

Tender Title	Framework Agreement for Interim IT Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.2.1 Understanding the Requirement	Weighting	10%			
Question	Tenderers must provide a statement which demonstrates a clear understanding of the public sector landscape in Scotland and the Framework Public Bodies who will use these services. You must demonstrate you understand the demand Framework Public Bodies have for the services and how public bodies will use those services.					
Word count in answer	1496					
Public Sector landscape						
<p>The Scottish Public Sector landscape is vast and diverse. It delivers a wide range of public services to Scotland's population, and the efficient and effective delivery of these public services contributes to Scotland's economic development and continuing prosperity. It enables our communities to be safer and stronger, our young people to be educated and inspired, citizens to be cared for at different stages in life and protects the most vulnerable in society. Public services touch on many aspects of everyday life in Scotland – health, social care, education, early years, community justice, enterprise and skills. The Public Sector encompasses large, and well known, organisations such as the NHS, Scottish Government, Local Authorities, Police Scotland, and the Fire Service to smaller niche organisations such as Accountant in Bankruptcy, and the Forestry Commission. The Public Sector covers the length and breadth of Scotland in both urban and rural locations.</p> <p>It's an important source of employment. At the last Scottish Government update, published September 2018, 559,500 people were employed in the Public Sector in Scotland, accounting for 21.1% of total employment.</p> <p>Public Bodies contribute to delivering the National Outcomes set out in the National Performance Framework, and carry out statutory, regulatory and advisory functions at arm's length from central government.</p>						
Priorities, and challenges, for all public sector organisations include:						
Innovation & Reform	In June 2011 the report from the Christie Commission on future delivery of public services was published. Since then a programme of public service reform is ongoing to ensure public services are inclusive, sustainable, and effective in improving people's outcomes.					
Digital Strategy	<ul style="list-style-type: none"> - The publication of the Scottish Government's digital strategy in 2017 makes it clear that digital transformation and digitalisation of public services in Scotland are high on the agenda. Innovative digital projects include NHS Scotland's live data-sharing system "SPIRE" and the project to roll out a fibre-optic network across Edinburgh. <p><i>"DIGITAL AND DATA ARE IRRESISTIBLE FORCES THAT DRIVE INNOVATION IN OUR PUBLIC SERVICES – THEY OPEN UP NEW CHOICES AND POSSIBILITIES FOR US ALL." DEREK MACKAY, CABINET SECRETARY</i></p>					
Cost Savings	Every public body in Scotland must deliver efficiency savings of minimum 3% p.a. 2017-18. Staff costs are the largest single element of public bodies spending. The Public Procurement Reform Programme established in response to the McClelland report (2006) aims to generate the maximum benefit, from every public pound spent whilst delivering sustainability, fair work and community benefits. As demand grows for services and funding stays flat or decreases, this puts an ever-increasing strain on public sector budgets.					
Public Sector Pay	Increasing focus on contractor rates and considerations such as NHS Agenda for Change. Pay increases have been non-existent or very low, leading to difficulties recruiting for certain roles.					
Accountability	Public Bodies are subject to external scrutiny from a variety of organisations such as The Scottish Public Services Ombudsman which handles complaints about Public Services in Scotland. Information held by Scottish public authorities is covered by Scotland's own Freedom of Information (Scotland) Act 2002. It's imperative that as a supplier to Scotland's Public Sector we understand what's required of us.					

<p>Framework Public Bodies who will use these services</p>	<p>The Framework Agreement will be available for use by:</p> <ul style="list-style-type: none"> • Scottish Ministers (including Agencies), • Scottish Non-Departmental Public Bodies, • Scottish Government - 30+ Directorates. Annual budget of £30 billion. 6 Director Generals; Enterprise, Environment & Digital, Finance, General Governance & Communities, Health & Social Care, General Learning & Justice, Strategy & External Affairs. • Cross-border public authorities within meaning of section 88(5) of Scotland Act 1998 • the Scotland Office, • Scottish Parliamentary Corporate Body, • councils constituted under section 2 of Local Government etc. (Scotland) Act 1994, • Scottish Fire & Rescue Service, • Scottish Police Authority, • Scottish health boards or special health boards, all NHS Scotland, • The Integrated Joint Boards established further to the Public Bodies (Joint Working) Act 2014, • bodies registered as social landlords under Housing (Scotland) Act 2001, • Student Loans Company Limited, • the Forestry Commission, • Commissioner of Northern Lighthouse operating as Northern Lighthouse Board, • Equality and Human Rights Commission, • Business Stream Ltd, • Business Gateway National Unit at the Convention of Scottish Local Authorities, • Further/Higher Education institutions being fundable bodies within the meaning of section 6 of the further and Higher Education (Scotland) Act 2005, • any public body established by or under the Scotland Act 1998 or any Act of the Scottish Parliament, • any association of/formed by one or more of the foregoing, bodies financed wholly or mainly by one or more of the foregoing, • bodies subject to management supervision by one or more of the foregoing and bodies more than half of the Board of Directors or members of which, or, in the case of a group of individuals, more than half of those individuals, being appointed by one or more of the foregoing. <p>In addition to the contracting authorities listed, the Framework agreement will be available to charities entered on the Scottish Charity Register (24,000+) and voluntary organisations entered on the Membership Database of the Scottish Council for Voluntary Organisations.</p>
<p>Demand Overview</p>	<p>We understand there's no guarantee of volumes of usage/spend throughout the life of this agreement and that the Framework Agreement isn't mandated for use rather contracting authorities will be encouraged by Scottish Procurement to utilise the Framework where it meets their requirements. We're confident that Harvey Nash provide a valued, high quality service for public sector organisations that they will want to make use of.</p> <ul style="list-style-type: none"> • Estimated annual spend £102 million based on historical spend. <p>There are natural peaks/falls in demand due to a variety of factors such as budgets, financial year end, project demands.</p>

If appointed, we'd like to use testimonials from our time on the previous Frameworks to help Public Bodies who may not have used the Framework gain confidence that it could meet their requirements and in doing so increase demand.

REDACTED

There's a real breadth of roles; with demand for Service Desk, Project Management, Test Engineers/Leads and Managers, BAs, Cyber Security, Infrastructure and Software Development – really all imaginable skills to drive forward Scotland's Digital agenda.

REDACTED CHART

REDACTED CHART

- **Scope;** supply of Interim Professional Staff Services – permanent/fixed-term recruitment, consultancy and secondments out-with scope.
- **Volume;** normally single posts, occasionally multiple candidates for specific project.
- **Duration;** single day - 23 months. 47 months SG recommended maximum. Any continuation beyond this at the discretion of each Framework Public Body (FPB).

Demand Drivers	<p>As a supplier to the previous two generations of this Framework we've many things drive demand. Budget cuts and increased demands on services mean that all areas of Scotland's Public Sector must make fundamental changes in the way they deliver services. Budget yet they must be agile and responsive.</p> <p>Key reasons for demand:</p> <ul style="list-style-type: none">• To access specific skills; many projects require specialist skills, which may not be within the general remit of the Team.• Flexibility; to gain the ability to rapidly scale up or down• Realising Scotland's full potential in a Digital World; citizens and businesses now expect services to be available online. Back in 2011, the Scottish Government published a Digital Strategy designed to extend connectivity, promote the Digital economy, digitise public services and promote digital participation. Interims are essential if Scotland is to meet citizen demand and realise savings.• Capability; to gain specific skills gained on a similar project from outside the organisation (e.g. workers with previous DWP experience can bring expertise to the Social Security Scotland project in Glasgow).• Innovation; adding someone from outside can be an effective way of challenging the status quo and gaining fresh perspective• Project work; used to add additional capacity and capability, to deliver specific outcomes or deliver defined programmes or projects the worker delivers effectively over course of project and departs on completion, using public funds efficiently. Projects/initiatives driving demand include Digital Scotland Superfast Broadband, Scottish Wide Area Network, Edinburgh University's "Distance Learning at Scale" programme, CivTech, National Enquiries such as Child Abuse enquiry, Agriculture Fisheries and Rural Communities payments platform, National Records Census 21 Programme, Forestry Commission Forest Enterprise Scotland Programme.
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REDACTED PHOTO

	 <p>Digital Scotland Superfast Broadband</p> <p>sometimes the only way to bring in additional skills.</p> <ul style="list-style-type: none"> • Skills transfer; interims can bring new skills and transfer to permanent Team members. • Maternity/sickness cover • Working within budgets; pressure on Opex means Capex is  <p>EVERY PERSON EVERY TIME SPSP SCOTTISH PATIENT SAFETY PROGRAMME</p>
How Public Bodies will use Framework	<p>Option for direct award ranked solution or mini-competition, details of which are clearly outlined in Schedule 3.</p> <p>Direct Award FPB completes Order Form and sends to 1st ranked Framework Contractor (FC) to send completed Schedule. If 1st ranked can't meet requirements, FPB will go to 2nd ranked FC, and so on.</p> <p>Mini-Competition FPB completes Order Form and sends to all FCs simultaneously, setting a deadline for responses (in format of completed Schedule 2 which includes quotation(s) including CV(s) for suitable candidates. Most economically advantageous tender (scoring highest mark following chosen price/quality evaluation ratio) wins award</p>

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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.1 Delivery of Service	Weighting	30% of 2.3
Question	<p>Tenderers must provide details of how they will deliver the service under this Framework Agreement, including their:</p> <ul style="list-style-type: none"> • organisational structure, • details of key staff (and their roles) with designated responsibilities for ensuring successful delivery throughout the Framework period, and the • minimum experience levels (not a CV) and a • job specification(s) for the designated Account Manager(s). • Tenderers must also provide details of the number of key personnel to be dedicated nationally (to the whole of Scotland), how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed. 		
Word count in answer	1490		
Service Delivery	<p>As a supplier to generations 1 and 2 of this Framework, Harvey Nash (HN) have continuously evolved and improved our service delivery model to provide the Scottish Public Sector with an excellent service. REDACTED TEXT</p> <p>Over the last 8 years on the Framework we have demonstrated our desire to support our local community, creating employment for priority groups (ex-homeless and Modern Apprentices form part of our Delivery Team) and ensuring we provide economically advantageous solutions for the end-client.</p> <p>We have a Team of experienced Consultants to supporting the Framework. Each consultant specialising in a particular area of recruitment is responsible for; meeting Framework Public Bodies (FPBs), ensuring they understand requirements and effectively sourcing and screening candidates. They also provide aftercare to workers and Interims.</p> <p>We have a dedicated local Compliance Team ensuring 100% compliance with all legislative, contractual, MI, BPSS/security and worker/Interim onboarding requirements. Our Central Services Function provides additional support (HR, Legal, Finance etc.)</p>		
Key Staff and their roles	<p>With 8 years' experience supporting generations 1 and 2 of the Framework, we've developed a stable and experienced Account Team with an excellent track-record ensuring we consistently deliver skilled, security-cleared candidates to FPBs, on-time and within budget.</p> <p>REDACTED TEXT</p>		

REDACTED DIAGRAM

REDACTED TEXT & PHOTO	REDACTED TEXT
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REDACTED TEXT & PHOTO	REDACTED TEXT
Number of key personnel servicing whole of Scotland	<p>Over the last 8 years supporting generations 1 and 2 of the Framework, we've developed a robust and proven Account Team structure with an excellent track-record ensuring we successfully deliver skilled, security-cleared candidates to all FPBs, on-time and within budget.</p> <p>REDACTED TEXT</p> <p>Our success is evidenced through historical data; REDACTED TEXT IT professionals were filled across this Framework last year. There were on average REDACTED TEXT per annum, equating to REDACTED TEXT placements on average per month. Each Delivery Consultant must therefore deliver against REDACTED TEXT positions per month. By reviewing our historical MI, we can demonstrate we can deliver REDACTED TEXT</p> <p>We appreciate that activity levels on the Framework fluctuate so we ensure we can flex our Team size up and down accordingly for maximum efficiency. We therefore assemble a core Account Team that can be supplemented. Our Account Team structure is flexible and scalable. If there is a spike in demand we will immediately divert additional resources from our multiple offices across Scotland, increasing the Account Team. In exceptional circumstances we can achieve greater flexibility and productivity by utilising our REDACTED TEXT</p>

Procedures for Key Personnel Changes

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.2 Disclosure Scotland- BPSS	Weighting	20% of 2.3
Question	<p>Tenderers must provide details of their procedures to ensure compliance with Disclosure Scotland and Baseline Personnel Security Standard – BPSS, (or other standard as may be defined by Framework Public Bodies) including details of the effective management of any third party to be used in this process, and the measures they will take to match security pre-cleared candidates to Framework Public Body requirements. Tenderers must also describe the measures they will take to ensure that temporary/interim workers understand and adhere to confidentiality requirements, particularly in relation to sensitive roles.</p>		
Word count in answer	1380		

Procedures to ensure compliance with Disclosure Scotland and BPSS

As generation 1 and 2 Framework suppliers, we possess best practice expertise for Scotland's Public Sector. Our highly experienced Compliance Team manage all requirements for Disclosure Scotland (DS) and BPSS for all Interims, ensuring correct documentation is provided. Interims apply for DS themselves via the MyGov/DS website. The Team liaise with Scottish Government (SG) Security team, ensuring full compliance and awareness of legislative changes. Our UK Legal & Compliance Director and Scottish MD report to our Board on Framework compliance.

We are audited by the Authority/FPBs and carry out our own spot checks for added assurance of 100% compliance. Full access is available to The Authority and/or FPBs to carry out audits/checks. We maintain a database of our vetted candidates, allowing us to manage right-to-work expiry dates
REDACTED TEXT

Disclosure Scotland	<p>We recognise interims must have appropriate clearances (Basic Disclosure(BD)/BPSS/other) prior to taking up assignment, and sight of original documentation. We understand that a BD provides a criminal convictions certificate detailing unspent convictions under the Rehabilitation of Offenders Act 1974 or no convictions.</p> <p>Due to the sensitive nature of some FPBs, there may be a requirement for Standard Disclosure(SD) to provide a criminal records certificate displaying records of spent/unspent convictions. We cross-reference requested checks with clients specifically when recruiting for roles such as those:</p> <ul style="list-style-type: none"> • involving regular contact with children/adults at risk; • involved in the administration of law; • applying for firearms, explosives and gaming licences; • professional groups in health, pharmacy and law; or, • Senior Managers in banking/financial services. <p>We are experienced in recruiting roles that require an Enhanced Disclosure (ED) or PVG Certificate, e.g:</p> <ul style="list-style-type: none"> • those who apply for work that regularly involves caring for, training, supervising or being in sole charge of children or adults at risk;
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	<ul style="list-style-type: none"> • applicants for various gaming and lottery licences; • those seeking judicial appointment; or, • applicants for registration for child minding, day care and to act as foster parents or carers. <p>Interims who have incorrect disclosure certification are directed to the DS website to complete an online application. REDACTED TEXT</p> <p>We accept disclosure certificates as valid for one year from the date of issue, after this we require the applicant to repeat the relevant disclosure process. To comply with the 'Data Protection Act 2018 (DPA)', we don't keep disclosure information longer than necessary and destroy in a secure manner.</p> <p>We will inform FPBs if an Interim delivering services are charged with/or convicted of any offence during the period of their assignment and will arrange for a replacement.</p>
BPSS	REDACTED TEXT
Training	<p>REDACTED TEXT</p> <p>This training enforces sensitivity, discretion and transparency to individuals undergoing security checks. We have a set procedure for DS with convictions and provide training on how to deal with this from full disclosure to FPBs of convictions through to rejection of offer.</p> <p>REDACTED TEXT</p>
Data Protection	<p>Our Data Protection policy covers the secure handling, use, storage, retention and destruction of BPSS/DS Information. We comply with the DPA 2018' and the Code of Practice published by Scottish Ministers under section 122-part V 'of The Police Act 1997 (which sets out obligations for registered bodies, counter signatories and other recipients of disclosure information issued under the Protection of Vulnerable Groups (PVG) (Scotland) Act 2007).</p> <p>We recognise, under section 1241 of the 1997 Act and sections 66&67 of the 2007 Act, it is a criminal offence to share disclosure information to any unauthorised person. DS information is only shared with those authorised. We will not disclose information provided under subsection 113B (5)2 of the 1997 Act, namely information which is not included in the certificate, to the subject. Our UK/Global office network allows us to verify candidate documentation in person, at various convenient locations. If timescales or candidate's circumstances prohibit this, we use an approved ID verification service.</p>
No 3rd Parties	Having a specialist in-house Team allows us to retain full-control of the screening process. No 3 rd parties involved.
REDACTED TEXT	REDACTED TEXT REDACTED IMAGE

<p>The measures we will take to match security pre-cleared candidates to Framework Public Body requirements.</p>	<p>REDACTED TEXT REDACTED IMAGE REDACTED TEXT</p>
<p>Our procedures for adherence to confidentiality requirements</p>	
	<p>All our contracts contain confidentiality agreements that are signed prior to start and reiterated verbally to Interims, ensuring they understand the importance of confidentiality and the repercussions of any breaches. We can work with FPBs to create bespoke NDAs.</p>
Contract Clause	REDACTED IMAGE
NDA/Confidentiality Agreement	REDACTED IMAGE

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.3 Approach to recruitment retention and matching	Weighting	30% of 2.3
Question	Tenderers must provide details of their approach to ensure the recruitment, retention and matching of suitable candidates nationally (whole of Scotland). Your response must relate to both rural and urban areas nationally (whole of Scotland) and demonstrate your proposed presence to meet the requirement and how you will gain and take advantage of knowledge regarding local job markets to meet Framework demand. (Note- "presence" does not necessarily mean a physical full-time office). Your response must also detail how you will ensure consistency of service and delivery across Framework Public Bodies and your procedures for delivery during periods of high demand.		
Word count in answer	1499		
Recruitment	<p>As an existing Framework supplier, we've created an effective and bespoke recruitment strategy for each FPB.</p> <p>We have a range of innovative techniques to source high-calibre candidates:</p> <p>Really Understanding the Vacancy: Account Team builds an extensive knowledge of Public Sector and FPB requirement and teases-out additional information on every vacancy to truly understand skill-set/cultural fit required (via face-to-face meeting or call).</p> <p>REDACTED TEXT</p> <p>Job Boards: We ensure vacancies are visible online to candidates seeking new opportunities by using 20+ job boards e.g. S1jobs.com and Jobcentre Plus. Sites are specifically chosen to encourage participation in the workforce.</p>  <p>Press: We still understand the benefit of using local press/radio to recruit candidates to specific rural locations.</p> <p>Harvey Nash Country Website: dedicated Sector Public Sector page https://www.harveynash.com/scotland/what-we-do/public-sector/</p>		

	<p>REDACTED IMAGE</p> <p>Our Microsites: Accessible via FPB websites - bespoke platform providing candidates with opportunity to access unique, client-specific information on available roles/organisation.</p> <p>REDACTED IMAGE</p> <p>REDACTED TEXT & IMAGES</p> <p>Apple iPad & Google Android: 1st global recruitment company to launch application on the App Store.</p> <p>REDACTED TEXT & IMAGE</p> <p>REDACTED TEXT</p> <p>Social Media: Active across Twitter, Facebook, Instagram and LinkedIn, we've some of the largest LinkedIn groups for Professionals in Scotland - our 'IT Network Scotland Group' 3,000+ members and our 'Finance Group' closely follows.</p> <p>Networking/Events: We regularly host/attend public sector events/seminars to meet new candidates. We organise events with clients to help attract candidates (e.g. our IT Leadership event in November has FPBs as speakers).</p> <p>REDACTED IMAGES</p> <p>Referrals: REDACTED TEXT of our contract placements are through personal networks and referrals.</p> <p>Candidate Open Days/Evenings: We pro-actively promote FPBs at recruitment events/career fairs in rural/urban locations.</p> <p>Market Mapping/Direct Headhunting: Major component in our candidate sourcing strategy for hard-to-fill and niche roles.</p> <p>REDACTED TEXT</p> <p>REDACTED TEXT & IMAGES</p> <p>CSR/Local Community: To ensure we're recruiting candidates across rural and urban Scotland and from disadvantaged groups, we build long-term relationships with local agencies, 3rd sector and community groups such as Action for Children. REDACTED TEXT & IMAGES</p>  <p>Matching</p> <p>We use a combination of local market knowledge/understanding of FPB's requirements ensuring candidates are matched by qualifications/skills/ability/cultural-fit/English fluency taking into consideration 60/40 weighting of skills: cost outlined in Schedule 1 of Order Form.</p>
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	<p>We:</p> <ul style="list-style-type: none"> • REDACTED TEXT <ul style="list-style-type: none"> • Account Team screen/interview these candidates face-to-face/Skype. • Negotiate rates to ensure maximum public benefit derived from limited public budget. • Ensure candidates have appropriate security clearance, required as per Schedule 1 on Order Form. <p>Quality Account Team: The better the Team, the greater the ability to match outstanding candidates to requirements. Our consultants receive extensive training in matching against client requirements.</p> <p>REDACTED TEXT & IMAGE</p> <p>Candidate Interview: Candidates undergo face-to-face interview or telephone/Skype/ REDACTED TEXT Interviews are biographical and competency-based, designed to qualify candidate's experience, skill-sets, behaviours, suitability, communications skills, cultural-fit, as well as fundamentals such as availability, cost, etc.</p> <p>Before interview, we check that candidates comply with "right to work" legislation.</p> <p>Technical Testing: REDACTED TEXT & IMAGE</p> <p>Verbal/Numerical Reasoning Testing: We check non-technical skills such as telephone skills, organisation, verbal/numerical reasoning, spelling and grammar.</p> <p>Psychometric Testing: Using REDACTED TEXT & IMAGE</p> <p>Assessment Centres: Rural and urban locations.</p> <p>Reference Checks: We rigorously conduct reference/qualification checks to better match candidates.</p>
Retention	<p>Matching: Candidates are only placed in assignments matching their skills and desired rate of pay. They are less likely to leave an assignment if happy and confident.</p> <p>Loyalty & Commitment: We work with candidates coming to end of contracts to find them new opportunities, both within the Framework agreement and with other clients. We invite contractors to value-add networking events and operate a Contractor of the Month award.</p> <p>REDACTED TEXT & IMAGE</p> <p>Stable Harvey Nash Team: Our Account Team are the same as on the previous generation of this Framework, so are experts and able to really help our contractors with complex queries.</p> <p>Problem-free-payment: <ul style="list-style-type: none"> • Online timesheet system simplifying timesheet approval. • REDACTED TEXT • Commitment to getting candidates paid on-time, every time. </p> <p>24x7 UK contractor helpdesk</p>

	<p>Communication, Care & Support: We're always open and honest with candidates. We communicate by phone, face-to-face and through REDACTED TEXT & IMAGE</p> <p>REDACTED TEXT</p> <p>Contractors receive a call:</p> <p>REDACTED TEXT</p> <p>Account Team meets every contractor REDACTED TEXT (and regularly thereafter) to ensure a personalised service.</p> <p>On the completion of contract, contractors are re-sent REDACTED TEXT and asked to rate us. Results are collated and acted on. REDACTED TEXT Should score fall, there's a clear internal escalation policy.</p> <p>'Going the extra mile' is a significant factor in candidate retention and helps us differentiate ourselves from our competitors:</p> <ul style="list-style-type: none"> • We provide candidates with information that helps them to understand if they can commit to a client assignment – e.g. providing maps, details of public transport links and accommodation etc. (particularly important for more remote/rural locations). • During IR35 changes, we met all candidates face-to-face in urban and rural locations to maximise retention. <p>Issue Resolution: In rare instances an issue arises a process in place to resolve issues raised by contractors quickly.</p>
Taking advantage of Knowledge regarding local job markets to meet Framework demand:	<ul style="list-style-type: none"> • Annual Surveys e.g. our CIO Survey in conjunction with KPMG that provide accurate daily rate info and highlight key skills that may be in demand in future allowing us to plan and respond quickly. • Track any key projects starting/finishing/new organisations moving to Scotland/closing that may impact skills availability. • Track enforced contractor rate cuts in other organisations that may cause unrest. • Quarterly market-insight reports to clients highlighting key trends. <p>REDACTED IMAGE</p>
Geographical Presence	<p>Offices in Edinburgh and Glasgow and use of serviced offices Scotland wide.</p> <p>We're an ever-expanding business with plans to open an office in the REDACTED TEXT soon.</p> <p>We ensure all rural clients are visited regularly.</p> <p>Physical presence will never be a barrier; we use Skype and conference calls to communicate, in line with our sustainability policy, which commits to minimise travel and carbon omissions.</p> <p>Graph below demonstrates Framework geographic demand over past REDACTED TEXT. Our success rate was consistently high across all geographies.</p> <p>REDACTED CHARTS</p>

Ensuring consistency	REDACTED TEXT REDACTED IMAGES
Periods of high demand	<p>As a current Framework supplier, we're pleased to say there's never been an occasion when we've been unable to cope with demand for services.</p> <p>Strategies include:</p> <p>Scalable Team: Flexed up/down depending on demands of FPB(s). We can supplement core Team with experienced colleagues across Scotland. Ability to quickly increase team size is important as over-stretched teams can often impact service consistency.</p> <p>Additional resources: REDACTED TEXT</p> <p>Communication and forward planning: It's possible to anticipate peaks in demand, and our Account Team are tasked with meeting /communicating regularly with FPB stakeholders.</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.4 Occupational Health Checks	Weighting	10% of 2.3
Question	<p>Tenderers must provide details of how they will carry out pre-employment occupational health checks prior to placing a candidate to an assignment, how they will assess and implement reasonable adjustments for disabled applicants both during the interview process and in assigning individuals to work placements and how they will ensure robust diversity and equality policies are implemented throughout the Framework duration.</p>		
Words in answer	1499		
How we will carry out pre-employment occupational health checks	<p>At offer stage, successful candidates are asked to complete confidential OH Questionnaire, regarding medical history, any current health problems and previous work-health relationship. If a role and/or FPB has any specific requirements the form can be tailored. Our HR Team/OHS Practitioners are responsible for reviewing completed Occupational Health Questionnaires and deciding whether a health interview/medical examination is necessary. Consent forms/processes comply with Data Protection Act/privacy legislation</p> <p>Where required/requested pre-employment occupational checks are REDACTED TEXT</p> <p>REDACTED IMAGE</p> <p>Users of Framework detail physical, mental, emotional/environmental demands of assignment on Schedule 1. If Schedule 1 is incomplete, our Consultant(s) seeks clarification from FPBs on occupational health risk assessment</p> <p>We inform candidates about any occupational health risks and consider what reasonable adjustments could be made for a disabled candidate to comply with Equality Act 2010. If necessary, candidates undertake a physical assessment. We use a local independent OH service supplier.</p> <p>After taking professional advice from our OHS Practitioner, we advise HR at FPB of outcomes and advise/agree on any reasonable adjustments required.</p>		
Reasonable adjustments	 <p>We are committed to the employment and career development of disabled people. Equality law recognises that bringing about equality for disabled people may mean changing the way in which employment is structured, the removal of physical barriers and/or providing extra support for a disabled worker.</p> <p>We are a Disability Confident 'Level 2 Employer'. Not all disabilities are physical, we also accommodate those who may need adjustments made for mental health reasons. We have two mental health first aiders in our Account Team.</p> <p>Our offices are easily accessible to disabled candidates and we ensure our clients have the same approach. Interviews are often carried out online, therefore eliminating discrimination against candidates with physical disabilities.</p> <p>Candidates are asked if they need reasonable adjustments to take part in the recruitment process, to ensure that we remove any barriers. Our application form includes the facility for</p> 		

applicants with disabilities who are short-listed for interview to indicate whether they have any specific requirements for the interview or selection process.

If a disabled applicant informs us (or we're aware) that they need adjustments for any part of the selection process; and those adjustments are reasonable, we will ensure they are implemented. We have requested disabled parking for candidates and wheelchair assistance when required.

REDACTED TEXT

REDACTED IMAGE

Our Account Manager/OH/HR Team (depending on complexity) will liaise with the FPB HR department/Hiring Manager to advise on reasonable adjustments, ensuring implementation. We always discuss the proposed adjustments with the applicant to ensure they are effective. Adjustments can take many forms, such as removing physical barriers and the provision of extra equipment/aids. If met with resistance to implement reasonable adjustments, we would escalate our requests to the Framework Manager.

We assess and advise our clients on the implementation of any reasonable adjustments required by a successful candidate prior to them starting an assignment.

At offer stage, the successful candidate completes confidential Occupational Health Questionnaire, this allows any disabled candidate to request any reasonable adjustments to their future working environment.

Reasonable adjustments take many forms; regular breaks for someone with diabetes, specialist equipment for visually impaired candidate, adjusted working hours, allowances for regular hospital appointments, as per the Equality Act 2010.

Where reasonable adjustments are required, costs will be met by the FPB (only where the adjustment is retained by the FPB at the end of the assignment i.e. seating, desks, desktop equipment). Where the result of the adjustment would be retained by the interim at the end of the assignment, the FPB will not bear these costs.

REDACTED TEXT

REDACTED IMAGE

REDACTED TEXT

We carry out regular internal training with our staff, ensuring they're aware of the implications of the Equalities Act 2010 and the variety of reasonable adjustments that could help a disabled candidate.

We often invite external organisations to come and talk to our staff about disabilities, raising awareness of the breadth of potential requirements. Recent lunchtime awareness sessions include those from **REDACTED TEXT**

Harvey Nash has got involved in supporting the locally based charity '**REDACTED TEXT**', which focuses on supporting school age children with varying levels of learning difficulties in transition from full time education into the workforce. Through a series of interactive sessions

	<p>with the young adults our Team delivered some fun training sessions on the basics of where to find work; how to apply and interview techniques.</p>
Ensuring robust diversity & equality policies are implemented	<p>We are an equal opportunities employer who acknowledges its obligations under equal opportunities legislation and endorses the codes of practice relating to laws. We were the first recruitment company to be awarded EY'S National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for diversity and inclusion.</p>  <p>The logo consists of a purple square containing the letters 'NES' in white, followed by the words 'NATIONAL EQUALITY STANDARD' in a smaller font. Below this is a white bar with the word 'Harvey Nash' in black. At the bottom, another white bar says 'has been certified'.</p> <div style="background-color: #f0f0f0; padding: 10px; margin-top: 10px;"> <p style="margin: 0;">OUR COMPANY</p> <p style="margin: 0;">WHAT WE DO</p> <p style="margin: 0;">NEWS & BLOGS</p> <p style="margin: 0;">HNTV</p> <p style="margin: 0;">DIVERSITY</p> <p style="margin: 0;">JOBS & CAREERS</p> <p style="margin: 0;">INVESTORS</p> </div> <div style="background-color: #f0f0f0; padding: 10px; margin-top: 10px;"> <p>The very latest news updates From across our global network</p>  <p>A photograph of a man in a dark suit and tie, holding a newspaper high above his head. In the background, there are modern office buildings under a clear blue sky.</p> <div style="float: right; width: 15%; margin-top: 10px;"> <p>News</p> <p>Publications</p> <p>Events</p> </div> </div> <p>Harvey Nash UK becomes first recruitment firm to receive EY's National Equality Standard</p> <p style="text-align: center;"> </p> <p>London - April 25, 2017 - Harvey Nash, the global professional and executive recruitment group, today announced that their UK business has become the first recruitment firm to be certified with EY's National Equality Standard, one of the UK's most rigorous and prestigious accreditations for diversity and inclusion.</p>
	<p>We will ensure that FPBs meet their Public Sector Equality Duties as per Equality Act 2010.</p> <p>Our Legal and Compliance Team keep up to date on current/anticipated legislation and any changes as well as FPB diversity and equality policies. They monitor compliance to policies and train Account Teams to ensure we meet our legal and moral responsibilities.</p> <p>We are single minded in the pursuit and development of talent, regardless of the background of the individual. Harvey Nash works hard to ensure diversity and increase equality in its own workplace and in its candidate base.</p> <p>REDACTED CHARTS</p> <p>In Scotland REDACTED TEXT gender balance in our Leadership Team and our overall workforce is REDACTED TEXT male/female. REDACTED TEXT of our Team identifying as LGBTQ+. We are totally committed to working towards excellence in this field in partnership with FPBs.</p>

	<p>Networks/Events: We are very active with both internal and external diversity networks to gain a better understanding of best practice in the implementation of robust diversity and inclusion and learn from other organisations.</p>
EDI Policies	<ul style="list-style-type: none"> We have a strict written policy of non-discrimination; ensuring no applicant or employee should be treated less favourably on the grounds of gender, marital status, race, ethnic origin, disability, sexual orientation, age, social class or religious belief. <ul style="list-style-type: none"> No one is disadvantaged by the imposition or any condition or requirement which cannot be shown to be relevant to the performance of a job sought or occupied. Any breach of policy by any employee may result in disciplinary action. Any breaches of current legislation by employees will be regarded as gross misconduct and may result in dismissal. This policy applies to all decisions and arrangements including, but not limited to, recruitment, pay and conditions, training and career development, selection and promotion or termination of employment.

Training via our **REDACTED TEXT** enables all our Teams to access dedicated face-to-face training workshops and online pieces of e-learning. Certificates are issued at the end of each course and updated on the Consultant's records. All new starters are required to complete EDI training upon joining the company, as well as current staff refreshing this annually.

REDACTED IMAGE

REDACTED TEXT



Tender Title	Framework Agreement for Interim IT Staff Services - National												
Supplier Name	Harvey Nash Scotland Ltd												
Question Ref	2.3.5 Sickness and Absenteeism	Weighting	10% of 2.3										
Question	Tenderers must provide details of their proposals to manage temporary/Interim worker sickness absence and absenteeism, the process for replacement of temporary/Interim workers where they are deemed unsuitable for the role, and how they will ensure that the Interim is protected from employment relationship claims/employment law risks.												
Word count in answer	1500												
Our approach to sickness absence and absenteeism <p>Our process for managing sickness/absenteeism is underpinned by the following:</p> <table border="1"> <tr> <td>1. Clear Guidelines</td><td>REDACTED TEXT</td></tr> <tr> <td>2. Communication, support and early intervention</td><td>REDACTED TEXT</td></tr> <tr> <td>Replacing unsuitable candidates</td><td> <p>Clear process for replacement</p> <p>REDACTED TEXT</p> <p>If an Interim is unsuitable and a replacement is sought, we work with FPBs ensuring the Interim is given clear reasoning and their contract terminated. REDACTED TEXT and we have a documented workflow lead by the Consultant and owned by Compliance Manager. We will discuss options and agree timescales with FPBs, providing a replacement of a similar calibre as soon possible to minimise the impact of the absence.</p> <p>Process overview:</p> <ul style="list-style-type: none"> • FPB informs HN and escalated to AM • Communication to worker of reasons for contract termination • Return of the FPBs property (e.g. laptop, security passes) where required • Exit interviews to identify learning points for continuous improvement • Replacing the Interim will be prioritised • Open/transparent reporting to FPB on issue and remedial actions • Ongoing issues can be addressed by way of continuous improvement <p>REDACTED TEXT</p> <p>We continually identify new candidates and keep in touch with existing candidates to ensure that we always have a ready supply of candidates for new requirements and for any situations where a replacement is required.</p> </td></tr> <tr> <td colspan="3"> Protecting the Interim from employment relationship claims/employment risks <p>One of our key priorities in relation to the Framework is to ensure that we mitigate the risk of any employment law claims against FPBs and Interims.</p> </td><td></td></tr> </table>				1. Clear Guidelines	REDACTED TEXT	2. Communication, support and early intervention	REDACTED TEXT	Replacing unsuitable candidates	<p>Clear process for replacement</p> <p>REDACTED TEXT</p> <p>If an Interim is unsuitable and a replacement is sought, we work with FPBs ensuring the Interim is given clear reasoning and their contract terminated. REDACTED TEXT and we have a documented workflow lead by the Consultant and owned by Compliance Manager. We will discuss options and agree timescales with FPBs, providing a replacement of a similar calibre as soon possible to minimise the impact of the absence.</p> <p>Process overview:</p> <ul style="list-style-type: none"> • FPB informs HN and escalated to AM • Communication to worker of reasons for contract termination • Return of the FPBs property (e.g. laptop, security passes) where required • Exit interviews to identify learning points for continuous improvement • Replacing the Interim will be prioritised • Open/transparent reporting to FPB on issue and remedial actions • Ongoing issues can be addressed by way of continuous improvement <p>REDACTED TEXT</p> <p>We continually identify new candidates and keep in touch with existing candidates to ensure that we always have a ready supply of candidates for new requirements and for any situations where a replacement is required.</p>	Protecting the Interim from employment relationship claims/employment risks <p>One of our key priorities in relation to the Framework is to ensure that we mitigate the risk of any employment law claims against FPBs and Interims.</p>			
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HN contracts	REDACTED TEXT
IR35	<p>Our PSC contracts are 'IR35 friendly' and have been reviewed by our external lawyers REDACTED TEXT</p> <p>We follow the SG workflow to adhere to HMRC legislation and ask all FPBs to provide a PDF determination of each role released, challenging where it's necessary to.</p>
Managing implied contracts & educating FPBs	<p>Despite clear contractual relationships there may be occasions where an employment tribunal determines that an Interim is deemed to be an employee of the FPB</p> <p>It is important the FPB doesn't integrate the Interim into their workforce or treat them as an employee. HN ensure Interim contracts reflect the true relationship between parties to significantly reduce any risk of Employment Related Claims and the FPB must also ensure the working practices are not those of an employee-employer relationship.</p> <p>We stress the importance of keeping temporary workers at arm's length in terms of the treatment of any issues that may be deemed to constitute an employment relationship. Where there are disciplinary issues or performance problems, FPBs should always refer these matters to the HN Team to deal with rather than their own formal procedures.</p>
Programme of compliance	<p>We implement a set program of compliance across the business in response to legislative changes, all members of the Account Team have been trained to follow set processes to ensure compliance. In the event of legislative changes our existing processes/procedures are assessed then modified where necessary to ensure full compliance. It may result in updating contract documentation, terms of business, process/policy documents, website/microsite content, IT systems, MI reporting requirements and data storage. Findings from this stage are fed to our training department who ensure all members of the Account Team are adequately trained to follow set processes for compliance. Any changes that could impact FPBs/Interims are communicated through multi-channel communication campaigns. This tried and tested methodology has ensured successful business change in response to changes to legislation.</p>
Legal	<p>HN has an internal legal team and uses external specialists such as REDACTED TEXT and employment lawyers REDACTED TEXT</p> <p>to ensure we keep abreast of all changes to employment law and other legislative changes. We follow the lead of our industry body; REC-Recruitment and Employment Confederation to ensure that we remain vigilant to any potential risks to our clients.</p>
Providing Interims: Limited Company Contractors and Umbrella companies	<p>We envisage that most of the Interims provided under the Framework will be either Limited Company Contractors (LCCs) through a Personal Service Company (PSC) or an umbrella company.</p> <p>Interims working through a PSC will be an employee and a Director of the company. Interims provided through an umbrella company will be an employee of the umbrella company with a contract of employment. Therefore, there will</p>

	<p>be no direct contractual/employment relationship between Interims and the FPB.</p> <p>As a member of REC, HN take compliance with all laws and regulation seriously and are fully conversant with IR35 legislation, the Conduct of Employment Agencies and Employment Businesses Regulations 2003 (the "Conduct Regulations") and Managed Service Company ('MSC') legislation (Chapter 9, Part 2 and Section 688A, Part 11 Income Tax (Earnings and Pensions) Act 2003 (the "MSC Legislation)</p>
Conduct Regulations (CR)	<p>Our T&C's in accordance with CR, allow any contractor working through a limited company who wishes to "opt out" to do so, using a dedicated form and providing confirmation of such "opt out" prior to their introduction or at very latest, prior to their start date. LCC workers who opt out provide further evidence of their status as a service provider rather than an employee.</p>
MSC Legislation	<p>HN carries out checks on all Ltd Companies before entering into any agreement with such company REDACTED TEXT</p> <p>HN ensures Interims have necessary right to work in the UK documentation (e.g. visa and work permits).</p>
23 months rule	<p>Our Team is aware of/will actively manage the Scottish Government's policy on the length of Interims' assignments. We are aware that for SG core and Main agencies, workers can be assigned to a post for a maximum period of 23-47 months.</p>
Influencing legislation	<p>HN seeks to influence policy makers through active involvement/membership with organisations e.g. REDACTED TEXT</p>  <p>We do everything we can to protect FPBs from employment law risks/claims, using the methods described above to do this.</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.4.1 Management Processes- Ways of Working	Weighting	40% of 2.4
Question	Tenderers must describe their management processes and agreed ways of working to maintain a consistently high service level. Your response should cover, but not be limited to, performance monitoring, managing communications, problem solving and dispute resolution, achieving value for money in relation to your staff (including supply chain subcontractors or consortia members, where appropriate) and internal and external stakeholders.		
Word count in answer	1498		
Management Processes and Agreed Ways of Working	<p>With over 8 years' experience delivering to previous Frameworks, our Management Processes and working methods have continuously improved through quantitative and qualitative feedback from FPBs, Scottish Procurement and our Account Team.</p> <p>REDACTED TABLE</p> <p>REDACTED TEXT</p> <p>Key aspects of our management processes/ways of working:</p> <ul style="list-style-type: none"> • Robust recruitment, training and development processes, policies and procedures • Account Team rewards/remuneration linked to delivering high quality service • Training opportunities; dedicated Talent Academy & eLearning platform with modules on all aspects of service delivery • Clear Targets; our Framework knowledge sharing portal contains specific details on service levels required and clear expectations are set with the Team • Account Manager monitors performance at weekly Team meetings and quarterly/annual appraisals. • Account Team personal development plans focus on Service Quality • Service excellence recognised and rewarded at Annual Awards ceremony • Account Director/Account Manager are responsible for creating a Fair Work environment that allows the Account Team to consistently deliver an excellent service (access to Gym facilities and support). 		
Performance Monitoring Feedback Sources			
Account Team	Our cutting-edge CRM technology allows Team Managers to monitor Team performance against Framework Statement of Requirements and our own more detailed KPIs. Team give their feedback at weekly meetings and annual and quarterly appraisals.		
FPBs	<p>Biannual client satisfaction surveys and one at end of contract:</p> <p>We collate results from all FPBs and analyse the data to identify key trends to improve service.</p> <p>REDACTED IMAGES</p>		
Interim/Temp workers	REDACTED TEXT		

Scottish Procurement	We submit a Quarterly Report at our Quarterly Service Review Meetings with Framework's Strategic Contract Manager which reviews our performance against Statement of Requirements and we get feedback on Service Quality.
Tools to measure, maintain and improve performance	
KPIs	All KPIs monitored through our CRM system, and discussed at weekly Team meetings/quarterly/annual appraisals Our MI is paperless, supporting sustainable development and Scottish Ministers' 'Greener Scotland' strategic objective. We produce daily/weekly/monthly/quarterly internal MI reports to aid continuous improvement. We submit bespoke monthly/quarterly/annual reports to FPBs and Scottish Procurement.
Innovation & Investment	We invest in solutions to improve service delivery. REDACTED TEXT REDACTED IMAGE
Measurable objectives	We set clear and measurable objectives, cultivating a culture of empowerment and continuous improvement.
Reward and remuneration	We recognise and reward the achievement of high service levels and tie this into our appraisal system. However, we also support improvement if any Account Team member is struggling to achieve desired standards. As we constantly monitor KPIs, we can intervene before there is any impact on service levels. Support takes many forms; coaching for success/improvement, assigning a mentor or training.
Resource planning	Managers are tasked with ensuring we have a sufficiently sized Team to deliver even in periods of high demand.
Clear duties	Our Managers clearly document/communicate which individuals/Teams are responsible for maintaining each service level requirement, ensuring accountability (e.g. Compliance Manager and her Team responsible for ensuring that REDACTED TEXT of security cleared staff supplied within REDACTED TEXT hours).
Managing Communications	
Framework communication plan	REDACTED TEXT
Communication Vehicles	We communicate in many ways, such as: REDACTED TEXT <ul style="list-style-type: none"> • Face-to-face meetings with FPBs to discuss requirements/carry-out reviews • Formal quarterly review meetings with Scottish Procurement • Informal networking REDACTED IMAGE
Measuring effectiveness	Biannually ask Framework stakeholders (through brief email/survey); <ul style="list-style-type: none"> • What's working, regarding communication? • What's not working? • How can we improve? Results are fed into continuous improvement plan owned by our Quality Manager.
Problem Solving/Dispute Resolution	REDACTED TEXT However, we do have a formal escalation route with clear written protocols. This will be approved by the Authority's Strategic Contract Managers and/or FPBs.

REDACTED TEXT	REDACTED TEXT
Achieving value for money	<p>We're mindful of Public Sector budgets and look for ways of saving money without compromising quality.</p> <p>Examples;</p> <ul style="list-style-type: none">Part-time contracts; A full-time resource may be unnecessary and resourcing with a part-time candidate means a high-quality solution is available on a tight budget.Flexible working/home working; Encouraging clients to consider as can attract candidates at better day rate as it allows worker to achieve a travel/home balance.We advise FPBs on market-rates ensuring they don't overpay and highlight to workers that they'll be considered on basis of cost and quality, so should consider carefully the best day rate they can offer.We believe in remunerating our Account Team fairly to ensure we attract and retain staff to provide consistently good service. Cutting corners in this area would

	<p>lead to high staff turnover and so would be a false economy. We've had great success adding Modern Apprentices to our Account Team to balance costs.</p> <p>REDACTED TEXT</p> <ul style="list-style-type: none">• Consolidated e-invoicing <p>REDACTED TEXT</p>
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Tender Title	Framework Agreement for Interim IT Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.4.2 Communication with FPB's	Weighting	40% of 2.4			
Question	Tenderers must provide a statement to clearly demonstrate their proposals for regular and effective communication with Framework Public Bodies throughout the Framework duration, including reporting mechanisms for the provision of management information, out of hours procedures, complaints management (including escalation), and order cancellation processes.					
Word count in answer	1921					
Effective communication with Framework Public Bodies						
<p>We promote honest and open two-way communication with our clients, believing that frequency, format and content of communication should reflect the preference of each client (preferences are recorded and adhered to). As a supplier to the current Framework, we have built long-standing relationships with FPBs, continually improving processes. We are big advocates of face-to-face meetings with all FPB (urban and rural). As a minimum our processes ensure we are in-touch with every REDACTED TEXT and regularly thereafter to see how things are going.</p> <p>The first step in establishing a good relationship is the introductory face-to-face Supplier Relationship Management meeting after Framework award introducing key HN team members to the client and vice-versa. At this meeting the client's vision and preferences for communications will be agreed, sharing the benefits of utilising the Framework and finding out about the culture/needs of the client. We document and share information gathered with the rest of the Account Team, ensuring that it's incorporated into our Communications Plan and Team training sessions. Having this agreed at inception helps to set and manage expectations, reducing chances of miscommunication. We can accommodate, but are not limited to communications via: written, face-to-face, telephone, video-conferencing. We can host face-to-face meetings.</p> <p>As standard practice, we hold quarterly meetings with the Authority's Strategic Contract Managers (ASCM) and FPBs to reflect and forecast, including reviewing our performance based on the KPIs outlined in 4.13 of Statement of Requirement. These meetings tend to be at the client's office, but we have facilities to host meetings in our offices (Glasgow or Edinburgh). Meeting notes are documented, and actions are tracked.</p> <p>As well as FPBs being able to contact their Account Manager and Consultant directly, we have a dedicated Public Sector mailbox and phoneline, capturing all communications from the Authority/FPBs/prospective candidates. The Account Manager controls distribution to appropriate Team members ensuring correct governance/best practices. This also ensures 100% accuracy for our MI reports.</p> <p>After receiving a requirement, we contact FPBs using their preferred form of communication to discuss requirements in more detail (skills, AWR, IR35, pay rates, culture etc.), providing up-to-date market information. We then source suitable candidates and provide a shortlist within agreed timescales, delivered via email/PCS as requested. We utilise SG approved secure email transmission Elcom for all PECOSP2P communications (e-invoices); which can be consolidated where necessary, detailing all relevant information, complying with GDPR legislation.</p> <p>Our Account Team is supported by an effective Central Services Team (Finance, Compliance etc.) who communicate directly with their counterparts within FPBs to maintain the standards of communication which are in place between Hiring Managers and Consultants. Customer service is at the forefront.</p>						

Where it is necessary to disseminate important pieces of information to large groups, we will do so using road shows/webinars/website/portals etc. dedicated to the distribution of Scottish Procurement related information. We will advise and work with all Framework Contract Managers to agree on communication strategy for legislative changes and will do this within sufficient timeframes to allow implementation plans to be organised and agreed. IR35 Legislation changes in 2016 were a perfect example of our commitment to the partnership with Procurement Scotland. We joined the advisory project board and created workflows that were rolled out across FPBs. We then carried our roadshows to all FPBs to go through these changes in person.

Where a contractor elects to terminate their contract, we will ask them to communicate this to us in writing. We will share results of their exit survey with the Public Body.

Informal Communication:	We want to use every method possible to communicate and engage with FPBs. We have a host of value-added services that can be extended to the FPBs. We hold events each year targeted at Interims including our annual CIO Survey, Diversity events and round tables. We invite Framework bodies to speak at our events to enhance their employer brand (previous speakers include Anne Moises, CIO, Scottish Government). They're a fantastic way for us to network with FPBs and communicate in a less formal setting. We also hold CSR events in conjunction with our chosen charity Byte Night/Action for Children which we invite clients to. REDACTED PHOTOS & IMAGES
Surveys	REDACTED TEXT & IMAGE
Reporting mechanisms for the provision of management information	<p>We will work with FPBs and agree content and format of Management Information (MI) at Mobilisation phase and adjust, if necessary, later. Our MI is paperless and therefore supports sustainable development and the Scottish Ministers' 'Greener Scotland' strategic objective. We produce weekly/monthly and quarterly internal MI reports to aid continuous improvement and submit bespoke monthly/quarterly/annual reports to FPBs. Reports will be submitted to the FPB CMs within 14 working days of the end of each month.</p> <p>REDACTED IMAGE</p> <p>We will work with FPBs to provide information for Freedom of Information requests, Parliamentary Questions or Ministerial Correspondence.</p> <p>We submit quarterly reports consolidating information for all FPBs to the Framework's Strategic Contract Manager (FSCM).</p> <p>These Management Information reports will include, as a minimum, the following details:</p> <ul style="list-style-type: none"> ● Organisation ● Department ● FPB Contact ● Named Job Role ● FPB Job Grade (if applicable); ● Start Date ● End Date ● Time in post; ● Hourly Pay Rate ● Hours Worked ● Cumulative Pay ● Reason for temp worker being used (e.g. maternity leave) ● Reason temp worker left assignment

	<ul style="list-style-type: none"> ● Quantity of management complaints ● Reasons for management complaints ● Quantity of escalations ● Quantity and percentage of posts not filled within agreed Service Level Agreements (SLAs) ● Reasons for any failure to meet SLAs ● Detailed figures regarding Key Performance Indicators (explained in clause 4.13) <p>MI can be REDACTED TEXT Data quality and accuracy is one of our primary objectives, and staff members receive comprehensive training in the use of the systems from our Business Services Team.</p> <p>REDACTED IMAGE</p> <p>At the end of each assignment we provide FPB line-management with a standard exit report for completion, detailing the performance of the exiting contractor. We will seek to ensure exit reports are completed on all assignments and are returned to the FPB within one month of assignment end. We collate exit reports from all FPBs and analyse the data to identify key trends to improve performance, these are used at review meetings with FSCM.</p> <p>We will conduct biannual surveys of FPBs measuring levels of satisfaction with the HN. Findings will be shared with FPBs, CMs and the ASCM and used to ensure continuous improvement, address any concerns that are identified and highlight successes and best practice.</p>
Out of hours procedures	<p>Our standard hours of work are from 8:30am to 6:30pm Monday to Friday - Consultants and other staff have access to emails via mobile and full remote access. This meets most of our clients' requirements.</p> <p>Where peaks in volume arise, or a client has a particular requirement for regular out of hours support, the Account Manager will ensure the Account Team will work the hours required to meet demand and adhere to service levels. The Account Manager/Account Team are contactable at all times via their mobile phone.</p> <p>We have a 24/7 dedicated helpdesk number to accommodate out of hours contact. This is staffed using an on-call rota which all Team members would participate in. There are clear documented guidelines to ensure that the correct Harvey Nash contact, with appropriate levels of authority, is dealing with any out of hours enquiry.</p> <p>FPBs and candidates will be informed of the service by the Account Team and details displayed on our dedicated website. All branded materials that we develop during the duration of the framework agreement would prominently display the helpdesk number.</p>
Complaints Management & escalation	We have an established formal escalation route in place with clear written protocols that is bespoke to this Framework. This will be approved by the ASCMs/FPBs amended to accommodate existing processes.
Procedures / Escalation procedures	

Within 4 hours of being notified of the complaint	REDACTED TEXT
Immediately	REDACTED TEXT
Within 1 working day	REDACTED TEXT
	REDACTED TEXT
Immediately on rejection	REDACTED TEXT
Within 1 working day of escalation	REDACTED TEXT
	REDACTED TEXT
Immediately on rejection	REDACTED TEXT
Within 1 working day of escalation	REDACTED TEXT
1 day of escalation	REDACTED TEXT
Agreed timescales	REDACTED TEXT
Agreed timescales and ongoing	REDACTED TEXT
REDACTED TEXT	
Order Cancellation	We recognise that there may be extraordinary circumstances where a client organisation has cause to cancel an order prior to a temporary worker starting. We have a documented process in place for this. Our Account Manager will work with the FPBs and CM to ensure that such a situation is handled in a sensitive manner and we: REDACTED TEXT

Tender Title	Framework Agreement for Interim IT Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.4.3 – Mobilisation Plan	Weighting	20% of 2.4			
Question	<p>Tenderers must provide a mobilisation plan including key team members' and stakeholders' roles and responsibilities, tasks for completion by your staff, key dates and deadlines, proposals for marketing the new Framework nationally (whole of Scotland) in both rural and urban areas.</p> <p>The mobilisation plan must clearly describe how you will ensure by the service commencement date, sufficient numbers of suitably qualified candidates to meet order fulfilment rates for the Framework and how you will ensure the authenticity of candidate qualifications and manage this on an on-going basis.</p>					
Word count in answer	1496					
Capability						
<p>As an existing supplier to generations 1 & 2 of this Framework, we are extremely well prepared with an experienced team and extensive processes in place to deliver the services required. During the existing agreement, we have developed and fine-tuned our processes from the way we receive a requirement through to candidate/client aftercare, back office and MI reporting. We believe that this puts us in a strong position to competently deliver and provide the best possible quality of service to serve the Framework from day 1.</p> <p>We will comply with section 1.24 of the Statement of Requirements "Framework Transition/Mobilisation". We have detailed our mobilisation plan as if it were a brand-new contract and is immediately actionable if we are awarded supplier status.</p>						
Mobilisation						
Name/Title	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
The key team members and their responsibilities are detailed in 2.3.1. This section covers specific duties during mobilisation.						
Key Framework Stakeholders						

The Authority	The Authority refers to the Scottish Ministers (as represented by SP). The Authority will be responsible for the formulation and approval of the tender documents, award decisions, acting on behalf of the FPBs on all matters of strategic contract management.
Scottish Procurement (SP)	SP & Commercial Directorate (part of Scottish Government) responsible for running this collaborative procurement exercise for goods and services classified as Category A and B following the review of public procurement (McClelland Report).
Strategic Contract Manager	The individual who will act on behalf of FPBs, and serve as the point of contact, for all Framework contractual matters. The Strategic Contract Manager will take receipt of consolidated MI and facilitate Agreement review meetings with the Interim. They will monitor and ensure the satisfactory resolution of any strategic Framework contractual disputes/complaints, working on an ongoing basis with Interims and FPBs to confirm that consistent levels of service are delivered.
FPBs	This group includes key stakeholders (Hiring Managers, HR etc.). Responsible for providing suppliers with as much information about organisations and assignments as possible, ensuring best candidates are sourced.

High level Mobilisation Plan

Due to word-count, we have not included our detailed mobilisation plan (containing all tasks) but have included a screenshot: **REDACTED TABLE**

Key Dates	We anticipate the Framework will commence on 13/04/2019, expiring on 12/04/2023 but is subject to change. As such, we have not used specific dates in the table above.
Ensuring sufficient numbers of suitably qualified candidates	As a supplier to previous generations of this Framework, we are in the fortunate position of having networks of suitably qualified/security cleared candidates to fulfil order requirements upon service commencement date.
How we will ensure authenticity of candidate qualifications	REDACTED TEXT & IMAGES
Marketing the new framework nationally (rurally and urban)	<p>Upon award, we will work with The Authority and FPBs stakeholders to develop an appropriate strategy to market the Framework to FPBs. Collaboration with The Authority is key to avoid duplication of messages and gain as much buy-in from prospective FPBs. Once we have been given approval to create joint material with The Authority, we will create eye-catching and engaging marketing material that we will release via several routes, to promote the Framework in both rural and urban areas. We will also book in introductory meetings with FPBs.</p> <p>Our initial suggestions are below, however these may change once agreement has been made with SP:</p>
Testimonial	<p>As a successful supplier to the previous Framework, we'd love to market the Framework to Public Bodies who didn't utilise the previous iterations. We have some great client and candidate testimonials/case studies to use, which could help encourage more organisations to use this Framework:</p> <p>REDACTED TEXT</p>
Authority SRM	Request that our details are updated on their internal communication distribution lists to all FPBs in scope.
Roadshows	We will host and attend roadshows in key areas across Scotland to attract as many FPBs as possible and introduce them to our team. REDACTED PHOTO
Website - 390k unique visits 2017/18	We proudly advertise our status as a supplier to the Public Sector Framework(s) on our Scottish website (mobile friendly) and are constantly challenging our SEO positioning to ensure that we remain at the top of relevant search results. We are relaunching our website in Q4 of 2018, putting more emphasis on our supplier status. https://www.harveynash.com/scotland/what-we-do/public-sector/

	<p>The screenshot shows the Harvey Nash website's header with 'HARVEY NASH' and 'The Power of Talent'. Below the header is a navigation bar with links: OUR COMPANY, WHAT WE DO, YOUR CAREER, HNTV, NEWS & EVENTS, and JOB SEARCH. A red banner on the left says 'Public Sector'. The main content area has a dark background with a purple abstract image. A white box contains the text: 'What we do Overview' and 'Harvey Nash Scotland is proud to have been a supplier to the public sector in Scotland since 2010.'</p>
Mailshots	We will create a GDPR compliant mailshot that will be sent to candidates and new and existing FPBs.
Social Media	<p>We will communicate to our followers across the social media channels.</p> <p>The LinkedIn group page for 'IT Network Scotland - Harvey Nash' shows a cover photo with the Harvey Nash logo, 3,423 members, and a 'Unlisted' status.</p>
Local Advertising	<p>We will promote our status across advertising boards available in highly populated transport links, such as train stations.</p> <p>REDACTED TABLE</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.5 Service Continuity & Continuous Improvement	Weighting	5%			
Question	Tenderers must provide details of how they will deliver continuous improvement throughout the duration of the Framework. Your response must describe details of any measures to achieve greater efficiencies, simplify processes, and minimise errors and generally improve quality of service for the Framework duration.					
Word count in answer	1497					
Continuous Improvement Overview						
As a supplier to generations 1 & 2 of this Framework, we understand that whilst we are great at what we do, and this is reflected in our client feedback, we are always keen to continually improve all aspects of our service.						
REDACTED IMAGE						
Tools and Techniques						
Improvement doesn't just happen, to ensure that we achieve continuous improvement we use a variety of tools and techniques:						
REDACTED TEXT	REDACTED TEXT					
REDACTED TEXT	REDACTED TEXT & IMAGE					
REDACTED TEXT	REDACTED TEXT					
REDACTED TEXT	REDACTED TEXT					
REDACTED TEXT	REDACTED TEXT					
Feedback						
	We are very aware that our contractors, Framework users and Account Team are a source of valuable feedback which can identify great ideas for innovation and improvement. We ensure that any process/procedural improvements identified and approved are updated in our user manual to ensure they are implemented by all.					
	Feedback we collate and implement includes:					
	<ul style="list-style-type: none"> • Formal bi-annual meetings with the Scottish Procurement Strategic Contract Manager. • Regular (at least quarterly) meetings between FPBs Contract Manager and our Account Manager, reviewing performance against agreed SLAs measured through KPIs – looking back and looking forward. • Less formal conversations with nominated individuals within each FPB to ensure level of service provided is satisfactory. • REDACTED TEXT & IMAGE • Information from Account Team meetings/appraisals. • Any candidate/client complaint fully investigated following our complaints resolution process and learning outcomes fed into cycle of CI. • Scottish Procurement Audits. • REDACTED TEXT 					

Review of Management Information

We set and monitor all the Indicative Performance Indicators set out in the Statement of Requirements. We also set ourselves more detailed continuous improvement KPIs, including:

REDACTED TEXT

We set targets to improve on these ratios, monitoring the impact of any changes to check if they have resulted in improvements, example below shows measuring impact of 2 process improvements on previous Framework.

REDACTED IMAGE

Account Team have individual targets on KPIs/SLAs, we reward them on quality and customer satisfaction. This is monitored at weekly Team meetings, quarterly/annual appraisals and service improvement targets are linked to training, rewards and remuneration.

Measuring Service Improvements

Once our Account Team has analysed all the available quantitative and qualitative data, they plan and implement process improvement initiatives. They review to check if the changes have achieved greater economy, efficiency or effectiveness.

Service Levels can always be improved, and our Account Manager measures the success of any service level changes using the following metrics:

Performance Statistics	Has the change brought about an improvement in the ratios of key aspects of the recruitment process: REDACTED TEXT
Requirement Analysis	Has change resulted in improvements to recruitment process: <ul style="list-style-type: none"> • Speedier response • Time from receiving requirement to placement • Quality (reliability, delivery etc.)
Time Management	Has change resulted in time savings? E.g. reduction in time spent on candidate on-boarding?
Finance and Administration	Has change resulted in improvement in: <ul style="list-style-type: none"> • Quality of documentation • Time spent in administration • Invoice accuracy & timeliness • Information regarding outstanding POs etc. • Whole lifecycle costs to FPBs

Details of any measures to generally improve quality of service for the Framework duration

Retaining our place on this Framework means the world to us. We've created employment across Scotland for disadvantaged groups such as ex-homeless, the long-term unemployed and modern apprentices as part of our Account Team. We know that to keep our place, we must never stop caring about being the best and striving to improve:

- Continuous Improvement is discussed at Account Team weekly meetings, kick-off & half-year business meetings and appraisals. It's linked to Team bonus payments/remuneration and is a criterion for promotion.
- **REDACTED TEXT**
- Test suggested process improvements before they go live alongside old process to ensure productivity/business results are better, thereby avoiding any mistakes which could impact FPBs.
- Clearly communicate process improvements as when a process is firmly embedded in an organisational culture it can be tricky to change. We'll communicate changes in a variety of formats and on multiple occasions and provide training/answer questions.

- Review historical data/past performances to spot areas where process simplification is possible.

What we do	How it benefits our clients
Reutilise candidates with specialist knowledge of a client/public sector process	Shorter lead time and time/cost saving for induction period
Pre-cleared candidate pools/build talent pipelines	Building talent pipelines (particularly for roles in high-demand/hard to fill) can reduce time to hire.
Develop knowledge/understanding of exactly what stakeholders want from Framework by maintaining regular contact with key stakeholders through formal/informal communication methods.	Shorter lead time by better anticipation of future demand, specific niche skills requirements, etc.
REDACTED TEXT & IMAGE	Accurate/real-time online MI.
Collaborate with other Framework contractors	We did this prior to IR35, ensuring all contractors (regardless of supplier) received the exact same communications at the same time to avoid confusion.
Improved accuracy of candidate CV match; CV:Interview; Interview:Offer	Better match of candidate to organisation and role; less turnover/early leavers.
REDACTED TEXT	REDACTED TEXT
REDACTED TEXT	REDACTED TEXT
Experienced Team	Don't have to spend time bringing Consultants up to speed on organisation.
Consistent process and use of templates	Saves time; i.e. use of email templates by Contractor Care Team.
Professional working day rates	Avoids overtime costs incurred on hourly rates.
Account Team Training	Upskilling our Team improves efficiencies and service delivery in areas such as matching, customer service, compliance.

Details of any measures to simplify processes / streamlining business technology

What we do	How it benefits our clients
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE

Account Team Framework Portal	REDACTED TEXT & IMAGE
The 5 Whys	 <p>We constantly revisit the purpose of the Framework and ask ourselves; Why was process established in the 1st place? What is outcome we are trying to achieve? We carry out same exercise every 6 months for duration of Framework agreement, to encourage inquisitive thinking. This led to a time-saving process improvement suggestion we put to The Authority regarding IR35 process between Framework contractors and FPBs, for example.</p>

Measures to minimise errors

We've a culture which promotes an ethical business environment with an expectation that Account Team members seek out best practice/ways of working to avoid errors. However, we also expect and encourage openness and honesty when errors are made. We have clear guidelines in place to provide feedback, suggestions on improvement and a documented disciplinary process if necessary.

What we do	How it benefits our clients
Robust Internal Controls	Controls in place to monitor all functions from resourcing to compliance and finance. Examples include auditing (monthly) of compliance BPSS files to ensure 100% accuracy. Before commencing delivery on Framework, we'll assess risks and develop/establish and maintain control systems to minimise errors (such as approval processes and reconciliations).
User Access Control	We limit access to certain parts of our systems to minimise errors (e.g. only approved staff can access our CMS to view, input or amend data regarding worker rates etc.) This minimises errors or fraud.
Peer Review	Account Team doing peer review of shortlist CVs or Compliance Team peer reviewing worker contracts.
Healthy work/life balance	We encourage staff to use the on-site gyms, at any time during the day. We've trained mental health 1st aiders in our offices. Less stress = less errors.

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.6 Data Protection and Information Security	Weighting	10%
Question	<p>Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (& sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) & to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum):</p> <ol style="list-style-type: none"> 1. Details of where data will be stored & how it will be secured including processes, software & standards & must include measures put in place with sub-contractors (where applicable); 2. Details of how data will be securely transmitted between the Framework Public Body, the Contractor (& sub-contractors where applicable) including processes, software & standards; 3. Details of how the data will be secured at rest (end point security) both at the Contractor's premises (& their sub-contractors premises where applicable); 4. Details of processes followed including those for assessing future risks; 5. Testing of Disaster Recovery policies & procedures, including the dates, duration and frequency; 6. Methods for the back-up & continuity to deliver services should an incident occur including manpower & access to equipment; 7. Methods & processes in place to mitigate against cyber-attack & crime using online technologies including processes, software & standards; 8. Destruction policies & processes including policies, processes & software. This should include the measures put in place with sub-contractors where applicable; 9. Tenderers should also 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); <p>If the Tenderer does not currently hold certifications they should advise of any plans they have for achieving any relevant certifications. 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.</p> <p>https://www.gov.uk/government/publications/cyber-essentials-scheme-overview</p> <p>http://www.gov.scot/Resource/0048/00489206.pdf</p>		
Word count in answer	1911		
Redacted text	REDACTED TEXT		
Redacted text	REDACTED TEXT & IMAGE		
Redacted text	REDACTED TEXT & IMAGES		
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Tender Title	Framework Agreement for Interim IT Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.7 Fair work	Weighting	5%			
Question	<p>Tenderers must describe how they will commit to fair work practices for workers (including any agency, sub-contractor workers) engaged in the delivery of this Framework. Responses need not be constrained to or be reflective of any of examples given above. However, good answers will reassure evaluators that your company takes a positive approach to rewarding staff at a level that helps tackle inequality (e.g. through a commitment to paying at least the Living Wage); improves the wider diversity of your staff; provide skills and training, and opportunities to use skills which help staff fulfil their potential; avoids exploitative employment practices (e.g. in relation to matters such as the inappropriate use of zero-hours contracts); takes the engagement and empowerment of staff engaged on this contract seriously, including having arrangements in place to ensure trade union representation where possible; otherwise alternative arrangements to give staff an effective voice and that your company will demonstrate organisational integrity with regards to the delivery of those policies. This reassurance can include a variety of practices which demonstrate your approach to fair work and should be tangible and measurable examples that can be monitored and reported during contract management procedures.</p>					
Words Count in answer	1496					
How we commit to fair work practices for workers						
REDACTED TEXT						
REDACTED TEXT						
Holistic approach	<p>Harvey Nash Scotland holds the REDACTED TEXT We were the first recruitment firm accredited with EY's prestigious National Equality Standard.</p>  <p>We want fair work to be available to everyone, and as a previous framework contractor we went way beyond our minimum legal requirements when building our team.</p>					
REDACTED TEXT	REDACTED TEXT & PHOTOS					
REDACTED TEXT	REDACTED TEXT & PHOTOS					
REDACTED TEXT	REDACTED TEXT & PHOTOS					
REDACTED TEXT	REDACTED TEXT & IMAGE					
REDACTED TEXT	<p>We're Disability Confident "Level 2 employer"</p> 					

**REDACTED
TEXT**



With a 10-year history of championing EDI, we fully support promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as; age, gender, religion or belief, race, sexual orientation and disability.



We promote inclusive employment practices, putting fairness and equality at the heart of our workforce planning. We were the first recruitment firm accredited with EY's prestigious National Equality Standard. We ensure;

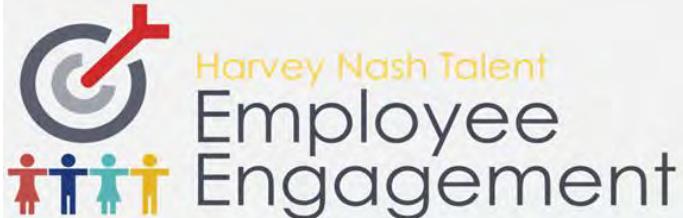
- Truly flexible workforce policy.
- Unconscious bias training for all staff.
- Online training portal ensuring all staff have equal access to training/development opportunities.
- Staff appraisals measure progress made in attracting/developing/retaining a diverse Team.
- Staff encouraged to engage in voluntary/community activities that broaden their understanding (part of our CSR policy).

REDACTED IMAGE

- All recruitment materials developed to make them equally attractive to people of all ages, genders, sexualities and accessible as possible to visually impaired candidates etc.
- We ensure our employment practices are fair, equitable and non-discriminatory and that staff have access to the relevant training, education and awareness raising opportunities they require.
- Training/regular updates provided to all consultants following specific changes in law or regulations.
- Gathering of gender pay gap data and analysis of findings.
- Taken advice on how our workplace culture can support a diverse workforce (simple changes included not making out of hours activities compulsory/centred around alcohol as we have under 18s and ex-addicts as employees and ensuring vegan catering options are available at all events).
- Inclusive Leadership Training for all Managers.

	<p>REDACTED TEXT & PHOTOS</p>
REDACTED TEXT	We have several internal networks REDACTED TEXT & IMAGES
REDACTED TEXT	We attend diversity events – our own and 3 rd party.
REDACTED TEXT	REDACTED TEXT & IMAGE
Dedicated Team	Our Team spend a lot of time working on this Framework and we want them to feel valued, and to learn, use talents and skills, feel positively challenged and engaged, and

	<p>to have the opportunity/appropriate autonomy to innovate, solve problems and make decisions.</p>
Opportunities to use skills which help staff fulfil their potential	<p>As a current Framework contractor, we use our place on this Framework to provide development opportunities to our staff, e.g. REDACTED TEXT</p>
Flexible working	<p>We have a documented and highly-visible flexible working policy. Our starting point for any request is “Why not?” and we always try to offer employees flexible working aligning to their circumstances/priorities. We provide all staff with the tools to work from any location REDACTED TEXT Staff work a variety of part-time and flexible hours to accommodate childcare, caring responsibilities and a variety of lifestyle choices REDACTED TEXT</p>
Support for family friendly working	<p>Recruitment hasn’t exactly been known for this, but it was one of our Scotland founder’s key goals when she set-up the business. Enhanced maternity/paternity, as much flexibility as required for nursery/school drop-offs/caring for sick or dying relatives. No need to take a half-day just to attend a sports day or hospital appointment.</p>
Work/life balance	<p>We encourage staff to attend the gym or a walk at any time of day. HN have paid for Account Team members across Scotland to train as Mental Health First Aiders. We organise regular ‘lunch and learn’ sessions on topics such as mindfulness, nutrition, SAMH talk etc.</p> <p>We support staff to carry out CSR activities during ‘work time’.</p>
Training and Skills Development	<p>Clear managerial responsibility to nurture talent. Each worker has a tailored training programme and access to a personalised e-learning platform overseen by our L&D Manager. Fully-funded training is delivered by our in-house Team and specialist external training providers and ranges from SVQ to MBA level, and have company-wide mentoring programme.</p>
REDACTED TEXT	
Holistic approach to Security	<ul style="list-style-type: none"> • We have a fair and equal pay policy including a commitment to pay the Real Living Wage. • We are a Living Wage Accredited Employer UK wide. • We avoid exploitative employment practices and do not use any zero-hours contracts. • All workers have permanent employment contracts with agreed set hours and a minimum 1 month notice period. • Fair opportunities for pay progression and quarterly/annual appraisals for all workers. Rewards/remuneration and promotion linked to performance against agreed objectives. Enhanced sick pay, maternity/paternity and pension arrangements for all workers. • All workers have opportunity for part-time, flexi/home working to align with family life and caring commitments. • We publish annual gender pay gap figures.
REDACTED TEXT	
Organisation demonstrates organisation integrity	<p>We have a clearly communicated set of corporate values. External Governance (driven by Board), Internal Governance (driven by Management & HR). We conform to UK legislation and best practice with a Compliance Team and REC membership. We operate a top down approach; lead by example from the top. Robust systems of internal control provide both soft/hard measures.</p> <p>We adhere to the following policies;</p> <ul style="list-style-type: none"> • Anti-Harassment • Equal Opportunities • Whistleblowing

	<ul style="list-style-type: none">• Conflict Resolution <p>Training is delivered on Day 1 of employment by our HR Team with on-going refresher training. Informal lunchtime sessions on topics relating to inclusion and respect delivered by organisations such as Stonewall.</p>
REDACTED TEXT	 <p>The logo features a stylized target icon with three concentric circles in grey, white, and light blue, with a red arrow pointing to the center. To the right of the icon, the text "Harvey Nash Talent" is written in a yellow sans-serif font. Below this, the words "Employee Engagement" are written in a large, dark grey sans-serif font. Underneath "Employee Engagement", there are three small, colorful human figures (red, blue, and yellow) standing side-by-side.</p> <ul style="list-style-type: none">• Annual confidential employee engagement survey.• Informal weekly team meetings & one-to-ones.• Quarterly/Annual appraisals.• Involvement of all staff in writing our annual business plan in Scotland.• Staff involvement in presenting our strategy at our annual kick-off and half-year review meetings. <p>To gain National Equality Standard we were measured on how we value and listen to employees, employee feedback was taken.</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.8 Sustainability and CSR	Weighting	0% Not Marked
Question	<p>Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.</p> <p>Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain.</p>		
Word count in answer	1459		
<p>Statement which explains our Sustainability policy</p> <p>Harvey Nash's Sustainability policy fully supports the Scottish Government's National Performance Framework and the National Outcomes, which articulate the Government's Purpose to "focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth".</p>  <p>At Harvey Nash sustainability isn't just about being 'green'. Therefore, our policy covers more than just the standard environmental issues. For Harvey Nash, sustainability is about maintaining and improving many factors, including; a happy and enthused workforce, charitable contributions, equal opportunities for our people and those we engage with, ethics, procurement and safety. Our supply chain must reflect this when we partner with them.</p> <p>We recognise that we have a duty of care towards our community which is why our purchasing and business practices are always socially and ethically responsible. We know how important it is for the Scottish Government to engage with local suppliers who share their own sustainable development strategy and their vision for a 'Greener Scotland'. With our proactive approach to sustainable procurement and the efficient use of resources (to ensure we are considering our social and environmental consequences) we know we are the right partners for Scottish Procurement, working together to help build a stronger Scottish economy.</p>			
We will proactively support the delivery of the FPBs respective Environmental Policy.	<p>Harvey Nash's operations, being services, are inherently less damaging to the environment than other business sectors. However, we recognise we must minimise our impact on the environment, and we follow recommendations from the Carbon Trust to reduce our carbon footprint.</p> <p>Our environmental policy statement commits our company to the following measures, which we also expect of our supply chain:</p> <ul style="list-style-type: none"> • Recycling; we commit to reducing the overall amount of waste being sent to landfill by separating out materials for recycling. We're 'paperless offices' and have numerous recycling bins to encourage 		

	<p>reduced waste. We always try to send our literature digitally as to reduce paper consumption.</p> <ul style="list-style-type: none"> • Water; making use of mains water supply for personal consumption through on-site water filtration and purification. • Efficiency and energy; optimising the operation of building cooling and heating systems, using low energy lighting. • Technology; our PCs have auto-shutdown software to save energy. We pass on used/surplus computer hardware to charities. • Travelling; promoting the use of public transport and video teleconferencing, Skype and REDACTED TEXT & IMAGE • We rarely drive, opting to take the bus, train or tram – we're funding the public sector and reducing our carbon footprint. We encourage our candidates to do the same. • Procurement; processes are in place to ensure that the procurement of goods, services and material capital items such as property include a review and rating of the carbon impact of these acquisitions seeking wherever possible to reduce the Group's footprint. • Carbon reduction; our Environmental Strategy aims to reduce our carbon footprint and follows recommendations from the Carbon Trust and industry best practice on Environmental Social Governance principles. • Offices; we lease office space in buildings with ISO14001 accreditation, ideally, they would have a BREAM rating of excellent and an EPC rating of circa 64 (C). A current focus area is IT, where increased virtualisation of servers and systems lowers energy consumption. • Electronic invoicing; where possible, we utilise e-invoicing with clients and suppliers. • We measure and publish progress against our environmental aims each year in our annual report. • We work with organisations like Zero Waste Scotland for ideas and inspiration.
Measures we have in place to ensure, monitor and report sustainability across our supply chain.	<p>We work with suppliers that are sustainably ethical in their own trading and supply chain. To contribute to a more circular economy and improve our local socio-economy, we will always use local suppliers. We ensure our suppliers are given our objectives around CSR, Environment, Equality & Diversity and our expectations of working in partnership. Harvey Nash takes the following measures:</p> <ul style="list-style-type: none"> • Consider suppliers' environmental policies/impact on environment when appraising performance. • Ensure contracts are awarded to suppliers based on their sustainability policy as well as commercial factors. • Work with key suppliers to improve their overall environmental performance, encouraging them to reduce the environmental impacts of their products/ processes and develop environmentally friendly products where possible. • Consider recycled or refurbished products alongside conventional supplies. • Evaluate all purchases based on whole life cost, including environmental cost. • Promote awareness of our Supplier Code of Conduct among staff involved in procurement activities and incorporate it in the internal purchasing guidelines.

	We have regular reviews with our supply chain.
How we will proactively support the delivery of the FPBs respective Sustainability Policy – Social and Ethical	
Creation of suitable and high-quality jobs	We have been able to create employment across Scotland from being on the previous iterations of this Framework. As well senior roles, we have created roles for Modern Apprentices, school-leavers, the long-term unemployed and homeless.
Measures to encourage local small businesses	We have leveraged the fact that we are on the last Framework as an opportunity to engage with SMEs. Examples include Occupational Health practitioners, catering companies and an indigenous Scottish software company.
Lifelong learning/training and skills development	We have a dedicated Talent Academy delivering bespoke training sessions and a personalised e-learning platform to ensure our staff are receiving exceptional training. Harvey Nash team members on the previous Framework have studied everything from SVQs (our Modern Apprentices) to Leadership Training (our Framework Manager).
The encouragement of the voluntary sector	We believe that we have a responsibility to play a constructive part within the community at large, and that social, environmental and ethical matters are part of the investment mix to create a long-term sustainable business. Aware of the importance of Corporate Responsibility to our employees. Our key message over the last five years has been that being a member of the Harvey Nash team also means being a valued contributor to our society and communities.
Foodbank	Our Glasgow office supports the North East foodbank Christmas appeal each year, with each team member paying for a full Christmas shopping list, then delivering it to one of their centres prior to Christmas.
Looking after the needs of children/young people (particularly the most vulnerable);	<p>Via 'Byte Night', we annually sleep-out in our community to raise funds for Action for Children and awareness of youth homelessness and tackles the root causes of youth homelessness.</p> <p>REDACTED PHOTO</p>  <p>Rhona Hutchon, Framework Director, is Chair of the Scottish Byte Night Board. For the tenth year running, our team will sleep-out and be exposed to the elements for a night to raise sponsorship and awareness for Action for Children's vital work. We helped raise £150,000+ last year, which will help fund emergency housing and life support services for young homeless people.</p>



We work with young people via Action for Children projects across both rural and urban Scotland (Haddington, Alloa, Dundee and Inverness) to give CV and careers advice, mentoring and coaching.

We set up an Amazon gift list for 49 children aged one to five, who would not otherwise have received Christmas presents. We wrapped and delivered the presents in aid of Action for Children, which supports the UK's most vulnerable/neglected children.

REDACTED PHOTO

We organised a Christmas dinner for over thirty people in New Horizons, a charity home for vulnerable 16-18-year olds.

REDACTED TEXT	REDACTED TEXT
The Forge Giving Tree;	During Christmas 2017, Harvey Nash Scotland selected present requests from the 'Giving Tree' at the Forge Shopping Centre in Glasgow's East end to provide presents to support the charity 'With Kids' and spread a little Christmas cheer to families who may not be able to afford presents.
Access to education;	Across the country, we partner with local schools to provide advice, career guidance and mock interviews to help decrease youth unemployment which currently stands at an all-time high. If we can help a young adult write a winning University/College application or CV that will open doors to them, we think we've helped change their future and given them more than perhaps a monetary donation ever could.
Health-related factors	We have adopted flexible working, working from home, flexi-time and career breaks. We do not use zero hours contracts. REDACTED TEXT We encourage use of on-site gyms at <i>any</i> time of day. We have run talks on topics such as mindfulness and nutrition.

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.9 Community Benefits	Weighting	0% Not Scored
Question	<p>The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Tenderers must provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement. Accordingly, while the following community benefit objectives will not be evaluated as part of the tender process, the successful contractor will be expected to consider the following Community Benefit themes in the delivery of their services, for example:</p> <ul style="list-style-type: none"> - targeted recruitment & training for "disadvantaged" persons unemployed for over 6 months; - generate employment and training opportunities for priority groups; - up-skill the existing workforce; - equality and diversity initiatives; - make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses; - build capacity in community organisations. 		
Word count for answer	1497		
<p>Harvey Nash is committed to contributing to the social, economic & environmental well-being of the people of Scotland. Here are some examples;</p>			
Targeted recruitment & and training for "disadvantaged" persons unemployed for over 6 months	<p>Youth Homelessness; REDACTED TEXT & PHOTOS Long-term Unemployed; We also work alongside Jobcentre Plus and Local Work programme providers to ensure our opportunities are visible to the long-term unemployed.</p> <div style="text-align: right; margin-top: 10px;">  </div> <p>REDACTED TEXT Our consultants have organised mentoring days at REDACTED TEXT Delivering CV workshops and presentations on the best ways to get back into work, our consultants are committed to giving people the confidence to return to the workplace and end the cycle of crime.</p> <p>REDACTED TEXT Through a series of interactive sessions with the young adults, our team delivered some fun training sessions on the basics of where to find work; how to apply and interview techniques.</p>		
Generate employment and training opportunities for priority groups	<p>REDACTED TEXT & PHOTOS</p>		
Up-skill the existing workforce	<p>We have a dedicated Talent Academy responsible for the training and development of our staff. They work with all employees to facilitate whatever training is required to enable them to reach their potential. We also offer coaching, specialist training and engage with external training providers for relevant accreditations. Each part of our business has a dedicated training budget. Our training includes:</p> <ul style="list-style-type: none"> • Systems and tools • Developing skills for the job (e.g. Leadership training) 		

	<ul style="list-style-type: none"> • Legislative training (e.g. Employment Law, GDPR etc.)
Equality and diversity initiatives	<p>As an organisation, we're passionate about diversity and inclusion. Harvey Nash was the first recruitment company to be awarded National Equality Standard (NES) accreditation which involved a rigorous and independent assessment by EY. This led to the introduction of improved processes and assessments to ensure fairness and objectivity in recruitment, pay and progression.</p> <p>To gain accreditation we were assessed against more than forty criteria over an 18-month period. The assessment was carried out by trained NES assessors who conducted comprehensive interviews and in-depth surveys with over 100 staff and as reviewed procedures, documentation and legal compliance.</p> <p>At Harvey Nash we ensure that all individuals, regardless of gender, age, race, sexual orientation or faith are treated fairly and equitably, within our own workforce or when engaging with our clients and candidate communities.</p>  <p>NES is a business led initiative that is supported by the UK Government and the Confederation of British Industry (CBI), and developed by EY in partnership with the Equality and Human Rights Commission (EHRC).</p> <p>As a result of this we have developed internal initiatives and training for all our staff to encourage continuous improvement and innovation around engagement and inclusion. Our Talent and Equality, Diversity and Inclusion (EDI) Team recently ran an 'inclusion' workshop, to ensure that all staff are supported in understanding and addressing EDI challenges.</p> <p>We proactively promote equality, diversity and inclusivity by undertaking a wide range of actions including the following:</p> <p>REDACTED TEXT & IMAGE</p> <p>Staff appraisals measure progress made in attracting and assisting a diverse candidate pool.</p> <ul style="list-style-type: none"> • Champions for underrepresented groups, to work in partnership with local and national organisations. • Staff are encouraged to engage in voluntary and community activities that broaden their understanding. (This is part of our CSR policy). • We have a well-documented and easily accessible complaints procedure for accelerating any cases of discrimination and specialist internal advice to help resolve issues swiftly.

	<ul style="list-style-type: none"> • All microsites and marketing collateral developed to make them as accessible as possibly to visually impaired candidates etc. • We ensure our employment practices are fair, equitable and non-discriminatory and that staff have access to the relevant training, education and awareness raising opportunities they require. • Training and regular updates are provided to all consultants following specific changes in law or regulations. • Harvey Nash policies, procedures and functions are impact assessed in line with relevant legislation and guidance and thus ensure policies, procedures and functions don't discriminate. • When amending any policy, procedure or when adding any new service offering, Harvey Nash will ensure all changes are developed and delivered in an equitable fashion and no single person or group is discriminated against. We ensure services are developed that meet distinct individual needs and rights. • We publicise and promote positive messages about Equality & Diversity issues to ensure awareness and organisational commitment and buy in. This will be done at team meetings and in our online staff magazine. • We're a Disability Confident "Level 2 employer".  <ul style="list-style-type: none"> • Agree Key Performance Indicators for all the Equality and Diversity strands with clients and measure and review our performance against them. • Equality & Diversity Champions. • Promote positive examples / testimonials.
Harvey Nash Diversity Networks	REDACTED TEXT & IMAGES
Make any proposed sub- contracting opportunities available to SMEs, the third sector and supported businesses	We use Social Bite, a social enterprise to cater for meetings. Social Bite donates 100% of its profits to charity and has committed to employing at least 1/4 of its staff from homeless backgrounds. We also have hired staff to deliver these frameworks by offering opportunities to our charity partners and have several local SMEs in our supply chain. 
Build capacity in community organisations	REDACTED TEXT Our Framework Director, Rhona Hutchon, is chair of Byte Night, a business sleep-out to raise money to tackle the root causes of youth homelessness and works closely with Action for Children to help them in areas such as GDPR.

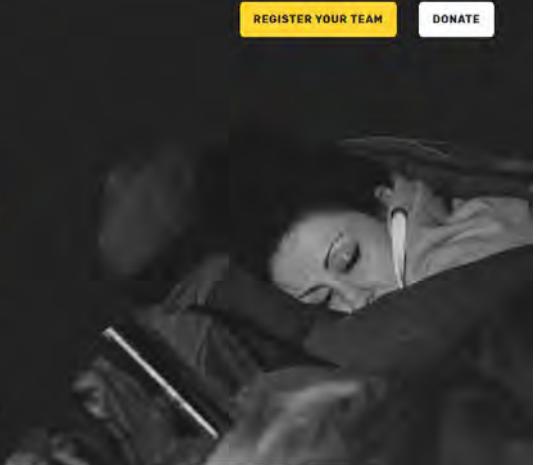
Byte Night 

HOW
ACTION FOR CHILDREN
WORKS

**Byte Night 2018:
12 Locations, 1500+ Sleepers
5th October 2018**

Byte Night is now the UK's largest sleep out event, with individuals and teams from the technology and business services sleeping out to raise vital funds to prevent youth homelessness.

Your support will also allow Action for Children to continue to help thousands of young people to build better lives by providing essential support, accommodation, education and training.



[REGISTER YOUR TEAM](#) [DONATE](#)

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.10.1 TUPE	Weighting	0%- Not Weighted
Question	<p>Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework, including details of any perceived implications and/or risks and how these will be mitigated.</p> <p>Tenderers must confirm whether their tender has been submitted on the basis of TUPE being deemed to apply or not.</p>		
Word count for answer	188		
Full Statement of understanding	REDACTED TEXT		
Confirmation that tender is submitted with TUPE not applying	REDACTED TEXT		

Tender Title	Framework Agreement for Interim Professional Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.2.1 Understanding the Requirement	Weighting	10%			
Question	Tenderers must provide a statement which demonstrates a clear understanding of the public sector landscape in Scotland and the Framework Public Bodies who will use these services. You must demonstrate you understand the demand Framework Public Bodies have for the services and how public bodies will use those services. 1500 words.					
Word Count in answer	1491					
Public Sector landscape						
<p>The Scottish Public Sector landscape is vast and diverse. It delivers a wide range of public services to Scotland's population, and the efficient and effective delivery of these public services contributes to Scotland's economic development and continuing prosperity. It enables our communities to be safer and stronger, our young people to be educated and inspired, citizens to be cared for at different stages in life and protects the most vulnerable in society. Public services touch on many aspects of everyday life in Scotland – health, social care, education, early years, community justice, enterprise and skills. The Public Sector encompasses large, and well known, organisations such as the NHS, Scottish Government, Local Authorities, Police Scotland, and the Fire Service to smaller niche organisations such as ant in Bankruptcy, and the Forestry Commission. The Public Sector covers the length and breadth of Scotland in both urban and rural locations.</p>						
<p>It's an important source of employment. At the last Scottish Government update, published September 2018, 559,500 people were employed in the Public Sector in Scotland, accounting for 21.1% of total employment.</p>						
<p>Public bodies contribute to delivering the National Outcomes set out in the National Performance Framework, and carry out statutory, regulatory and advisory functions at arm's length from central government.</p>						
Priorities, and challenges, for all public sector organisations include:						
Innovation & Reform	In June 2011 the report from the Christie Commission on future delivery of public services was published. Since then a programme of public service reform is ongoing to ensure public services are inclusive, sustainable, and effective in improving people's outcomes.					
Digital Strategy	The publication of the Scottish Government's digital strategy in 2017 makes it clear that digital transformation and digitalisation of public services in Scotland are high on the agenda. Innovative digital projects include NHS Scotland's live data-sharing system "SPIRE" and the project to roll out a fibre-optic network across Edinburgh.					
Cost Savings	Every public body in Scotland must deliver efficiency savings of minimum 3% p.a. 2017-18. Staff costs are the largest single element of public bodies spending. The Public Procurement Reform Programme established in response to the McClelland report (2006) aims to generate the maximum benefit, from every public pound spent whilst delivering sustainability, fair work and community benefits. As demand grows for services and funding stays flat or decreases, this puts an ever-increasing strain on public sector budgets.					
Public Sector Pay	Increasing focus on contractor rates and considerations such as NHS Agenda for Change. Pay increases have been non-existent or very low, leading to difficulties recruiting for certain roles.					
Accountability	Public Bodies are subject to external scrutiny from a variety of organisations such as The Scottish Public Services Ombudsman which handles complaints about public services in Scotland. Information held by Scottish public authorities is covered by Scotland's own Freedom of Information (Scotland) Act 2002. It's imperative that as a supplier to Scotland's Public Sector we understand what's required of us.					
Framework Public Bodies who will use these services						
<p>The Framework Agreement will be available for use by:</p> <ul style="list-style-type: none"> • Scottish Ministers (including Agencies), 						

- Scottish Non-Departmental Public Bodies,
- Scottish Government - 30+ Directorates. Annual budget of £30 billion. 6 Director Generals; Enterprise, Environment & Digital, Finance, General Governance & Communities, Health & Social Care, General Learning & Justice, Strategy & External Affairs.
- Cross-border public authorities within meaning of section 88(5) of Scotland Act 1998
- the Scotland Office,
- Scottish Parliamentary Corporate Body,
- councils constituted under section 2 of Local Government etc. (Scotland) Act 1994,
- Scottish Fire & Rescue Service,
- Scottish Police Authority,
- Scottish health boards or special health boards, all NHS Scotland,
- The Integrated Joint Boards established further to the Public Bodies (Joint Working) Act 2014,
- bodies registered as social landlords under Housing (Scotland) Act 2001,
- Student Loans Company Limited,
- the Forestry Commission,
- Commissioner of Northern Lighthouse operating as Northern Lighthouse Board,
- Equality and Human Rights Commission,
- Business Stream Ltd,
- Business Gateway National Unit at the Convention of Scottish Local Authorities,
- Further/Higher Education institutions being fundable bodies within the meaning of section 6 of the further and Higher Education (Scotland) Act 2005,
- any public body established by or under the Scotland Act 1998 or any Act of the Scottish Parliament,
- any association of/formed by one or more of the foregoing, bodies financed wholly or mainly by one or more of the foregoing,
- bodies subject to management supervision by one or more of the foregoing and bodies more than half of the Board of Directors or members of which, or, in the case of a group of individuals, more than half of those individuals, being appointed by one or more of the foregoing.

In addition to the contracting authorities listed, the Framework agreement will be available to charities entered on the Scottish Charity Register (24,000+) and voluntary organisations entered on the Membership Database of the Scottish Council for Voluntary Organisations.

Demand Overview

We understand there's no guarantee of volumes of usage/spend throughout the life of this agreement and that the Framework Agreement isn't mandated for use but that contracting authorities will be encouraged by Scottish Procurement to utilise the Framework where it meets their requirements. We are confident that Harvey Nash provide a valued, high quality service for public sector organisations that they will want to make use of.

- Estimated annual spend £84 million based on historical spend.

There are natural peaks/falls in demand due to a variety of factors such as budgets, financial year end, project demands.

If appointed, we'd like to use testimonials from our time on the previous Frameworks to help Public Bodies who may not have used the Framework gain confidence that it could meet their requirements thus increasing demand.

If appointed, we'd like to use testimonials from our time on the previous Frameworks to help Public Bodies who may not have used the Framework gain confidence that it could meet their requirements and in doing so increase demand.

REDACTED

There's a real breadth of roles; with demand for Service Desk, Project Management, Test Engineers/Leads and Managers, BAs, Cyber Security, Infrastructure and Software Development – really all imaginable skills to drive forward Scotland's Digital agenda.

REDACTED CHART

REDACTED CHART

- **Scope;** supply of Interim Professional Staff Services – permanent/fixed-term recruitment, consultancy and secondments out-with scope.
- **Volume;** normally single posts, occasionally multiple candidates for specific project.
- **Duration;** single day - 23 months. 47 months SG recommended maximum. Any continuation beyond this at the discretion of each Framework Public Body (FPB).

Demand Drivers	<p>As a supplier to the previous two generations of this Framework we have many things drive demand. Budget cuts and increased demands on services mean that all areas of Scotland's Public Sector must make fundamental changes in the way they deliver services. Budget yet they must be agile and responsive.</p> <p>Key reasons for demand</p> <ul style="list-style-type: none"> • To access specific skills; many projects require specialist skills, which may not be within the general remit of the Team. • Flexibility; to gain the ability to rapidly scale up or down • Realising Scotland's full potential in a Digital World; citizens and businesses now expect services to be available online. Back in 2011, the Scottish Government published a Digital Strategy designed to extend connectivity, promote the Digital economy, digitise public services and promote digital participation. Interims are essential if Scotland is to meet citizen demand and realise savings. <p>"DIGITAL AND DATA ARE IRRESISTIBLE FORCES THAT DRIVE INNOVATION IN OUR PUBLIC SERVICES – THEY OPEN UP NEW CHOICES AND POSSIBILITIES FOR US ALL." DEREK MACKAY, CABINET SECRETARY</p> <ul style="list-style-type: none"> • Capability; to gain specific skills gained on a similar project from outside the organisation (e.g. workers with previous DWP experience can bring expertise to the Social Security Scotland project in Glasgow). • Innovation; adding someone from outside can be an effective way of challenging the status quo and gaining a fresh perspective • Project work; used to add additional capacity and capability, to deliver specific outcomes or deliver defined programmes or projects, delivers effectively over course of project and departs on completion, using public funds efficiently. Projects/initiatives driving demand include Digital Scotland Superfast Broadband, Scottish Wide Area Network, Edinburgh University's "Distance Learning at Scale" programme, CivTech, National Enquiries such as Child Abuse enquiry, Agriculture Fisheries and Rural Communities payments platform, National Records Census 21 Programme, Forestry Commission Forest Enterprise Scotland Programme.
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CivTech®

	<p>REDACTED PHOTO</p> <ul style="list-style-type: none"> • Skills transfer; interims can bring new skills and transfer to permanent Team members. • Maternity/sickness cover • Working within budgets; pressure on Opex means Capex is sometimes the only way to bring in additional skills.  
How Public Bodies will use Framework	<p>Option for direct award ranked solution or mini-competition, details of which are clearly outlined in Schedule 3.</p> <p>Direct Award FPB completes Order Form and sends to 1st ranked Framework Contractor (FC) to send completed Schedule. If 1st ranked can't meet requirements, FPB will go to 2nd ranked FC, and so on.</p> <p>Mini-Competition FPB completes Order Form and sends to all FCs simultaneously, setting a deadline for responses (in format of completed Schedule 2 which includes quotation(s) including CV(s) for suitable candidates. Most economically advantageous tender (scoring highest mark following chosen price/quality evaluation ratio) wins award.</p>

Tender Title	Framework Agreement for Interim Professional Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.1 Delivery of Service	Weighting	30% of 2.3
Question	<p>Tenderers must provide details of how they will deliver the service under this Framework Agreement, including their:</p> <ul style="list-style-type: none"> • organisational structure, • details of key staff (and their roles) with designated responsibilities for ensuring successful delivery throughout the Framework period, and the • minimum experience levels (not a CV) and a • job specification(s) for the designated Account Manager(s). <p>Tenderers must also provide details of the number of key personnel to be dedicated nationally (to the whole of Scotland), how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed.</p>		
Word count in answer	1490		
Service Delivery	<p>As a supplier to generations 1 and 2 of this Framework, Harvey Nash (HN) have continuously evolved and improved our service delivery model to provide the Scottish Public Sector with an excellent service. REDACTED TEXT</p> <p>We have a Team of experienced Consultants supporting the Framework. Each Consultant specialising in a particular area of recruitment is responsible for; meeting Framework Public Bodies (FPBs), ensuring they understand requirements and effectively sourcing and screening candidates. They also provide aftercare to workers and interims.</p> <p>We have a dedicated local Compliance Team ensuring 100% compliance with all legislative, contractual, MI, BPSS/security and worker/interim onboarding requirements. Our Central Services Function provides additional support (HR, Legal, Finance etc.)</p>		
Key Staff and their roles	<p>With 8 years' experience supporting generations 1 and 2 of the Framework, we've developed a stable and experienced Account Team with an excellent track-record ensuring we consistently deliver skilled, security-cleared candidates to FPBs, on-time and within budget.</p> <p>REDACTED TEXT</p>		

REDACTED DIAGRAM

Account Director	REDACTED TEXT & PHOTO
Role & responsibilities	REDACTED TEXT
Minimum experience	REDACTED TEXT

Account Manager	REDACTED TEXT & PHOTO
Role & responsibilities	REDACTED TEXT
Minimum experience	REDACTED TEXT
Core competencies	REDACTED TEXT
Operations and Compliance Manager	REDACTED TEXT & PHOTO
Role & responsibilities	REDACTED TEXT
Minimum experience	REDACTED TEXT
Framework Delivery Consultants – Key Responsibilities	REDACTED TEXT
Consultant	Brief profile
REDACTED TEXT & PHOTO	REDACTED TEXT
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Number of key personnel servicing whole of Scotland	Over the last 8 years supporting generations 1 and 2 of the Framework, we've developed a robust and proven Account Team structure with an excellent track-record ensuring we successfully deliver skilled, security-cleared candidates to all FPBs, on-time and within budget. Our Account Team Structure is as follows: REDACTED TEXT Our success is evidenced through historical data; REDACTED TEXT professionals were filled across this Framework last year. There were on average REDACTED TEXT per annum, equating to

	<p>REDACTED TEXT placements on average per month. Each Delivery Consultant must therefore deliver against REDACTED TEXT positions per month. By reviewing our historical MI, we can demonstrate we can deliver REDACTED TEXT.</p> <p>We appreciate that activity levels on the Framework fluctuate so we ensure we can flex our Team size up and down accordingly for maximum efficiency. We therefore assemble a core Account Team that can be supplemented. Our Account Team structure is flexible and scalable. If there is a spike in demand we will immediately divert additional resources from our multiple offices across Scotland, increasing the Account Team. In exceptional circumstances we can achieve greater flexibility and productivity by utilising our REDACTED TEXT</p>
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Procedures for Key Personnel Changes

Tender Title	Framework Agreement for Interim Professional Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.3.2 Disclosure Scotland- BPSS	Weighting	20% of 2.3			
Question	<p>Tenderers must provide details of their procedures to ensure compliance with Disclosure Scotland and Baseline Personnel Security Standard – BPSS, (or other standard as may be defined by Framework Public Bodies) including details of the effective management of any third party to be used in this process, and the measures they will take to match security pre-cleared candidates to Framework Public Body requirements.</p> <p>Tenderers must also describe the measures they will take to ensure that temporary/interim workers understand and adhere to confidentiality requirements, particularly in relation to sensitive roles.</p>					
Word count in answer	1380					
Procedures to ensure compliance with Disclosure Scotland and BPSS						
<p>As generation 1 and 2 Framework suppliers, we possess best practice expertise for Scotland's Public Sector. Our highly experienced Compliance Team manage all requirements for Disclosure Scotland (DS) and BPSS for all Interims, ensuring correct documentation is provided. Interims apply for DS themselves via the MyGov/DS website. The Team liaise with Scottish Government (SG) Security team, ensuring full compliance and awareness of legislative changes. Our UK Legal & Compliance Director and Scottish MD report to our Board on Framework compliance.</p> <p>We are audited by the Authority/FPBs and carry out our own spot checks for added assurance of 100% compliance. Full access is available to The Authority and/or FPBs to carry out audits/checks. We maintain a database of our vetted candidates, allowing us to manage right-to-work expiry dates. REDACTED TEXT</p>						
Disclosure Scotland	<p>We recognise interims must have appropriate clearances (Basic Disclosure(BD)/BPSS/other) prior to taking up assignment, and sight of original documentation. We understand that a BD provides a criminal convictions certificate detailing unspent convictions under the Rehabilitation of Offenders Act 1974 or no convictions.</p> <p>Due to the sensitive nature of some FPBs, there may be a requirement for Standard Disclosure(SD) to provide a criminal records certificate displaying records of spent/unspent convictions. We cross-reference requested checks with clients specifically when recruiting for roles such as those:</p> <ul style="list-style-type: none"> • involving regular contact with children/adults at risk; • involved in the administration of law; • applying for firearms, explosives and gaming licences; • professional groups in health, pharmacy and law; or, • Senior Managers in banking/financial services. <p>We are experienced in recruiting roles that require an Enhanced Disclosure (ED) or PVG Certificate, e.g:</p> <ul style="list-style-type: none"> • those who apply for work that regularly involves caring for, training, supervising or being in sole charge of children or adults at risk; • applicants for various gaming and lottery licences; • those seeking judicial appointment; or, • applicants for registration for child minding, day care and to act as foster parents or carers. 					

	<p>Interims who have incorrect disclosure certification are directed to the DS website to complete an online application. REDACTED TEXT</p> <p>We accept disclosure certificates as valid for one year from the date of issue, after this we require the applicant to repeat the relevant disclosure process. To comply with the 'Data Protection Act 2018 (DPA)', we don't keep disclosure information longer than necessary and destroy in a secure manner.</p> <p>We will inform FPBs if an Interim delivering services are charged with/or convicted of any offence during the period of their assignment and will arrange for a replacement.</p>
BPSS	REDACTED TEXT
Training	<p>REDACTED TEXT This training enforces sensitivity, discretion and transparency to individuals undergoing security checks. We have a set procedure for DS with convictions and provide training on how to deal with this from full disclosure to FPBs of convictions through to rejection of offer.</p> <p>REDACTED TEXT</p>
Data Protection	<p>Our Data Protection policy covers the secure handling, use, storage, retention and destruction of BPSS/DS Information. We comply with the DPA 2018' and the Code of Practice published by Scottish Ministers under section 122-part V 'of The Police Act 1997 (which sets out obligations for registered bodies, counter signatories and other recipients of disclosure information issued under the Protection of Vulnerable Groups (PVG) (Scotland) Act 2007).</p> <p>We recognise, under section 1241 of the 1997 Act and sections 66&67 of the 2007 Act, it is a criminal offence to share disclosure information to any unauthorised person. DS information is only shared with those authorised. We will not disclose information provided under subsection 113B (5)2 of the 1997 Act, namely information which is not included in the certificate, to the subject. Our UK/Global office network allows us to verify candidate documentation in person, at various convenient locations. If timescales or candidate's circumstances prohibit this, we use an approved ID verification service.</p>
No 3rd Parties	Having a specialist in-house Team allows us to retain full-control of the screening process. No 3 rd parties involved.
REDACTED TEXT	REDACTED TEXT REDACTED IMAGE
The measures we will take to match security pre-cleared candidates to Framework Public Body requirements.	REDACTED TEXT REDACTED IMAGE REDACTED TEXT
Our procedures for adherence to confidentiality requirements	
All our contracts contain confidentiality agreements that are signed prior to start and reiterated verbally to Interims, ensuring they understand the importance of confidentiality and the repercussions of any breaches. We can work with FPBs to create bespoke NDAs.	

Contract Clause	REDACTED IMAGE
NDA/Confidentiality Agreement	REDACTED IMAGE

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.3 Approach to recruitment retention and matching	Weighting	30% of 2.3
Question	Tenderers must provide details of their approach to ensure the recruitment, retention and matching of suitable candidates nationally (whole of Scotland). Your response must relate to both rural and urban areas nationally (whole of Scotland) and demonstrate your proposed presence to meet the requirement and how you will gain and take advantage of knowledge regarding local job markets to meet Framework demand. (Note- "presence" does not necessarily mean a physical full-time office). Your response must also detail how you will ensure consistency of service and delivery across Framework Public Bodies and your procedures for delivery during periods of high demand.		
Word count in answer	1498		
Recruitment	<p>As an existing Framework supplier, we've created an effective and bespoke recruitment strategy for each FPB.</p> <p>We have a range of innovative techniques to source high-calibre candidates:</p> <p>Really Understanding the Vacancy: Account Team builds an extensive knowledge of Public Sector and FPB requirement and teases-out additional information on every vacancy to truly understand skill-set/cultural fit required (via face-to-face meeting or call).</p> <p>REDACTED TEXT</p> <p>Candidate Pools: Security cleared & pre-vetted candidate pools built/replenished by the Account Team specifically to match common Framework requirements.</p> <p>LinkedIn Professional Recruiter: All consultants receive LinkedIn Recruiter training.</p> <p>Job Boards: We ensure vacancies are visible online to candidates seeking new opportunities by using 20+ job boards e.g. S1jobs.com and Jobcentre Plus. Sites are specifically chosen to encourage participation in the workforce.</p>              <p>Press: We still understand the benefit of using local press/radio to recruit candidates to specific rural locations.</p>          		

	<p>REDACTED IMAGE</p> <p>Our Microsites: Accessible via FPB websites - bespoke platform providing candidates with opportunity to access unique, client-specific information on available roles/organisation.</p> <p>REDACTED IMAGE</p> <p>REDACTED TEXT & IMAGES</p> <p>Apple iPad & Google Android: 1st global recruitment company to launch application on the App Store.</p> <p>REDACTED TEXT & IMAGE</p> <p>REDACTED TEXT</p> <p>Social Media: Active across Twitter, Facebook, Instagram and LinkedIn, we've some of the largest LinkedIn groups for Professionals in Scotland - our 'Professional Network Scotland Group' 3,000+ members and our 'Finance Group' closely follows.</p> <p>Networking/Events: We regularly attend public sector events/seminars to meet new candidates. We organise events with clients to help attract candidates (e.g. our Leadership event in November has FPBs as speakers).</p> <p>REDACTED IMAGES</p> <p>Referrals: REDACTED TEXT of our contract placements are through personal networks and referrals.</p> <p>Candidate Open Days/Evenings: We pro-actively promote FPBs at recruitment events/career fairs in rural/urban locations.</p> <p>Market Mapping/Direct Headhunting: Major component in our candidate sourcing strategy for hard-to-fill and niche roles.</p> <p>REDACTED TEXT</p> <p>REDACTED TEXT & IMAGES</p> <p>CSR/Local Community: To ensure we're recruiting candidates across rural and urban Scotland and from disadvantaged groups, we build long-term relationships with local agencies, 3rd sector and community groups such as Action for Children. REDACTED TEXT & IMAGES</p>  <p>Matching</p> <p>We use a combination of local market knowledge/understanding of FPB's requirements ensuring candidates are matched by qualifications/skills/ability/cultural-fit/English fluency taking into consideration 60/40 weighting of skills: cost outlined in Schedule 1 of Order Form.</p> <p>We:</p> <ul style="list-style-type: none"> • REDACTED TEXT • Account Team screen/interview these candidates face-to-face/Skype.
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	<ul style="list-style-type: none"> • Negotiate rates to ensure maximum public benefit derived from limited public budget. • Ensure candidates have appropriate security clearance, required as per Schedule 1 on Order Form. <p>Quality Account Team: The better the team, the greater the ability to match outstanding candidates to requirements. Our consultants receive extensive training in matching against client requirements.</p> <p>REDACTED TEXT & IMAGE</p> <p>Candidate Interview: Candidates undergo face-to-face interview or telephone/Skype/ REDACTED TEXT Interviews are biographical and competency-based, designed to qualify candidate's experience, skill-sets, behaviours, suitability, communications skills, cultural-fit, as well as fundamentals such as availability, cost, etc.</p> <p>Before interview, we check that candidates comply with "right to work" legislation.</p> <p>Technical Testing: REDACTED TEXT & IMAGE</p> <p>Verbal/Numerical Reasoning Testing: We check non-technical skills such as telephone skills, organisation, verbal/numerical reasoning, spelling and grammar.</p> <p>Psychometric Testing: REDACTED TEXT & IMAGE</p> <p>Assessment Centres: Rural and urban locations.</p> <p>Reference Checks: We rigorously conduct reference/qualification checks to better match candidates.</p>
Retention	<p>Matching: Candidates are only placed in assignments matching their skills and desired rate of pay. They are less likely to leave an assignment if happy and confident.</p> <p>Loyalty & Commitment: We work with candidates coming to end of contracts to find them new opportunities, both within the Framework agreement and with other clients. We invite contractors to value-add networking events and operate a Contractor of the Month award.</p> <p>REDACTED TEXT & IMAGE</p> <p>Stable Harvey Nash Team: Our Account Team are the same as on the previous generation of this Framework, so are experts and able to really help our contractors with complex queries.</p> <p>Problem-free-payment: <ul style="list-style-type: none"> • Online timesheet system simplifying timesheet approval. • REDACTED TEXT • Commitment to getting candidates paid on-time, every time. </p> <p>24x7 UK contractor helpdesk</p> <p>Communication, Care & Support: We're always open and honest with candidates. We communicate by phone, face-to-face and through REDACTED TEXT & IMAGE</p> <p>REDACTED TEXT</p> <p>Contractors receive a call:</p>

	<p>REDACTED TEXT</p> <p>Account Team meets every contractor REDACTED TEXT (and regularly thereafter) to ensure a personalised service.</p> <p>On the completion of contract, contractors are re-sent REDACTED TEXT and asked to rate us. Results are collated and acted on. REDACTED TEXT. Should score fall, there's a clear internal escalation policy.</p> <p>'Going the extra mile' is a significant factor in candidate retention and helps us differentiate ourselves from our competitors:</p> <ul style="list-style-type: none"> • We provide candidates with information that helps them to understand if they can commit to a client assignment – e.g. providing maps, details of public transport links and accommodation etc. (particularly important for more remote/rural locations). • During IR35 changes, we met all candidates face-to-face in urban and rural locations to maximise retention. <p>Issue Resolution: In rare instances an issue arises a process in place to resolve issues raised by contractors quickly.</p>
Taking advantage of Knowledge regarding local job markets to meet Framework demand:	<ul style="list-style-type: none"> • Annual Surveys e.g. our CIO Survey in conjunction with KPMG that provide accurate daily rate info and highlight key skills that may be in demand in future allowing us to plan and respond quickly. • Track any key projects starting/finishing/new organisations moving to Scotland/closing that may impact skills availability. • Track enforced contractor rate cuts in other organisations that may cause unrest. • Quarterly market-insight reports to clients highlighting key trends. <p>REDACTED IMAGE</p>
Geographical Presence	<p>Offices in Edinburgh and Glasgow and use of serviced offices Scotland wide.</p> <p>We're an ever-expanding business with plans to open an office in REDACTED TEXT soon.</p> <p>We ensure all rural clients are visited regularly.</p> <p>Physical presence will never be a barrier; we use Skype and conference calls to communicate, in line with our sustainability policy, which commits to minimise travel and carbon emissions.</p> <p>Graph below demonstrates Framework geographic demand over past REDACTED TEXT. Our success rate was consistently high across all geographies.</p> <p>REDACTED CHARTS</p>
Ensuring consistency	<p>REDACTED TEXT</p> <p>REDACTED IMAGES</p>
Periods of high demand	<p>As a current Framework supplier, we're pleased to say there's never been an occasion when we've been unable to cope with demand for services.</p> <p>Strategies include:</p> <p>Scalable Team: Flexed up/down depending on demands of FPB(s). We can supplement core team with experienced colleagues across Scotland. Ability to quickly increase team size is important as over-stretched teams can often impact service consistency.</p>

Additional resources: REDACTED TEXT

Communication and forward planning: It's possible to anticipate peaks in demand, and our Account Team are tasked with meeting /communicating regularly with FPB stakeholders.

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.4 Occupational Health Checks	Weighting	10% of 2.3
Question	Tenderers must provide details of how they will carry out pre-employment occupational health checks prior to placing a candidate to an assignment, how they will assess and implement reasonable adjustments for disabled applicants both during the interview process and in assigning individuals to work placements and how they will ensure robust diversity and equality policies are implemented throughout the Framework duration.		
Words in answer	1499		
How we will carry out pre-employment occupational health checks	<p>At offer stage, successful candidates are asked to complete confidential OH Questionnaire, regarding medical history, any current health problems and previous work-health relationship. If a role and/or FPB has any specific requirements the form can be tailored. Our HR Team/OHS Practitioners are responsible for reviewing completed Occupational Health Questionnaires and deciding whether a health interview/medical examination is necessary. Consent forms/processes comply with Data Protection Act/privacy legislation</p> <p>Where required/requested pre-employment occupational checks are carried REDACTED TEXT</p> <p>REDACTED IMAGE</p> <p>Users of Framework detail physical, mental, emotional/environmental demands of assignment on Schedule 1. If Schedule 1 is incomplete, our Consultant(s) seeks clarification from FPBs on occupational health risk assessment</p> <p>We inform candidates about any occupational health risks and consider what reasonable adjustments could be made for a disabled candidate to comply with Equality Act 2010. If necessary, candidates undertake a physical assessment. We use a local independent OH service supplier.</p> <p>After taking professional advice from our OHS Practitioner, we advise HR at FPB of outcomes and advise/agree on any reasonable adjustments required.</p>		
Reasonable adjustments	 <p>We are committed to the employment and career development of disabled people. Equality law recognises that bringing about equality for disabled people may mean changing the way in which employment is structured, the removal of physical barriers and/or providing extra support for a disabled worker.</p> <p>We are a Disability Confident 'Level 2 Employer'. Not all disabilities are physical, we also accommodate those who may need adjustments made for mental health reasons. We have two mental health first aiders in our Account Team.</p> <p>Our offices are easily accessible to disabled candidates and we ensure our clients have the same approach. Interviews are often carried out online, therefore eliminating discrimination against candidates with physical disabilities.</p> <p>Candidates are asked if they need reasonable adjustments to take part in the recruitment process, to ensure that we remove any barriers. Our application form includes the facility for applicants with disabilities who are short-listed for interview to indicate whether they have any specific requirements for the interview or selection process.</p> 		

	<p>If a disabled applicant informs us (or we're aware) that they need adjustments for any part of the selection process; and those adjustments are reasonable, we will ensure they are implemented. We have requested disabled parking for candidates and wheelchair assistance when required.</p> <p>REDACTED TEXT</p> <p>REDACTED IMAGE</p> <p>Our Account Manager/OH/HR Team (depending on complexity) will liaise with the FPB HR department/Hiring Manager to advise on reasonable adjustments, ensuring implementation. We always discuss the proposed adjustments with the applicant to ensure they are effective. Adjustments can take many forms, such as removing physical barriers and the provision of extra equipment/aids. If met with resistance to implement reasonable adjustments, we would escalate our requests to the Framework Manager.</p> <p>We assess and advise our clients on the implementation of any reasonable adjustments required by a successful candidate prior to them starting an assignment.</p> <p>At offer stage, the successful candidate completes confidential Occupational Health Questionnaire, this allows any disabled candidate to request any reasonable adjustments to their future working environment.</p> <p>Reasonable adjustments take many forms; regular breaks for someone with diabetes, specialist equipment for visually impaired candidate, adjusted working hours, allowances for regular hospital appointments, as per the Equality Act 2010.</p> <p>Where reasonable adjustments are required, costs will be met by the FPB (only where the adjustment is retained by the FPB at the end of the assignment i.e. seating, desks, desktop equipment). Where the result of the adjustment would be retained by the interim at the end of the assignment, the FPB will not bear these costs.</p> <p>REDACTED TEXT</p> <p>REDACTED IMAGE</p> <p>REDACTED TEXT</p> <p>We carry out regular internal training with our staff, ensuring they're aware of the implications of the Equalities Act 2010 and the variety of reasonable adjustments that could help a disabled candidate.</p> <p>We often invite external organisations to come and talk to our staff about disabilities, raising awareness of the breadth of potential requirements. Recent lunchtime awareness sessions include those from REDACTED TEXT</p> <p>Harvey Nash has got involved in supporting the locally based charity REDACTED TEXT which focuses on supporting school age children with varying levels of learning difficulties in transition from full time education into the workforce. Through a series of interactive sessions with the young adults our Team delivered some fun training sessions on the basics of where to find work; how to apply and interview techniques.</p>
Ensuring robust diversity & equality policies are implemented	 <p>We are an equal opportunities employer who acknowledges its obligations under equal opportunities legislation and endorses the codes of practice relating to laws. We were the first recruitment company to be awarded EY'S National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for diversity and inclusion.</p>

OUR COMPANY WHAT WE DO NEWS & BLOGS HNTV DIVERSITY JOBS & CAREERS INVESTORS

The very latest news updates
From across our global network



Harvey Nash UK becomes first recruitment firm to receive EY's National Equality Standard

in | e-mail | Twitter | Google+ | Facebook

London - April 25, 2017 - Harvey Nash, the global professional and executive recruitment group, today announced that their UK business has become the first recruitment firm to be certified with EY's National Equality Standard, one of the UK's most rigorous and prestigious accreditations for diversity and inclusion.

We will ensure that FPBs meet their Public Sector Equality Duties as per Equality Act 2010.

Our Legal and Compliance Team keep up to date on current/anticipated legislation and any changes as well as FPB diversity and equality policies. They monitor compliance to policies and train Account Teams to ensure we meet our legal and moral responsibilities.

We are single minded in the pursuit and development of talent, regardless of the background of the individual. Harvey Nash works hard to ensure diversity and increase equality in its own workplace and in its candidate base.

REDACTED CHARTS

In Scotland **REDACTED TEXT** gender balance in our Leadership Team and our overall workforce is **REDACTED TEXT** male/female. **REDACTED TEXT** of our Team identifying as LGBTQ+. We are totally committed to working towards excellence in this field in partnership with FPBs.

Networks/Events: We are very active with both internal and external diversity networks to gain a better understanding of best practice in the implementation of robust diversity and inclusion and learn from other organisations.



	  <p>BENIS Empowering Scotland's Ethnic and Cultural Minority Communities</p>  <p>Remploy Scotland Putting ability first</p>
EDI Policies	<ul style="list-style-type: none"> We have a strict written policy of non-discrimination; ensuring no applicant or employee should be treated less favourably on the grounds of gender, marital status, race, ethnic origin, disability, sexual orientation, age, social class or religious belief. <ul style="list-style-type: none"> No one is disadvantaged by the imposition or any condition or requirement which cannot be shown to be relevant to the performance of a job sought or occupied. Any breach of policy by any employee may result in disciplinary action. Any breaches of current legislation by employees will be regarded as gross misconduct and may result in dismissal. This policy applies to all decisions and arrangements including, but not limited to, recruitment, pay and conditions, training and career development, selection and promotion or termination of employment. <p>Training via our REDACTED TEXT, enables all our Teams to access dedicated face-to-face training workshops and online pieces of e-learning. Certificates are issued at the end of each course and updated on the Consultant's records. All new starters are required to complete EDI training upon joining the company, as well as current staff refreshing this annually.</p> <p>REDACTED IMAGE</p> <p>REDACTED TEXT</p> 

Tender Title	Framework Agreement for Interim Professional Staff Services - National															
Supplier Name	Harvey Nash Scotland Ltd															
Question Ref	2.3.5 Sickness and Absenteeism	Weighting	10% of 2.3													
Question	Tenderers must provide details of their proposals to manage temporary/Interim worker sickness absence and absenteeism, the process for replacement of temporary/Interim workers where they are deemed unsuitable for the role, and how they will ensure that the Interim is protected from employment relationship claims/employment law risks.															
Word count in answer	1500															
Our approach to sickness absence and absenteeism <p>Our process for managing sickness/absenteeism is underpinned by the following:</p> <table border="1"> <tr> <td>1. Clear Guidelines</td><td>REDACTED TEXT</td></tr> <tr> <td>2. Communication, support and early intervention</td><td>REDACTED TEXT</td></tr> <tr> <td>Replacing unsuitable candidates</td><td> <p>Clear process for replacement</p> <p>REDACTED TEXT</p> <p>If an Interim is unsuitable and a replacement is sought, we work with FPBs ensuring the Interim is given clear reasoning and their contract terminated. REDACTED TEXT and we have a documented workflow lead by the Consultant and owned by Compliance Manager. We will discuss options and agree timescales with FPBs, providing a replacement of a similar calibre as soon possible to minimise the impact of the absence.</p> <p>Process overview:</p> <ul style="list-style-type: none"> • FPB informs HN and escalated to AM • Communication to worker of reasons for contract termination • Return of the FPBs property (e.g. laptop, security passes) where required • Exit interviews to identify learning points for continuous improvement • Replacing the Interim will be prioritised • Open/transparent reporting to FPB on issue and remedial actions • Ongoing issues can be addressed by way of continuous improvement <p>REDACTED TEXT</p> <p>We continually identify new candidates and keep in touch with existing candidates to ensure that we always have a ready supply of candidates for new requirements and for any situations where a replacement is required.</p> </td></tr> <tr> <td colspan="3"> Protecting the Interim from employment relationship claims/employment risks <p>One of our key priorities in relation to the Framework is to ensure that we mitigate the risk of any employment law claims against FPBs and Interims.</p> </td><td></td></tr> <tr> <td>HN contracts</td><td colspan="3">REDACTED TEXT</td></tr> </table>			1. Clear Guidelines	REDACTED TEXT	2. Communication, support and early intervention	REDACTED TEXT	Replacing unsuitable candidates	<p>Clear process for replacement</p> <p>REDACTED TEXT</p> <p>If an Interim is unsuitable and a replacement is sought, we work with FPBs ensuring the Interim is given clear reasoning and their contract terminated. REDACTED TEXT and we have a documented workflow lead by the Consultant and owned by Compliance Manager. We will discuss options and agree timescales with FPBs, providing a replacement of a similar calibre as soon possible to minimise the impact of the absence.</p> <p>Process overview:</p> <ul style="list-style-type: none"> • FPB informs HN and escalated to AM • Communication to worker of reasons for contract termination • Return of the FPBs property (e.g. laptop, security passes) where required • Exit interviews to identify learning points for continuous improvement • Replacing the Interim will be prioritised • Open/transparent reporting to FPB on issue and remedial actions • Ongoing issues can be addressed by way of continuous improvement <p>REDACTED TEXT</p> <p>We continually identify new candidates and keep in touch with existing candidates to ensure that we always have a ready supply of candidates for new requirements and for any situations where a replacement is required.</p>	Protecting the Interim from employment relationship claims/employment risks <p>One of our key priorities in relation to the Framework is to ensure that we mitigate the risk of any employment law claims against FPBs and Interims.</p>				HN contracts	REDACTED TEXT		
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HN contracts	REDACTED TEXT															

IR35	<p>Our PSC contracts are 'IR35 friendly' and have been reviewed by our external lawyers REDACTED TEXT</p> <p>We follow the SG workflow to adhere to HMRC legislation and ask all FPBs to provide a PDF determination of each role released, challenging where it's necessary to.</p>
Managing implied contracts & educating FPBs	<p>Despite clear contractual relationships there may be occasions where an employment tribunal determines that an Interim is deemed to be an employee of the FPB</p> <p>It is important the FPB doesn't integrate the Interim into their workforce or treat them as an employee. HN ensure Interim contracts reflect the true relationship between parties to significantly reduce any risk of Employment Related Claims and the FPB must also ensure the working practices are not those of an employee-employer relationship.</p> <p>We stress the importance of keeping temporary workers at arm's length in terms of the treatment of any issues that may be deemed to constitute an employment relationship. Where there are disciplinary issues or performance problems, FPBs should always refer these matters to the HN Team to deal with rather than their own formal procedures.</p>
Programme of compliance	<p>We implement a set program of compliance across the business in response to legislative changes, all members of the Account Team have been trained to follow set processes to ensure compliance. In the event of legislative changes our existing processes/procedures are assessed then modified where necessary to ensure full compliance. It may result in updating contract documentation, terms of business, process/policy documents, website/microsite content, IT systems, MI reporting requirements and data storage. Findings from this stage are fed to our training department who ensure all members of the Account Team are adequately trained to follow set processes for compliance. Any changes that could impact FPBs/Interims are communicated through multi-channel communication campaigns. This tried and tested methodology has ensured successful business change in response to changes to legislation.</p>
Legal	<p>HN has an internal legal team and uses external specialists such as REDACTED TEXT and employment lawyers REDACTED TEXT to ensure we keep abreast of all changes to employment law and other legislative changes. We follow the lead of our industry body; REC-Recruitment and Employment Confederation to ensure that we remain vigilant to any potential risks to our clients.</p>
Providing Interims: Limited Company Contractors and Umbrella companies	<p>We envisage that most of the Interims provided under the Framework will be either Limited Company Contractors (LCCs) through a Personal Service Company (PSC) or an umbrella company.</p> <p>Interims working through a PSC will be an employee and a Director of the company. Interims provided through an umbrella company will be an employee of the umbrella company with a contract of employment. Therefore, there will be no direct contractual/employment relationship between Interims and the FPB.</p> <p>As a member of REC, HN take compliance with all laws and regulation seriously and are fully conversant with IR35 legislation, the Conduct of Employment Agencies and Employment Businesses Regulations 2003 (the "Conduct Regulations") and Managed Service Company ('MSC') legislation (Chapter 9, Part</p>

	2 and Section 688A, Part 11 Income Tax (Earnings and Pensions) Act 2003 (the "MSC Legislation")
Conduct Regulations (CR)	Our T&C's in accordance with CR, allow any contractor working through a limited company who wishes to "opt out" to do so, using a dedicated form and providing confirmation of such "opt out" prior to their introduction or at very latest, prior to their start date. LCC workers who opt out provide further evidence of their status as a service provider rather than an employee.
MSC Legislation	<p>HN carries out checks on all Ltd Companies before entering into any agreement with such company REDACTED TEXT</p> <p>HN ensures Interims have necessary right to work in the UK documentation (e.g. visa and work permits).</p>
23 months rule	Our Team is aware of/will actively manage the Scottish Government's policy on the length of Interims' assignments. We are aware that for SG core and Main agencies, workers can be assigned to a post for a maximum period of 23-47 months.
Influencing legislation	<p>HN seeks to influence policy makers through active involvement/membership with organisations REDACTED TEXT.</p>  <p>We do everything we can to protect FPBs from employment law risks/claims, using the methods described above to do this.</p>

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.4.1 Management Processes- Ways of Working	Weighting	40% of 2.4
Question	Tenderers must describe their management processes and agreed ways of working to maintain a consistently high service level. Your response should cover, but not be limited to, performance monitoring, managing communications, problem solving and dispute resolution, achieving value for money in relation to your staff (including supply chain subcontractors or consortia members, where appropriate) and internal and external stakeholders.		
Word count in answer	1498		
Management Processes and Agreed Ways of Working	<p>With over 8 years' experience delivering to previous Frameworks, our Management Processes and working methods have continuously improved through quantitative and qualitative feedback from FPBs, Scottish Procurement and our Account Team.</p> <p>REDACTED TABLE</p> <p>REDACTED TEXT</p> <p>Key aspects of our management processes/ways of working:</p> <ul style="list-style-type: none"> • Robust recruitment, training and development processes, policies and procedures • Account Team rewards/remuneration linked to delivering high quality service • Training opportunities; dedicated Talent Academy & eLearning platform with modules on all aspects of service delivery • Clear Targets; our Framework knowledge sharing portal contains specific details on service levels required and clear expectations are set with the Team • Account Manager monitors performance at weekly Team meetings and quarterly/annual appraisals. • Account Team personal development plans focus on Service Quality • Service excellence recognised and rewarded at Annual Awards ceremony • Account Director/Account Manager are responsible for creating a Fair Work environment that allows the Account Team to consistently deliver an excellent service (access to Gym facilities and support). 		
Performance Monitoring Feedback Sources			
Account Team	Our cutting-edge CRM technology allows Team Managers to monitor Team performance against Framework Statement of Requirements and our own more detailed KPIs. Team give their feedback at weekly meetings and annual and quarterly appraisals.		
FPBs	<p>Biannual client satisfaction surveys and one at end of contract:</p> <p>We collate results from all FPBs and analyse the data to identify key trends to improve service.</p> <p>REDACTED IMAGES</p>		
Interim/Temp workers	REDACTED TEXT		
Scottish Procurement	We submit a Quarterly Report at our Quarterly Service Review Meetings with Framework's Strategic Contract Manager which reviews our performance against Statement of Requirements and we get feedback on Service Quality.		
Tools to measure, maintain and improve performance			
KPIs	All KPIs monitored through our CRM system, and discussed at weekly Team meetings/quarterly/annual appraisals		

	Our MI is paperless, supporting sustainable development and Scottish Ministers' 'Greener Scotland' strategic objective. We produce daily/weekly/monthly/quarterly internal MI reports to aid continuous improvement. We submit bespoke monthly/quarterly/annual reports to FPBs and Scottish Procurement.
Innovation & Investment	We invest in solutions to improve service delivery. REDACTED TEXT REDACTED IMAGE
Measurable objectives	We set clear and measurable objectives, cultivating a culture of empowerment and continuous improvement.
Reward and remuneration	We recognise and reward the achievement of high service levels and tie this into our appraisal system. However, we also support improvement if any Account Team member is struggling to achieve desired standards. As we constantly monitor KPIs, we can intervene before there is any impact on service levels. Support takes many forms; coaching for success/improvement, assigning a mentor or training.
Resource planning	Managers are tasked with ensuring we have a sufficiently sized Team to deliver even in periods of high demand.
Clear duties	Our Managers clearly document/communicate which individuals/Teams are responsible for maintaining each service level requirement, ensuring accountability (e.g. Compliance Manager and her Team responsible for ensuring that REDACTED TEXT of security cleared staff supplied within REDACTED TEXT hours).
Managing Communications	
Framework communication plan	REDACTED TEXT
Communication Vehicles	We communicate in many ways, such as: REDACTED TEXT <ul style="list-style-type: none"> • Face-to-face meetings with FPBs to discuss requirements/carry-out reviews • Formal quarterly review meetings with Scottish Procurement • Informal networking REDACTED IMAGE
Measuring effectiveness	Biannually ask Framework stakeholders (through brief email/survey); <ul style="list-style-type: none"> • What's working, regarding communication? • What's not working? • How can we improve? Results are fed into continuous improvement plan owned by our Quality Manager.
Problem Solving/Dispute Resolution	REDACTED TEXT However, we do have a formal escalation route with clear written protocols. This will be approved by the Authority's Strategic Contract Managers and/or FPBs.
REDACTED TEXT	REDACTED TEXT
REDACTED TEXT	REDACTED TEXT
REDACTED TEXT	REDACTED TEXT

REDACTED TEXT	REDACTED TEXT

REDACTED TEXT

Achieving value for money	<p>We're mindful of Public Sector budgets and look for ways of saving money without compromising quality.</p> <p>Examples;</p> <ul style="list-style-type: none"> • Part-time contracts; A full-time resource may be unnecessary and resourcing with a part-time candidate means a high-quality solution is available on a tight budget. • Flexible working/home working; Encouraging clients to consider as can attract candidates at better day rate as it allows worker to achieve a travel/home balance. • We advise FPBs on market-rates ensuring they don't overpay and highlight to workers that they'll be considered on basis of cost and quality, so should consider carefully the best day rate they can offer. • We believe in remunerating our Account Team fairly to ensure we attract and retain staff to provide consistently good service. Cutting corners in this area would lead to high staff turnover and so would be a false economy. We've had great success adding Modern Apprentices to our Account Team to balance costs. • REDACTED TEXT • Consolidated e-invoicing
	REDACTED TEXT

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.4.2 Communication with FPB's	Weighting	40% of 2.4
Question	Tenderers must provide a statement to clearly demonstrate their proposals for regular and effective communication with Framework Public Bodies throughout the Framework duration, including reporting mechanisms for the provision of management information, out of hours procedures, complaints management (including escalation), and order cancellation processes.		
Word count in answer	1921		
<p>Effective communication with Framework Public Bodies</p> <p>We promote honest and open two-way communication with our clients, believing that frequency, format and content of communication should reflect the preference of each client (preferences are recorded and adhered to). As a supplier to the current Framework, we have built long-standing relationships with FPBs, continually improving processes. We are big advocates of face-to-face meetings with all FPB (urban and rural). As a minimum our processes ensure we are in-touch with every REDACTED TEXT and regularly thereafter to see how things are going.</p> <p>The first step in establishing a good relationship is the introductory face-to-face Supplier Relationship Management meeting after Framework award introducing key HN team members to the client and vice-versa. At this meeting the client's vision and preferences for communications will be agreed, sharing the benefits of utilising the Framework and finding out about the culture/needs of the client. We document and share information gathered with the rest of the Account Team, ensuring that it's incorporated into our Communications Plan and Team training sessions. Having this agreed at inception helps to set and manage expectations, reducing chances of miscommunication. We can accommodate, but are not limited to communications via: written, face-to-face, telephone, video-conferencing. We can host face-to-face meetings.</p> <p>As standard practice, we hold quarterly meetings with the Authority's Strategic Contract Managers (ASCM) and FPBs to reflect and forecast, including reviewing our performance based on the KPIs outlined in 4.13 of Statement of Requirement. These meetings tend to be at the client's office, but we have facilities to host meetings in our offices (Glasgow or Edinburgh). Meeting notes are documented, and actions are tracked.</p> <p>As well as FPBs being able to contact their Account Manager and Consultant directly, we have a dedicated Public Sector mailbox and phoneline, capturing all communications from the Authority/FPBs/prospective candidates. The Account Manager controls distribution to appropriate Team members ensuring correct governance/best practices. This also ensures 100% accuracy for our MI reports.</p> <p>After receiving a requirement, we contact FPBs using their preferred form of communication to discuss requirements in more detail (skills, AWR, IR35, pay rates, culture etc.), providing up-to-date market information. We then source suitable candidates and provide a shortlist within agreed timescales, delivered via email/PCS as requested. We utilise SG approved secure email transmission Elcom for all PECOSP2P communications (e-invoices); which can be consolidated where necessary, detailing all relevant information, complying with GDPR legislation.</p> <p>Our Account Team is supported by an effective Central Services Team (Finance, Compliance etc.) who communicate directly with their counterparts within FPBs to maintain the standards of communication which are in place between Hiring Managers and Consultants. Customer service is at the forefront.</p> <p>Where it is necessary to disseminate important pieces of information to large groups, we will do so using road shows/webinars/website/portals etc. dedicated to the distribution of Scottish Procurement related information. We will advise and work with all Framework Contract Managers to agree on communication strategy for legislative changes and will do this within sufficient timeframes to allow implementation plans to be organised and agreed. IR35 Legislation changes in 2016 were a perfect example of our commitment to the</p>			

partnership with Procurement Scotland. We joined the advisory project board and created workflows that were rolled out across FPBs. We then carried our roadshows to all FPBs to go through these changes in person.

Where a contractor elects to terminate their contract, we will ask them to communicate this to us in writing. We will share results of their exit survey with the Public Body.

Informal Communication:	We want to use every method possible to communicate and engage with FPBs. We have a host of value-added services that can be extended to the FPBs. We hold events each year targeted at Interims including our annual CIO Survey, Diversity events and round tables. We invite Framework bodies to speak at our events to enhance their employer brand (previous speakers include Anne Moises, CIO, Scottish Government). They're a fantastic way for us to network with FPBs and communicate in a less formal setting. We also hold CSR events in conjunction with our chosen charity Byte Night/Action for Children which we invite clients to.
REDACTED PHOTOS & IMAGES	
Surveys	REDACTED TEXT & IMAGE
Reporting mechanisms for the provision of management information	<p>We will work with FPBs and agree content and format of Management Information (MI) at Mobilisation phase and adjust, if necessary, later. Our MI is paperless and therefore supports sustainable development and the Scottish Ministers' 'Greener Scotland' strategic objective. We produce weekly/monthly and quarterly internal MI reports to aid continuous improvement and submit bespoke monthly/quarterly/annual reports to FPBs. Reports will be submitted to the FPB CMs within 14 working days of the end of each month.</p> <p style="text-align: center;">REDACTED IMAGE</p> <p>We will work with FPBs to provide information for Freedom of Information requests, Parliamentary Questions or Ministerial Correspondence.</p> <p>We submit quarterly reports consolidating information for all FPBs to the Framework's Strategic Contract Manager (FSCM).</p> <p>These Management Information reports will include, as a minimum, the following details:</p> <ul style="list-style-type: none"> ● Organisation ● Department ● FPB Contact ● Named Job Role ● FPB Job Grade (if applicable); ● Start Date ● End Date ● Time in post; ● Hourly Pay Rate ● Hours Worked ● Cumulative Pay ● Reason for temp worker being used (e.g. maternity leave) ● Reason temp worker left assignment ● Quantity of management complaints ● Reasons for management complaints ● Quantity of escalations ● Quantity and percentage of posts not filled within agreed Service Level Agreements (SLAs) ● Reasons for any failure to meet SLAs

	<ul style="list-style-type: none"> Detailed figures regarding Key Performance Indicators (explained in clause 4.13) <p>MI can be REDACTED TEXT Data quality and accuracy is one of our primary objectives, and staff members receive comprehensive training in the use of the systems from our Business Services Team.</p> <p>REDACTED IMAGE</p> <p>At the end of each assignment we provide FPB line-management with a standard exit report for completion, detailing the performance of the exiting contractor. We will seek to ensure exit reports are completed on all assignments and are returned to the FPB within one month of assignment end. We collate exit reports from all FPBs and analyse the data to identify key trends to improve performance, these are used at review meetings with FSCM.</p> <p>We will conduct biannual surveys of FPBs measuring levels of satisfaction with the HN. Findings will be shared with FPBs, CMs and the ASCM and used to ensure continuous improvement, address any concerns that are identified and highlight successes and best practice.</p>
Out of hours procedures	<p>Our standard hours of work are from 8:30am to 6:30pm Monday to Friday - Consultants and other staff have access to emails via mobile and full remote access. This meets most of our clients' requirements.</p> <p>Where peaks in volume arise, or a client has a particular requirement for regular out of hours support, the Account Manager will ensure the Account Team will work the hours required to meet demand and adhere to service levels. The Account Manager/Account Team are contactable at all times via their mobile phone.</p> <p>We have a 24/7 dedicated helpdesk number to accommodate out of hours contact. This is staffed using an on-call rota which all Team members would participate in. There are clear documented guidelines to ensure that the correct Harvey Nash contact, with appropriate levels of authority, is dealing with any out of hours enquiry.</p> <p>FPBs and candidates will be informed of the service by the Account Team and details displayed on our dedicated website. All branded materials that we develop during the duration of the framework agreement would prominently display the helpdesk number.</p>
Complaints Management & escalation	We have an established formal escalation route in place with clear written protocols that is bespoke to this Framework. This will be approved by the ASCMs/FPBs amended to accommodate existing processes.
Procedures / Escalation procedures	
Within 4 hours of being notified of the complaint	REDACTED TEXT
Immediately	REDACTED TEXT
Within 1 working day	REDACTED TEXT
	REDACTED TEXT
Immediately on rejection	REDACTED TEXT

Within 1 working day of escalation	REDACTED TEXT
	REDACTED TEXT
Immediately on rejection	REDACTED TEXT
Within 1 working day of escalation	REDACTED TEXT
1 day of escalation	REDACTED TEXT
Agreed timescales	REDACTED TEXT
Agreed timescales and ongoing	REDACTED TEXT
REDACTED TEXT	
Order Cancellation	We recognise that there may be extraordinary circumstances where a client organisation has cause to cancel an order prior to a temporary worker starting. We have a documented process in place for this. Our Account Manager will work with the FPBs and CM to ensure that such a situation is handled in a sensitive manner and we: REDACTED TEXT

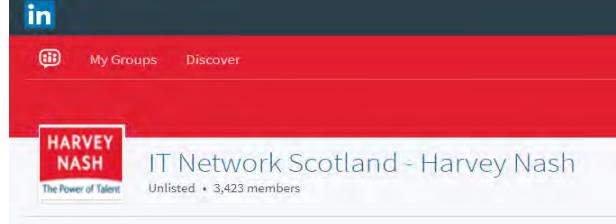
Tender Title	Framework Agreement for Interim Professional Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.4.3 – Mobilisation Plan	Weighting	20% of 2.4			
Question	<p>Tenderers must provide a mobilisation plan including key team members' and stakeholders' roles and responsibilities, tasks for completion by your staff, key dates and deadlines, proposals for marketing the new Framework nationally (whole of Scotland) in both rural and urban areas.</p> <p>The mobilisation plan must clearly describe how you will ensure by the service commencement date, sufficient numbers of suitably qualified candidates to meet order fulfilment rates for the Framework and how you will ensure the authenticity of candidate qualifications and manage this on an on-going basis.</p>					
Word count in answer	1496					
Capability						
<p>As an existing supplier to generations 1 & 2 of this Framework, we are extremely well prepared with an experienced team and extensive processes in place to deliver the services required. During the existing agreement, we have developed and fine-tuned our processes from the way we receive a requirement through to candidate/client aftercare, back office and MI reporting. We believe that this puts us in a strong position to competently deliver and provide the best possible quality of service to serve the Framework from day 1.</p> <p>We will comply with section 1.24 of the Statement of Requirements "Framework Transition/Mobilisation". We have detailed our mobilisation plan as if it were a brand-new contract and is immediately actionable if we are awarded supplier status.</p>						
Mobilisation						
Name/Title	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
REDACTED TEXT & PHOTO	REDACTED TEXT					
<p>The key team members and their responsibilities are detailed in 2.3.1. This section covers specific duties during mobilisation.</p>						
Key Framework Stakeholders						
The Authority	<p>The Authority refers to the Scottish Ministers (as represented by SP). The Authority will be responsible for the formulation and approval of the tender documents, award decisions, acting on behalf of the FPBs on all matters of strategic contract management.</p>					

Scottish Procurement (SP)	SP & Commercial Directorate (part of Scottish Government) responsible for running this collaborative procurement exercise for goods and services classified as Category A and B following the review of public procurement (McClelland Report).
Strategic Contract Manager	The individual who will act on behalf of FPBs, and serve as the point of contact, for all Framework contractual matters. The Strategic Contract Manager will take receipt of consolidated MI and facilitate Agreement review meetings with the Interim. They will monitor and ensure the satisfactory resolution of any strategic Framework contractual disputes/complaints, working on an ongoing basis with Interims and FPBs to confirm that consistent levels of service are delivered.
FPBs	This group includes key stakeholders (Hiring Managers, HR etc.). Responsible for providing suppliers with as much information about organisations and assignments as possible, ensuring best candidates are sourced.

High level Mobilisation Plan

Due to word-count, we have not included our detailed mobilisation plan (containing all tasks) but have included a screenshot: **REDACTED TABLE**

Key Dates	We anticipate the Framework will commence on 13/04/2019, expiring on 12/04/2023 but is subject to change. As such, we have not used specific dates in the table above.
Ensuring sufficient numbers of suitably qualified candidates	As a supplier to previous generations of this Framework, we are in the fortunate position of having networks of suitably qualified/security cleared candidates to fulfil order requirements upon service commencement date.
How we will ensure authenticity of candidate qualifications	REDACTED TEXT & IMAGES
Marketing the new framework nationally (rurally and urban)	Upon award, we will work with The Authority and FPB stakeholders to develop an appropriate strategy to market the Framework to FPBs. Collaboration with The Authority is key to avoid duplication of messages and gain as much buy-in from prospective FPBs. Once we have been given approval to create joint material with The Authority, we will create eye-catching and engaging marketing material that we will release via several routes, to promote the Framework in both rural and urban areas. We will also book in introductory meetings with FPBs. Our initial suggestions are below, however these may change once agreement has been made with SP:
Testimonial	As a successful supplier to the previous Framework, we'd love to market the Framework to Public Bodies who didn't utilise the previous iterations. We have some great client and candidate testimonials/case studies to use, which could help encourage more organisations to use this Framework: REDACTED TEXT
Authority SRM	Request that our details are updated on their internal communication distribution lists to all FPBs in scope.
Roadshows	We will host and attend roadshows in key areas across Scotland to attract as many FPBs as possible and introduce them to our team. REDACTED PHOTO
Website - 390k unique visits 2017/18	We proudly advertise our status as a supplier to the Public Sector Framework(s) on our Scottish website (mobile friendly) and are constantly challenging our SEO positioning to ensure that we remain at the top of relevant search results. We are relaunching our website

	<p>in Q4 of 2018, putting more emphasis on our supplier status.</p> <p>https://www.harveynash.com/scotland/what-we-do/public-sector/</p> 
Mailshots	We will create a GDPR compliant mailshot that will be sent to candidates and new and existing FPBs.
Social Media	<p>We will communicate to our followers across the social media channels.</p>   <p>REDACTED IMAGE</p>
Local Advertising	We will promote our status across advertising boards available in highly populated transport links, such as train stations. REDACTED TABLE

Tender Title	Framework Agreement for Interim Professional Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.5 Service Continuity & Continuous Improvement	Weighting	5%			
Question	Tenderers must provide details of how they will deliver continuous improvement throughout the duration of the Framework. Your response must describe details of any measures to achieve greater efficiencies, simplify processes, and minimise errors and generally improve quality of service for the Framework duration.					
Word count in answer	1497					
Continuous Improvement Overview						
As a supplier to generations 1 & 2 of this Framework, we understand that whilst we are great at what we do, and this is reflected in our client feedback, we are always keen to continually improve all aspects of our service. REDACTED IMAGE						
Tools and Techniques						
Improvement doesn't just happen, to ensure that we achieve continuous improvement we use a variety of tools and techniques:						
REDACTED TEXT	REDACTED TEXT					
REDACTED TEXT	REDACTED TEXT & IMAGE					
REDACTED TEXT	REDACTED TEXT					
REDACTED TEXT	REDACTED TEXT					
REDACTED TEXT	REDACTED TEXT					
Feedback						
	We are very aware that our contractors, Framework users and Account Team are a source of valuable feedback which can identify great ideas for innovation and improvement. We ensure that any process/procedural improvements identified and approved are updated in our user manual to ensure they are implemented by all.					
	Feedback we collate and implement includes:					
	<ul style="list-style-type: none"> • Formal bi-annual meetings with the Scottish Procurement Strategic Contract Manager. • Regular (at least quarterly) meetings between FPBs Contract Manager and our Account Manager, reviewing performance against agreed SLAs measured through KPIs – looking back and looking forward. • Less formal conversations with nominated individuals within each FPB to ensure level of service provided is satisfactory. • REDACTED TEXT & IMAGE • Information from Account Team meetings/appraisals. • Any candidate/client complaint fully investigated following our complaints resolution process and learning outcomes fed into cycle of CI. • Scottish Procurement Audits. • REDACTED TEXT 					
Review of Management Information						

We set and monitor all the Indicative Performance Indicators set out in the Statement of Requirements. We also set ourselves more detailed continuous improvement KPIs, including:

REDACTED TEXT

We set targets to improve on these ratios, monitoring the impact of any changes to check if they have resulted in improvements, example below shows measuring impact of 2 process improvements on previous Framework.

REDACTED IMAGE

Account Team have individual targets on KPIs/SLAs, we reward them on quality and customer satisfaction. This is monitored at weekly Team meetings, quarterly/annual appraisals and service improvement targets are linked to training, rewards and remuneration.

Measuring Service Improvements

Once our Account Team has analysed all the available quantitative and qualitative data, they plan and implement process improvement initiatives. They review to check if the changes have achieved greater economy, efficiency or effectiveness.

Service Levels can always be improved, and our Account Manager measures the success of any service level changes using the following metrics:

Performance Statistics	Has the change brought about an improvement in the ratios of key aspects of the recruitment process: REDACTED TEXT
Requirement Analysis	Has change resulted in improvements to recruitment process: <ul style="list-style-type: none"> • Speedier response • Time from receiving requirement to placement • Quality (reliability, delivery etc.)
Time Management	Has change resulted in time savings? E.g. reduction in time spent on candidate on-boarding?
Finance and Administration	Has change resulted in improvement in: <ul style="list-style-type: none"> • Quality of documentation • Time spent in administration • Invoice accuracy & timeliness • Information regarding outstanding POs etc. • Whole lifecycle costs to FPBs

Details of any measures to generally improve quality of service for the Framework duration

Retaining our place on this Framework means the world to us. We've created employment across Scotland for disadvantaged groups such as ex-homeless, the long-term unemployed and modern apprentices as part of our Account Team. We know that to keep our place, we must never stop caring about being the best and striving to improve:

- Continuous Improvement is discussed at Account Team weekly meetings, kick-off & half-year business meetings and appraisals. It's linked to Team bonus payments/remuneration and is a criterion for promotion.
- **REDACTED TEXT**
- Test suggested process improvements before they go live alongside old process to ensure productivity/business results are better, thereby avoiding any mistakes which could impact FPBs.
- Clearly communicate process improvements as when a process is firmly embedded in an organisational culture it can be tricky to change. We'll communicate changes in a variety of formats and on multiple occasions and provide training/answer questions.

- Review historical data/past performances to spot areas where process simplification is possible.

What we do	How it benefits our clients
Reutilise candidates with specialist knowledge of a client/public sector process	Shorter lead time and time/cost saving for induction period
Pre-cleared candidate pools/build talent pipelines	Building talent pipelines (particularly for roles in high-demand/hard to fill) can reduce time to hire.
Develop knowledge/understanding of exactly what stakeholders want from Framework by maintaining regular contact with key stakeholders through formal/informal communication methods.	Shorter lead time by better anticipation of future demand, specific niche skills requirements, etc.
REDACTED TEXT & IMAGE	Accurate/real-time online MI.
Collaborate with other Framework contractors	We did this prior to IR35, ensuring all contractors (regardless of supplier) received the exact same communications at the same time to avoid confusion.
Improved accuracy of candidate CV match; CV:Interview; Interview:Offer	Better match of candidate to organisation and role; less turnover/early leavers.
REDACTED TEXT	REDACTED TEXT
REDACTED TEXT	REDACTED TEXT
Experienced Team	Don't have to spend time bringing Consultants up to speed on organisation.
Consistent process and use of templates	Saves time; i.e. use of email templates by Contractor Care Team.
Professional working day rates	Avoids overtime costs incurred on hourly rates.
Account Team Training	Upskilling our Team improves efficiencies and service delivery in areas such as matching, customer service, compliance.
Details of any measures to simplify processes / streamlining business technology	
What we do	How it benefits our clients
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
REDACTED TEXT & IMAGE	REDACTED TEXT & IMAGE
Account Team Framework Portal	REDACTED TEXT & IMAGE
The 5 Whys	 <p>We constantly revisit the purpose of the Framework and ask ourselves; Why was process established in the 1st place? What is outcome we are trying to achieve? We carry out same exercise every 6 months for duration of Framework agreement, to encourage inquisitive thinking. This led to a time-saving process improvement suggestion we put to The Authority regarding IR35 process between Framework contractors and FPBs, for example.</p>
Measures to minimise errors	
We've a culture which promotes an ethical business environment with an expectation that Account Team members seek out best practice/ways of working to avoid errors. However, we also expect and encourage openness and honesty when errors are made. We have clear guidelines in place to provide feedback, suggestions on improvement and a documented disciplinary process if necessary.	
What we do	How it benefits our clients
Robust Internal Controls	Controls in place to monitor all functions from resourcing to compliance and finance. Examples include auditing (monthly) of compliance BPSS files to ensure 100% accuracy. Before commencing delivery on Framework, we'll

	assess risks and develop/establish and maintain control systems to minimise errors (such as approval processes and reconciliations).
User Access Control	We limit access to certain parts of our systems to minimise errors (e.g. only approved staff can access our CMS to view, input or amend data regarding worker rates etc.) This minimises errors or fraud.
Peer Review	Account Team doing peer review of shortlist CVs or Compliance Team peer reviewing worker contracts.
Healthy work/life balance	We encourage staff to use the on-site gyms, at any time during the day. We've trained mental health 1st aiders in our offices. Less stress = less errors.

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.6 Data Protection and Information Security	Weighting	10%
Question	<p>Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (& sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) & to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum):</p> <ol style="list-style-type: none"> 1. Details of where data will be stored & how it will be secured including processes, software & standards & must include measures put in place with sub-contractors (where applicable); 2. Details of how data will be securely transmitted between the Framework Public Body, the Contractor (& sub-contractors where applicable) including processes, software & standards; 3. Details of how the data will be secured at rest (end point security) both at the Contractor's premises (& their sub-contractors premises where applicable); 4. Details of processes followed including those for assessing future risks; 5. Testing of Disaster Recovery policies & procedures, including the dates, duration and frequency; 6. Methods for the back-up & continuity to deliver services should an incident occur including manpower & access to equipment; 7. Methods & processes in place to mitigate against cyber-attack & crime using online technologies including processes, software & standards; 8. Destruction policies & processes including policies, processes & software. This should include the measures put in place with sub-contractors where applicable; 9. Tenderers should also 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); <p>If the Tenderer does not currently hold certifications they should advise of any plans they have for achieving any relevant certifications. 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.</p> <p>https://www.gov.uk/government/publications/cyber-essentials-scheme-overview</p> <p>http://www.gov.scot/Resource/0048/00489206.pdf</p>		
Word count in answer	1911		
REDACTED TEXT	REDACTED TEXT		
REDACTED TEXT	REDACTED TEXT & IMAGE		
REDACTED TEXT	REDACTED TEXT & IMAGES		
REDACTED TEXT	REDACTED TEXT & IMAGE		

REDACTED TEXT	REDACTED TEXT & IMAGE
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REDACTED TEXT	REDACTED TEXT & IMAGE

Tender Title	Framework Agreement for Interim Professional Staff Services - National					
Supplier Name	Harvey Nash Scotland Ltd					
Question Ref	2.7 Fair work	Weighting	5%			
Question	<p>Tenderers must describe how they will commit to fair work practices for workers (including any agency, sub-contractor workers) engaged in the delivery of this Framework. Responses need not be constrained to or be reflective of any of examples given above. However, good answers will reassure evaluators that your company takes a positive approach to rewarding staff at a level that helps tackle inequality (e.g. through a commitment to paying at least the Living Wage); improves the wider diversity of your staff; provide skills and training, and opportunities to use skills which help staff fulfil their potential; avoids exploitative employment practices (e.g. in relation to matters such as the inappropriate use of zero-hours contracts); takes the engagement and empowerment of staff engaged on this contract seriously, including having arrangements in place to ensure trade union representation where possible; otherwise alternative arrangements to give staff an effective voice and that your company will demonstrate organisational integrity with regards to the delivery of those policies. This reassurance can include a variety of practices which demonstrate your approach to fair work and should be tangible and measurable examples that can be monitored and reported during contract management procedures.</p>					
Words Count in answer	1496					
How we commit to fair work practices for workers						
REDACTED TEXT						
REDACTED TEXT						
REDACTED TEXT	<p>Harvey Nash Scotland holds REDACTED TEXT We were the first recruitment firm accredited with EY's prestigious National Equality Standard.</p>  <p>We want fair work to be available to everyone, and as a previous framework contractor we went way beyond our minimum legal requirements when building our team.</p>					
REDACTED TEXT	REDACTED TEXT & PHOTOS					
REDACTED TEXT	REDACTED TEXT & PHOTOS					
REDACTED TEXT	REDACTED TEXT & PHOTOS					
REDACTED TEXT	REDACTED TEXT & IMAGE					
REDACTED TEXT	We're Disability Confident "Level 2 employer"					



**REDACTED
TEXT**



With a 10-year history of championing EDI, we fully support promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as; age, gender, religion or belief, race, sexual orientation and disability.



We promote inclusive employment practices, putting fairness and equality at the heart of our workforce planning. We were the first recruitment firm accredited with EY's prestigious National Equality Standard. We ensure;

- Truly flexible workforce policy.
- Unconscious bias training for all staff.
- Online training portal ensuring all staff have equal access to training/development opportunities.
- Staff appraisals measure progress made in attracting/developing/retaining a diverse Team.

REDACTED IMAGE

- Staff encouraged to engage in voluntary/community activities that broaden their understanding (part of our CSR policy).
- All recruitment materials developed to make them equally attractive to people of all ages, genders, sexualities and accessible as possible to visually impaired candidates etc.
- We ensure our employment practices are fair, equitable and non-discriminatory and that staff have access to the relevant training, education and awareness raising opportunities they require.
- Training/regular updates provided to all consultants following specific changes in law or regulations.
- Gathering of gender pay gap data and analysis of findings.

	<ul style="list-style-type: none"> • Taken advice on how our workplace culture can support a diverse workforce (simple changes included not making out of hours activities compulsory/centred around alcohol as we have under 18s and ex-addicts as employees and ensuring vegan catering options are available at all events). • Inclusive Leadership Training for all Managers.  <p>We're helping all managers to be 'inclusive aware' All management giving extensive training, from inclusivity workshops to 360 appraisals where their teams get to feedback and inclusivity is a key measurement</p>
	REDACTED TEXT & PHOTOS
REDACTED TEXT	We have several internal networks REDACTED TEXT & IMAGES
REDACTED TEXT	We attend diversity events – our own and 3 rd party.
	          

REDACTED TEXT	REDACTED TEXT & IMAGE
REDACTED TEXT	
Dedicated Team	Our Team spend a lot of time working on this Framework and we want them to feel valued, and to learn, use talents and skills, feel positively challenged and engaged, and to have the opportunity/appropriate autonomy to innovate, solve problems and make decisions.
Opportunities to use skills which help staff fulfil their potential	As a current Framework contractor, we use our place on this Framework to provide development opportunities to our staff, e.g. REDACTED TEXT
Flexible working	We have a documented and highly-visible flexible working policy. Our starting point for any request is “Why not?” and we always try to offer employees flexible working aligning to their circumstances/priorities. We provide all staff with the tools to work from any location REDACTED TEXT . Staff work a variety of part-time and flexible hours to accommodate childcare, caring responsibilities and a variety of lifestyle choices REDACTED TEXT
Support for family friendly working	Recruitment hasn't exactly been known for this, but it was one of our Scotland founder's key goals when she set-up the business. Enhanced maternity/paternity, as much flexibility as required for nursery/school drop-offs/caring for sick or dying relatives. No need to take a half-day just to attend a sports day or hospital appointment.
Work/life balance	We encourage staff to attend the gym or a walk at any time of day. HN have paid for Account Team members across Scotland to train as Mental Health First Aiders. We organise regular ‘lunch and learn’ sessions on topics such as mindfulness, nutrition, SAMH talk etc. We support staff to carry out CSR activities during ‘work time’.
Training and Skills Development	Clear managerial responsibility to nurture talent. Each worker has a tailored training programme and access to a personalised e-learning platform overseen by our L&D Manager. Fully-funded training is delivered by our in-house Team and specialist external training providers and ranges from SVQ to MBA level, and have company-wide mentoring programme.
REDACTED TEXT	
Holistic approach to Security	<ul style="list-style-type: none"> • We have a fair and equal pay policy including a commitment to pay the Real Living Wage. • We are a Living Wage Accredited Employer UK wide. • We avoid exploitative employment practices and do not use any zero-hours contracts. • All workers have permanent employment contracts with agreed set hours and a minimum 1 month notice period. • Fair opportunities for pay progression and quarterly/annual appraisals for all workers. Rewards/remuneration and promotion linked to performance against agreed objectives. Enhanced sick pay, maternity/paternity and pension arrangements for all workers. • All workers have opportunity for part-time, flexi/home working to align with family life and caring commitments. • We publish annual gender pay gap figures.
REDACTED TEXT	

<p>Organisation demonstrates organisation integrity</p>	<p>We have a clearly communicated set of corporate values. External Governance (driven by Board), Internal Governance (driven by Management & HR). We conform to UK legislation and best practice with a Compliance Team and REC membership. We operate a top down approach; lead by example from the top. Robust systems of internal control provide both soft/hard measures.</p> <p>We adhere to the following policies;</p> <ul style="list-style-type: none"> • Anti-Harassment • Equal Opportunities • Whistleblowing • Conflict Resolution <p>Training is delivered on Day 1 of employment by our HR Team with on-going refresher training. Informal lunchtime sessions on topics relating to inclusion and respect delivered by organisations such as Stonewall.</p>
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REDACTED TEXT

	 <p>Harvey Nash Talent Employee Engagement</p> <ul style="list-style-type: none"> • Annual confidential employee engagement survey. • Informal weekly team meetings & one-to-ones. • Quarterly/Annual appraisals. • Involvement of all staff in writing our annual business plan in Scotland. • Staff involvement in presenting our strategy at our annual kick-off and half-year review meetings. <p>To gain National Equality Standard we were measured on how we value and listen to employees, employee feedback was taken.</p>
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Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.8 Sustainability and CSR	Weighting	0% Not Marked
Question	<p>Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.</p> <p>Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain.</p>		
Word count in answer	1459		
<p>Statement which explains our Sustainability policy</p> <p>Harvey Nash's Sustainability policy fully supports the Scottish Government's National Performance Framework and the National Outcomes, which articulate the Government's Purpose to "focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth".</p>  <p>At Harvey Nash sustainability isn't just about being 'green'. Therefore, our policy covers more than just the standard environmental issues. For Harvey Nash, sustainability is about maintaining and improving many factors, including; a happy and enthused workforce, charitable contributions, equal opportunities for our people and those we engage with, ethics, procurement and safety. Our supply chain must reflect this when we partner with them.</p> <p>We recognise that we have a duty of care towards our community which is why our purchasing and business practices are always socially and ethically responsible. We know how important it is for the Scottish Government to engage with local suppliers who share their own sustainable development strategy and their vision for a 'Greener Scotland'. With our proactive approach to sustainable procurement and the efficient use of resources (to ensure we are considering our social and environmental consequences) we know we are the right partners for Scottish Procurement, working together to help build a stronger Scottish economy.</p>			
We will proactively support the delivery of the FPBs respective Environmental Policy.	<p>Harvey Nash's operations, being services, are inherently less damaging to the environment than other business sectors. However, we recognise we must minimise our impact on the environment, and we follow recommendations from the Carbon Trust to reduce our carbon footprint.</p> <p>Our environmental policy statement commits our company to the following measures, which we also expect of our supply chain:</p> <ul style="list-style-type: none"> • Recycling; we commit to reducing the overall amount of waste being sent to landfill by separating out materials for recycling. We're 'paperless offices' and have numerous recycling bins to encourage 		

	<p>reduced waste. We always try to send our literature digitally as to reduce paper consumption.</p> <ul style="list-style-type: none"> • Water; making use of mains water supply for personal consumption through on-site water filtration and purification. • Efficiency and energy; optimising the operation of building cooling and heating systems, using low energy lighting. • Technology; our PCs have auto-shutdown software to save energy. We pass on used/surplus computer hardware to charities. • Travelling; promoting the use of public transport and video teleconferencing, Skype REDACTED TEXT & IMAGE • We rarely drive, opting to take the bus, train or tram – we're funding the public sector and reducing our carbon footprint. We encourage our candidates to do the same. • Procurement; processes are in place to ensure that the procurement of goods, services and material capital items such as property include a review and rating of the carbon impact of these acquisitions seeking wherever possible to reduce the Group's footprint. • Carbon reduction; our Environmental Strategy aims to reduce our carbon footprint and follows recommendations from the Carbon Trust and industry best practice on Environmental Social Governance principles. • Offices; we lease office space in buildings with ISO14001 accreditation, ideally, they would have a BREAM rating of excellent and an EPC rating of circa 64 (C). A current focus area is IT, where increased virtualisation of servers and systems lowers energy consumption. • Electronic invoicing; where possible, we utilise e-invoicing with clients and suppliers. • We measure and publish progress against our environmental aims each year in our annual report. • We work with organisations like Zero Waste Scotland for ideas and inspiration.
Measures we have in place to ensure, monitor and report sustainability across our supply chain.	<p>We work with suppliers that are sustainably ethical in their own trading and supply chain. To contribute to a more circular economy and improve our local socio-economy, we will always use local suppliers. We ensure our suppliers are given our objectives around CSR, Environment, Equality & Diversity and our expectations of working in partnership. Harvey Nash takes the following measures:</p> <ul style="list-style-type: none"> • Consider suppliers' environmental policies/impact on environment when appraising performance. • Ensure contracts are awarded to suppliers based on their sustainability policy as well as commercial factors. • Work with key suppliers to improve their overall environmental performance, encouraging them to reduce the environmental impacts of their products/ processes and develop environmentally friendly products where possible. • Consider recycled or refurbished products alongside conventional supplies. • Evaluate all purchases based on whole life cost, including environmental cost. • Promote awareness of our Supplier Code of Conduct among staff involved in procurement activities and incorporate it in the internal purchasing guidelines. <p>We have regular reviews with our supply chain.</p>

How we will proactively support the delivery of the FPBs respective Sustainability Policy – Social and Ethical	
Creation of suitable and high-quality jobs	We have been able to create employment across Scotland from being on the previous iterations of this Framework. As well senior roles, we have created roles for Modern Apprentices, school-leavers, the long-term unemployed and homeless.
Measures to encourage local small businesses	We have leveraged the fact that we are on the last Framework as an opportunity to engage with SMEs. Examples include Occupational Health practitioners, catering companies and an indigenous Scottish software company.
Lifelong learning/training and skills development	We have a dedicated Talent Academy delivering bespoke training sessions and a personalised e-learning platform to ensure our staff are receiving exceptional training. Harvey Nash team members on the previous Framework have studied everything from SVQs (our Modern Apprentices) to Leadership Training (our Framework Manager).
The encouragement of the voluntary sector	We believe that we have a responsibility to play a constructive part within the community at large, and that social, environmental and ethical matters are part of the investment mix to create a long-term sustainable business. Aware of the importance of Corporate Responsibility to our employees. Our key message over the last five years has been that being a member of the Harvey Nash team also means being a valued contributor to our society and communities.
Foodbank	Our Glasgow office supports the North East foodbank Christmas appeal each year, with each team member paying for a full Christmas shopping list, then delivering it to one of their centres prior to Christmas.
Looking after the needs of children/young people (particularly the most vulnerable);	<p>Via 'Byte Night', we annually sleep-out in our community to raise funds for Action for Children and awareness of youth homelessness and tackles the root causes of youth homelessness.</p> <p>REDACTED PHOTO</p>  <p>Rhona Hutchon, Framework Director, is Chair of the Scottish Byte Night Board. For the tenth year running, our team will sleep-out and be exposed to the elements for a night to raise sponsorship and awareness for Action for Children's vital work. We helped raise £150,000+ last year, which will help fund emergency housing and life support services for young homeless people.</p>



We work with young people via Action for Children projects across both rural and urban Scotland (Haddington, Alloa, Dundee and Inverness) to give CV and careers advice, mentoring and coaching.

We set up an Amazon gift list for 49 children aged one to five, who would not otherwise have received Christmas presents. We wrapped and delivered the presents in aid of Action for Children, which supports the UK's most vulnerable/neglected children.

REDACTED PHOTO

We organised a Christmas dinner for over thirty people in New Horizons, a charity home for vulnerable 16-18-year olds.

REDACTED TEXT	REDACTED TEXT
The Forge Giving Tree;	During Christmas 2017, Harvey Nash Scotland selected present requests from the 'Giving Tree' at the Forge Shopping Centre in Glasgow's East end to provide presents to support the charity 'With Kids' and spread a little Christmas cheer to families who may not be able to afford presents.
Access to education;	Across the country, we partner with local schools to provide advice, career guidance and mock interviews to help decrease youth unemployment which currently stands at an all-time high. If we can help a young adult write a winning University/College application or CV that will open doors to them, we think we've helped change their future and given them more than perhaps a monetary donation ever could.
Health-related factors	We have adopted flexible working, working from home, flexi-time and career breaks. We do not use zero hours contracts. REDACTED TEXT . We encourage use of on-site gyms at <i>any</i> time of day. We have run talks on topics such as mindfulness and nutrition.

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.9 Community Benefits	Weighting	0% Not Scored
Question	<p>The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Tenderers must provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement. Accordingly, while the following community benefit objectives will not be evaluated as part of the tender process, the successful contractor will be expected to consider the following Community Benefit themes in the delivery of their services, for example:</p> <ul style="list-style-type: none"> - targeted recruitment & training for "disadvantaged" persons unemployed for over 6 months; - generate employment and training opportunities for priority groups; - up-skill the existing workforce; - equality and diversity initiatives; - make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses; - build capacity in community organisations. 		
Word count for answer	1497		
<p>Harvey Nash is committed to contributing to the social, economic & environmental well-being of the people of Scotland. Here are some examples;</p>			
Targeted recruitment & and training for "disadvantaged" persons unemployed for over 6 months	<p>Youth Homelessness; REDACTED TEXT & PHOTOS</p> <p>Long-term Unemployed; We also work alongside Jobcentre Plus and Local Work programme providers to ensure our opportunities are visible to the long-term unemployed.</p>  <p>REDACTED TEXT Our consultants have organised mentoring days at REDACTED TEXT. Delivering CV workshops and presentations on the best ways to get back into work, our consultants are committed to giving people the confidence to return to the workplace and end the cycle of crime.</p> <p>REDACTED TEXT Through a series of interactive sessions with the young adults, our team delivered some fun training sessions on the basics of where to find work; how to apply and interview techniques.</p>		
Generate employment and training opportunities for priority groups	REDACTED TEXT & PHOTOS		
Up-skill the existing workforce	<p>We have a dedicated Talent Academy responsible for the training and development of our staff. They work with all employees to facilitate whatever training is required to enable them to reach their potential. We also offer coaching, specialist training and engage with external training providers for relevant accreditations. Each part of our business has a dedicated training budget. Our training includes:</p>		

	<ul style="list-style-type: none"> • Systems and tools • Developing skills for the job (e.g. Leadership training) • Legislative training (e.g. Employment Law, GDPR etc.)
Equality and diversity initiatives	 <p>As an organisation, we're passionate about diversity and inclusion. Harvey Nash was the first recruitment company to be awarded National Equality Standard (NES) accreditation which involved a rigorous and independent assessment by EY. This led to the introduction of improved processes and assessments to ensure fairness and objectivity in recruitment, pay and progression.</p> <p>To gain accreditation we were assessed against more than forty criteria over an 18-month period. The assessment was carried out by trained NES assessors who conducted comprehensive interviews and in-depth surveys with over 100 staff and as reviewed procedures, documentation and legal compliance.</p> <p>At Harvey Nash we ensure that all individuals, regardless of gender, age, race, sexual orientation or faith are treated fairly and equitably, within our own workforce or when engaging with our clients and candidate communities.</p>  <p>NES is a business led initiative that is supported by the UK Government and the Confederation of British Industry (CBI), and developed by EY in partnership with the Equality and Human Rights Commission (EHRC).</p> <p>As a result of this we have developed internal initiatives and training for all our staff to encourage continuous improvement and innovation around engagement and inclusion. Our Talent and Equality, Diversity and Inclusion (EDI) Team recently ran an 'inclusion' workshop, to ensure that all staff are supported in understanding and addressing EDI challenges.</p> <p>We proactively promote equality, diversity and inclusivity by undertaking a wide range of actions including the following:</p> <p>REDACTED TEXT & IMAGE</p> <ul style="list-style-type: none"> • Staff appraisals measure progress made in attracting and assisting a diverse candidate pool. • Champions for underrepresented groups, to work in partnership with local and national organisations. • Staff are encouraged to engage in voluntary and community activities that broaden their understanding. (This is part of our CSR policy).

	<ul style="list-style-type: none"> • We have a well-documented and easily accessible complaints procedure for accelerating any cases of discrimination and specialist internal advice to help resolve issues swiftly. • All microsites and marketing collateral developed to make them as accessible as possibly to visually impaired candidates etc. • We ensure our employment practices are fair, equitable and non-discriminatory and that staff have access to the relevant training, education and awareness raising opportunities they require. • Training and regular updates are provided to all consultants following specific changes in law or regulations. • Harvey Nash policies, procedures and functions are impact assessed in line with relevant legislation and guidance and thus ensure policies, procedures and functions don't discriminate. • When amending any policy, procedure or when adding any new service offering, Harvey Nash will ensure all changes are developed and delivered in an equitable fashion and no single person or group is discriminated against. We ensure services are developed that meet distinct individual needs and rights. • We publicise and promote positive messages about Equality & Diversity issues to ensure awareness and organisational commitment and buy in. This will be done at team meetings and in our online staff magazine. • We're a Disability Confident "Level 2 employer".  <ul style="list-style-type: none"> • Agree Key Performance Indicators for all the Equality and Diversity strands with clients and measure and review our performance against them. • Equality & Diversity Champions. • Promote positive examples / testimonials.
Harvey Nash Diversity Networks	REDACTED TEXT & IMAGES
Make any proposed sub- contracting opportunities available to SMEs, the third sector and supported businesses	We use Social Bite, a social enterprise to cater for meetings. Social Bite donates 100% of its profits to charity and has committed to employing at least 1/4 of its staff from homeless backgrounds. We also have hired staff to deliver these frameworks by offering opportunities to our charity partners and have several local SMEs in our supply chain. 
Build capacity in community organisations	REDACTED TEXT Our Framework Director, Rhona Hutchon, is chair of Byte Night, a business sleep-out to raise money to tackle the root causes of youth homelessness and works closely with Action for Children to help them in areas such as GDPR.

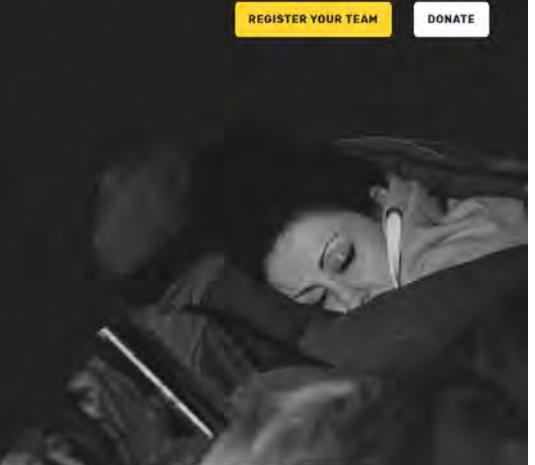
Byte Night 

HOW
ACTION FOR CHILDREN
WORKS

**Byte Night 2018:
12 Locations, 1500+ Sleepers
5th October 2018**

Byte Night is now the UK's largest sleep out event, with individuals and teams from the technology and business services sleeping out to raise vital funds to prevent youth homelessness.

Your support will also allow Action for Children to continue to help thousands of young people to build better lives by providing essential support, accommodation, education and training.



[REGISTER YOUR TEAM](#) [DONATE](#)

Tender Title	Framework Agreement for Interim Professional Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.10.1 TUPE	Weighting	0%- Not Weighted
Question	<p>Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework, including details of any perceived implications and/or risks and how these will be mitigated.</p> <p>Tenderers must confirm whether their tender has been submitted on the basis of TUPE being deemed to apply or not.</p>		
Word count for answer	188		
Full Statement of understanding	REDACTED TEXT		
Confirmation that tender is submitted with TUPE not applying	REDACTED TEXT		