

2.3.2 Understanding the Service

The Scottish Public Sector Landscape

[REDACTED] we have a full understanding of the current and evolving Scottish public sector landscape as it intersects with the provision of language services. We recognise the crucial importance of this understanding in delivering the range of language services required to all current and potential future Framework Public Bodies in an appropriate and effective manner.

Foundationally, the current Scottish public sector landscape is the result of the devolved settlement established by the Scotland Act 1998. The legislative functions of devolved government are the responsibility of the Scottish Parliament and the executive functions are the responsibility of the Scottish Ministers (the First Minister and other cabinet ministers appointed by the First Minister). The appointment and oversight of the judiciary transferred to the Scottish Ministers after 1999, although Scotland has always had its own distinct legal system.

The devolved matters which are now the responsibility of the Scottish Government include:

- law, including most aspects of criminal and civil law, the prosecution system, courts and prisons
- policing
- health
- education and training
- devolved social security benefits
- local government
- social work
- housing
- tourism and economic development
- some aspects of transport, including the Scottish road, rail, ports and harbours
- planning and the environment
- agriculture, forestry and fishing
- culture, sport and the arts

The administration of these various functions of devolved government is carried out by a wide range of public bodies including ministerial departments, non-ministerial government departments, executive agencies and non-departmental public bodies, public corporations, inspectorates and other types of public authorities.

We recognise that the Scottish Ministers and any public bodies operating under their authority will be able to make use of this framework agreement for the provision of language services. We also note that the scope of the framework is being broadened to potentially include Scottish local councils, Scottish colleges and universities, and Scottish charities and voluntary sector groups, all of which were not previously able to use this framework.

[REDACTED]

Understanding the Demand from Framework Public Bodies

Demand from Large Users

Based on historic usage, the framework public bodies making largest use of services under the framework have been the following:

- Scottish Courts and Tribunals Service (SCTS)
- Crown Office and Procurator Fiscal Service (COPFS)
- Scottish Children's Reporter Administration (SCRA)
- Police Scotland
- Social Security Scotland
- NHS Scotland (regional health boards NHS Ayrshire and Arran and NHS Tayside, and national services such as NHS Test and Protect and NHS Vaccine Support Service)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Demand from Other Framework Public Bodies

The usage of the framework also extends widely over a range of other public sector organisations covering many different subject areas. It is therefore essential to have linguistic resources with a scope of expertise in these diverse subjects in order to provide interpreting or translation services of the requisite quality to all organisations accessing language services. These include the following:

- Legislative Bodies – Scottish Parliament Corporate Body
- Education and Training – Education Scotland, Skills Development Scotland, SQA, local councils, colleges and universities
- Other Legal bodies – Civil Legal Assistance Office, Public Defence Solicitors Office
- Social Work – Care Inspectorate, Scottish Social Services Council, local councils
- Housing – Housing associations
- Tourism and Economic Development – Scottish Enterprise, VisitScotland
- Transport – Transport Scotland
- Planning and Environment – SEPA, Historic Environment Scotland
- Regulatory/Standards Bodies – Bòrd na Gàidhlig, Food Standards Scotland, Disclosure Scotland
- Culture, Sport and the Arts – National Museums of Scotland

Though this is not a definitive list, we present it to emphasise our appreciation and knowledge of the broad range of work involved under this framework.

The Demand from Scottish Ministers

We also recognise that occasionally language services are required directly by the Scottish Ministers, both for interpreting and translation. [REDACTED]

The Legislative and Regulatory Context

We realise that public bodies are under regulatory and legislative duties to make their services accessible to members of the public. [REDACTED]

As a consequence of these legislative frameworks, most public bodies have internal policies on how they meet their legal obligations. This includes the supply of language services to the public, such as making interpreters available when required, and translating correspondence and other documentation into other languages when required. In practice, it is these policies which inform the needs of each public body as they access our services.

The European Directive on Interpreting and Translation (2010/64/EU) was implemented by the Scottish Criminal Justice organisations a number of years ago, creating specific provisions to guarantee the right to interpretation and translation in criminal proceedings.

One other piece of legislation which has an impact in the Scottish context is the Gaelic Language (Scotland) Act 2005, which created Bòrd na Gàidhlig and created obligations on certain public bodies to establish Gaelic language plans. The provision of Gaelic language services to these public bodies is therefore also a requirement under this framework.

The Difference Working with Scottish Ministers and Framework Public Bodies

We recognise that there is a significant difference in supplying language services to Scottish Ministers and Framework Public Bodies compared to organisations outside the scope of the framework [REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

The system uses [REDACTED], which includes [REDACTED].

In terms of the operation of interpreting bookings, [REDACTED] in selecting the right interpreter for each assignment [REDACTED]

The system also operates to ensure that only interpreters from a local network will ordinarily be supplied. In rare cases where there is a requirement that cannot be met from the nearest local network, an interpreter would be sourced from the next nearest network. In such cases, we will advise the client and seek approval before sending an interpreter from outside the local area.

[REDACTED]. Where a potential interpreter could attend from outside a 45-mile radius, this is flagged to the client who is given the opportunity to accept or reject the offered interpreter.

For face-to-face interpreting the standard level of service under the specification is to supply an interpreter given five days' notice, though we acknowledge short notice requests, even for the same day as the booking date, are the practical reality. Our booking system allows our team to focus on these shorter notice requests which are by their nature more labour intensive.

At the conclusion of an assignment, a representative of the public body signs off the interpreter's time claim form to verify assignment duration.

[REDACTED]

[REDACTED] Where interpreters are required in these areas, our booking team are experienced in providing the closest possible interpreter to minimise travel.

Telephone Interpretation

We provide a comprehensive and flexible telephone interpreting service, available to all framework public bodies throughout Scotland. The service can accommodate both immediate requirements and bookings for scheduled telephone appointments. [REDACTED] interpreters working in appropriate and secure environments.

We can supply pre-booked or immediate access to telephone interpretation in over [REDACTED] languages and dialects, covering all languages set out in the specification, available at any time, 365 days a year.

The service does not require any special equipment and can be accessed from any landline or mobile phone number and offers flexible and secure language support to the client in any situation.

Pre-Booked Telephone Appointments

[REDACTED]

Immediate Telephone Appointments

[REDACTED]

[REDACTED]

[REDACTED]

Video Interpreting

The demand for video interpreting increased significantly during the Covid-19 pandemic and has now become a core service offered to our clients. We offer two forms of video interpreting services, with no geographical restriction throughout Scotland, each utilising only UK-based interpreters. The service can be accessed by anyone with a webcam and microphone (including tablets and smart phones) and a stable internet connection.

Using Client's Video System

[REDACTED] . We are happy to work with the clients' preference. [REDACTED].

Using Our Video System

Where clients do not wish to use their own video system, [REDACTED] .

[REDACTED]

[REDACTED]

Translation and Transcription

Clients can securely login in [REDACTED].

We require sufficient information from the client to set certain basic parameters at the beginning of the project including:

- [REDACTED]

Once the requirements of the project are clearly defined, a Project Manager (PM) then oversees the various stages to ensure delivery in line with client requirements.

We understand that translations are to be completed in 10 calendar days under the specification, but we know that the practical deadlines for framework public bodies vary and are determined by the nature of their work. For example, Letters of Request for [REDACTED] and child protection documents for [REDACTED] hearings require very urgent turnaround, which we regularly accommodate.

[REDACTED]

[REDACTED]

[REDACTED].

[REDACTED]

[REDACTED]

The delivery of national coverage, including to less populated locations, for translation and transcription services presents no geographical challenges because translators can be used from anywhere in the UK and translations and transcripts can be delivered to any location in Scotland.

Subcontractors

We provide most services directly, including face-to-face, video and telephone interpreting, translation and transcription services. We have developed several subcontracting relationships with trusted suppliers for specialist services as described in the following table.

Organisation	Services
[REDACTED]	Braille, Moon and other accessible formats
[REDACTED]	Voiceover and subtitling services
[REDACTED]	Overspill capacity for on-demand telephone interpreting
[REDACTED]	Easy Read formats
[REDACTED]	Braille, Large Print and Audio formats
[REDACTED]	Overspill capacity for transcription services

2.4.3 Ensuring Sufficient Capacity and Quality

Our Quality and Recruitment (QR) Manager and team has a core aim of always providing sufficient, high-quality linguist resources to deliver our services. The QR team is focused on maintaining and growing the capacity and quality of our linguists on a national basis and for the needs of the full range of framework public bodies.

Sufficient capacity for translation and transcription services and for telephone/video interpreting is achieved by sourcing linguists throughout the whole UK, whilst face-to-face interpreting resources are largely sourced only in Scotland for the framework, as there is a geographical consideration in providing linguists as close as possible to booking locations.

Capacity Planning

We follow a standard process for capacity planning, in three stages:

[REDACTED]

[REDACTED]

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

[REDACTED]

The needs of any new framework public bodies will clearly be identified as part of this process.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

For translation, transcription and telephone/video interpreting needs, forecasting is done [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Table 1 shows the numbers of linguists in regular use and the total number of reserves we have to fill gaps or meet extraordinary levels of demand. Table 2 is specific to face-to-face interpreting in our local networks across Scotland.

[REDACTED]

[REDACTED]

Accommodating High Demand

Our aim [REDACTED]. This allows [REDACTED] as required.

Translation, transcription and telephone/video interpreting services are delivered through [REDACTED] network of linguists, [REDACTED].

Face-to-face interpreting is delivered through [REDACTED] interpreters. Where required, interpreters are sent [REDACTED]. The vast majority of these [REDACTED].

Where additional resources require [REDACTED].

We have utilised [REDACTED]. Similarly, clients sometimes have specific projects requiring a large number of linguists, a current example would be a [REDACTED] which we have sourced from across the UK.

[REDACTED]

[REDACTED]

Consistent Levels of Service Quality for all Framework Public Bodies

We recognise that each framework public body has its own preferred requirements and service levels, and in a broad framework with public bodies as diverse as the [REDACTED], we always seek dialogue with each body at the outset of a call-off contract to discuss the organisational needs and to establish exact service levels required.

[REDACTED]

[REDACTED]

Our account management approach ensures [REDACTED]. We have the capacity to handle requests from any public body in Scotland, whether our services are used daily or once a year. As an example, [REDACTED].

Recruitment of Linguists

Our Quality and Recruitment (QR) team has specific responsibility for the recruitment and retention of the right numbers of interpreters, translators and transcribers in order to meet all demands from the framework public bodies, with a focus on recruitment of interpreters with the DPSI or equivalent and translators/transcribers with the DipTrans or equivalent qualifications.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

Recruitment Assessments

To ensure that all linguists recruited will meet the quality requirements, all interpreters and translators/transcribers must pass a rigorous assessment process and meet all mandatory requirements before being approved for use on any live projects.

In terms of the framework, we focus on providing interpreters with a DPSI in Scottish Law or equivalents and translators with a Diploma in Translation or equivalents. Alongside this we want framework public bodies to have confidence that all linguists have been adequately vetted and assessed on their language skills and competence.

The assessment of all linguists is undertaken by our Quality and Recruitment team and consists of the following:

- [REDACTED]

Retention of Linguists

Alongside all recruitment efforts, it is equally important to retain the services of experienced interpreters and translators who have already been recruited. This makes sense from a business perspective, considering the time and resources used to onboard new candidates. But it also brings significant benefits to framework public bodies who gain from continuity of service and experience in handling work for that organisation.

Our retention strategy is built around these core principles:

[REDACTED]

[REDACTED]

[REDACTED] to work for us over other competitors and remain in the profession permanently.

[REDACTED]

Matching Suitable Linguists to Projects/Jobs

Our translation and interpreting management systems are designed to ensure that all interpreting and translation/transcription projects are assigned to the most appropriate and suitable linguists.

[REDACTED]

[REDACTED]

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

[REDACTED]

[REDACTED]

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

[REDACTED]

Ensuring Sufficient DPSI/DipTrans Numbers

[REDACTED] We have raised the numbers of such linguists from approximately [REDACTED] in [REDACTED] to currently approximately [REDACTED] today. We are

confident that our comprehensive recruitment programme and training platform will continue to ensure a sufficient number of DPSI/DipTrans linguists will be available for the framework in the next four years.

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

[REDACTED]

[REDACTED]

Operational and Quality Management of the Services

Quality and Recruitment Team

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Translation and Transcription Management

Day-to-day project management of translation and transcription projects is managed by a team of project managers [REDACTED].

Interpreting Management

Our interpreting team has responsibility for ensuring that all requests are handled in accordance with our procedures and client expectations. This team is led by our Senior Interpreting Coordinator, [REDACTED].

IT Assurance Management

The security and reliability of our IT systems which underpin both our translation and interpreting operations is the responsibility of our IT Assurance Manager [REDACTED]. [REDACTED] will also be the technical liaison with the framework public bodies on all areas of data protection and information security.

Organisational Structure

Our corporate structure as outlined in the above descriptions is shown in the following organogram:

[REDACTED]

Additional Information Key Personnel – Job Profiles

[REDACTED] (Managing Director)

[REDACTED] has been involved with Global Connects since the company started in 1997. As a [REDACTED] he has a strong business background and has been instrumental in the development and growth of the company over the past [REDACTED] years. He has carried out strategic management roles in our contracts with many high-profile customers over the years, including the current and previous Scottish Government framework agreement, [REDACTED].

[REDACTED] (Senior Account Manager)

[REDACTED] has more than [REDACTED] experience in management within the language services industry, including account management and project management. [REDACTED] has been in the account manager role since 2020 under the current Scottish Government framework. With an [REDACTED] holds an MA in French with Hispanic Studies from the University of Glasgow.

[REDACTED] (Account Manager)

[REDACTED] has had a varied career in business in Scotland working in senior management roles in [REDACTED]. Over his career, [REDACTED] has worked on contracts with many areas of the public sector in Scotland for such as [REDACTED]. Having worked with us in a range of roles [REDACTED] is ideally placed to take on a pro-active account management role under the new framework.

[REDACTED] (Account Manager)

[REDACTED] has been with the company for [REDACTED] in a number of roles, including account managing corporate clients within educational services. A graduate in [REDACTED] moved to a wider account management role for public sector clients [REDACTED].

[REDACTED] (Quality and Recruitment Manager)

[REDACTED]. With a lifelong interest in language and communication [REDACTED] has been with the company for [REDACTED] and has a wide range of knowledge of all aspects of language services. [REDACTED] has previously held a number of key roles including translation management and interpreting management positions. [REDACTED] now has a key role as Quality and Recruitment Manager to ensure all services are delivered in line with ISO standards, internal company policies and procedures, and in line with agreed service levels with clients. [REDACTED] role also includes ensuring the recruitment and retention of high-quality linguistic talent for the company.

[REDACTED] (IT Assurance Manager)

[REDACTED] has [REDACTED] experience in Business Information Technology and Support Services. Roles have included [REDACTED]. Before joining us as IT Assurance Manager [REDACTED] has owned and operating two successful IT Support companies. [REDACTED].

[REDACTED] (Senior Translation Project Manager)

[REDACTED] has been working within our translation team as a project manager for the last [REDACTED] and has now been promoted to Senior Translation Project Manager. [REDACTED]. [REDACTED] leads and supervises the team of translation project managers and translators/transcribers and handles translation and transcription projects from start to finish.

[REDACTED] (Senior Interpreting Coordinator)

[REDACTED] has been working with us for [REDACTED] within the Interpreter Booking team and has recently been promoted to lead the team as the Senior Interpreting Coordinator. [REDACTED] manages booking requests, team capacity, supervises and mentors junior staff and provides support to both clients and interpreters as the senior member of team.

[REDACTED] (Quality and Recruitment Administrator)

[REDACTED] has been working with us for [REDACTED] within the interpreting booking team and now within the Quality and Recruitment team. [REDACTED] works on recruitment, assessment and induction tasks to onboard linguists and also ensures that all existing linguists have all records and documentation up to date, including annual reviews and the renewal of Disclosure certificates.

2.6.2 Ensuring Quality of Linguists and Monitoring Quality of Work

Our quality assurance regime is founded on the principles laid down in the quality standards which we are independently audited against and certified to on [REDACTED]. All company processes are accredited to the following standards:

- [REDACTED]
- [REDACTED]

In addition, our processes are also aligned with the following standards:

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

The concept of continuous improvement in service delivery is inherent in [REDACTED] and is achieved by monitoring and assessing quality and making necessary changes to achieve better outcomes on an ongoing basis.

The delivery of a high-quality service is the responsibility of every member of staff in our interpreting and translation/transcription teams, but making sure quality assurance processes are in place and being used properly is the responsibility of our dedicated Quality and Recruitment (QR) team, who operate independently of our interpreting booking staff and translation project managers. The team is headed by our Quality and Recruitment Manager who has the task of monitoring and assessing the quality of our output in both interpreting and translation/transcription services and the quality of the linguists who deliver these services. The objective is to maintain, monitor and control standards, and achieve quality improvements over time.

Assuring the Quality of Linguists at Recruitment

The foundation of delivering high-quality language services lies in the quality of the individual linguists who deliver the end product, whether that be a translation, a transcription or providing interpreting services. Quality management begins with recruitment. It is vital to recruit skilled and qualified linguists and verify that they have the qualifications and knowledge to deliver our services at the required levels.

The recruitment process for all interpreters, translators and transcribers is carried out by our QR team. All new candidates must all go through the same recruitment process and each requirement must be met before they are approved to be used on any live projects for our clients.

The recruitment process consists of the following steps, all of which must be satisfactorily completed.

1. [REDACTED]
2. [REDACTED]:
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

- [REDACTED]

3. [REDACTED]:

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

4. [REDACTED].

5. [REDACTED].

6. [REDACTED].

This robust process helps us ensure that any linguists working under this framework have the competence and skill levels to carry out work to the expected levels of quality, [REDACTED].

Monitoring and Evaluating Quality of Output

We use our Interpreting management system and Translation management system to build up an ongoing, up-to-date picture of the performance of each interpreter, transcriber and translator, with new data constantly being added, giving us a current overview of each linguist's performance and rating at any point.

[REDACTED].

Interpreting

Interpreter performance is monitored by reviewing each of the following quality indicators:

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

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

Translation and Transcription

The output of translators and transcribers means there is always a permanent record of the work carried out, consisting of the source materials (written documents or recordings) and translations or written transcripts. This makes monitoring the quality of work more straightforward.

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

The process for what happens when the monitoring and evaluation of a translator's performance reveals any issues is discussed below.

Assuring and Maintaining Quality of Output

[REDACTED].

2.6.3 Quality Plan

Our Quality Plan is built around on the principles laid down in the quality standards which we are independently audited against and certified to on [REDACTED], namely [REDACTED]and [REDACTED].

The responsibility for implementing this Quality Plan will primarily rest with the Quality and Recruitment (QR) team.

The Quality Plan is designed to improve the quality of our services to be delivered under this framework throughout its duration and covers the following four areas with regard to both interpreting and translation/transcription services:

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

For each of these areas our plan includes details on the following headings:

- Outlining Intended Improvements
- Achieving Intended Improvements
- Quantified Benefits to Framework Public Bodies

We would intend that progress on the implantation of these measures will form an agenda item at regular meetings with both the Authority and the individual framework public bodies concerned, over the lifetime of the framework. This allows progress to be formally monitored and documented.

Recruitment of Linguists

Outlining Intended Improvements

We already have a large and successful network of UK-based linguists for both interpreting services (face-to-face, telephone and video) and translation/transcription services. However, we recognise an ongoing need to improve our network through recruitment of additional linguists.

It is important to recognise that the network of recruited linguists is not a static entity. Each year, a number of linguists leave our network for a variety of reasons, very few of which are within our control. [REDACTED].

This makes ongoing recruitment activity necessary. In addition to this, the level of demand for each language in each location in Scotland is also in a state of constant change. [REDACTED].

[REDACTED].

[REDACTED].

Achieving Intended Improvements

[REDACTED].

[REDACTED].

[REDACTED].

Quantified Benefits to Framework Public Bodies

Growing the size and depth of our network of linguists, particularly as this will be done in line with an analysis of demand on a local basis, will clearly have benefits for framework public bodies, including:

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

These can clearly be quantified through regular management information reporting to the Authority and framework public bodies.

Improving Assessment of Linguists

Outlining Intended Improvements

Although we already have a detailed assessment system in place for linguists, we continue to develop and improve our assessment approach. [REDACTED].

Achieving Intended Improvements

[REDACTED].

[REDACTED].

We are happy to share progress on these developments with the Authority and framework public bodies.

Quantified Benefits to Framework Public Bodies

Improving the quality of our linguists by improving our assessment tools will have the benefit of a reduction in the potential for complaints and lead to increases in customer satisfaction. Again, the level of complaints and customer satisfaction scores are measurable over time and these will be discussed at review meetings.

Improving Interpreting Services – Reductions in Lateness, Non-Attendance and Travel

Outlining Intended Improvements

We plan to improve interpreting services by [REDACTED].

Achieving Intended Improvements

Interpreters are already made aware of the importance of arriving at appointments on time, but this is an area where improvement can always be made. [REDACTED].

We recognise that occasionally interpreters find themselves in positions where they have to cancel a job with short notice (e.g. sickness, child care issues). [REDACTED].

Through local recruitment efforts as described above, we will reduce the overall carbon footprint caused by interpreter travel over the course of the framework [REDACTED].

Quantified Benefits to Framework Public Bodies

These improvements will have the following quantified benefits for framework public bodies:

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

These four statistics are measurable through management information reports and will be discussed at regular review meetings.

Improving Translation Services – Reductions in Costs and Production Times

Outlining Intended Improvements

[REDACTED].

Achieving Intended Improvements

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

Quantified Benefits to Framework Public Bodies

Maximising the use of translation memory software will provide significant quantified benefits to framework public bodies, including:

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

- [REDACTED]

These benefits are quantifiable and measurable and will be discussed at regular review meetings.

2.6.4 Understanding of Risks and Risk Register

Introduction

A risk-based approach is embedded in our business practices and is at the heart of how we operate, within the overall quality management regime established by [REDACTED]. As part of our internal [REDACTED] meetings, we consider business risk under the following risk control areas:

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

Management review meetings are also the forum at which our information security governance forum convenes, including participation from our IT Assurance Manager.

We utilise a risk and issue management tool to document and manage any identified risks. This is considered fully at each meeting with existing risks being considered and risk status being updated as appropriate. However, a risk can be identified and added to the risk register at any time.

[REDACTED].

Risk Register in Respect of Provision of Services Under Framework Agreement

As described above we maintain a risk register as a matter of best practice in running our business. The maintenance and review of the Risk Register is an ongoing process but at our most recent review, we comprehensively compared the risks identified with the current service specification to ensure we have considered all issues in connection with the provision of the interpreting, translation and transcription services required under this new framework.

The risk register of current live risks is shown below as Table 4. The majority of identified risks are ongoing possibilities and subject to [REDACTED] review. Any temporary risks that have been fully resolved are no longer current and therefore not shown. Risks listed in the table below are live risks that we consider to have been sufficiently mitigated against although we will continue to monitor them closely going forward.

The following tables are also included below to explain the ratings contained in the risk register:

Table 1 – Assessment of Likelihood of Risk

Table 2 - Consequences of Impact of Risk

Table 3 – Overall Risk Rating (Likelihood x Impact)

Table 1 – Assessment of Likelihood of Risk		
Level	Descriptor	Description
A	Almost certain	Is expected to occur in most circumstances.
B	Likely	Will probably occur in most circumstances.
C	Possible	Might occur at some time.
D	Unlikely	Could occur at some time.
E	Rare	May occur in exceptional circumstances.

Table 2 – Consequences of Impact of Risk		
Level	Description	Example detail description
1	Insignificant	Minimal impact, low financial loss, no risk to reputation.
2	Minor	Minor impact, small financial loss, some possible customer dissatisfaction.
3	Moderate	Medium impact, moderate financial loss, some customer dissatisfaction and possible public visibility.
4	Major	Major impact, loss of production capability, significant financial loss, possible strong customer dissatisfaction, public visibility
5	Catastrophic	Disastrous impact, impact to well-being, huge financial loss, strong public visibility

Table 3 – Overall Risk Rating		
Level	Description	Detailed description
E	Extreme	Immediate Action should be taken to mitigate the risk
H	High	Action should be taken to mitigate the risk
M	Moderate	Action should be taken to monitor the risk
L	Low	Routine acceptance of risk

For information, the risk owners shown in Table 4 are as follows:

[REDACTED] (Director)
 [REDACTED] (Quality and Recruitment Manager)
 [REDACTED] (Senior Account Manager)
 [REDACTED] (Senior Translation Project Manager)
 [REDACTED] (Senior Interpreting Co-ordinator)
 [REDACTED] (IT Assurance Manager)

Table 4 – Risk Register for Global Connections concerning Provision of Services Under Framework Agreement

Risk Control Area	Last Review Date	Issue	Risk Owner(s)	Likelihood Rating	Likelihood	Impact Rating	Impact	Risk Rating	Risk Mitigation Actions
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]									
[REDACTED]									
[REDACTED]									

[REDACTED]									
[REDACTED]									
[REDACTED]									

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

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

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

2.6.5 Implementation/Mobilisation Plan

Introduction

[REDACTED], we are in the position of already having carried out the bulk of our mobilisation to provide the services required under the latest framework.

[REDACTED].

[REDACTED].

For us therefore, the mobilisation period will provide an opportunity to fine tune our setup and systems to adjust to the needs and requirements of the new framework and provide an opportunity, post-Covid restrictions permitting, for our account management team to reintroduce, or introduce for the first time, our company and services to the public bodies utilising the Framework at face-to-face meetings.

The mobilisation phase can be split into activities prior to framework award (pre-mobilisation actions) and then the main mobilisation phase after framework award is confirmed.

Pre-Mobilisation Actions

Although actions taken prior to the framework award can only be considered provisional until the framework is awarded we believe that it is necessary to discuss this period as part of our mobilisation plan.

We have already identified the key differences between the 2017-2021 Framework and the new 2021-2025 Framework in order to transition from the one to the other as smoothly as possible.

For example, [REDACTED].

We will also review current client guidance documentation in preparation of producing new versions and this will apply to all key services.

Main Mobilisation Plan

Internal Actions

After framework award we will conduct an initial mobilisation briefing meeting with all relevant staff members to define the different levels of responsibility of each key individual during the mobilisation phase. [REDACTED].

[REDACTED].

[REDACTED]. This will ensure that we are in a position to provide sufficient numbers of suitably qualified linguists to meet service delivery requirements from the framework commencement date.

Initial Meeting with the Authority

We understand that shortly after framework award, an initial meeting will take place with Scottish Government procurement to introduce the new framework.

Key representatives at this meeting from our side would be:

- [REDACTED], Director
- [REDACTED], Account Manager
- [REDACTED], Quality and Recruitment Manager

At that meeting a key aspect for us will be the opportunity to agree steps to ensure that the necessary information is fully disseminated to all users in the framework public bodies, [REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

Individual Meetings with Framework Public Bodies

We would also seek to hold a series of meetings with each framework public body as soon as possible after framework award, attended by our Director and Senior Account Manager,

These meetings will be used to agree specific service requirements, service levels, required MI information and agree any specific service level agreements.

Frequency and content of future meetings will also be agreed.

We would also seek to agree an appropriate schedule of regular meetings between our Account Manager and local managers within the organisation, particularly for bodies with multiple geographical locations or divisions, [REDACTED].

[REDACTED] Communication

We suggest [REDACTED] communication throughout the mobilisation period between ourselves and all key stakeholders following initial meetings to ensure progress is being reported and potential risks and issues are being discussed. This should continue until the mobilisation phase of the new framework is concluded.

Standard Service Levels

[REDACTED]:

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

[REDACTED]	[REDACTED]

* We appreciate that initial notification of framework award is subject to the statutory standstill period, but we would propose to proceed with our internal mobilisation process throughout the standstill period.

2.7.2 Continuous Improvement and Development

Continuous Improvement Process

Defining Baseline Standards

We define continuous improvement as gradual, never-ending change which focuses on increasing our effectiveness and efficiency in fulfilling our clients' needs. This means that no matter how good our services and performance levels already are, there is always room for incremental improvement.

The baseline service levels under the framework are outlined in the framework specification. At the framework public body level, the specific Key Performance Indicators (KPIs) of the individual client will be agreed during the initial account management meetings. For example, if a particular client requires a turnaround time faster than the framework specification lays down, this would be incorporated into their service level agreement.

This initial process is vital in allowing us to benchmark KPIs for the services against which continuous improvement and development of our services to our clients can be objectively measured.

Continuous Improvement Methodology

[REDACTED].

Potential ideas for improvements come can come from any of the following sources:

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

[REDACTED]:

[REDACTED]

Our [REDACTED]management review meetings include standing agenda items relating to continuous improvement where all potential ideas for improvement are discussed.

[REDACTED].

Staff/Linguist Training and Development

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

Staff and linguist training addresses each of the following areas specifically as outlined below:

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

Awareness of Framework Public Bodies' Organisation and Culture

At regular staff meetings, we regularly discuss individual public bodies, both regular users of the framework and any new bodies who have joined the framework since the previous meeting. This includes [REDACTED].

[REDACTED].

Industry Best Practice

[REDACTED]

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

[REDACTED].

[REDACTED].

Market Developments

We regularly keep staff and linguists informed of market developments and changes at meetings and in written communications such as newsletters or circular emails.

[REDACTED].

[REDACTED]. Additionally, local changes in geographical demands sometimes occur and need to be communicated to staff and linguists (e.g. restructuring of premises, closure of previous locations).

Diversity and Equality

All staff and linguists complete training on diversity and equality. For staff members this is usually done at a training session with other colleagues, whereas linguists usually complete an online training module.

Whatever the method, the training covers the following topics:

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

Participants are encouraged to apply the training materials to practical situations they might experience.

[REDACTED]

[REDACTED].

[REDACTED].

Monitoring Ongoing Levels of Service

Our QR team monitor the quality of our work against [REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED]

[REDACTED]

[REDACTED]



Customer Assurance Pack

Version 3.1

12th August , 2020

Document Control

[REDACTED]	[REDACTED]

[REDACTED]

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

[REDACTED]

[REDACTED].

[REDACTED].

[REDACTED].

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
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[REDACTED].

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

Acronis



Cloud Data Centers

**A Primer on Security,
Privacy, and Compliance**

February 2020

[REDACTED]

Introduction **Error! Bookmark not defined.**

Information security and compliance program	2
Infrastructure and network security	Error! Bookmark not defined.
Data storage security	3
Personnel security	4
Access control	4
Software practices	4
Incident management	Error! Bookmark not defined.
Business continuity and disaster recovery	Error! Bookmark not defined.
Supplier relationship management	5
Conclusion	5
About Acronis	5

2

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED].

[REDACTED]

[REDACTED]

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[REDACTED]

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5. [REDACTED]
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For additional information, please visit www.acronis.com

Acronis

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[REDACTED]

Cyber Essentials Plus Assessment Report

[REDACTED]	[REDACTED]

REDACTED



INFORMATION SECURITY HANDBOOK

[REDACTED]	[REDACTED]

[REDACTED]

Amazon Inspector - Assessment Report

Full Report

Report generated on 2021-08-17 at 01:44:23 UTC

Assessment Template: GC1i-CVE-1h

[REDACTED]

1)Data in Transit Protection

How is data secured while in transit?

[REDACTED]

Transfer of Data by E-Mail

[REDACTED]

Removable Media –

[REDACTED]

2)Asset Protection and Resilience

a) Where will data be physically located?

[REDACTED]

b) How is data at rest protected?

[REDACTED]

c) What approach is taken with data sanitisation?

[REDACTED]

d) What approach is taken with equipment disposal?

[REDACTED]

e) Physical resilience and availability

[REDACTED]

3) Access Control – by what means is access to data controlled?

[REDACTED]

4) Governance Framework – what approach is taken with Governance?

[REDACTED]

5) Operational Security

a) What approach is taken with Configuration and Change management?

[REDACTED]

b) What approach is taken with Vulnerability Management

[REDACTED]

c) What approach is taken with Protective Monitoring

[REDACTED]

d) What approach is taken with Incident Management

[REDACTED]

6) Personnel Security - What approach is taken with Personnel Security?

[REDACTED]

7) Secure Development - What approach is taken to Secure Development of applications/services?

[REDACTED]

8) Supply Chain Security - What approach is taken with Supply Chain Security?

[REDACTED]

9) Identity and Authentication - What approach is taken with Identity and Authentication?

[REDACTED]

10) Perimeter Security - What approach is taken to securing the network perimeter?

[REDACTED]

11) Secure Access to Systems - What approach is taken to ensure Secure Access to systems?

[REDACTED]

	Compliance Statement <i>(Please provide a brief statement to explain what controls are in place to manage any Approach that is relevant in delivery of this service.</i> <i>Or what controls you propose having in place by the start of the contract.</i> <i>The higher the Cyber Risk Profile, the more detail is expected in the response.)</i>	Implementation Approach <i>(Please indicate with a X how the Compliance Statement is assured)</i>				Implementation Validation <i>(Please indicate if the assertions are tested or assured to any recognised standard)</i>	
		Service provider assertion	Contractual commitment	Independent validation of assertions	Independent testing of implementation	IT Health Check (e.g. Penetration testing, Vulnerability Scanning)	Certification (e.g. ISO27001, Cyber Essentials Plus)
Data in transit protection							
How is data secured while in transit? Choose all that apply.							
Encrypted email Encrypted File Transfer Removable Media Other	REDACTED						
Asset protection and resilience							
Where will data be physically located? Choose all that apply.							
Unknown Known locations for storage Known locations for processing and management Other	REDACTED						
How is data at rest protected? Choose all that apply.							
Physical access control Infeasibility Encryption of all physical media Other	REDACTED						
What approach is taken with data sanitisation? Choose all that apply.							
None/unknown Assurances media can't be directly addressed Explicit overwriting of storage before reallocation Other	REDACTED						
What approach is taken with equipment disposal? Choose all that apply.							
Unknown or propriety techniques used A recognised standard or equipment disposal if followed A third party destruction service is used Other	REDACTED						
What approach is taken with physical resilience and availability? Choose all that apply.							
The service provider commits to a Service Level Agreement (SLA) Review of historical data Analysis of the design Other	REDACTED						
Access Control							
By what means is access to data controlled? Choose all that apply.							
Data store permissions Software provides separation between users Other	REDACTED						

Limited access over dedicated link, enterprise or community network
Username and password
Other

Perimeter Security

What approach is taken to securing the network perimeter? Choose all that apply.

Managed Service
Internally Managed Controls
Other

Secure Access to Systems

What approach is taken to ensure Secure Access to Systems? Choose all that apply.

Enterprise managed devices
Partner managed devices
Unknown devices
Other

REDACTED

REDACTED

REDACTED

2.9.2 Commitment to Fair Work First Practices

Introduction

We share the Scottish Government's view that the delivery of high-quality services over the long term is dependent on a well-rewarded, well-motivated and well-led workforce committed to achieving the company's objectives.

As a company we have always been committed to fair work practices for everyone who carries out work for us, whether employees or freelance linguists working for us. We believe our approach as an SME and family-owned business clearly marks us out as a good place to work where everyone is respected and valued.

We fully embrace all the principles of the Scottish Government's Fair Work First criteria.

Appropriate Channels for Providing Staff with an Effective Voice

We realise that successful modern businesses are a cooperative effort between management and workers, both staff members and linguists.

[REDACTED].

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED].

[REDACTED]

[REDACTED].

Investment in Workforce Development

Staff Development

All staff members are provided with regular training opportunities both through in-house training and on external courses. [REDACTED]

[REDACTED]

[REDACTED]

Linguist Development

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

No Inappropriate Use of Zero Hours Contracts

We do not use any zero hours' contracts in our business.

[REDACTED]

[REDACTED]

[REDACTED]

Gender Pay Gap and Creating a Diverse and Inclusive Workplace

Gender Pay Gap

We operate a fair and equal pay policy at all levels of the company and so there is no gender pay gap within the company or our sphere of influence.

[REDACTED]

Creating a Diverse and Inclusive Workplace

We have a written company Equality and Diversity Policy which enshrines our commitment to never discriminate against anyone in the workplace or in recruitment based on age, disability, gender reassignment, marriage and civil partnership status, pregnancy and maternity, race, religion or philosophical or political beliefs, sex or sexual orientation, in line with the Equality Act 2010.

[REDACTED]

[REDACTED]

The recruitment process is conducted in a transparent manner in line with our non discrimination policy. [REDACTED]

Providing Fair Pay for Workers

As indicated already, we confirm that we pay equal wages to all female and male employees and we give equal opportunities in access to promotions.

For many years now, all staff members have been paid, as a minimum, in accordance with the hourly rate of the Real Living Wage. All linguists are paid rates that are well in excess of the Real Living Wage. We confirm that we are recognised as a Living Wage employer.

2.10.2 Sustainability Proposals

Introduction

Concern for the environment, the wellbeing of our staff and the wider community is an integral and fundamental part of our corporate business strategy and so we see our own Environmental Policy as synchronising well with Government policies and approaches to sustainability and environmental protection.

We recognise the crucial importance of suppliers of services to the Scottish Government playing their part in achieving the Government's environmental objectives. Accordingly, discussion of environmental issues is a standing agenda item for our regular management meetings. We also provide training and solicit ideas and feedback on good environmental practices from our staff members through discussion at monthly staff meetings.

As a provider of language services to the Scottish Government, we consider our environmental impact to be minimal compared to many other industries which more obviously have a large environmental impact such as heavy engineering or oil production. However, we recognise that even businesses in a service industry like ours have an important part to play in achieving a green and sustainable country. We have identified the following four of the Scottish Government corporate environmental management objectives as being relevant to our business operations in providing interpreting, translation, and transcription services:

- Using energy efficiently to minimise greenhouse gas emissions
- Reducing the need to travel and increase the uptake of sustainable travel options where travel is unavoidable
- Minimising waste by smarter procurement and reusing, recycling and recovering resources wherever possible instead of treating them as waste
- Purchasing products and services that have the lowest environmental impact

Our sustainability performance is outlined in an annual report with targets and achievements against targets, which forms part of our management review process as required under ISO 9001. New targets are then set for the subsequent year against the four areas outlined above. Some examples of the targets measured include:

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

Using Energy Efficiently to Minimise Greenhouse Gas Emissions

We are always keen to use energy as efficiently as possible within the company in order to minimise greenhouse gas emissions. Reductions in energy use also have the benefit of lowering energy costs.

In working towards this goal, the following measures are in place:

- [REDACTED]

- [REDACTED]
- [REDACTED].
-

Reducing the Need to Travel and Increasing Sustainable Travel Options

We have always been proactive in avoiding unnecessary travel and in promoting sustainable travel options where travel cannot be avoided.

[REDACTED]

[REDACTED]

[REDACTED]

We always seek to provide an interpreter for each job who lives as close to the appointment as possible so as to minimise the length of any journeys involved. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Minimising Waste by Reduction, Reusing, Recycling and Recovering Resources

It is our policy to always seek to reduce wastage in materials used in our business and to encourage the reduction, re-use, recycling and recovery of resources to the maximum that can reasonably be achieved.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Purchasing Products and Services with the Lowest Environmental Impact

We seek to make environmentally conscious purchasing decisions within the business wherever possible.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Sustainability in the Supply Chain

We require all new suppliers to guarantee that their operations align with and meet the requirements of our Supply Chain Sustainability and Environmental Policy. [REDACTED]

2.11.2 Community Benefits

We have a strong commitment to adding wider community benefits to all our public sector frameworks and contracts and in 2020 we formalised this aspect of our business by introducing a company Social Value Policy. The policy was developed from [REDACTED] to give a structure and standard for measuring our social value initiatives each year.

As a SME operating in the language service industry, we have identified the areas and [REDACTED] below as relevant for our business.

- [REDACTED]

We believe that our selection of these themes for our focus ties in well with the themes identified by the Scottish Government. Indeed, most of them are either the same or directly relevant. We understand the Scottish Government areas of focus for social value are the following:

- The creation of employment and training opportunities relevant to the Framework
- 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.

The only one of these points not already within our own Social Value policy is the commitment to make subcontracting opportunities available to SMEs, the third sector and supported businesses. We are very happy to make a commitment to this additional requirement should any subcontracting requirements arise during the course of the new framework.

By focusing on our chosen themes we believe we can improve the social, environment and economic wellbeing of people in communities where we are economically active.

[REDACTED]:

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

Activities over the year are then reviewed at management review meetings twice a year to assess progress. The content of this policy is reviewed annually by the managing director.

The social value activities we are committed to on each of the six areas all provide community benefits in the operation of our business.

[REDACTED]

Our linguists are hired on the basis of language needs within the local communities of Scotland and wherever possible linguists are drawn from these local communities.

[REDACTED]

[REDACTED]

[REDACTED]:

- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]:

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

[REDACTED]:

2.12.2 TUPE Considerations: Transfer of Undertakings (Protection of Employment) Regulations 2006

Clearly as one of the incumbent suppliers on the existing framework, we would not face any question of staff from other organisations having to be employed by us under the TUPE provisions in the transition from the current framework to the new framework should we be successful in securing a place on the new framework.

Without prejudice to the understandings of any other parties involved, our understanding, based on our own legal advice regarding TUPE obligations, is that there are no key employee contracts that would fall within the “transfer of undertakings” legislation at the end of the current framework and so we would not envisage any of our current staff being transferred to another organisation if we are not part of the new framework agreement.

We would of course be happy to provide any necessary information for TUPE purposes to any other contractors should this become a live issue.