial Performance	**Frequency**	**Format**
▓▓▓▓	Monthly	PDF – Synergist system generated
▓▓▓▓	Quarterly	Excel
▓▓▓▓	Monthly	PDF - Sage system generated
▓▓▓▓	Quarterly	PDF – Synergist template
Project Management	**Frequency**	**Format**
▓▓▓▓	Project outset	PDF – Word File
▓▓▓▓	Project outset & when updated	PDF File of Word Template
▓▓▓▓	Weekly/Monthly	PDF
▓▓▓▓	Weekly	PDF Word Format
▓▓▓▓	Monthly	PDF Excel
▓▓▓▓	Monthly post campaign implementation	PDF Format
▓▓▓▓	Monthly	PDF Format
▓▓▓▓	Phase or project completion	PDF Format
Account Performance	**Frequency**	**Format**
▓▓▓▓	As agreed/Quarterly	Bespoke word template
▓▓▓▓	Monthly	PDF – Word Format
Business Performance	**Frequency**	**Format**
▓▓▓▓	Quarterly	Excel format
▓▓▓▓	Quarterly	Excel format
▓▓▓▓	Quarterly	Excel format
▓▓▓▓	Annual	Excel format

Tailored Requirements

Tailored management information requirements can easily be met. For example, in contract with Scottish Enterprise we have commitments to implement community benefits which are dependent on spend threshold. This requires an additional, bespoke layer of management reporting.

For digital, and integrated projects, consolidated performance dashboards are usually preferred, bringing together performance across channels (See Illustration 3). This kind of
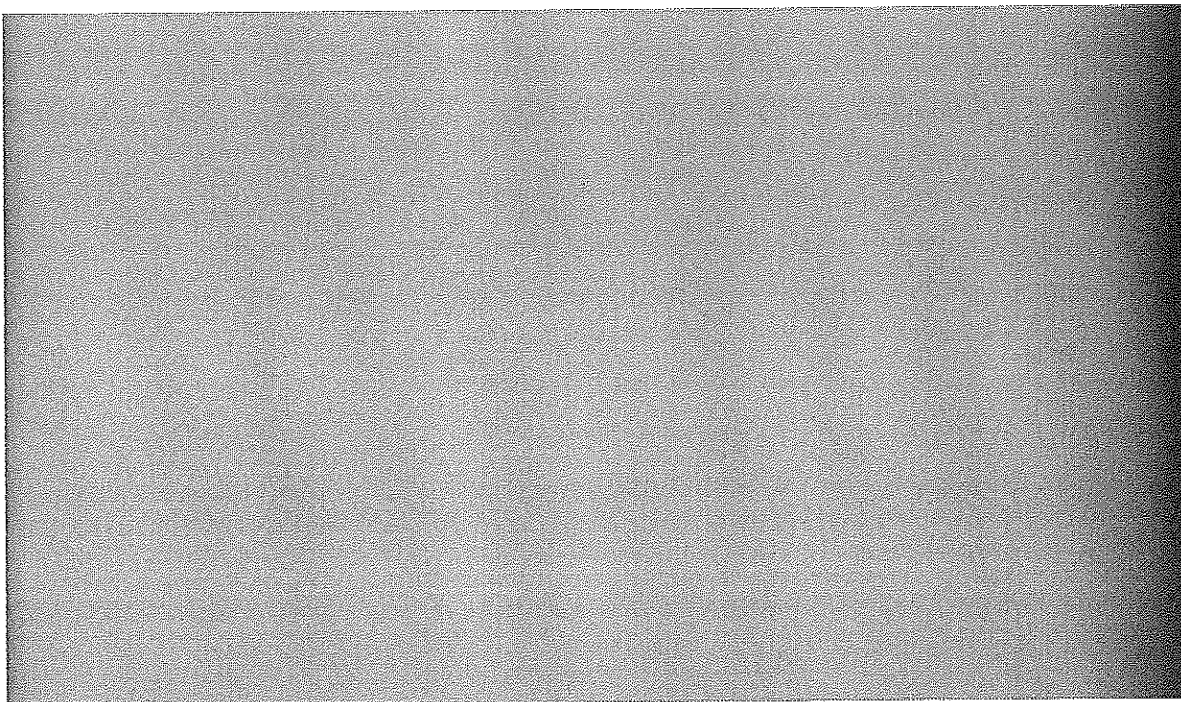
reporting provides at a glance channel performance and can be accommodated with SLAs.

Business continuity planning

The Gate has a comprehensive Business Continuity Plan that is available for review. Our Business Continuity Planning Programme is a co-ordinated function encompassing the areas of health, fire protection, environmental control, security, training, public affairs, communications, quality control, maintenance and operations.

The programme provides an effective state of readiness to respond to, prepare for, mitigate, and recover from a range of credible or potential emergencies or disasters at our offices. Our Business Continuity Planning procedures provide a clear, concise description of the overall emergency response required. They designate responsibilities, demonstrate interface between organisations and describe notification procedures necessary to cope with all aspects of disasters.

In its entirety, the overall plan provides a roadmap for a quick start to continued operations, possibly at alternative Group premises, pending reinstatement of the damaged location and equipment. Those members of staff who have a role to play in the Business Continuity Plan

are fully aware of their responsibilities and play a part in the plan's test and review each year.

Digital Marketing Services – The Gate Worldwide – Question 2.3.4

Business Continuity and Cyber Resilience - A key element of the service will be the Contractor's Business Continuity in respect of Cyber Resilience services. Tenderers should provide details of any standards applicable in this area (e.g. ISO 270B01, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents), advise whether any certifications are held and provide details of any plans to achieve any certification. Tenderers must also describe their procedures to ensure continuity of service and protection against cyber-attacks, paying particular attention to the following:-
- details of processes followed including those for assessing future risks;
- testing of Disaster Recovery policies and procedures, including the dates, duration and frequency;
- methods for the back-up of delivering services should an incident occur including manpower and access to equipment;
- methods in place to mitigate against cyber-attack and crime using online technologies including processes relating to Boundary Firewalls and Internet Gateways, Secure Configuration, Access Control, Malware Protection and Patch Management;

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

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

Cyber Essentials

Our Business Continuity and Cyber Resilience planning is led by ████████████
████████████████████████████

Having already taken one group company successfully through both ISO 27001 and Cyber
Essentials Plus, Our ██████████ is currently leading The Gate through Cyber Essentials
Plus. We aim to have Cyber Essentials Plus accreditation in June 2017. This will include an
onsite internal audit, testing our processes and systems against a cyber-attack.

Protecting against cyber-attacks

We have a number of rigorous procedures in place to protect against cyber-attack and
ensure business continuity. These include:

- ████████████████████████████████
- ████████████████████████████
- ████████████████████████████████
- ████████████████████████████████
- ████████████████████████████████████
- ████████████████████████████████████
- ████████████████████████

Assessing future risk

To assess future risk our IT team:

- ████████████████████████████████
- ████████████████████████
- ████████████████████████████████
- ████████████████████████

Disaster Recovery Testing

Our Business Continuity Plan is fully tested ████████ and takes between ████████
████ depending on the scenario. ████████████████
████████████

A debrief is set the following day and ██████████████████████████
████████████ Any additional procedures, equipment or management input are
████████████████████████████████ The last full test was completed in
████████████

We also set a ██████████ review of the information within the plan paying particular
attention to ████████████████████████████ and other main contact details.
The last review took place in ██████████████

In addition, IT servers are monitored ████████████████████████████████
██ are
sent to IT and local designated IT co-ordinator.

The key members of Disaster Recovery Team are fully aware of their role and keep a copy of
the full plan securely outside the office.

Service back-up

Should an incident occur, the on-site Disaster Recovery team would invoke the business
continuity plan in part, or in-full. This would involve ████████████████████████
██
██
████████ We benefit from being part of a wider group and can access the resources ████████████
██████████████ of our group companies should it be required ████████████████████
████████████

One of the team is responsible for communication with staff to assess current ████████████
██ and
██████████████████████████ to re-instate service delivery. This information is collated and an
action plan put in place.

Data restoration

We use a ██████████ backup system which enables recovery of deleted files or a roll-back to
previous versions. We take automatic and incremental back-ups to an██████████████████
████████████████████████████ This backup can be used to restore individual files or an
entire file server almost immediately, ████████████████████████████████ in the
case of a disaster.

Mitigating cyber-attack and cyber crime

We have the following in place to mitigate against a cyberattack:

Firewalls

Malware Protection

Access Control, patch management & secure configuration

Digital Marketing – The Gate Worldwide – Question 2.4.2

Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the service required.
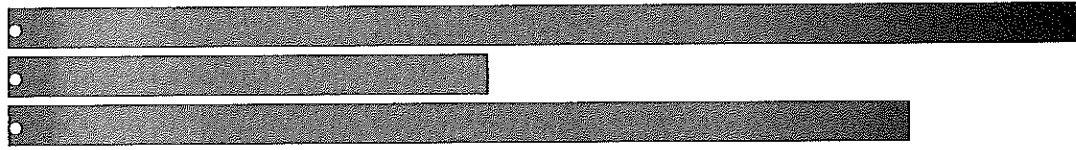
Having reviewed the Scottish Ministers objectives on sustainability, we believe that we can assist the Scottish Government in achieving their published targets through the implementation of our own environmental policy and action plan. We confirm that, where appropriate, we will meet the Scottish Ministers objective on sustainability in the delivery of the service we are to provide.

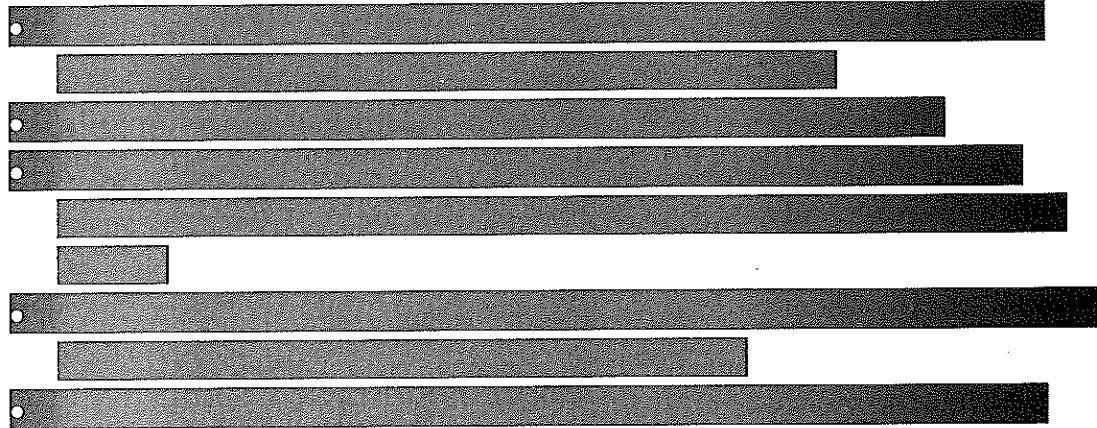# Digital Marketing Services – The Gate Worldwide – Question 2.5.2

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

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

Best practice employer

We are already committed to being a best practice employer and recognise the need to look after, reward and develop our staff accordingly. This is evidenced by:

- Our CPD accreditation with the Institute of Practitioners in Advertising
- Being the first agency in Scotland to achieve the Investors in People Standard
- Being one of the first signatories to the Scottish Business Pledge
- Being an accredited Living Wage employer
- Our pledge to Mind the Gap Scotland to support and encourage diversity
- A Scottish Business in the Community award for contribution to the community

And supported by active employment policies which include:

- Equal opportunities and Dignity at Work
- Slavery and Human Trafficking
- Health and Safety
- Freedom of Association and Collective Bargaining
- Community and Social Benefit

Sustainable working practices

We are committed to promoting a working environment that encourages balance and diversity and operate a wide range of fairness policies and staff incentives:

Contractual

Remuneration

Development, Community & Social

Staff development and empowerment

CPD of our staff is part of our culture. We believe that to support, empower and motivate staff they need to understand how their role contributes to the broader business objectives. That encourages self-development, empowerment and team working.

Staff are encouraged to take a keen interest in their own training and development, how we spend our training budget and to play an active role in the business.

Our CPD programme is audited and accredited by the Institute of Practitioners in Advertising. This means:

- Every staff member has a job description outlining roles, responsibilities and competencies
- All staff maintain a learning log and are supported to achieve minimum hours
- All staff have formal development plans, reviewed twice yearly
- All account managers complete the relevant IPA qualifications at every grade
- An appropriate induction programme is in place for all staff
- CPD of staff is in line with objectives and the needs of our clients
- All staff have at least one formal performance review per year with mutually agreed development objectives
- The agencies appraisal system is satisfactory and meets best practice standards

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.

Monitoring and reporting

We recommend the following are monitored and measured annually as part of Framework reporting:

- Institute of Practitioners in Advertising (IPA) CPD accreditation
- Individual learning logs and learning hours
- Staff satisfaction benchmark results
- Community contribution and value
- Reporting of hours spent on pro bono work / volunteering
- Compliance with employment and related law

Digital Marketing Services – The Gate Worldwide – Question 2.5.3

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

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

We confirm that we are signatories to the Scottish Business Pledge and were one of the first companies to sign up.   We meet all of the criteria, we:

- Pay the Living Wage
- Have an Innovation Programme aimed at growth
- Actively pursue international business opportunities
- Have no employees on zero hours contracts
- Have a 50/50 gender balance on the board and a diversity strategy
- Have an active Youth Investment Programme
- Have formal systems for workforce engagement and development
- Play an active role in our community and support local charities
- Support small business by paying promptly

Digital Marketing Services – The Gate Worldwide – Question 2.5.4

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

http://scottishlivingwage.org/¬
http://www.livingwage.org.uk/

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

We confirm that we are an accredited living wage employer and pay the living wage to ALL our staff regardless of age.