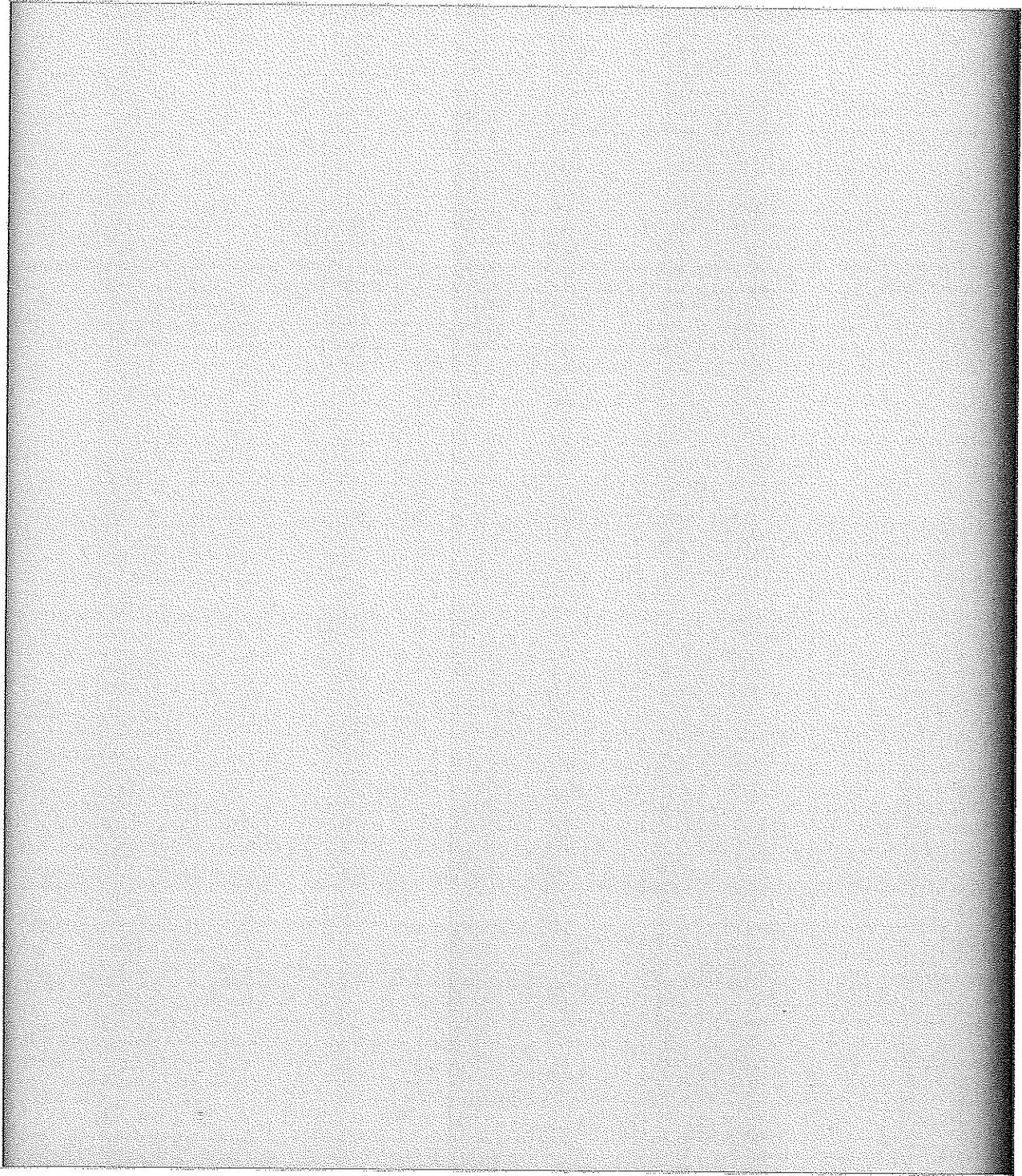


Quality Management Process – Agile



Question 2.2.9 (Word Count 800: Whitespace response: 786 words)

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.

Defining urgent and emergency requirements

- general emergency events: including adverse weather conditions, disease outbreaks and terrorism
- specific emergency events: Public Bodies' organisational or Digital Marketing project continuity, including cyber-attack or high staff sickness
- urgent information requirements: to prevent or respond to extreme events or Freedom of Information requests.

Emergency prevention and preparation

Understanding and experience: we understand the role of Public Body communications in encouraging prevention and preparation behaviors.

Examples include:

Client	Project	Whitespace role
Food Standards Scotland	'Food Poisoning' summer campaign and 'Wash Your Hands Not Your Poultry' – prevention/avoidance	Website design and production.
Scottish Government Safer Scotland	Don't Risk it campaigns - preparation for getting home safely	Design and development of website and interactives.

Prevention - Business Continuity (BC) and Quality Assurance (QA): our BC Plan and QA processes (see Questions 2.3.4 and 2.2.8) ensure that we minimise the risk that our service delivery availability or quality becomes a specific emergency event for a Public Body.

Preparation - training: induction and six-monthly refreshers for Whitespace staff and subcontractors working on Framework projects covering:

- our CODE RED process (below), BC Plan and QA processes

[REDACTED]

[REDACTED]

[REDACTED]



CODE RED Team Leaders and Deputy Team Leaders receive additional training, including scenario planning, every six months.

Urgent and emergency events

CODE RED team structure

Our CODE RED contact and leadership structure mirrors our Business Continuity Event structure and process which:

- has been implemented effectively during previous power outages.
- ensures all staff contact details are formally checked monthly.
- ensures all client contact details are formally checked quarterly.
- is tested every six months.

When an alert is received, all team members will be contactable 24/7 and relieved of all other duties.

Role	Who	Responsibility
Overarching responsibility	[Redacted]	Preparing, testing and updating Whitespace CODE RED and BC Processes.
Team Leader	[Redacted] [Redacted] [Redacted] [Redacted]	Overall responsibility of alert response; Schedule, chair and minute regular status meetings with all relevant internal and external stakeholders; Maintain and monitor risk log, including agreed formal notification procedures for risk escalation; Present debrief report.
Deputy Team Leader	[Redacted] [Redacted] [Redacted] [Redacted] [Redacted]	Resource management ensuring correct level of cover and continual support.
Core team	[Redacted] [Redacted] [Redacted]	Implementation.
Support team	[Redacted] [Redacted]	Implementation.

Contacts

- **Switchboard number:** 0131 625 5500
- **24/7/365 number:** [REDACTED]
- **24/7/365 contact details:** provided on appointment for Team Leaders, Deputy Team Leaders and senior staff from sub-contractors.

CODE RED procedure

Mobilisation

- Public Body advises CODE RED through 24/7 contacts, flagging any confidentiality implications.
- on-call Team Leader and Deputy Team Leader identified and available for client call immediately.
- Team Leader identifies all staff and subcontractors allocated/with experience on the client/project using our internal time-sheet database; then uses BC call tree to inform personnel and advise ceasing all other work immediately, becoming a dedicated resource until further notice.
- if required, the call tree will mobilise additional resource within 4 hours of the original alert. Our database will be used to identify those with relevant skills and experience.
- if a general emergency impacts several Public Bodies simultaneously, the call tree, and/or our agency-wide email to SMS will inform all staff via their main mobiles to cease all non-critical work, devoting full resource to the emergency.

Briefing

- team assembled for briefing via conference/video call or at Whitespace*/client location, attended by Public Body.
- Public Body advises CODE RED requirements, timings and approvals. Whitespace confirms team member roles and 24/7 contacts.
- Team Leader assesses whether any additional resource, including sub-contractors is required and mobilises accordingly.
- a location is identified as a 'war room' to achieve optimum communication, collaboration and delivery.

Planning and response

- CODE RED plan including timings** and budget*** agreed and forwarded to Public Body for approval, along with risk log and contact details for full team.
- plan actioned and status meeting/call schedule agreed eg. hourly or daily.

Review and feedback

- on completion, Team Leader conducts debrief, presenting written report to Public Body.
- Team Leader amends CODE RED procedure with learnings, forwarding to all Public Bodies to enable continuous improvement.

* If Whitespace office is inoperable, alternative accommodation/equipment will be available as per our BC Plan.

** Timings may supersede agreed Service Level Agreements.

*** Under CODE RED conditions, Whitespace acknowledges work may need to proceed in the absence of a purchase order.

Question 2.3.2 (Word Count 1800 – Whitespace response: 1796 words)

+ (Word Count 250 per CV)

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 [Digital Marketing] 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).*

Our full agency will deliver Framework services, so we can manage multiple Public Bodies simultaneously, and have capacity to send teams on-site for wider geographical locations.

As a current Framework supplier, training covering Framework requirements is embedded in Whitespacer inductions, giving flexibility to adapt team structures during peak periods. Training will be updated with Schedule 1 and 1A requirements.

Account Management teams manage multi-channel projects across service areas. Based on 15 years' Public Sector experience (7+ on formal Frameworks), each Public Body is treated as a separate client and assigned an Account Management team with capacity and expertise. This way, clients access the best expertise via long-term relationships.

Service delivery structure

Whitespace will deliver all Framework services. If extra capacity or specialist expertise is needed, subcontractors will be utilised.

All subcontractors:

- we have worked with previously
- have public sector/Framework experience
- commit to our processes to deliver excellent levels of quality and security
- are long-established/respected.

Key staff CVs from subcontractors are provided (Part 4).

Service	Activity	Subcontractor
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Organisational structure

Full Agency organogram is provided (Part 3), with:

- Senior Team members highlighted where CVs are provided (Part 2). CVs detail specific responsibilities for service requirements from Schedule 1 and 1A.
- Support staff with reporting lines (Part 3).

Framework responsibilities

A named individual will continue to have overall accountability for core Framework requirements (examples CVs provided - Part 4). Responsibility for generic requirements will be assigned across departments:

Team	Framework responsibilities (examples)
Board	<ul style="list-style-type: none"> • business continuity, cyber-resilience • service levels and QA process • performance management, Framework MI, review meetings • best employer practices • monitoring staff and subcontractors to reduce risk • Continuous Improvement Process • Client satisfaction
Account Management	<ul style="list-style-type: none"> • estimates, invoicing, budget and resource control • project plans, status reports, risk logs, approvals • legal compliance - eg DPA, CAP code • management of subcontractors • expert advice on methodology and best value
Planning & Strategy	<ul style="list-style-type: none"> • strategic review - all activity complies with broader organisational objectives • monitor competitive activity
Digital Marketing	<ul style="list-style-type: none"> • monitor digital marketing developments, trends, best practice • monitoring KPIs
Creative & Studio	<ul style="list-style-type: none"> • brand guardianship • Public Body logo database • photography copyright permissions • photography submission to Scottish Government Digital Asset Management System (DAMS)
User Experience	<ul style="list-style-type: none"> • compliance with Digital First Service Standard • accessibility compliance
Digital Production	<ul style="list-style-type: none"> • compliance with High Level Operating Framework
Office and Event Management	<ul style="list-style-type: none"> • provision of added value workshops, bespoke client training

Mechanism for approval of personnel changes

Key individuals are critical to delivering services. We are proud of our staff retention rate. Our [REDACTED] senior staff (CVs provided - Part 4) have an average of 5.5 years' service with Whitespace.

We understand:

- reactive staffing changes (e.g. illness, maternity, resignation) must be communicated immediately
- agency-initiated changes must be approved by the Authority - [REDACTED], Managing Partner would provide rationale in writing/meeting.

In the unlikely event of delivery risks, this will be flagged immediately, risk assigned, recorded and monitored.

Proposed replacement personnel (including sub-contractors) will be:

- at least equivalent (level, experience, training, qualifications)
- subject to the Baseline Personnel Security Standard clearance
- provided with appropriate transfer period.

We will provide vetted CVs with references, demonstrating experience with similar marketing objectives and services. Public Bodies may participate in recruitment process. Any new Whitespacer will be introduced to Public Bodies and approval sought for their project participation.

Working out with normal hours

Project timings and staff resource planning includes contingency accommodating sickness and changes to requirements. Processes ensure projects can be delivered, where possible, in normal working hours (09:00 – 17:30, Monday to Friday).

We understand work out with normal hours will be required for day-to-day delivery and emergencies. For example, developing the new brand for Transport for Edinburgh, we needed to photograph a tram during the only test run in the middle of the night.

We take our responsibilities as a Best Practice Employer seriously (see Question 2.5.2) and apply the following to provide out-of-hours resource without exploitation:

- **Flexible working policy:** ████████ of staff working flexibly as they in fact, prefer to work evenings and weekends
- **Remote working:** remote network access and laptops enables home-working out of hours and from clients' offices
- **Office access:** 24/7/365 staff access with lone-working policy ensuring staff safety
- **Duty rota:** on-call rotas for 24/7 CODE RED contacts (Question 2.2.9) and services (e.g out of hours social media monitoring)
- **Working Time Regulations (1998) and Working Time (Amendment) Regulations (2003):** timesheets monitored to ensure compliance with legislation.

Business continuity – staffing

Business Planning processes (see Question 2.2.8) consider:

- **Holidays:** project plans include planned holidays (Public Body and Whitespace staff), ensuring no work/sign-off required over agreed absence
- **Short-term absence:** project management tools ensure all project information held centrally; short term absence e.g. sickness can be covered by other team member. Weekly production

and regular project meetings ensures knowledge sharing

- **Long-term absence:** We can draw resource from across the Agency – all of whom have public sector experience – and increase resource via freelancers who have completed Whitespace induction including processes and quality management procedures
- **Staff turnover:** key personnel have 3-month notice periods, allowing time to recruit, complete Security Clearance and project handovers. We monitor staff attrition, targeting industry benchmarks (average 17.5), 2016 attrition rate [REDACTED]
- **Emergencies:** In Question 2.2.9 we cover how CODE RED alerts trigger a dedicated implementation team and process.

Formal internal interfaces

Account Management teams champion client requirements across the Agency. Effective interfacing with delivery teams is critical to achieving consistently high service levels and quality including:

- **Scheduling:** following client approval of estimate/timings, Account Managers confirm resource against project deadlines using our Business Planning Process
- **Project briefing:** face-to-face sessions ensure cross-team briefing
- **Daily SCRUMS:** during AGILE projects
- **Key stage presentations and QA checks and approvals:** part of our Digital Marketing Quality Management Process (Question 2.2.8) involving Team Leaders
- **Task tracking:** Basecamp used daily to list tasks, assign ownership, collaborate over solutions, track issues and confirm completion
- **Weekly project status:** Weekly production meetings with Account Managers and Team Leaders covers delivery against timings, status reports and risk logs
- **Project de-brief:** internal review of project delivery and results feeds into Continuous Process Improvement
- **Account Huddles:** monthly meetings cover ongoing/planned projects for each Public Body - identifying learnings and scoping innovation and avoiding duplication
- **Team Leader meetings:** Group Account Directors and Account Directors attend monthly all-department Team Leader meetings. Each department delivers presentations and submits agenda to share knowledge and resolve issues.

Internal standards and monitoring of approvals/sign-off

Obtaining approvals/sign-off at key project stages is required by our Digital Marketing Quality Management Process (Question 2.2.8).

Sign-off process at key stages can vary according to the Client, in terms of:

- the number of stakeholders (internal and external)

- any guidelines, regulatory or legal requirements which may require additional compliance checks.

Project plans include appropriate time to enable the management and communication of the approval process between Client and Agency.

Effective monitoring and logging of approvals is the responsibility of Account Managers and twice-yearly they are assessed on the level at which the following duty is being performed: *"Obtain Client approval of all Agency outputs e.g. estimates, timing plans, creative briefs/work, social media proposals, strategy proposals, eCRM plans, and production outputs, including those sub-contracted to external agencies, and manage/take responsibility for all amends."*

Account Manager responsibilities include:

- budget and resource tracking and documentation with internal and Public Body approvals
- documenting internal amends, Digital Checking Sheets and Team Leader QA approvals on Basecamp
- documenting Public Body approvals in writing via contact reports within 48 hours and recording on Basecamp
- management of error logs for all digital marketing, detailing all amends, who reported it, when it was reported, priority of amend, assignation of amend, status of amend, named individual correcting the amend, named individual checking the amend, date of error correction
- sending visual designs securely electronically via PDF accompanied by digital sign off sheets
- tracking changes via Word, in order to monitor all amends.

These measures ensure no work is progressed without appropriate Public Body sign-off.

Complaints and escalation procedure

If no resolution found via day-to-day team:

Stage 1: [REDACTED] notification and action

[REDACTED] Client flags complaint to [REDACTED]

[REDACTED]

[REDACTED]

- escalation if no satisfactory resolution within agreed timings, or for serious complaint.

Stage 2: [REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- escalation if still no resolution.

Stage 3: [REDACTED]

[REDACTED]

[REDACTED]

- escalation in the highly unlikely event resolution cannot be reached

Stage 4: [REDACTED]

[REDACTED]

[REDACTED]

Account Managers – training and performance monitoring

Account Managers are trained on general account management skills, as well as the specific requirements of Framework Public Body projects.

Induction

Our induction programme (for new staff, contractors, new staff to a team) covers Framework Account Management, delivered via handbooks and 1:1 coaching by assigned 'buddies' and Line Managers:

- Estimating and invoicing
 - clear, accurate estimating with cost breakdown as per Pricing Schedule (Schedule 2)
 - requirement for written approval and purchase order
 - invoice process and format, content and accuracy.
- Project management
 - overview of AGILE and Waterfall techniques and when to apply
 - internal Basecamp project management tool
 - preparation of project and timing plans, progress reports, risk logs
 - key processes – e.g. SLA, scope change requests, quality process, data security.
- Client and project induction
 - briefing on relevant client relationships, previous, current and planned projects, including sector, stakeholder, competitor and audience understanding.

[REDACTED] of new Whitespacers in 2016 rated induction "the best ever received".

On-the-job training

Weekly team meetings, 'buddy' system and informal Lunchtime Learnings (19 sessions last year) allow knowledge sharing. Training areas include:

- Project management: AGILE and Waterfall methodologies and budget control
- Personal style/personality profiling and team-working - demonstrating a flexible and can-do approach with courtesy and diplomacy
- Developing deeper expertise of agency specialisms (e.g. user experience, content marketing, SEO).

External

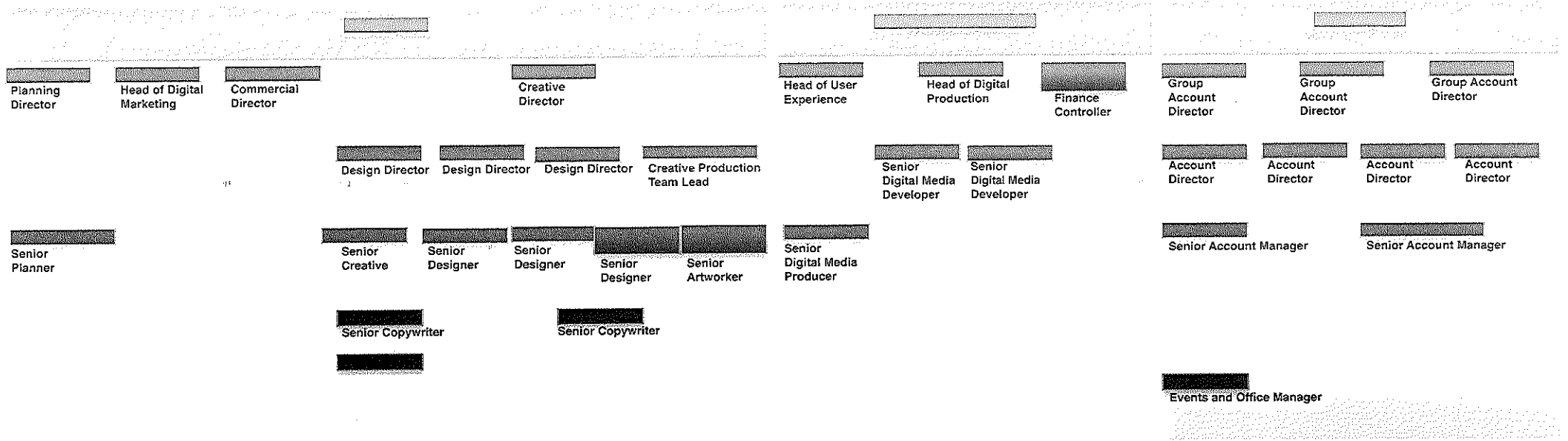
█ of the Agency received some external training last year. Account Management courses and conference attendances included:

- presentation skills and leadership
- professional qualifications e.g. IPA certificates
- conferences for latest trends – e.g. Marketing Society Inspiring Women

Monitoring

- staff performance against SLAs
- client satisfaction meetings, project debriefs, satisfaction questionnaires requesting feedback on staff
- personal development plans shaped by:
 - monthly 1:1 coaching sessions
 - twice-yearly snapshots include performance and development objectives, and actions required.
- job descriptions reviewed twice-yearly.

Whitespace Senior Team Organogram – Digital Marketing



Company structure

Board


 Managing Partner

 Managing Partner

 Managing Partner

 Planning & Strategy

 UX & Content

 Account Management

 Creative

 Technical

 Office Management

 Finance

Group Account Director
(Mat Leave)

Account Management

Senior Team

Group Account Director

Group Account Director

Account Director
Senior Account Manager
Senior Account Manager
Account Manager

Account Director
Account Manager
Account Executive

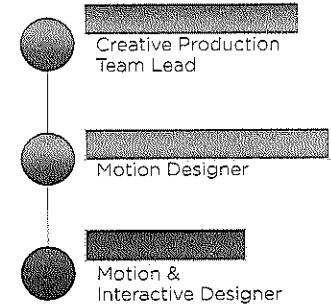
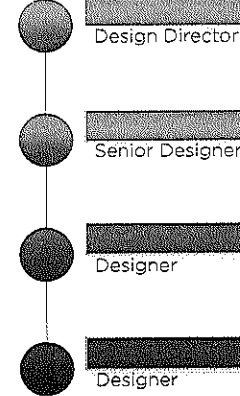
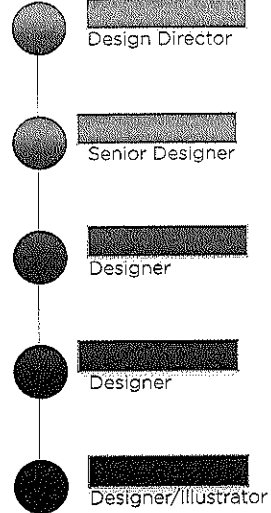
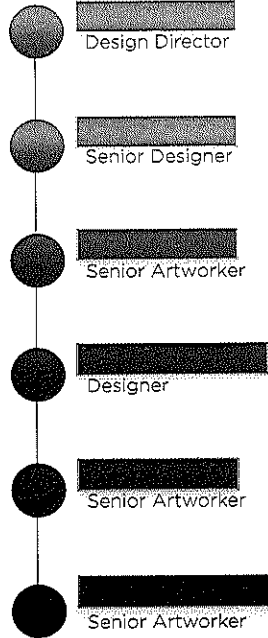
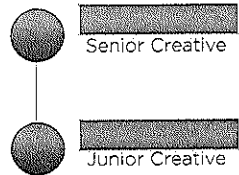
Account Manager
Account Executive

Account Director
Account Manager
Account Executive

Account Director
Account Manager
Account Manager
Account Manager

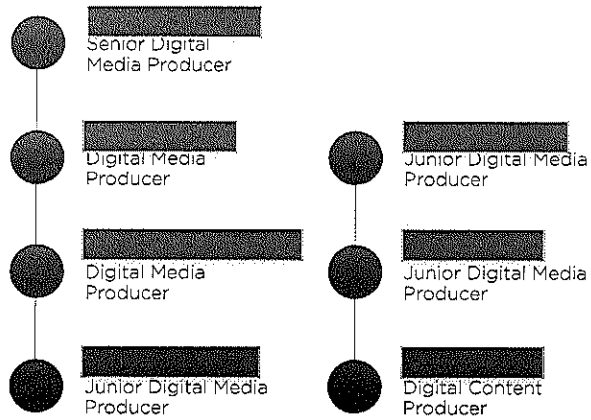
Creative

Senior Team

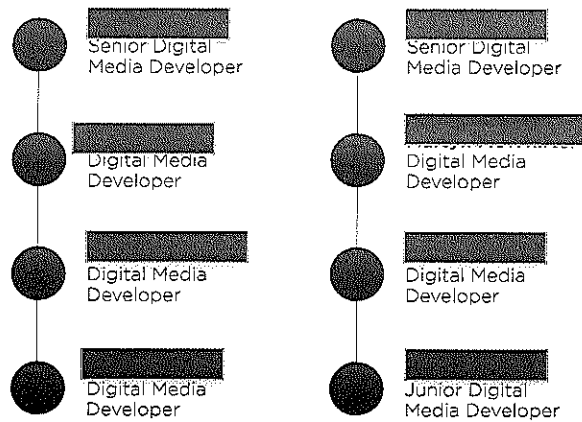


UX & Content

Senior Team

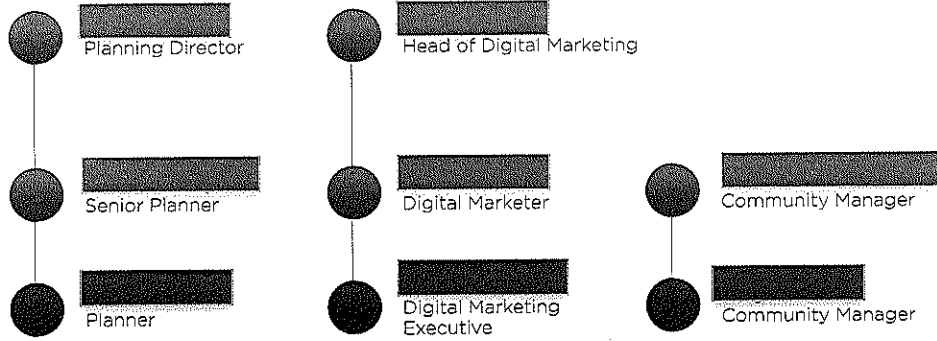


Technical



Planning & Strategy

Senior Team



Office Management

Office & Events Manager

Receptionist

Finance

Finance Controller

CV INFORMATION – 53 PAGES REMOVED – EXEMPT UNDER FOISA
section 38(1)(b).

Question 2.3.3 (Word Count 1500: Whitespace response: 1500 words)

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

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

Tracking task progress

Projects are managed by dedicated Account Managers who break projects into tasks and stages, delivering project plans including stakeholder inputs, internal and external quality management checks for Client approval.

Projects are managed through Basecamp, an online collaboration tool providing:

- task visibility
- progress-tracking - individual tasks
- whole project view
- audit trail for every action - comprehensive, real-time, online
- secure access - browser-based and smartphone app.

Public Bodies can be granted full visibility via secure access to Basecamp.

Latest technologies

[REDACTED] (Senior Digital Media Producer) with CV at Question 2.3.2 tracks Basecamp functionality updates, reviewing updates before sharing and training the full team. Twice yearly reviews of our full toolset include a Basecamp audit.

Management reporting of tasks

Basecamp allows for dash-boarding by project, Whitespacer and Public Body. Tasks completed, tasks due, milestones completed, and milestones due, can all be indexed against completion/due date/time and percentage of overall task. Reports are analysed weekly for all projects, and daily for projects within 10 working days of completion.

Where targets are not being met:

- internal Error Resolution Plans are agreed
- flagged in project's Risk Log
- communicated to Public Bodies as per escalation procedures.

Contribution to management of risk and informing future activities

Task tracking data:

- informs future project plans to reduce risk of repeated underperformance
- informs Process and Risk Framework for process improvement
- is used to prepare risk assessments with Public Bodies, using the following template:

Risk and severity	Probability	Impact	Mitigating action(s)	Owner	Timing
e.g. Management Information (MI) shows approval milestones are not being met. High severity.	Medium	High	Whitespace to work on client site during approval period to facilitate process face-to-face with multiple stakeholders.	Account Director	Key dates

On project completion, risk logs, management information, internal and external debriefs are analysed to inform updates to structure, tools, process, performance and training.

Recently we needed to migrate hosting for Scottish Government's scotland.cn site. Our Risk Log identified potential for communication issues, so we identified a Mandarin speaker to mitigate risk.

Errors/under-delivery

Avoidance

Our initiatives to avoid errors and under-delivery include:

Error avoidance	Under-delivery avoidance
Induction and training (Question 2.3.2)	Project management and contingency planning (Question 2.3.2)
Delivery processes (Question 2.3.2)	Business Planning Process (Question 2.2.8)
Quality Management Checks and approval processes (Question 2.2.8)	Business Continuity (see below and Question 2.3.4)
	Quality Management Checks
	Risk-logs available on client extranet

Exception Reporting Process applies to increased risk of error/under-delivery:

- escalation of risks flagged to Public Bodies immediately:
 - by telephone call/email from Account Director if risk moves to medium;
 - by telephone call from Group Account Director if risk moves to high.

Identification/communication

Our Digital Marketing Quality Management Process identifies errors before work is sent to Clients. Spot-checks and testing is run following Client approval and when live, e.g. Head of Digital Marketing reviewing posts/comments on client Facebook page. Any errors identified proactively will immediately be flagged to Client.

Addressing

In the event of an error/under-delivery, an Error Resolution Plan (ERP) will be agreed. Account Director will schedule client meeting covering:

- cause and implications
- error resolution tasks/monitoring
- revised timings/milestones and approvals
- assignation of responsibilities including ownership
- application of service credit mechanism
- review risk log
- debrief date
- Framework Authority notification (if required)

Updated ERP circulated within 24 hours and monitored until resolution.

Management information

██████████ (Commercial Director) with CV at Question 2.3.2 will apply the Scottish Government recommended Balanced Scorecard to ensure metrics cover performance across Financial, Quality, Service and Delivery, plus specific Public Body/project measures.

The Scorecard will be tailored to meet the needs of the Authority or Public Body covering:

- metrics
- format
- frequency
- scope
- method of delivery
- circulation list
- required analysis
- review dates

Reports will be supplied at least five working days before any meeting, and within 10 days of the quarter end.

Three reporting levels will apply:

1. Framework Authority overview: all our Framework activity
2. Public Body account: all projects for a particular Public Body/cost centre
3. Public Body project: in-depth project review

The following examples (not complete list) show how we will identify and manage performance. Reports can be split by reporting level as required.

Delivery

Management Information	Evidence/Measure	Application to Framework activity
Meets strategic objectives	██████████ ██████████	Evidence strategic Framework contribution -- e.g. against SG National Performance Framework.
On-time	Project delivery against timing plans.	Insights on successful project management.
Accuracy	██████████ ██████████ ██████████ ██████████	Avoiding legal/reputational risk.

Service

Management Information	Evidence/Measure	Application to Framework activity
Communication	<p>SLA compliance. e.g. for IT support, this could include:</p> <ul style="list-style-type: none"> • client call/email response time • open issues logged on ticketing system • time to resolve <p>Client debriefs, client satisfaction questionnaire.</p>	<p>Full view of KPIs against all Framework SLAs.</p> <p>Opportunities for continuous improvement.</p>
Complaints, issues, disputes	Complaints, response times, outcomes, client feedback.	Plans to avoid further issues.
Business Continuity plans	Plans for Whitespace and subcontractors. Test and incident log.	Ensure resilient service provision.
CODE RED incidents	Incident log, debrief reports, circulation list.	Shared learnings for prevention and actions.
Geographic support	Resource provided on client-site.	Equal service provision across Framework.
Call-off-contract participation	ITTs received, declines, submissions (including rationale).	Maintain fair, transparent, competitive Framework.

Quality

Information requirement	Evidence/Measure	Application to Framework activity
Meets requirements	<p>Client satisfaction, review meetings, questionnaires.</p> <p>Project compliance with official standards e.g. Digital First Standards, High Level Operating Framework.</p>	<p>Ensure equal service to Public Bodies regardless of spend.</p> <p>Ensure delivery within overall Framework requirements.</p>
Sustainability	E.g. environmental and community measures including utility consumption, carbon footprint, waste disposed.	Measure Framework contribution to SG Sustainability Plan.
Best Practice Employer	Attrition rates, average length of service of key staff, Best Companies independent accreditation, training delivered, internships offered.	Contribution to SG National Performance Framework.
Proactively supporting Best practice for clients	Number of written client briefings or training sessions covering best practice, innovation, emerging technologies, market developments and cross Framework learnings.	<p>Opportunities for:</p> <ul style="list-style-type: none"> • service improvement • enhancement through innovation.

Financial

Management Information	Evidence/Measure	Application to Framework activity
Financial stability: <ul style="list-style-type: none"> • Whitespace • Subcontractors 	Audited accounts. Financial stability report provided by accountants, Chiene and Tait.	Financial stability enables us to offer a significantly discounted rate card for call-off contracts.
Total spend with Whitespace	Spend statement covering invoices, third party costs, time spent against estimates, estimates approved, estimates declined and estimates waiting approval.	Comprehensive transparent view of all completed, planned and projected activity.
Total spend with subcontractors	As above, split by subcontractor.	As above. Ensure compliance with open tendering legislation.
Value for money savings <ul style="list-style-type: none"> • achieved • missed • future opportunities 	Work invoiced at discounted rate card. Equivalent private sector value of client training/knowledge sharing or no-cost partnerships.	Transparency around value delivery, maximising future opportunities.
Invoicing	Invoice log grouped by 30, 60 and 90 days, issues raised, resolution time. Debtor report – Whitespace to subcontractors.	Proactively identify Whitespace invoicing errors. Ensuring invoicing SLA achieved. Monitor Whitespace obligations to pay subcontractors within Framework requirements.

Project outcomes

Frequency of project reporting varies by requirement, normally weekly for campaigns for first four weeks, then monthly to identifying mid-flight optimisation. A three-month collaborative multi-agency post-campaign launch review collates/analyses/reports and makes recommendations.

Information requirement	Evidence/Measure	Application to Framework activity
Project optimisation	Examples of improvements made during planning and delivery.	Apply learnings to new projects across Framework.
Channel performance – website, email, social media, partnerships.	e.g. reach, traffic, interactions, SEO rankings, referrals, engagement, goals, open rates, click through rates, likes, subscribes etc., independent tracking and overall ROI.	Benchmarking, opportunities for optimisation, insights around ROI.

Reporting dashboard

The following example dashboard of the Balanced Scorecard would be adapted to the requirements of the Authority/Public Body.

We applied this for a financial services client. Many metrics were good to excellent, but satisfaction was average. New monthly meetings have rectified this.

Measure	KPI	Target	Performance	Our comments	Client comments	Recommended improvements
DELIVERY						
On-time						
Meets strategic objectives						
Accuracy						
SERVICE						
Communication						
Complaints/issues/disputes						
QUALITY						
Meets requirements						
Sustainability						
FINANCIAL						
Invoice accuracy						
Added value						
PROJECT/CLIENT MEASURES						
Confirmed separately						

Business Continuity (BC) Plan

Our BC Plan:

- proactively identifies and minimises potential threats
- builds resilience by ensuring we keep critical functions running, downtime minimised and recovery time improved
- is easily presented in training – e.g. new Whitespacer induction
- is simple to read and follow during incidents
- is fast to update (we update the plan every month) and review it every six months.

To create a highly resilient business we have no dependencies on our office or any IT hardware plus an excellent contractor network for cover should an event impact many staff e.g. an infection.

Our plan includes a priority list of individuals who take on two key roles:

- BC Leader responsible for delivering client work
- BC Fixer responsible for resolving the BC issue.

Splitting these responsibilities ensures we deliver work for our clients, whilst also resolving the continuity issue.

The plan is tested six monthly - detailed in Question 2.3.4.

BC is more than just a plan, it is an ongoing management process. As a growing SME we are now aiming for ISO 22301 certification in 2017.

If emergency situations affect BC of a Public Body (rather than ourselves), we will implement our CODE RED process (see Question 2.2.9).

Question 2.3.4 (Word Count 1200: Whitespace response: 1,199 words)

Business Continuity and Cyber Resilience - A key element of the service will be the Contractor's Business Continuity in respect of Cyber Resilience services.

Tenderers should provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents), advise whether any certifications are held and provide details of any plans to achieve any certification.

Tenderers must also describe their procedures to ensure continuity of service and protection against cyber-attacks, paying particular attention to the following:

- details of processes followed including those for assessing future risks;*
- testing of Disaster Recovery policies and procedures, including the dates, duration and frequency;*
- methods for the back-up of delivering services should an incident occur including manpower and access to equipment;*
- methods in place to mitigate against cyber-attack and crime using online technologies including processes relating to Boundary Firewalls and Internet Gateways, Secure Configuration, Access Control, Malware Protection and Patch Management;*

Tenderers should refer to the UK Governments Cyber Essentials Scheme and consider the information included within the scheme when providing their response to this section.

(<https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>)

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

[REDACTED] Managing Partner oversees Board-level responsibility for Cyber Resilience and Business Continuity, and we understand related requirements in the Digital First Service Standard, and the Data Hosting and Data Centre Strategy (Scottish Public Sector).

Activity includes:

- **Cyber Resilience:** processes preventing issues which would impact service delivery
- **Business Continuity and Disaster Recovery:** processes delivering service continuity in the event of an incident.

Assessing future risks

Our Risk and Controls Matrix is reviewed monthly at Board Meetings with all risks identified and managed. Controls are mapped to risks and assigned owners who report:

- details of the control
- type of control (preventative or detective)
- frequency of control testing or enactment
- evidence that control is effective.

Cyber Resilience

Cyber Essentials, standards and certification

Whitespace has had mature IT setup, methods and processes for many years. [REDACTED]
[REDACTED]

[REDACTED]

We are currently reformatting our documentation to fit the UK Government's Cyber Essentials Framework ready for third party verification, [REDACTED]
[REDACTED]. Our information security processes follow ISO 27001, [REDACTED]
[REDACTED]

Our IT systems will continue to be managed by [REDACTED]
[REDACTED] Continued evidence of standards compliance is required quarterly.

Cyber-attack mitigation – policies and training

Our Information Security Policy is embedded in training, covering DPA, data encryption and understanding the risks of 'social engineering' attacks.

New Whitespacers/subcontractors are trained on the policy and implications for their role. Policy reminders are sent quarterly through Agency-wide emails and refresher training provided annually.

The policy is reviewed bi-annually. Each Whitespacer is randomly tested using a test scenario at least annually.

Cyber-attack mitigation – online technologies

Our network and devices are documented and managed in line with our IT setup, methods and processes. Policies are reviewed annually, with systems having annual external penetration tests.

- **Boundary Firewalls and Internet Gateways**

[Redacted text block containing multiple lines of obscured content under the 'Boundary Firewalls and Internet Gateways' section.]

- **Secure Configuration and Back-up**

[Redacted text block containing multiple lines of obscured content under the 'Secure Configuration and Back-up' section.]

- Access Control

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- Malware Protection

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- Patch Management

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Business Continuity and Disaster Recovery

Revamped in 2013, our Business Continuity Plan is:

- easily presented in training – all new Whitespacers are trained during induction
- simple to read and follow during Business Continuity incidents

Following audits, our clients [Redacted] have given us very positive feedback on this plan.

To create a highly resilient business we:

- have no dependency on our physical office by syncing data to data-centres and providing laptops, so our team can work anywhere - this has been tested successfully several times
- have multiple internet connections; 30 minutes of UPS for all on-premises network and systems; laptop batteries provide built in UPS.

Our plan includes a priority list of individuals who take on two key roles:

- Business Continuity Leader responsible for delivering client work
- Business Continuity Fixer responsible for resolving the Business Continuity Issue.

By splitting these two responsibilities we continue to deliver work for our clients, whilst also resolving the continuity issue.

Back-up

The plan includes back-up methods delivering services in an incident including:

- **Manpower:** Rapidly prioritising immediate requirements whilst evaluating the length of the incident. Where flexible resource is not an option, contacting recruitment agencies for additional capacity
- **Equipment access:** Offsite backups and laptops mean lack of equipment is very unlikely. However, as the vast majority of our software is licensed via the Cloud, we would purchase Apple laptops locally, so staff are quickly working on new hardware.

Testing

- the plan is reviewed bi-annually and updated monthly
- it has been successfully implemented in live power-cut/outage situations
- it is tested every 6 months using an unannounced test scenario
- some tests last a couple of hours, others have lasted up to 36 hours
- the dates of the last four tests were: [REDACTED]
- tests undertaken without impact on our clients' work and projects.

Test and incidents are reviewed and logged following resolution. Reviews have resulted in significant updates to the plan - primarily around internal communication and efficiencies. We are confident in our plans.

The full Whitespace Business Continuity Plan is available upon request.

Subcontractors

Any solution and/or service is only as secure as its weakest element.

We confirm partners' and sub-contractors' cyber-resilience and business continuity as part of our selection process. We will only use sub-contractors who are accredited or working towards Cyber Essentials certification. For any sub-contractor without Cyber Essentials accreditation we will agree a timeline for their completion and certification.

Whitespace (Scotland) Limited confirms that, where appropriate, we will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the service required.

Question 2.5.2 (Word Count 800: Whitespace response: 800 words)

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.

We commit considerable effort to being a Best Practice Employer and we understand our responsibility to consider community factors: social, economic and environmental (Scottish Government's *Sustainable Procurement Action Plan*).

██████████ Managing Partner is responsible for the initiatives summarised below (Policies/Certification available on request).

During Framework delivery, we will continue these initiatives, with performance measurement informing improvements.

Overall

Initiative	Implementation	Measurement
Staff engagement	████████████████████ ████████████████████ ████████████████████ ████████████████████	████████████████████ ████████████████████ ████████████████████
Scottish Business Pledge	Public commitment.	Scottish Business Pledge: taken and accepted (11 February 2016).

Reward

Initiative	Implementation	Measurement
Living Wage	Living Wage Accredited Employer. Includes all sub-contracted cleaners/caterers. No unpaid work experience permitted.	Accreditation: (one year, since 25 November 2015). Independent annual assessment: Living Wage Foundation. Work placements paid above UK Living Wage.
Pensions		
Benefits		

Flexible working

Initiative	Implementation	Measurement
Flexible working	Flexible Working Policy, including flexi-time, condensed hours, career breaks.	Quarterly review: external HR Consultancy. Uptake: staff, male and female (2016)

Personal development, skills and training

Initiative	Implementation	Measurement
Induction		
Performance development		
Training	Training programme and individual training requests	

Training (cont)	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
Leadership development	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p>
Apprenticeships/ internships	<p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>[Redacted]</p> <p>[Redacted]</p>

Diversity, equal opportunities and avoiding exploitation

Initiative	Implementation	Measurement
Zero hours contracts	<p>All staff on uniform contracts and conditions of employment.</p> <p>No staff or sub-contracted cleaners/caterers on Zero Hours contracts.</p>	Annual review external HR Consultancy: 100% compliance (2016).
Equal opportunities/fair treatment	<p>Whitespace Equal Opportunities; Equality & Fair Treatment and Whistleblowing Policies - promoted during induction process, Team Leader meetings and email reminders.</p> <p>Whitespace will not support/do business with any supplier involved in slavery/human trafficking.</p>	<p>Signed Policies acknowledgements: all staff.</p> <p>Statement by Supplier of compliance to the Modern Day Slavery Act 2015.</p>
Gender balance	Commitment to Scottish Government's gender balance Boardroom target 50:50 by 2020.	Gender balance combined board/senior management level: [Redacted]
Conflict/grievance	<p>[Redacted]</p> <p>Promotion of Grievance Policy.</p>	<p>[Redacted]</p> <p>Signed Policy Acknowledgement (all staff).</p> <p>Annual policy review (external HR Consultancy)</p>
Accessibility	Within constraints (Grade C listed building), ensuring 90% wheelchair accessible with lifts, wide doorways, adapted toilets.	<p>Building specification documentation.</p> <p>British Council of Offices Regional Fit Out of Workplace Award: "intelligent, functional, sustainable design" (2016)</p>

Communication, transparency and integrity

Initiative	Implementation	Measurement
Effective communication	[Redacted]	[Redacted]
Effective staff voice	[Redacted]	[Redacted]

Wider community

Initiative	Implementation	Measurement
Environmental	Within constraints (Grade C listed building), installing e.g.: Motion sensor lighting, energy-efficient appliances.	Energy Performance Certificate Rating: 'C'.
Charity	Annual delivery pro-bono charity campaign.	Hours assigned/donations received: 127 hours donated raising [Redacted]
Community	Free use of EventSpace (capacity 125) for creative community events.	Events held [Redacted]

Planned initiatives

In 2017 we will launch:

[Redacted]

[Redacted]

[Redacted]

Whitespace (Scotland) Limited confirms that, we have taken the Scottish Business Pledge and been accepted (11 February 2016).

Whitespace (Scotland) Limited confirms that, we are accredited as a Living Wage Employer (from 25 November 2015).